

DEPARTMENT OF RURAL INDUSTRIES AND MANAGEMENT
SCHOOL OF MANAGEMENT STUDIES
THE GANDHIGRAM RURAL INSTITUTE (DEEMED TO BE UNIVERSITY)
(Ministry of Education (Shiksha Mantralaya), Govt. of India)
Accredited by NAAC with “A” GRADE (3rd Cycle)
GANDHIGRAM – 624 302- TAMIL NADU- INDIA

CURRICULUM DESIGN – MBA PROGRAMME
(Offered from the academic year 2021-2022)

Semester	Category of courses	Course Code	Title of the Course	No. of Credits	Lecture Hours/ week	Duration of ESE Hours	Evaluation		
							CFA %	ESE %	Total Marks
I	Core	21RIMP0101	Managerial Economics	4	4	3	40	60	100
	Core	21RIMP0102	Financial Reporting, Statements and Analysis	4	4	3	40	60	100
	Core	21RIMP0103	Management Principles and Organizational Behaviour	4	4	3	40	60	100
	Core	21RIMP0104	Quantitative Techniques for Management	4	4	3	40	60	100
	Core	21RIMP0105	Corporate Social Responsibility and Sustainability	4	4	3	40	60	100
	Core	21RIMP0106	Management Information System	4	4	3	40	60	100
	Core	21RIMP0107	Operations Management	4	4	3	40	60	100
	GRI	21ENGP00C1	Communication and soft Skills	2	2	-	50	-	50
Core	21RIMP0108	Comprehensive Viva-voce-I	1	0	Viva-Voce	50	0	50	
SUB TOTAL (A)				31	30	-	380	420	800
II	Core	21RIMP0209	Indian Financial Systems and Financial Markets	4	4	3	40	60	100
	Core	21RIMP0210	Marketing Management	4	4	3	40	60	100
	Core	21RIMP0211	Data Analysis using R for Management	4	4	3	40	60	100
	Core	21RIMP0212	Project Management	4	4	3	40	60	100
	Core	21RIMP0213	Human Resource Management	4	4	3	40	60	100
	Core	21RIMP0214	Managerial Skills for Effectiveness	2	2	-	50	-	50
	Core	21RIMP0215	Entrepreneurship	4	4	3	40	60	100
	GRI	19/21GPPP00H	Gandhi in Everyday Life	2	2	-	50	-	50
Core	21RIMP0216	Comprehensive Viva-voce-II	1	0	Viva-Voce	50	0	50	
SUB TOTAL (B)				29	28	-	360	360	750

Semester	Category of courses	Course Code	Title of the Course	No. of Credits	Lecture Hours/ week	Duration of ESE Hours	Evaluation		
							CFA %	ESE %	Total Marks
	Core	21RIMP0317	Research Methodology	4	4	3	40	60	100
		21RIMP0318	Financial Management	4	4	3	40	60	100
III	Electives	21RIMP3EXX	Human Resource Management	2x4=8 (Spec.1)	2x4=8 (Spec.1)	2x3=6 (Spec.1)	2x40=80 (Spec.1)	2x60=120 (Spec.1)	2x100=200 (Spec.1)
		21RIMP3EXX	Financial Management						
		21RIMP3EXX	Operations Management	2x4=8 (Spec.2)	2x4=8 (Spec.2)	2x3=6 (Spec.2)	2x40=80 (Spec.2)	2x60=120 (Spec.2)	2x100=200 (Spec.2)
		21RIMP3EXX	Marketing Management						
	21RIMP3EXX	Systems Management							
	Internship	21RIMP03IN	Summer Internship	4	-	Viva-Voce	100	-	100
	VPP	21VPPP03V1	Village Placement Programme (VPP)	2	-		50	-	50
Core	21RIMP0319	Comprehensive Viva-voce-III	1	0	Viva-Voce	50	0	50	
	Value Added	21RIMP3VAX	Value Added - 1	2	-	-	50	-	50
SUB TOTAL(C)				33	24	-	490	360	850
IV	Core	21RIMP0420	Strategic Management	4	4	3	40	60	100
	GRI	21RIMP04HV	Human Values and Professional Ethics	2	2	2	50	-	50
	Electives	21RIMP4EXX	Human Resource Management	2x4=8 (Spec.1)	2x4=8 (Spec.1)	2x3=6 (Spec.1)	2x40=80 (Spec.1)	2x60=120 (Spec.1)	2x100=200 (Spec.1)
		21RIMP4EXX	Financial Management						
		21RIMP4EXX	Operations Management	2x4=8 (Spec.2)	2x4=8 (Spec.2)	2x3=6 (Spec.2)	2x40=80 (Spec.2)	2x60=120 (Spec.2)	2x100=200 (Spec.2)
		21RIMP4EXX	Marketing Management						
	21RIMP4EXX	Systems Management							
	Core	21RIMP0421	Comprehensive Viva-voce-IV	1	0	Viva-Voce	50	0	50
Dissertation	21RIMP04DD	Dissertation	6	-	Viva-Voce	50	100	150	
	Value Added	21RIMP4VAX	Value Added - 2	2	-	-	50	-	50
SUB TOTAL(D)				31	22	-	400	400	800
GRAND TOTAL (A+B+C+D)				124	104	-	1630	1540	3200

Note: Electives are offered in dual specialisation mode. Each student should complete four courses in each specialisation. A student has to choose two courses in each specialisation in III & IV Semesters.

ELECTIVE COURSES

Electives are offered in dual specialisation mode. Each student should complete four courses in each specialisation. A student has to choose two courses in each specialisation in III & IV Semesters.

HUMAN RESOURCE MANAGEMENT

CODE NUMBER	COURSE TITLE	SEMESTER
21RIMP3E01	Manpower Planning, Recruitment and Selection	III
21RIMP3E02	Training and Human Enhancement	
21RIMP3E03	Human Resource Metrics and Analytics	
21RIMP3E04	Strategic Human Resource Management	
21RIMP3E05	Industrial Relations and Labour Laws	
21RIMP4E06	Performance Management Systems	IV
21RIMP4E07	Counselling and Mentoring	
21RIMP4E08	Compensation Management	
21RIMP4E09	Managing Diversity in the Work Place	
21RIMP4E10	Understanding Self: Indian Perspective	

FINANCIAL MANAGEMENT

CODE NUMBER	COURSE TITLE	SEMESTER
21RIMP3E11	Investment Analysis and Portfolio Management	III
21RIMP3E12	Banking and Financial Institutions	
21RIMP3E13	Project Appraisal and Finance	
21RIMP3E14	Corporate Valuation	
21RIMP3E15	Risk Management	
21RIMP4E16	Mergers, Acquisitions and Corporate Restructuring	IV
21RIMP4E17	Financial Derivatives	
21RIMP4E18	International Finance	
21RIMP4E19	Strategic Financial Management	
21RIMP4E20	Corporate Taxation	

OPERATIONS MANAGEMENT

CODE NUMBER	COURSE TITLE	SEMESTER
21RIMP3E21	Supply Chain Management	III
21RIMP3E22	Quality Toolkit for Managers	
21RIMP3E23	Productions and Materials Management	
21RIMP3E24	Operations Strategy	
21RIMP3E25	Innovation Management and New Product Development	
21RIMP4E26	Six Sigma	IV
21RIMP4E27	Operations Research Applications	
21RIMP4E28	Supply Chain Analytics	
21RIMP4E29	Logistics Management	
21RIMP4E30	Total Quality Management	

MARKETING MANAGEMENT

CODE NUMBER	COURSE TITLE	SEMESTER
21RIMP3E31	Consumer Behaviour and Marketing Research	III
21RIMP3E32	Integrated Marketing Communication	
21RIMP3E33	Retail Marketing	
21RIMP3E34	Sales and Distribution Management	
21RIMP3E35	Rural Marketing	
21RIMP4E36	B2B Marketing	IV
21RIMP4E37	Digital and Social Media Marketing	
21RIMP4E38	Product and Brand Management	
21RIMP4E39	Services Marketing	
21RIMP4E40	Export Documentation and Procedures	

SYSTEMS MANAGEMENT

CODE NUMBER	COURSE TITLE	SEMESTER
21RIMP3E41	Big Data Technology	III
21RIMP3E42	Information Technology and Applications	
21RIMP3E43	E-Commerce	
21RIMP3E44	System Analysis and Design	
21RIMP3E45	ERP Applications in Business	
21RIMP4E46	Business Analytics	IV
21RIMP4E47	Data Mining and Warehousing	
21RIMP4E48	Cloud Computing	
21RIMP4E49	Knowledge Management	
21RIMP4E50	Internet of Things (IoT)	

MBA PROGRAMME - VALUE ADDED COURSE

Course Code	Course Title	Credit
21RIMP3VA1	Professional Competency Development	2
21RIMP3VA2	Environmental Hygiene- Sanitation and Waste Management	2
21RIMP4VA3	Fuzzy Logic For Management Decision Making	2
21RIMP4VA4	Emotional Intelligence	2
21RIMP4VA5	The foundations of Happiness at Work	2

The MBA programme offers valued added courses during III & IV Semesters as per the UGC new regulations.

MANAGERIAL ECONOMICS

Course Code: 21RIMP0101

Credit: 4

Hours: 4/Week

Programme	MBA	Semester-I
Cognitive Level	K1: Recall the concepts of economics to management. K2: Illustration of skills in respect of demand- production and cost functions. K3: Apply the knowledge of managerial economics to business decisions.	
Course Objectives	<ul style="list-style-type: none"> • To develop the ability to apply the concepts- tools- and techniques of economics in applying business decisions. • To orient the students on the principles and analytical tools of managerial economics. • To recall about market structure and price determination. • To understand the macro economics concepts like GDP- inflation and fiscal policy. • To get familiarize with macro economics and national income. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction to Managerial Economics: Nature-Scope – Basic concepts in Managerial Economics – Role and importance of Managerial Economists – Objective: of firm - Relationship with other subjects.	6	1	0	7	I
II	Theory of Demand and Supply: Demand analysis – Use of elasticity of demand in managerial decisions - Demand Forecasting - Methods of demand forecasting for new products and established products – Law of Supply and Elasticity of Supply – Demand Supply Interaction.	8	5	0	12	I
III	Theory of Production: Production function – Types of production function - production and costs - Law of Variable proportions – Law of Returns to Scale – Cost and Revenue functions – Cost and Revenue Curves - Break Even Analysis and its uses in Managerial Economics.	9	5	0	14	II
IV	Market Structure and Price Determination: Definition – Conditions - Characteristics of Competitive Markets – Price searchers – determination under different market Competition –Basics of Oligopoly - Advanced Pricing and Auctions - Game Theory and Asymmetric Information.	9	6	0	14	II

V	Macro Economics: National Income – GDP - Business cycle –features - phases of business cycle – Inflation – Factors causing Inflation – Measures to control business cycle and inflation. Fiscal and Monetary Policy.	5	3	0	8	II
	Invited Talks /Field Visit	3	0	0	3	-
	Total Hours	40	20	0	60	-

Course Outcomes:

- CO1:** Understood the basics of managerial economics and its relevance on managerial decisions.
- CO2:** Learnt the methods of demand analysis and supply and their variants.
- CO3:** Studied the production- demand supply- cost and revenue functions besides the BEA.
- CO4:** Understood about different markets and methods of price determination.
- CO5:** Known the effect of macro-economic variables like business cycles and inflation in the context of globalisation.

References:

Text Books:

1. Ahuja H.L. (2017), Managerial Economics: Analysis of Managerial Decision Making, Sultan Chand and Sons, New Delhi.
2. Dominick Salvatore and Siddhartha Rastogi (2020), Managerial Economics: Principles and Worldwide Applications, 9th edition, Oxford Press Ltd.
3. Geetika; Ghosh. Piyali; Choudhury, Purba Roy (2017), Managerial Economics 3rd edition, Tata McGraw Hill, New Delhi.
4. Varshney R.L and Maheshwari K.L (2016), Managerial Economics- Sultan Chand and Sons, New Delhi.
5. Baumol William. J (1973), Economic Theory and Operations Analysis, Prentice Hall, London.

Reference Books:

1. Atmanand (2015), Managerial Economics, Excel Books, New Delhi.
2. Hagul, D.C (2010), Managerial Economics: Analysis for Business Decisions, Longsasan, London.
3. Jhingan, M.L, and Stephen, J.K (2017), Managerial Economics- Vrinda Publications(P)Ltd.- New Delhi.
4. Gopalakrishna. D (1994), A Study in Managerial Economics, Himalaya Publishing House, Mumbai.
5. Varshney R.L and Maheswari. K. L (2006), Managerial Economics, Sulthan and Sons, New Delhi.

Mapping of COs with PSOs and POs

CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	3	2	3	3	3	3	3	3	2	3	3
CO2	2	3	1	2	3	3	3	3	2	3	3	3
CO3	3	2	3	3	1	2	2	3	3	1	3	2
CO4	2	2	1	3	3	2	3	3	3	3	2	3
CO5	3	3	2	3	3	2	3	1	3	2	3	2

FINANCIAL REPORTING, STATEMENTS AND ANALYSIS

Course Code: 21RIMP0102

Credit:4

Hours:4/Week

Programme	MBA	Semester-I
Cognitive Level	K1: Recollection of the concepts in accounting and book keeping. K2: Explain the accounting concepts and rules of accounting. K3: Ability to prepare P & L accounts and Balance sheet and ability to analyse corporate accounts.	
Course Objectives	<ul style="list-style-type: none"> • To develop an in-depth understanding of Accounting Principles, concepts and conventions. • To acquainting students with Accounting Process and techniques required in preparation of Financial Statements of corporate entities. • To understand the Financial Reporting- Reporting Practices- Analysis of Financial Statements with Managerial Perspective. • To have knowledge on Introduction to Accounting Standard. • To analyze Financial Statement Analysis. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Basic Financial Accounting Concepts: Meaning and Scope, Definition of Accounting Classification of Accounting, Accounting of concepts and accounting conventions –Golden Rules – Journal - Ledger- Trial Balance	8	5	0	13	I
II	Preparation of Financial Statements; Trading Account – Profit and Loss account: Balance Sheet with Adjustment Entries - Interpretation of Annual Report	8	5	0	13	I
III	Cost Accounting Statement – Cost Concept –Cost unit – Importance of Costing - Types of cost -Technique of Costing, Method of Costing – Cost sheet preparation and interpretation, Make or Buy Decision.	8	5	0	13	II
IV	Types of Costing: Methods of pricing of Material Issues: Stores Ledger-First in First out (FIFO), Last in First out (LIFO) and simple average method. Labour costs: Taylor’s differential piece rate– Premium Bonus System – Halsey and, Rowan’s Plan, Cost allocation – apportionment and absorption.	7	2	0	10	II
V	Financial Statement Analysis: Ratio Analysis –Types of Ratios - Funds flow statement – Cash Flow Statement and interpretation, application on analyzing corporate balance sheets.	7	3	0	11	II
	Invited Talks/ Field Visit	2	0	0	2	-
	Total Hours	40	20	0	60	-

Course Outcomes:

- CO1:** Know the concept of accounting rules- ability to enter the transactions in books of accounts.
- CO2:** Acquired skill in preparation of the profit & loss statement and balance sheet and also cultivate ethics in preparations.
- CO3:** Understood cost systems and costing techniques.
- CO4:** Ability to conduct analysis to interpret the values in financial statements in a clear and make meaningful information.
- CO5:** Able to calculate the financial statements.

References:**Text Books:**

1. Shefali Malhotra and Vineet Kr Sachdeva (2018), Financial Reporting- Statements and Analysis, Thakur Publishers, Rohtak.
2. Khan M.Y. and P.K.Jain (2013), Management Accounting: Text, Problems and Cases, Tata McGraw, Hill New Delhi.
3. Khan and Jain (2019), Management Accounting, IV Edition, Tata Mc Graw Hill Publications, New Delhi.
4. Maheshwari, S.N, Sharad K. Maheshwari, and Suneel K. Maheshwari (2017), A Text book of Accounting for Management- Vikas Publications, New Delhi.
5. Nitin Balwani (2019), Accounting and Finance for Management, Excel Books, New Delhi.

Reference Books:

1. Ghosh: T.P(2019) Fundamentals of Accounting- S.Chand & Co, New Delhi.
2. Jain-S.P. and K.L. Narang (2014). Cost Accounting- Kalyani Publications. New Delhi.
3. Jan Williams (2018), Financial and Managerial Accounting, Tata McGraw Hill Publications, New Delhi.
4. Khan- M.Y. and P.K.Jain (2013). Management Accounting: Text- Problems and Cases, Tata McGraw – Hill New Delhi.
5. Murthy (2019), Cost Analysis for Management Decisions, Tata McGraw Hill Publications, New Delhi.

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CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	3	2	3	3	3	3	3	3	2	3	3
CO2	3	3	3	2	3	3	3	3	2	3	3	3
CO3	3	2	3	3	3	2	2	3	3	3	3	3
CO4	3	2	3	3	3	2	3	3	3	3	2	3
CO5	3	3	2	3	3	2	3	3	3	2	3	3

MANAGEMENT PRINCIPLES AND ORGANISATIONAL BEHAVIOUR

Course Code: 21RIMP0103

Credit: 4

Hours:4/Week

Programme	MBA	Semester-I
Cognitive Level	K1: Recall new concepts to take business decisions. K2: Understand the psychological aspects of human behaviour at work. K3: Ability to apply the concepts in organisational context.	
Course Objectives	<ul style="list-style-type: none"> • To enable the students to understand the conceptual framework of principles and functions of management. • To make students understand how managers take decisions on management of business. • To familiarise the students with basic concepts of organisational behaviour. • To impart knowledge of individual and group behaviour. • To find out the emerging trends in organisational behaviour. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Theories Of Management: Evolution of management Thought- Behavioural and Management Science Approaches- Management- meaning- levels- management as an art or science- Managerial functions- Contribution of F.W. Taylor- Henry Fayol- Mayo & Hawthorne Experiments - management thought in globalised era.	7	4	-	11	1
II	Functions of Management: Planning- meaning and definition –characteristics- Steps in Planning Process - types of Planning - Management by Objectives (MBO) - Policies and Strategies - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation – Staffing - Formal and Informal Organisation. Control: meaning- function- Process and types of Control.	7	4	-	11	1
III	Organisational Behaviour: Meaning- contributing disciplines- importance of organizational behaviour - Perception- Personality - Motivation theories -Attitudes - Communication -Process - Barriers - Effective Communication.	8	4	-	12	II
IV	Group Behaviour: Groups: Definition- Difference between groups and teams - Stages of Group Development- Group Cohesiveness - Leadership - Styles - Organisational Culture- Conflict: concept-sources - Types - Stages of conflict- Management of conflict - Organisational Change and Development.	7	4	-	11	II
V	Emerging Trends in Organisational Behaviour: Comparative Management Styles and approaches - Japanese Management Practices - Organisational Creativity - Organizational behaviour across cultures -	7	4	-	11	II

	Managing International Workforce.					
	Invited Talks/Field Visit	4	-	-	4	-
	Total Hours	40	20	-	60	-

Course Outcomes:

- CO1:** Understanding of various management concepts and skills mandatory in the business organization.
- CO2:** Comprehensive knowledge of various functions of management in the practical management framework.
- CO3:** Understanding of the complications accompanying with management of individual behaviour in the organizations.
- CO4:** Develop the skill set required to manage group behaviour in Organizations.
- CO5:** Aware about the recent trends in managing organizational behaviour.

References:

Text Books:

1. Charles W.L Hill and Steven L McShane (2017), Principles of Management, McGraw Hill Education, Special Indian Edition.
2. Fred Luthans (2013), Organisational Behavior, McGraw Hill, 12th Edition.
3. Harold Koontz and Heinz Weihrich, (2015), Essentials of Management: An International: Innovation And Leadership Perspective, 10th edition, Tata McGraw, Hill Education.
4. Stephen P. Robbins, Timothy A.Judge (2018), Organisational Behavior, PHI Learning / Pearson Education- 18th edition.
5. Sherlakhar, S.A. and V.S.Sherlakhar, (2014), Modern Business Organisation and Management, Himalaya Publishing House, New Delhi.

Reference Books:

1. Andrew J. Dubrin (2016), Essentials of Management, Thomson South western, 10th edition.
2. Samuel C. Certo and S.Trevis Certo (2018), Modern Management: Concepts and Skills: Pearson education, 15th edition.
3. Ivancevich, Konopaske&Maheson,(2008) Oranisational Behaviour & Management, 7th edition,Tata McGraw Hill,.
4. Mc Shane & Von Glinov,(2007) Organisational Behaviour, 4th Edition, Tata McGraw Hill,.
5. UdaiPareek, (2004)Understanding Organisational Behaviour, 2nd Edition, Oxford HigherEducation.
6. Hellrigan, Slocum and Woodman,(2017) Organisational Behavior, Cengage Learning, 11th EditionSchermerhorn, Hunt and Osborn, (2008) Organisational behavior, John Wiley, 9th Edition.

Mapping of COs with PSOs and POs

CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	3	2	3	3	3	3	3	3	2	3	3
CO2	3	3	3	2	3	3	3	3	2	3	3	3
CO3	3	2	3	3	3	2	2	3	3	3	3	3
CO4	3	2	3	3	3	2	3	3	3	3	2	3
CO5	3	3	2	3	3	2	3	3	3	2	3	3

QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Course Code: 21RIMP0104

Credit: 4

Hours:4/Week

Programme	MBA	Semester-I
Cognitive Level	K1: Recall the application of mathematics in organization. K2: Understand the skills required for statistical applications. K3: Ability to apply the concepts mathematics and Statistical tools for business managerial decisions.	
Course Objectives	<ul style="list-style-type: none"> • To understand the conceptual framework of principles and functions of mathematics. • To make students understand how to collect data and analysis it. • To familiarise the students with basic concepts of probability and non probability techniques of statistics. • To impart knowledge on sampling techniques of statistics . • To find out the emerging trends in organisational behaviour. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Basic Mathematics for Managers: Quantitative Decision Making – An Overview – Function and Progressions – Basic Calculus and Applications - Matrix, addition, subtraction, transpose, inverse, Cramer's rule	7	4	-	11	1
II	Data Collection and Analysis: Collection and processing of data; Measures of Central Tendency - Mean, Median and Mode; Measures of Variation - Range, Standard Deviation and Co-efficient of variation and its uses in Business research	8	4	-	12	1
III	Probability and Probability Distributions: Basic concepts of Probability and simple problems; Probability Distributions - Binomial, Poisson and Normal Distributions and its application in business.	8	4	-	12	II
IV	Sampling Distributions: Sampling methods and its Distributions; Basic concepts and steps in hypothesis testing; Tests of significance-large and small sample tests-Chi-square test and ANOVA (one way).	8	4	-	12	II

V	Forecasting Methods: Correlation Analysis: Applications in decision making - Regression Analysis -Time Series Analysis; Business,Forecasting.	7	4	-	11	II
	Invited Talks/Field Visit	4	-	-	4	-
	Total Hours	40	20	-	60	-

Course Outcome:

CO1: Gain knowledge in data collection and presentation.

CO2: Understand the basics of statistical techniques for business management.

CO3: Understand the concept of probability and its distributions in the context of decision making.

CO4: Gain skills in the application of statistical techniques in business related data analysis.

CO5: Applying the concepts and techniques of forecasting.

References:

Text Books:

1. Gupta, S.P. (2014), **Statistical Methods**, (13thEd), Sultan Chand Publishers, New Delhi
2. Levin, Rubin, (2013) **Statistics for Management**, (13th Ed) Pearson Education, New Delhi
3. Srivastava, T, Rago. S, (2012) **Statistics for Management**, Tata McGraw Hill, New Delhi

Reference Books:

1. Gerald Keller, (2014), **Statistics for Management and Economics**, (10thEd), Cengage learning.
2. Kemp, Business Statistics, John Wiley.

Web Sites

<https://www.bl.uk/reshelp/findhelpsubject/socsci/topbib/quantmethods/quantitative.pdf>. <https://www.sciencedirect.com/topics/nursing-and-health-professions/statistical-tool>

<https://www.researchgate.net/publication/308133810> Basic statistical tools in research and data analysis <https://www.surveysystem.com/sscalc.htm>

<http://www.calculator.net/sample-size-calculator.html>

<https://www.statisticssolutions.com/spss-statistics-help>

Mapping of COs with PSOs and POs												
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	1	3	2	3	3	3	3	3	3	2	1	3
CO2	2	3	3	2	3	3	3	2	2	3	3	3
CO3	3	2	3	3	3	2	2	3	3	3	3	2
CO4	1	2	3	3	3	2	3	3	3	3	2	3
CO5	2	3	2	3	3	2	3	3	3	2	3	2

CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY

Course Code: 21RIMP0105

Credit: 4

Hours:4/Week

Programme	MBA	Semester-I
Cognitive Level	K1: Recall the business practices in the corporate world. K2: Inculcate the best practices adopted by the corporate company through case study. K3: Imbibe the best governance for competitive world.	
Course Objectives	<ul style="list-style-type: none"> • To familiarize the students with concepts and practices of business organisation's Corporate Social Responsibility- its significance and impact in the current scenario. • To understand how the corporate involved themselves in the current scenario. • To analyse the impact of CSR implementation on corporate culture- particularly social issues. • To know about the environment for CSR reporting frame work. • To analyse the sustainable practices for corporate companies. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Concept of CSR: Objectives-Definition- Evolution-Need for CSR Theoretical perspectives-Corporate citizenship-Business practices- CSR Act 2006.	7	4	-	11	1
II	Strategies of CSR: Strategies for CSR-Challenges and implementation-Evolution of corporate governance-Governance practices and regulation-Structure and development of boards.	7	4	-	11	1
III	Governance and Case Studies: Role of capital market and government-Governance ratings-Future of governance- innovative practices-Case studies with lessons learnt.	8	4	-	12	I II
IV	CSR Reporting Frame Work: Corporate Sustainability Reporting Frameworks-Global Reporting Initiative Guidelines-National Voluntary Guidelines on Social- Environmental and Economic Responsibilities of Business International Standards.	7	4	-	11	II
V	Corporate Sustainability: Sustainability: Meaning and Scope Corporate Social Responsibility and Corporate Sustainability - Sustainability Terminologies and Meanings -Why is Sustainability an Imperative - Sustainability Case Studies -Triple Bottom Line (TBL). Sustainability Indices- Principles of Responsible Investment- challenges in Mainstreaming Sustainability Reporting- Sustainability Reporting Case Studies.	7	4	-	11	II
	Invited Talks/Field Visit	4	-	-	4	-
	Total Hours	40	20	-	60	-

Course Outcomes:

- CO1:**Publicize the students with practices of business organizations.
CO2:The role of corporate in developing the society in a business ethical way.
CO3:The role of corporate in maintaining the sustainable development.
CO4:Be acquainted with about the environment for CSR Reporting Frame Work.
CO5:Investigate the sustainablele practices for corporate companies.

References:**Text Books:**

1. Baxi CV and Ajit Prasad (2015), Corporate Social Responsibility Concepts and Cases, The Indian Experience, Excel Books, New Delhi; 534.
2. CSR Act 2006.
3. DFID (2009), Sustainable Livelihood Framework, London.
4. Peter Challis, Laura Challis (2017), The Heart of Social Responsibility (Free Download Bookboon.com).
5. Robert Chambers (1997), Whose Reality counts? Putting the First Part, Intermediate Technology, London.

Reference Books:

1. David Crowther, Guler Aras (2019), Corporate Social Responsibility, Part -III Strategy and leadership (e-book- www.bookboon.com)
2. David Crowther, Guler Aras, (2018), Corporate Social Responsibility (e-book).
3. William B.Werther, Jr and David chandler (2016), Strategic Corporate Social Responsibility, Sage Publications, Los Angeles: 356.

Mapping of COs with PSOs and POs												
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	3	2	3	3	3	3	3	3	2	3	3
CO2	3	3	3	2	3	3	3	3	2	3	3	3
CO3	3	2	3	3	3	2	2	3	3	3	3	3
CO4	3	2	3	3	3	2	3	3	3	3	2	3
CO5	3	3	2	3	3	2	3	3	3	2	3	3

MANAGEMENT INFORMATION SYSTEM

Course Code: 21RIMP0106

Credit:4

Hours:4/Week

Programme	MBA	Semester-I
Cognitive Level	K1: Recall the basics of Management Information System. K2: Illustrate the skills in various computer Networking. K3: Ability to apply skills in applications of computers in business.	
Course Objectives	<ul style="list-style-type: none"> • This paper aims to help the students to recognize- specify and communicate effectively to data processing personnel about information system. • It also helps the students to interpret new developments in information technology and fit into an overall information system framework. • To apply the knowledge on new Computer Network Technology. • To relate the computer in modern business. • To apply E- commerce and Digital Marketing for Business. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Management Information System: Introduction- definition- importance- Components- role of MIS in Business- Decision Making Process- Types of information System – ESS- DSS-TPS-Database concepts- Information Systems for Management Operation Control- Information systems for Strategic Planning.	9	4	0	13	I
II	System Analysis and Design: Overview- System Development Life Cycle (SDLC)- Designing Information Systems for Operation Control- MIS for Functional Areas- Marketing- Finance- HR- Implementation and evaluation of MIS.	7	4	0	11	I
III	Computer Network Technology: Hardware – Input - Output- CPU and Storage Devices-System Software- Application Software - Computer Languages - Computer Network – Definition - Types-LAN- WAN- Topologies- Internet Services & its applications- Blog - creation- applying efficient techniques for managing each phase of the systems development lifecycle.	8	4	0	12	II
IV	Applications of Computer in Business: MS Power Point: Introduction–Toolbar- their Icons and Commands– Navigating in Power point-Creation of slides- animation- and templates - Designing Presentations – Slide show controls–Making notes on Pages and Handouts–Printing Presentations–Customizing Presentations-Auto Contents Wizard.	6	4	0	10	II

V	E- commerce and Digital Marketing for Business: ERP- Understanding E-Commerce- and growth of E - Commerce- -Technology - E-Business- SCM- CRM- Cloud computing for business- Artificial Intelligence - Machine Learning- Expert systems.	7	4	0	11	II
	Invited Talks/Field Visit	3	0	0	3	-
	Total Hours	40	20	0	60	-

Course Outcomes:

- CO1:** Acquire knowledge in designing and implementing managerial information processing systems.
- CO2:** Understand about networking and the methods of information sharing through networks.
- CO3:** Gained knowledge in applying systems concept in analysis and design of computerized data processing and assess the steps involved in MIS Projects.
- CO4:** Known about various conceptual models in decision making and apply the same to managerial uses.
- CO5:** Able to carry out e-commerce in business.

References:

Text Books:

1. Ramesh Behl, James A. O'Brien, George M. Marakas (2019), Management Information Systems, 11th Edition I.
2. Rahulde, (2020)- MIS in Business , Government and Society , Wiley India Pvt. Ltd , 2nd Edition.
3. Haag , Cummings and McCubrey , (2013) , Management Information Systems for the Information Age , McGraw Hill, New Delhi.
4. Kenneth C.Laudon and Jane, (2012) , Management Information Systems– Managing the digital firm , / Pearson Education , PHI, Asia.
5. Robert Schul Theis and Mary Summer , (2013) , Management Information Systems–The Managers View, Tata McGraw Hill, New Delhi.

Reference Books:

1. Rahulde (2012), MIS in Business, Government and Society, Wiley India Pvt. Ltd.
2. Turban, McLean and Wetherber, (2008), Information Technology for Management– Transforming Organisations in the Digital Economy, John Wiley, 6th Edition
3. Jawadekar, (2012), Management Information Systems, Tata McGraw Hills.
4. Laudon and Laudon (2014), Management Information Systems, Pearson Education, Asia, 7th edition.

Mapping of COs with PSOs and POs												
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	3	2	3	3	3	3	3	3	2	3	3
CO2	2	3	3	2	3	3	1	3	2	3	3	3
CO3	2	2	3	2	3	2	2	3	3	3	3	2
CO4	3	2	3	3	3	2	3	3	3	3	2	3
CO5	2	3	2	3	3	2	3	3	3	2	3	1

OPERATIONS MANAGEMENT

Course Code: 21RIMP0107

Credit: 4

Hours: 4/Week

Programme	MBA	Semester- I
Cognitive Level	K1: Awareness on operations management concepts. K2: Skills in conducting operational studies. K3: Computation of production vis-a-vis materials- labour requirement etc.	
Course Objectives	<ul style="list-style-type: none"> • To facilitate the students to understand the basic concepts- functions and tools employed for designing the system and system operations in production- services enterprises. • To provide knowledge in various methods of assessing productivity and operational parameter. • To conduct work study in production and service systems. • To provide adequate inputs in purchasing method computation or requirements and management control of invention. • To provide knowledge in planning- production and control methods. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Production Management: Management of Production systems and types Principles of scientific management-productivity concept and measurement - Product engineering – production life cycle – Operations as a source of competitive advantage; Trade-offs and combinations.	10	5	0	15	I
II	Work study: Method study - Ergonomics Time study-work sampling Pre determined motion Techniques (PMTs) Designing product and process layouts and line balancing Process Analysis- Difference between Manufacturing and Service Operations- Product Process Matrix.	7	4	0	11	I
III	Material management: Importance and functions – purchasing methods – Stores Management -Bill of materials – Inventory Management: JIT, LIFO, FIFO - Kizan, Kanban, Deterministic demand model–EOQ- Continuous and Periodic review Inventory models; Supply chain management; Lean vs Agile supply chains.	7	3	0	10	II
IV	Production planning and control: Scope for Production Planning and control: Steps in preparing production plan for various systems. Routing- Loading- scheduling-dispatching- and follow up - Forecasting and its types-Master Production Schedule and MRP.	7	4	0	11	II
V	Quality control: Quality control – statistical quality control techniques - Tools and Standards - acceptance	6	4	0	10	II

sampling. Quality management and Sustainable Operations Management- Accepted Quality Level - Green Productivity.					
Invited Talks/Field Visit	3	-	-	3	-
Total Hours	40	20	-	60	-

Course Outcomes:

CO1: Smooth the progress of the students to understand the basic concepts- functions and tools employed for designing the system and system operations in production- services enterprises.

CO2: Gained knowledge on managerial concepts in production of goods and services

CO3: Acquired skills in conducting motions/time studies- plant layout and knowledge in material handling equipments.

CO4: Studied skills in purchase of raw materials and inventory management and store keeping practices.

CO5: Learned skills in planning- execution and controlling of production system and operations
Acquired knowledge about cost reduction for various activities.

References:

Text Books:

1. Chary.S.N. (2018), 'Production Operations Management' Tata McGraw Hill Publishing Company Ltd- New Delhi.
2. Juran D.M. and F.M. Gryna (2015), Quality Planning and Analysis, Tata McGraw Hill, New Delhi.
3. Krajewski, J. Lee, Ritzman, P. Larry, and Malhotra K. Manoj (2016), Operations Management: Processes and Value Chains, Pearson Education, New Delhi.
4. Mahadevan, B. (2015). Operations Management- Theory and Practice, Pearson Education. New Delhi.
5. Sharhmay (2020), Productivity Management: Concepts and Techniques; Tata McGraw Hill Co; New Delhi.

Reference Books:

1. Taylor, Russell (2012), Operations Management, Wiley India, New Delhi.
2. Varma.M.M. (2006), 'Materials Management'; Rer.Ed. S.Chand & Sons, New Delhi.
3. Khanna .O.P.(2006), Industrial Engineering and Management - Text and Cases, Dhanpat Raj, New Delhi.
4. Chase. R. B, F. B. Jacob, and N.J Aquilano, (2006), Operations Management for a competitive Advantage, Eleventh Edition, Irwin McGraw Hill, New York.
5. Panner Selvam, (2017), Production and Operations Management, PHI Publication, New York.
6. Chunna Walla. 2007), Production and Operations Management, HPH Publication, New Delhi.

Mapping of COs with PSOs and POs

CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	1	2	2	3	3	2	2	3	3	2	3	3
CO2	2	3	3	2	3	3	3	3	2	3	3	3
CO3	3	2	3	3	3	2	2	3	3	2	3	3
CO4	2	2	3	2	3	2	3	3	3	3	2	3
CO5	1	3	2	3	2	2	3	3	3	2	3	3

21ENGP00C1 – COMMUNICATION AND SOFT SKILLS

**(Soft Skills Course – Compulsory Non Credit course –
2 Credits - 2 Hours/wk.)**

(For all PG students except MA ECS students)

Objectives:

- To help the students improve their communication and life and soft skills; and
- To enhance their personality and employability skills.

UNIT I

- Basics of Communication
- Barriers to Communication

UNIT II

- Communication and Language Skills
- Communicating in a Global Language

UNIT III

- Resumes and Cover Letters
- Group Discussions

UNIT IV

- Business communication
- Intercultural Communication

UNIT V

- Professional Communication
- Interviews

Textbook:

Krishnaswamy- Dhariwal and Krishnaswamy (2015), Mastering Communication Skills and Soft Skills. Blomsbury.

Assessment: There is no ESE. Assessment is totally internal and is performance-based.

COMPREHENSIVE VIVA VOCE – 1

Course Code: 21RIMP0108

Credit: 1

Hours: 0

Programme	MBA	Semester- I
Cognitive Level	K1: Recall the subjects concept. K2: Ability to explain subject concepts to solve business problems. K3: Adapt to frame their own proactive strategy.	
Course Objective	<ul style="list-style-type: none">• To assess the comprehensive understanding of the courses studied by the students during the first semester- of the MBA programme.• To assess the students familiarity of the subject concepts studied.• To create an opportunity to apply the concepts in a given situations.• To pre-check their abilities and giving tips to develop in the logging area.• To get exposure about the present condition of the industry.	

CONTENTS

METHODOLOGY:

At the end of the first semester the overall proficiency of every student on the courses studied during the semester will be assessed for 50 marks through viva-voce jointly by an external expert and an internal faculty member nominated by the Head of the Department of Rural Industries and Management.

SEMESTER- II

INDIAN FINANCIAL SYSTEMS AND FINANCIAL MARKETS

Course Code: 21RIMP0209

Credit:4

Hours:4/Week

Programme	MBA	Semester-II
Cognitive Level	K-1: Aware of the structure of Indian Financial System. K-2: Explain the capital markets and resource raising for business in Indian Context. K-3: Apply the skills in the short-term financing markets and latest financial reforms.	
Course Objectives	<ul style="list-style-type: none"> • To acquire an in-depth knowledge about the Indian Financial System and its services. • To know about the structure and functioning of capital markets in India and role of various regulatory organizations. • Analyzing the New issue Market like shares and bonds. • To explore the sources of finance from Short term financing market. • To get known to Financial Sector Reforms in India. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Indian Financial System: History and evolution of financial system- Structure and constituents of Indian financial system. Financial institutions – Financial markets – Financial instruments and Services - Financial System and economic development.	9	4	0	13	I
II	Industrial Securities Market: Organization and Structure of Stock exchanges- Membership – Listing- Trading and Settlement - ordinary shares- preference shares and Bonds.	7	4	0	11	I
III	New Issue Market: Issue Mechanism – IPO- Rights issue- private placement – processes of Book – Building – Issue of Bonus Shares – Stock Options - functions of new issue market - Overview of Bond market in India.	8	4	0	12	II
IV	Short Term Financing Market: Organization- Types of Instruments- Participants- Trading mechanism- Debt and Currency markets- Bonds- markets for short term financing requirements.	6	4	0	10	II
V	Financial Sector Reforms: Financial sector reforms and financial markets- contemporary issues. Market for Futures- Options and other financial derivatives – Swaps _ Warrants and Convertibles. Recent trends in derivative markets in India.	7	4	0	11	II
	Invited Talks/Field Visit	3	0	0	3	-
	Total Hours	40	20	0	60	-

Course Outcomes:

- CO1:** Understand the Evolution and structure of financial system in India.
- CO2:** Understand the working of Capital market and instruments for raising funds.
- CO3:** Knowing the Indian financial system's organization and its workings in current scenario.
- CO4:** Understand the Financial sector reforms- internationally and domestic requirements.
- CO5:** Recognized to Financial Sector Reforms in India.

References:**Text Books:**

1. Avdhani V.A(2020). , Investment and Securities Markets in India , Himalaya , 8th Edition.
2. Bhole L.M (2017). , Financial Institutions and Markets: Structure , Growth and Innovations , Tata McGraw Hill , Sixth Edition.
3. Khan M.Y (2019). , Indian Financial System , Tata McGraw Hill , 11th Edition.
4. Kohn M(2020) , Financial Institutions and Markets , Tata McGraw Hill , second edition.
5. Madura J (2014). , Financial Markets and Institutions , South ,Western , Cengage Learning , 10th Edition.

Reference Books:

1. Bhole, , 2009, Financial Institutions & Markets, Tata McGraw-Hill Education.
2. E.Gorden and K.Natarajan, 2015, Financial Markets and Services, , Himalaya Publishing House.
3. Rajesh Kothari, 2010, Financial Services in India: Concept and Application, SAGE Publications Ltd .
4. Vinod Kumar Atul Gupta Manmeet Kaur, 2017, Financial Markets Institutions& Financial Services.
5. S.Gurusamy, 2009, Financial Services & Systems, 2nd Edition.

Websites:

1. <http://www.himpub.com/documents/Chapter1321.pdf>

Mapping of COs with PSOs and POs												
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PS O 3	PSO 4	PSO 5	PSO 6
CO1	3	3	2	3	3	3	3	3	3	2	3	3
CO2	3	3	3	2	3	3	3	3	2	3	3	3
CO3	3	2	3	3	3	2	2	3	3	3	3	3
CO4	3	2	3	3	3	2	3	3	3	3	2	3
CO5	3	3	2	3	3	2	3	3	3	2	3	3

MARKETING MANAGEMENT

CourseCode:21MBAP0210

Credit:4

Hours: 4/Week

Programme	MBA	Semester-II
Cognitive level	K-1: Recollect the concepts in marketing. K-2: Describe the importance of marketing strategies- buyer behavior- and marketing trends. K-3: Applying the marketing mix decisions- marketing strategies- customer relationships.	
Course Objectives	<ul style="list-style-type: none"> • To understand about Marketing concepts- marketing strategies- buyer behavior- and marketing trends. • To understand and formulate marketing mix decisions- marketing Strategies- customer relationships and enhanced advertising of products. • To make the students understand with marketing mix decisions. • To reform the marketing strategy and adopt in recent trends in marketing. • To get familiarize with marketing research process. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction: Marketing – Definitions - Marketing environment: Internal and External-Marketing in relation with other functional areas– Production- Finance- Human Relations Management- Information System and Supply chain and Logistics management. Marketing in global Environment–Prospects and Challenges.	10	6	0	16	I
II	Buyer Behaviour: Understanding industrial and individual buyer behavior- Influencing factors–Buyer Behaviour Models–Online buyer behavior -Building and measuring customer satisfaction– Customer relationships management.	6	3	0	9	I
III	Marketing Mix Decisions: Product planning and development–Product Life Cycle – New product Development and Management– Market Segmentation – Targeting and Positioning – Channel Management – Advertising and sales promotions –Pricing Objectives- Policies and methods.	7	4	0	11	II
IV	Marketing Strategy And Recent Trends In Marketing: Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing–Consumer Marketing — Services marketing –Competitor analysis– Strategic Marketing Mix components. - Cause related marketing- Ethics in marketing – Online marketing trends (e-marketing).	8	4	0	12	II

V	Marketing Research -Research Process– Concepts and applications: Product– Advertising – Promotion – Consumer Behaviour – Retail research–Customer driven organizations.	6	3	0	9	II
	Invited Talks/Field Visit	3	0	0	3	-
	Total Hours	40	20	0	60	-

Course Outcomes:

CO1: Understand the basic concepts and functions of marketing management and analyzing the prospects and challenges of marketing management to meet global changing marketing.

CO2: Analyses the buyer behavior – to understand the mode of purchased and online purchase and buying behavior.

CO3: Describes the marketing mix decisions.

CO4: Analyze the marketing strategies and recent trends in marketing.

CO5: Know the importance of marketing research process in marketing management.

References:

Text Books:

1. Kotler, Philip, Kevin Lane Keller (2016). Marketing Management, Noida: Pearson Education. New Delhi
2. Ramasamy, V.S and S. Namakumari (2014). Marketing Management: Global Perspective Indian Context, Macmillan, New Delhi.
3. Baines Paul, Chris Fill and Page Kelly (2013). Marketing, Asian edition; Oxford University Press. New Delhi.
4. Philip Kotler (2000), Marketing Management: Analysis, Planning and Control, Prentice Hill India, New Delhi.
5. Varshney & Gupta (2008), Marketing Management, S.Chand & Co, New Delhi.

Reference Books:

1. Arun Kumar.N. Meenakshi, (2018), Marketing Management, Vikas Publisher, Mumbai.
2. Gandhi. J.C.(2011), Marketing Management, Tata McGraw Hill, Mumbai.
3. Sharlekar.S.A. (2001), Marketing Management, Himalaya Publishing Co, New Delhi.
4. Gony Armstrong, (2015), Marketing Management, 11th edition, Pearson Education. Asia.
5. Boyd Walker, (1999), Marketing Management, Tata McGraw Hill, Mumbai.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	1	2	1	1	1	1	1	2	2	2	2	2
CO2	2	2	3	3	2	2	3	2	2	3	2	3
CO3	3	2	3	3	2	3	3	2	3	2	2	2
CO4	2	2	2	3	2	3	2	3	3	2	2	2
CO5	3	3	3	3	3	3	3	3	3	3	3	3

DATA ANALYSIS USING R FOR MANAGEMENT

Course Code: 21RIMP0211

Credit: 4

Hours:4 (3+1)/Week

Programme	MBA	Semester-II
Cognitive Level	K-1: Recall the basic definitions and terminologies of computer. K-2: Summarize the knowledge in data analysis. K-3: Prepare data analysis tools using R Programming.	
Course Objectives	<ul style="list-style-type: none"> • To introduce the concepts of Data analysis. • To enlighten the knowledge in Programming using R. • To provide an in-depth knowledge in programming for data analysis. • To analyze Co-Variance – Forecasting Time Series Analysis - Advanced Graphs. • To apply the R programme in stock market modeling credit card fraud detection- weather forecasting- movie. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction to R Programming: Introduction to Computer and data analysis - Introduction to data analysis methods - Introduction to R-Programming - Working with Directory - Data types in R Commands for Data Exploration.	8	0	4	12	I
II	Loading and Handling Data in R: Challenges of Analytical Data Processing - Expression Variables and Functions - Missing values Treatment in R – Vectors Matrices-Factors and List - Common Analytical Tasks - Aggregating and Group Processing of a Variable - Simple analysis using R - Methods for Reading data.	8	0	4	12	I
III	Exploring Data in R: Data frames - R functions for understanding data in data frames - Loading data frames Exploring data - Finding the missing values Invalid values and outliers - Descriptive statistics - Spotting problems in data with visualization.	8	0	4	12	II
IV	Elementary Statistics: Probability Distributions - Z-Test - F-Test T-Test - Correlation Analysis – Regression Analysis of Co-Variance – Forecasting Time Series Analysis - Advanced Graphs.	8	0	4	12	II
V	R Programming Applications: Sentiment analysis - Stock market modeling Credit card fraud detection - Weather forecasting - Movie	8	0	4	12	II

	/ product recommendation system - Customer segmentation.					
	Invited Talks/Field Visit	-	-	-	-	-
	Total Hours	40	0	20	60	-

Course Outcomes:

CO1:Discover how to use R Studio to apply R to your analysis.

CO2:Explore the fundamental concepts associated with programming in R.

CO3:Explore the Contents and components of R package.

CO4:Gain an understanding of data frames and their use in R.

CO5:Understand the data analysis concepts in marketing and business.

References:

Text Books:

1. Jeeva Jose , Khanna (2019) , Data Analysis using R Programming , Big Book Publishing.
2. Seema Acharya , (2018) , Data Analytics using R , McGraw Hill Education.
3. Simon Walkowiak , (2016) , Data Analytics with R , Packet Publishing.

Mapping of COs with PSOs and POs												
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	1	3	2	3	3	1	3	3	3	2	3	3
CO2	2	3	3	2	3	3	3	2	2	3	3	3
CO3	3	2	3	3	3	2	2	3	3	3	3	3
CO4	1	2	3	3	3	2	3	3	3	3	2	3
CO5	2	3	2	3	3	2	3	2	3	2	3	3

PROJECT MANAGEMENT

Course Code:21RIMP0212

Credit:4

Hours: 4/ Week

Programme	MBA	Semester-II
Cognitive level	K1: Recall the principles and types of project management. K2: Understand the scope of project organisation and team issue. K3: Apply techniques of feasibility- cost benefit analysis and risk factors in project execution.	
Course objectives	<ul style="list-style-type: none"> • To apply project management principles in business situations. • To understand the significance of project organisation structure in deciding the effectiveness. • To evaluate the projects through various tools and techniques. • To compute the project schedules and resources under various models. • To identify various control techniques in managing projects and audit measures. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Project and Project Management: Definition of project- types of project- project life cycle - Generation and Screening of Project Ideas - Generation of Ideas- Monitoring the Environment - Corporate Appraisal- Tools for Identifying Investment Opportunities- Scouting for Project Ideas - Preliminary Screening- Project Rating Index- Sources of Positive Net Present Value- On being an entrepreneur.	10	6	0	16	I
II	Project Organisation and Conflict Management: Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict Origin & Consequences. Managing conflict – Team methods for resolving conflict.	6	3	0	9	I
III	Planning and Budgeting: The Planning Process – Project identification - Project appraisal - Technical- Economic- Financial- Legal and Social appraisal- Problems arising due to rate of discount- wage – rate- exchange rates- treatment of taxes- social cost - benefits- treatment of risk and uncertainty-	7	4	0	11	II
	sensitivity analysis - Project Budgeting Methods–Cost Estimating and Improvement - Budget uncertainty and risk management.					
IV	Scheduling and Resource Allocation: PERT & CPM Networks - Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources –Goldratt’s Critical Chain.	8	4	0	12	II

V	Control and Completion: The Plan- Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation- Auditing and Termination.	6	3	0	9	II
	Invited Talks/Field Visit	3	0	0	3	-
	Total Hours	40	20	0	60	-

Course Outcomes:

- CO1:** The knowledge in project management principles- types of project and identifying projects.
- CO2:** The ability to explain various organization structure models in managing.
- CO3:** The ability to compute the resources for managing project resources and budget.
- CO4:** Acclimatized to formulate CPM and optimize resources for projects.
- CO5:** Acquainted to plan appropriate project control techniques based on the project framework and external factors.

References:

Text Books:

1. Chandra Prasanna , (2014) , Project : Preparation , Appraisal, Budgeting and Implementation , Tata Mc Graw Hill.
2. Clifford Gray and Erik Larson ,(2013) “Project Management”, Tata McGraw Hill Edition.
3. Harvey Maylor , (2010) , Project Management , Third Edition , Pearson Education.
4. John M. Nicholas , (2012) , “Project Management for Business and Technology -Principles and Practice”.
5. Goyal BB (2013) Project Management : A Development Perspective , Deep & Deep Publications, New Delhi.

Reference Books:

1. Gido and Clements , (2012) , “Successful Project Management” , Thomson Learning.
2. Mohsin M. (2011) Project Planning and Control , Vikas Publications.
3. Chaturvedi & Jauhari, (2016), Project Management, Himalaya Publishing, 1 st edition.
4. Sanjiv Marwah, (2011), Project Management, Dreamtech press.
5. Anantmula S, Kathryn Wells, (2019), Contemporary Project Management, 4 th edition, India Publishing.
- 6.

Mapping of COs with PSOs and POs												
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
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CO3	3	2	3	3	3	2	2	3	3	3	3	3
CO4	3	2	3	3	3	2	3	3	3	3	2	3
CO5	3	3	2	3	3	2	3	3	3	2	3	3

HUMAN RESOURCE MANAGEMENT

Course Code: 21RIMP0213

Credit: 4

Hours 4/ Week

Programme	MBA	Semester-II
Cognitive Level	K 1: Recall the concept of human resource management. K 2: Understanding how to apply human resource concepts in a given situation. K 3: Ability to synthesize new concepts from the already existing ones to give effective results.	
Course Objectives	<ul style="list-style-type: none"> • To impart basic knowledge of HR management. • To make the students understand the key terms- theories/concepts and practices within the field of human resource management. • To equip the students with necessary HR skills that are required by HR professionals. • To Identify and analyse the problems in the field of HRM and be able to provide innovative solutions. • To recognize and appreciate the significance of ethical issues in HR practices and the management of people in the workplace. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction to HRM: Meaning and Definition- Characteristics of HRM- Scope of HRM- Functions of HRM- Objectives of HRM- Qualities of HR Manager- Line and staff responsibility of HR Managers- Important Trends in HR Management.	8	3	-	11	I
II	HR Planning- Recruitment and Selection: HR Planning - importance- Job Analysis- Job description and job specification- Recruitment- Sources of Recruitment- Selection- Importance of selection- Process and methods of selection.	8	5	-	13	I
III	Training and Development & Performance Appraisal: Training and Development: Objectives of training- Identification of Training needs- Concepts of Training- Training methods- Management development- management development methods - Performance Appraisal: Definition- Uses of Performance Appraisal- traditional and modern methods of Performance Appraisal.	7	4	-	11	II
IV	Compensation Management: Meaning and Definition, Job Evaluation, Basic Factors in Determining Pay Rates, Competency Based Pay, Money and Motivation: incentives, bonus, ESOPs, Fringe Benefits, Career Planning & Development.	6	4	-	10	II
V	Industrial Relation and Trade Union: Meaning & Characteristics of Industrial Relations - Nature	7	4	-	11	II

	of Trade Unions - Problems of Trade Union – Grievance handling and Discipline handling procedure - Collective bargaining - Causes for Industrial Disputes - Settlement of Industrial Dispute.					
	Invited Talks/Field Visit	4	0	0	4	-
	Total Hours	40	20	0	60	-

Course Outcomes:

CO1:Students would have gained knowledge on the various aspects of HRM.

CO2:Students would have develop the skills needed for a successful HR manager.

CO3:Students would be prepared to implement the concepts learned in the workplace.

CO4:Students would be aware of the emerging concepts in the field of HRM.

CO5:The student can analyse the alternatives and their consequences.

References:

Text Book:

1. VS. Rao , (2017) , Human Resource Management (Text & Cases) , 8th edition.
2. Uday Kumar Haldar , Juthika Sarkar (2012) , Human Resource management. Oxford.
3. Ashwathappa K (2013) , Human Resource Management: Text and Cases , 7 th edition , Tata McGraw ,Hill.
4. Wayne Cascio , (2015) , Managing Human Resource , McGraw Hill., 5th edition.
5. Ivancevich , (2012) , Human Resource Management , McGraw Hill, 6th edition.

Reference Books:

1. Gary Dessler and Biju Varkkey , (2015) , Human Resource Management , 14th Edition , Pearson Education Limited ,.
2. David A. Decenzo , Stephen.P.Robbins , and Susan L. Verhulst , (2014) , Human Resource Management , Wiley , International Student Edition , 11th Edition.
3. Luis R.Gomez ,Mejia , David B.Balkin , Robert L Cardy , (2012). Managing Human Resource. PHI Learning.
4. Bernadin , (2012) , Human Resource Management ,Tata Mcgraw Hill , 8th edition.

Mapping of COs with PSOs and POs												
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	3	2	2	3	1	2	3	2	2	3	3
CO2	3	3	3	2	2	1	1	2	3	2	1	2
CO3	3	2	2	3	3	2	2	1	3	2	2	3
CO4	2	3	3	2	1	1	2	3	2	3	1	2
CO5	2	3	3	1	2	2	1	3	2	2	3	2

MANAGERIAL SKILLS FOR EFFECTIVENESS

Course Code: 21RIMP0214

Credit:2

Hours:2/Week

Programme	MBA	Semester-II
Cognitive level	K1: Recall skills required to manage self and the company. K2: Understand oneself to develop networking skills and team management. K3: Apply the managerial skills for professional and leadership development.	
Course objectives	<ul style="list-style-type: none"> • To equip the students to acquire basic skills on reading writing and learning. • To explore self discovery for managing people effectively. • To develop managerial skills on team management- net working and presentation. • To built peers support for teams project. • To understand leadership challenges and strategies. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Reading- Writing and Learning: Mind training for better reading- active reader - how to learn- inferences-taking notes memorise - Business writing- AIDA-. Speaking and Listening - write a speech- Begin & end a talk-tips for speakers- arguing a case- speaking goal-listening skills.	4	2	0	6	I
II	Becoming the Real You: Being real- self- discovery- assertiveness- feelings- real me - Facing an Interview - job hunt- resume- before- during and after the interview Exit interview.	3	1	0	4	I
III	Managerial Skills for Effectiveness: Building organizational culture- team management - networking skills- interaction across business functions- collaboration and presentation skills - development of a project that addresses an organizational challenge.	4	1	0	5	II
IV	Building peer support for team's projects: Identifying operational and strategic gaps-identifying mentor to support professional development - Understand leadership challenges and strategies - Negotiation & Assertiveness skills - Mapping personal leadership and learning journey - Expanding professional and personal networks.	5	3	0	8	II
V	Managing Leadership: Leadership styles- change and decision making-motivation-conflict and cooperation.	4	1	0	5	II
	Invited Talks/Field Visit	0	2	0	2	-
	Total Hours	20	10	0	30	-

Course Outcomes:

- CO1:** Gained knowledge on the basic skills on management styles of reading- writing and learning.
- CO2:** Learned the skills effective speaking- communication and listening.
- CO3:** Self-introspected- known thyself- developed assertiveness and being real.
- CO4:** Familiarised with resume preparation and facing the interviews.
- CO5:** Understood the process of managing conflicts- motivation- leadership and change management.

References:

Text Books:

1. Gopala swamy Ramesh and Mahadevan Ramesh (2010) , The Ace of Soft Skills , Pearson.
2. Paula J.Caproni , (2012) , Management Skills for Everyday Life , (3rd Ed.) , Prentice Hall.
3. S.J. McGrath , E.H. (2011) , Basic managerial Skills for AII , PHI.
4. Timothy T. Baldwin , William H. Bommer , Robert S. Rubin , (2012) , Developing Management Skills , Tata McGraw Hill Education Private Ltd.
5. T.V. Rao , (2009) , Appraising and Developing Managerial Performance , Excel Book.
6. R.M. Omkar , (2008) , Personality Development and Career Management ,S.Chand ,1stEditio ,.
7. Richard L. Daft ,(2008), Leadership, Cengage, 1st Indian Reprint.

Reference Books:

1. Peter Drucker , (2008) , Management , Harper Row.
2. Milkovich and Newman , (2010) , Compensation , McGraw Hill International , 10th edition.
3. Blanchard and Thacker , (2010) , Effective Training Systems , Strategies and Practices Pearson , 4th ed.
4. Dubrin , (2009) , Leadership , Research Findings , Practices & Skills , Biztantra , 6th edition.
5. Joe Tidd , John Bessant , Keith Pavitt , (2006) , Managing Innovation , Wiley 3rd edition.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	1	2	1	2	2	2	2	3	3	3	3	3
CO2	2	2	3	3	2	2	3	2	2	3	2	3
CO3	3	2	3	3	2	3	3	2	3	2	2	2
CO4	2	2	2	3	2	3	2	3	3	2	2	2
CO5	3	2	2	3	3	3	2	3	2	2	3	3

ENTREPRENEURSHIP

Course Code: 21RIMP0215

Credit: 4

Hours: 4/Week

Programme	MBA	Semester-II
Cognitive Level	K 1: Understand and recall entrepreneurial resource concepts. K 2: Describe the entrepreneurial concepts in a given situation. K 3: Able to synthesize new concepts to give effective results.	
Course Objectives	<ul style="list-style-type: none"> • To ignite the entrepreneurial spirit on inculcate culture of entrepreneurship Entrepreneurial Stress Composition. • To know the Myths and realities of entrepreneurship. • To Create and adopt appropriating value for new entrepreneur . • To identify new Venture capital start-ups and find the feasibility analysis. • To Resilience for Valuation and Harvesting. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction: Intrapreneurship – similarities and variance-India’s start up revolution – Trends-Imperatives- benefits - the players involved in the ecosystem- Business Incubators - Rural entrepreneurship- social entrepreneurship- women entrepreneurs- Entrepreneurial mindset - Key attributes of an entrepreneur - Desirable and acquirable attitudes and behaviors.	8	3	-	11	I
II	Myths And Realities Of Entrepreneurship: Transition from college/regular job to the world of start-ups-Personal finance - Explaining to family - Entrepreneurial Stress Composition – complementarily - Different life stages - Relative importance - Disagreements - Idea- opportunity and retrospective determinism.	8	5	-	13	I
III	Creating and Appropriating Value: Scarcity-choice and tradeoffs - Identifying ‘paying customer’- developing market understanding - Narrowing focus - End user profiling- Ideal Persona - Market segmentation- Market sizing - Marketing plan- pricing - strategy - Business Plan – How to develop it - What all should it have- what it shouldn’t have - Unit economic- scalability-defensibility.	7	4	-	11	II
IV	Venture Feasibility Analysis: Pitching-Legal Matters - Organizational form – partnership- sole proprietorship- corporation - Intellectual property – copyright- trademarks - Tax- Personnel law-contract law-Law vs Ethics -Legal expenses- hiring the service provider - Digital Economy as a resource - Promotion tools - and Incubation Informal	8	4	-	12	II

	capita l – Friends & Family- Angel - Introduction to the world of Venture Capitalists-Evaluation criteria employed by VCs -Selecting the right VC Financing Mix and the Financing continuum share holding.					
V	Cliff -Vesting schedule-Relative importance of Operational Involvement- Idea / patent- Driving force and capital infusion-Go–Live-What proof of concept is needed-Minimum viable product-Name of product / service- Website / Visiting card /Office space- Struggles-Causes of failure– Product/market-financing- managerial- Resilience-Valuation and Harvesting- valuation methods-Term sheet-Strategic sale- negotiations-Management succession	7	4	-	11	II
	Invited Talks/Field Visit	2	0	0	2	-
	Total Hours	40	20	0	60	-

Course Outcomes:

- CO1:** The students would have developed aptitude towards entrepreneurship.
- CO2:** They would have acquired skills in selecting business project and preparing a project proposal.
- CO3:** They would have developed a fair understanding over the entrepreneurial assistance provided by different institutions.
- CO4:** Flexibility analysis of Valuation and Harvesting for the entrepreneur.
- CO5:** Solve the problem with strategic sale- negotiations-Management succession.

References:

Text Books:

1. Khanka , S.S. (2005) Entrepreneurial Development , S.Chand& Co. , New Delhi.
2. Vasanth Desai (2003) Small ,scale industry and entrepreneurship , Himalaya Publishing
3. Malli , D.D. (1999). Training for Entrepreneurship and Self Employment , Mittal , New Delhi.
4. Shukla (2003) , Entrepreneurship and Small Business Management , Kitab Mahal , Agra.
5. Rathakrishnan , L. (2008) , Empowerment of Women Through Entrepreneurship.

Reference Books:

1. Dhumija , S.K. (2002). Women Entrepreneurship: Opportunities , Performance , Problems ,
2. Ram Kumar (2012) , Entrepreneurship, Deep and Deep , New Delhi.
3. Narayana Reddy P, (2010), Entrepreneurship, Tata McGraw, New Delhi.
4. Zimmerer W, Scarborough M, (1997), Essentials of Entrepreneurship and Small Business Management, 5 th Edition, Pearson Publishing.
5. Rajeev Roy, (2011), Entrepreneurship, Oxford University Press, 2nd Edition.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	1	2	1	2	2	2	2	3	3	3	3	3
CO2	2	2	3	3	2	2	3	2	2	3	2	3
CO3	3	2	3	3	2	3	3	2	3	2	2	2
CO4	2	2	2	3	2	3	2	3	3	2	2	2
CO5	3	2	2	3	3	3	2	3	2	2	3	3

GANDHI IN EVERYDAY LIFE

Course Code:21GSPSP001

Credit:2

Hours:2/Week

Programme	MBA	Semester-II
Cognitive Level	K1: Understand and appreciate the principles and practices of Gandhi and their relevance in the contemporary times. K2: Develop noble character and attitude to enable the students to cope up with the challenges of daily life. K3: Getting familiarize with ethics and moral thought by Gandhiji.	
Course Objectives	<ul style="list-style-type: none"> • To understand the life and message of Gandhi in modernity. • To know the Gandhi an way of management. • To practice the Gandhi an model of conflict resolution. • To lead a humane life on Gandhi an lines. • To become a Gandhi an constructive worker. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Understanding Gandhi: Childhood days- Student days- Influence of drams- books- individuals-religions- family and social factors – Gandhi as rebel- mimicking western civilization-acquaintance with vegetarianism- as lawyer – encouraging and transforming humiliations in India: with British Agent – in south Africa: train incident- Coach incident- on path way- at court-attack by protesters – Gandhi as political leader-Social reformer and Constructive Worker.	3	2	0	5	I
II	Management : Gandhi's experiments in managing family – Eleven vows – Managing Organisations – community living and financial ethics – Managing Social and political movements – Transvaal March – Noncooperation movement and salt satyagraha – non-attachment to position.	3	4	0	7	I
III	Conflict Resolution: Persuance of Truth and nonviolence – Rights and duties- Ends and means – Openness- love and kindness in handling relationship – nonviolent communication – nonviolent Direct Action (Satyagraha) and conflict transformation – conflict resolution practices in interpersonal relations- forgiveness and reconciliation – Shanti Sena.	3	4	0	7	II
IV	Humanism: Trust in goodness of human nature – Respect for individual and pluralistic nature of society – equal regard for all religions (Sarvadharm Samabhava) – Simple and ethical life – swadeshi and unit of humankind.	3	4	0	7	II
	Sarvodaya: Concept of Sarvodaya – Constructive	2	3	0	7	II

V	programmes – Gandhi an alternatives to poverty- terrorism- environmental degradation- issues in education- science and technology- centralization of power and governance and health and hygiene.					
	Invited Talks/Field Visit	2	0	0	2	-
	Total Hours	15	15	0	30	-

References

1. M.K.Gandhi- An Autobiography of The story of My Experiments with Truth- Navajivan Publishing House- Ahmedabad.
2. Satyagraha in South Africa- Navajivan Publishing House- Ahmedabad.
3. Constructive Programme: its Meaning and place- Navajivan Publishing House- Ahmedabad-
4. Key to Health- Navajivan Publishing House- Ahmedabad.
5. Diet and Diet Reform- Navajivan Publishing House- Ahmedabad.
6. Basic Education- Navajivan Publishing House- Ahmedabad
7. Village Industries- Navajivan Publishing House- Ahmedabad
8. Hind Swaraj- Navajivan Publishing House- Ahmedabad.
9. Trusteeship- Navajivan publishing House- Ahmedabad.
10. India of my Dreams- Navajivan Publishing House- Ahmedabad.
11. Vinoba- Shanti Sena- Srava Seva Sangh Prakashan- Varanasi.
12. V.P.Varma- Politicla Philosophy of Mahatma Gandhi and Sarvodaya- Lakshmi Narain Agarwal- Abra.
13. Louis Fisher- Gandhi: His Life and Message.
14. B.R. Nanda. Mahatma Gandhi: A Biography- Allied Publishers Private Ltd.- New Delhi.
15. N.K.Bose- Studies in Gandhism- Navajivan Publishing House- Ahmedabad.
16. Gopinath Dhawan- The Political Phiolosphy of Mahatma Gandhi- Navajivan Publishing Hosue- Ahmedabad.
17. N.Radhakrishnan- Gandhi's Constructive Programmes: An Antidote to Globalized Economic Planning? Gandhigram Rural Institute- 2006.

Films

- Richard Attenborough- Gandhi.
- Syam Benegal- Making of The Mahatma
- Anupam P.Kher- Mein Gandhi Ko Nahin Mara
- Peter Ackerman and Jack Duvall- A Force More Powerful.

COMPREHENSIVE VIVA VOCE – II

Course Code: 21RIMP0216

Credit: 1

Hours: 0

Programme	MBA	Semester- II
Cognitive Level	K1: Recall the subjects concept. K2: Ability to explain subject concepts to solve business problems. K3: Adapt to frame their own proactive strategy.	
Course Objective	<ul style="list-style-type: none">• To assess the comprehensive understanding of the courses studied by the students during the First semester of the MBA programme.• To assess the students familiarity of the subject concepts studied.• To create an opportunity to apply the concepts in a given situations.• To pre-check their abilities and giving tips to develop in the logging area.• To get exposure about the present condition of the industry.	

Contents

METHODOLOGY:

At the end of the second semester the overall proficiency of every student on the course studied during the semester will be assessed for 50 marks through viva-voce jointly by an external expert and an internal faculty member nominated by the Head of the Department of RIM.

SEMESTER- III

RESEARCH METHODOLOGY

Course Code: 21RIMP0317

Credit: 4

Hours: 4/Week

Programme	MBA	Semester-III
Cognitive Level	K 1: Understand the fundamentals of research. K 2: Experiment data collection in the field. K 3: Test the data with the hypotheses formulated and draw inferences to write research report.	
Course Objectives	<ul style="list-style-type: none"> • To understand the concepts of scientific research methods. • To acquire scientific knowledge on doing business research. • To develop skills and expertise to identify research problem in management. • To familiarise scientific way of preparing research design- methods and techniques in conducting field research. • To acquaintance with the professional skill in writing a research reports. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Scientific Research: Concepts – objectives –principles – characteristics and functions - deductive reasoning – scientific method and its applications – types of research – pure- applied- action- qualitative and quantitative– criteria of good research – problems in conducting a research – research ethics.	7	4	-	11	I
II	Research Process: Identification of research process- selection and formulation of research problem- defining research problem and concepts – criterion for selection of a topic- importance of review of literature – basis of objectives - variables – independent/dependent and hypotheses formulation and testing – characteristics and functions.	7	3	-	10	I
III	Research Designs: Meaning – Need – Characteristics of good design –Different research designs – experimental- explorative- descriptive and diagnostic– surveys - case study - interdisciplinary- qualitative and quantitative studies.	7	5	-	12	II
IV	Data Collection and Sampling Design: Sources of data – data collection tools and techniques – primary data collection – observation- interview survey- questionnaire- focus group- online tools- pilot study- pre-test survey – collection of secondary data – sampling methods – Non probability- probability sampling and random sampling.	7	4	-	11	II
V	Data Interpretation and Research Report Writing: Data Processing – scoring- coding- data analysis and tabulation of data – draw inferences and interpretation	6	4	-	10	II

	– steps in research report – types and format of research report – Dissemination of research findings – presentation/ publication/ documentation.					
	Invited Talks/Field Visit	6	-	-	6	-
	Total Hours	40	20	-	60	-

Course Outcomes:

CO1: Ability to formulate a research problem in business and identify research gap.

CO2: They could able to prepare a suitable research design for carrying out the research.

CO3: Apply appropriate tools and techniques for data collection.

CO4: Able to draw inferences scientifically.

CO5: Acquire skills in preparation of research report and disseminate research findings to appropriate agency.

References:

Text Books:

1. Kothari.C.R , (2018) , Research Methodology (Methods & Techniques) , New Delhi: New Age International (3rd ed) .
2. Krishnaswami O.R. , & M. Ranganatham (2019) , Methodology of Research in Social Sciences , Mumbai: Himalaya Publishing House .
3. Kundra S. (2005) , Reporting Methods , New Delhi: Anmol publications Pvt. Ltd.
4. Nakkiran S and Selvaraju R. (2009) , Research Methods in Social Sciences , Mumbai , Himalaya Publishing House .
5. Sadhy A.N. and Singh , A (2015). Research Methodology in Social Sciences , Mumbai:Himalaya Publishing House.
6. Vijayalakshmi G. &Sivapragasam C. (2009) , Research Methods: Tips and Techniques , Chennai: MJP Publishers .

Reference Books:

1. Bridget Somekh and Cathy Lewin (2012) , Theory and Methods in Social Science Research , New Delhi: Sage publication.
2. Creswell , John.W (2014). Research Design: Qualitative , Quantitative , and Mixed Method Approaches (4thed). Thousand Oaks , CA: Sage.
3. Debasis Chakraborty (2012) , Research Methodology , New Delhi: Sourath Publishing House.
4. Deepak Chawala and Neena Sandhi (2011) , Research methodology: Concept of Cases , New Delhi: Vikas Publication House Pvt Ltd.

5. Fred. N.Kerlinger (2018) , Foundations of Behavioural Research , Delhi: Surjeet publications.
6. George Thomas. C (2016) , Research Methodology and Scientific Writing , New Delhi: Ane Books Pvt. LTD.
7. Gosh B.N. (1997) , Scientific Methods and Social Research , New Delhi: Sterling Publishers.
8. Hand Raj (2002) , Theory and Praticce in Social Research , Delhi Surjeet Publications.
9. Kenneth's Barden and Bruce B.Abbott (2018) , Research Design: Qualitative and Quantitative Approaches , Tata McGraw Hill Education Pvt , New Delhi.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	1	2	1	2	2	2	2	3	3	3	3	3
CO2	2	2	3	3	2	2	3	2	2	3	2	3
CO3	3	2	3	3	2	3	3	2	3	2	2	2
CO4	2	2	2	3	2	3	2	3	3	2	2	2
CO5	3	2	2	3	3	3	2	3	2	2	3	3

FINANCIAL MANAGEMENT

Course Code: 21RIMP0318

Credit: 4

Hours:4/Week

Programme	MBA	Semester-III
Cognitive Level	K 1: Remembering the concepts of financing. K 2: Analyzing and calculation of capital budgeting to take effective decision. K 3: Efficient utilization of working capital methods for minimizing the cost.	
Course Objectives	<ul style="list-style-type: none"> • To Enable the students to understand the conceptual framework of principles and functions of financial management. • To Facilitate student to understand the operational nuances of a Finance Manager and comprehend the technique of making decisions related to finance function. • To analyse the cost of the concern. • To understand the methods like leverage for taking financial decisions. • To analyse the concepts of working capital- trade credit and accrued expenses. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction: Concept of Finance - Scope and Objectives: of finance - Financial Management - concepts Profit maximization vs. Wealth maximization- Functions of Finance Manager in Modern Age- Concept of Risk and Return - Time value of money and concepts in valuation.	7	4	-	11	I
II	Capital Budgeting Decisions: Calculation of NPV- Payback method- ARR and IRR methods- Cost of Capital- Concept of Opportunity Cost.	7	3	-	10	I
III	Cost analysis: Cost of Preference and Equity capital- Cash Flows as Profit and components of Cash Flows.	7	5	-	12	II
IV	Financing Decisions Capital Structure: Relevance and Irrelevance of Capital Structure- Trade-off Theory- Pecking order Theory- Leverage analysis – financial- operating and combined leverage along with its implications- Dividend Relevance: Walter and Gordon Model– Modigliani-Miller (MM)- Hypothesis- Linter Model of Corporate Dividend Behaviour- Forms of Dividends.	7	4	-	11	II
V	Working Capital Management Concepts of Working Capital- Operating and Cash Conversion Cycle- Permanent and Variable Working Capital- Determinants of Working Capital- Trade Credit- Accrued Expenses and Deferred Income- Bank Finance for Working Capital.	6	4	-	10	II
	Invited Talks/Field Visit	6	-	-	6	-
	Total Hours	40	20	-	60	-

Course Outcomes:

- CO1:** Enable the students to understand the conceptual framework of principles and functions of financial management.
- CO2:** Facilitate student to understand the operational nuances of a Finance Manager and comprehend the technique of making decisions related to finance function.
- CO3:** Analyse the cost of the concern for maximum profit.
- CO4:** Understand the methods like leverage for taking financial decisions.
- CO5:** Analyse the concepts of working capital- trade credit and accrued expenses.

References:**Text Books:**

1. Chandra , P , (2019) , Financial Management Theory and Practice , ,McGraw Hill.
2. Pandey , I.M , (2016) , Financial Management , Vikas Publishing House Pvt. Ltd
3. James C. Vanhorne, (2014), Fundamentals of Financial Management, PHI Learning, London
4. M.Y. Khan and P.K.Jain, (2013), Financial management, Text, Problems and cases, TataMcGraw Hill , New Delhi
5. Prasanna Chandra, (2014), Financial Management,Tata McGraw Hill, New Delhi

Reference Books:

1. Rustagi , R. P , (2018) , Financial Management , Theory , Concepts , and Problems , Taxmann Publications Pvt. Ltd. , New Delhi.
2. Khan , M.Y. and Jain , P. K , (2018), Financial Management: Text , Problems and Cases , McGraw Hill.
3. Maheswari.S.N, S.K Maheswari, and Sharaf K., (2017), Financial Accounting , Vikas Publication Fifth Edition.
4. Shukla. M.C, T.C. Grewal, S.C.Gupta, (2018), Solutions to Problems in Advanced Accounts, Sulthan and sons, New Delhi.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	1	2	1	2	2	2	2	3	3	3	3	3
CO2	2	2	3	3	2	2	3	2	2	3	2	3
CO3	3	2	3	3	2	3	3	2	3	2	2	2
CO4	2	2	2	3	2	3	2	3	3	2	2	2
CO5	3	2	2	3	3	3	2	3	2	2	3	3

SEMESTER - III - ELECTIVES COURSES

ELECTIVE COURSES	
Electives	Electives are offered in dual specialisation mode. Each student should complete four courses in each specialisation. A student has to choose two courses in each specialisation in III & IV semesters.

HUMAN RESOURCE MANAGEMENT ELECTIVES

SEMESTER III

CODE NUMBER	COURSE TITLE
21RIMP3E01	Manpower Planning, Recruitment and Selection
21RIMP3E02	Training and Human Enhancement
21RIMP3E03	Human Resource Metrics and Analytics
21RIMP3E04	Strategic Human Resource Management
21RIMP3E05	Industrial Relations and Labour Laws

MANPOWER PLANNING, RECRUITMENT AND SELECTION

Course Code: 21RIMP3E01

Credit: 4

Hours: 4/Week

Programme	MBA	Semester-III
Cognitive Level	<p>K1: Familiarise with the concept of manpower planning, recruitment and selection.</p> <p>K2: Understand the methods of manpower planning.</p> <p>K3: Apply the concepts learnt in planning manpower requirement in an organisation.</p>	
Course Objectives	<ul style="list-style-type: none"> • To acquire knowledge on the basics of human resource planning. • To devise human resource approaches for manpower planning. • To learn about the role of job analysis in human resource planning. • To understand about the recruitment and selection process for effective manpower. • To analyze the importance of maintaining the right talent. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Basics of Human Resource: Introduction – Human Resource Management – functions of HRM – Procurement – Development – Compensation – Integration – Maintenance - Changing role of HRM.	8	4	0	12	I
II	Human Resource Planning: Micro and Macro level Scenario of Human Resource Planning Factors Affection HRP – process of human resource planning– Techniques of Demand Forecasting – methods and techniques of supply forecasting.	7	4	0	11	I
III	Analysis, Design and Evaluation of Job; Nature of Job Analysis, Process, methods of Collecting Job Data, Potential Problems with Job Analysis - Job Design - Contemporary Issues – Job Evaluation - process - Methods.	8	4	0	12	II
IV	Analysis and selecting the right talent: Recruitment and selection Needs - Recruitment Process-Alternative to Recruitment-Selection Process-Evaluation-Barriers to Effective Selection – Making the Selection Effective.	8	4	0	12	II
V	Maintaining right talent: Overview of maintenance of right talent and separation, maintenance of health and safety of employees, maintenance of records, HR Audit, Human Resource Accounting.	7	4	0	11	II

	Invited Talks/Field Visit	2	-	-	2	-
	Total Hours	40	20	0	60	-

Course Outcomes:

- CO1:** Acquired knowledge on the basics of human resource planning.
CO2: Able to devise human resource approaches for manpower planning.
CO3: Learned about the role of job analysis in human resource planning.
CO4: Understood the recruitment and selection process for effective manpower.
CO5: Able to analyze the importance of maintaining the right talent.

References:

Text Books:

1. Arthur , M(1991) , Career Theory Handbook Engle wooded Cliff , Prentice Hall inc.
2. Belkai , A.R. and Belkai , J.M (1995) , Human resource valuation , A Guide to strategies and techniques , quorum books , Greenwood publications.
3. Dale , B (1992) , Total Quality and Human Resources: An Executive Guide , Blackwell , Oxford.
4. Kavanagh , M.J (1993) , Human Resource Information System: Development and Applications , Boston , PWS – Kent.
5. Thomson , R and Mabey , C (1994) , Developing Human Resources , Oxford , Butterworth , Heinemann.

Reference Books:

1. Acharya and Tripathy, (2016), Manpower Planning and Strategic Change, Himalaya Publication House, New Delhi.
2. Acharya, Tripathy, (2016), Human Resource Planning and Strategic Change, Himalaya Publications House, New Delhi.
3. Dipak Kumar Bhattacharya, (2011), Human Resource Planning, Excel Books publications.
4. Greenhaus , J.H (1987) , Career Management , Dryden , New York.
5. Mabey , C and Salama , G (1995) , Strategic Human Resource Management, Oxford , Blackwell.

Mapping of COs with PSOs and POs												
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	1	3	2	3	1	2	1	2	4	3
CO2	3	3	3	3	3	2	3	2	3	3	2	2
CO3	3	3	3	3	3	3	3	2	3	3	2	3
CO4	2	2	3	3	2	3	1	2	1	2	4	3
CO5	3	3	3	3	3	2	3	2	3	3	2	2

TRAINING AND HUMAN ENHANCEMENT

Course Code: 21RIMP3E02

Credit:4

Hours:4/Week

Programme	MBA	Semester- III
Cognitive Level	K1: Recall the concepts, principles and process of training and enhancement. K2: Understand how to assess training needs and design training programs in an organizational setting. K3: Apply the tools and techniques involved in evaluation of training effectiveness.	
Course Objectives	<ul style="list-style-type: none"> • To recall the concept of employee training and enhancement. • To understand the basic expectation and motivation of the human resources. • To analyse and device a training and enhancement strategy. • To understand the training and enhancement methods. • To apply the concepts and design a training and enhancement programme. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction : Introduction to Employee Training and Enhancement - Designing Training -Needs Assessment - Training Process – Conceptual Models for employees’ enhancement.	9	4	0	13	I
II	Pre-Training: Expectations and Motivations -Training - Exposure to opportunities for learning Training Process for the Participant’s Organization - Pre-Training - objectives, and Motivation, Training Post Training Support and organizational, Adjustments.	8	4	0	12	I
III	Training Strategy: External – Establishing Training Goals - Defining Training specifications. Internal - Organizing Training Inputs - Pre-Training Phase – Organizational collaboration through clarifying needs - Individual Motivation.	8	4	0	12	II
IV	Training and Enhancement Methods: Training methods - training requirements, business, game lab training, Training for Personnel. Enhancement Methods - Incidents Cases, Seminars and Lectures, Sampling Real-Life, Role-Playing Sensitivity Training, In Basket, Designing the Programme-Building Training Groups.	6	4	0	10	II
V	Training phase: Enhancing the Group - Social Process - - Indicators of Group Development, Post Training Phase – Support and Evaluation - E-Learning and Use of Technology in Training and Employee Enhancement.	7	4	0	11	II
	Invited Talks/Field Visit	2	-	-	2	-
	Total Hours	40	20	-	60	-

Course Outcomes:

- CO1: Able to recall the concept of employee training and enhancement.
 CO2: Understood the basic expectation and motivation of the human resources.
 CO3: Able to analyse and device a training and enhancement strategy.
 CO4: Understood the training and enhancement methods.
 CO5: Able to apply the concepts and design a training and enhancement programme.

References:**Text Books:**

1. Rolf Lynton & Udai Pareek, (2016), Training for organizational transformation , Sage Publications, New Delhi,.
2. Singh A.K., Duggal B.R. & Puneet Mohan, (2018), Human Resource Management and Development, Sun India Publication.
3. Raymond Noe E, (2018), Employee Training & Development, Tata McGraw– Hill Publication, Mumbai.
4. Blanchard, (2016), Effective Training-Systems, strategies and practices, Pearson education, 2nd edition.
5. Reid M.A., (2001), Training Interventions, Managing Employee Development, 3rd ed. London IPM.

Reference Books:

1. Bewnet, Roger, (2010), Improving Training effectiveness, Aldershot, Gower.
2. Buckley R & Caple, Jim, (2011), The Theory & Practice of Training, Kogan & Page, London.
3. Lynton R Pareek U (2015), Training to Development 2nd ed. Vistaar Publications, New Delhi.
4. Pepper, Allan D, (2016), Managing the Training and Development function, Aldershot, Gower Publications.
5. Mathews S, (2016), Designing and Managing a Training and Development Strategy, Pearson Education, 2016.

Mapping of COs with PSOs and POs												
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	3	3	2	3	3	2	1	1	2	3	1
CO2	3	3	3	3	3	2	2	1	1	2	2	1
CO3	3	3	2	3	2	3	3	3	1	3	3	3
CO4	3	3	2	3	2	3	3	3	1	3	2	3
CO5	3	3	3	2	3	3	3	2	1	3	1	2

HUMAN RESOURCE METRICS AND ANALYTICS

Course Code: 21RIMP3E03

Credit:4

Hours:4/Week

Programme	MBA	Semester- III
Cognitive Level	K1: Recall the concept of human resource metrics and analytics. K2: Understand the impact on the operative functions of HR. K3: Apply the concept in practice in an organisation.	
Course Objectives	<ul style="list-style-type: none"> • To familiarize the concept of HR metrics. • To understand the Creating Levels of Metrics Measures. • To recall the concept of HR Analytics. • To gain knowledge in the areas of recruitment, selection and performance appraisal. • To apply the Impact of Interventions in practice. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction: HR Metrics Overview - Concepts, Objectives - Historical Evolution of HR metrics - uses in an Organization- HR Metrics Design Principles - Approaches for Designing HR Metrics.	9	4	0	13	I
II	Metrics Measures: Creating Levels of Metrics Measures - HR Efficiency Measures - HR Effectiveness Measures. Building HR Functions Metrics - Workforce Planning Metrics - Recruitment Metrics -Training & Development Metrics - Compensation & Benefits Metrics - Employee Relations & Retention Metrics.	8	4	0	12	I
III	HR Analytics: HR Analytics Overview – meaning of HR Analytics - Importance of HR Analytics - Translating HR Metrics Results into Actionable Business Decisions - HR Information Systems and Data Sources - HR Metrics and HR Analytics- Intuition Versus Analytical thinking.	8	4	0	11	II
IV	Recruitment and Selection Analytics: Evaluating Reliability and Validity of Selection Models - Finding Out Selection bias - Predicting the Performance and Turnover. Performance Analysis - Predicting Employee Performance - Training Requirements - Evaluating Training and Development.	6	4	0	10	II
V	Optimizing Selection and Promotion Decisions: Monitoring Impact of Interventions - Tracking Impact Interventions - Evaluating Stress Levels and Value - Change - Evaluation Mediation Process, Moderation and Interaction Analysis.	7	4	0	11	II

	Invited Talks/Field Visit	2	-	-	2	-
	Total Hours	40	20	-	60	-

Course Outcomes:

CO1: Able to familiarize the concept of HR metrics.

CO2: Understood the Creating Levels of Metrics Measures.

CO3: Able to recall the concept of HR Analytics.

CO4: Gained knowledge in the areas of recruitment, selection and performance appraisal.

CO5: Able to apply the Impact of Interventions in practice.

References:

Text Books:

1. Lynton R Pareek U (1990) , Training to Development , 2nded.,Vistaar, New Delhi.
2. Poonam Kaushal, K Sakshi Vashisht (2020), HR Metrics and Analytics, first edition, Publisher: Walnut Publication,
3. Reid M.A. etc. (1992) , Training interventions , Managing Employee Development , 3rd ed. London IPM.
4. Serge P (1992) , The Fifth Discipline , The Art and Practice of the learning organization London Century.
5. Tarapatla Lokeswara Rao R (2019), Human Resource Metrics and Analytics, First edition, Thakur Publication, Hyderabad.

Reference Books:

1. Bewnet , Rogercd (1988) , Improving Training effectiveness, Gower publication.
2. Michael Walsh, (2021), HR Analytics Essentials You Always Wanted To Know (Self , Learning Management Series), Vibrant Publishers, New Delhi.
3. Manish Gupta Pratyush Banerjee, Jatin Pandey (2019), Practical Applications of HR Analytics: A Step ,by ,Step Guide, First edition, Sage Publications, New Delhi.
4. Pepper , Allan. D, (1984) , Managing the Training and Development function , Sun Publication, AP.
5. Rama Shankar Yadav and Sunil Maheshwari (2020), HR Analytics: Connecting Data and Theory, First edition, Wiley.

Mapping of COs with PSOs and POs												
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	3	3	2	3	3	2	1	1	2	3	2
CO2	3	3	3	3	3	3	2	1	1	2	2	3
CO3	3	3	2	3	2	2	3	3	2	3	3	2
CO4	3	3	2	3	2	2	3	3	3	3	2	3
CO5	3	3	3	2	3	3	3	2	2	3	3	2

STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code: 21RIMP3E04

Credit: 4

Hours: 4/Week

Programme	MBA	Semester- III
Cognitive Level	K1: Recall the concept of strategic human resource management. K2: Understand strategic human resource planning and performance development adopting various approaches and techniques. K3: Adapt with the changing role of training and change management .	
Course Objectives	<ul style="list-style-type: none"> • To familiarize the human resource practices to make it a strategic resource in the organization. • To understand recruitment and retention strategies. • To understand the reward and compensation strategies. • To adopt with the methods of training and development. • To gain knowledge about the retrenchment strategies. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Concept of SHRM: Definition- objectives- scope-functions - Strategic role of SHRM - Difference between traditional HRM and SHRM - Essential elements of SHRM - Introduction to business and corporate strategies - Definitions and differences.	6	3	0	9	I
II	Human Resource Planning: Corporate career planning and succession planning - Strategic workforce planning - Understanding and measuring human capital - Talent acquisition - HR outsourcing. Strategic approaches to recruitment and selection - Analysis of selection and recruitment practices of professionally managed companies.	10	6	0	16	I
III	Strategic Performance Development Approach: Trends in performance appraisal - self appraisal- competency mapping- balance scorecard - using KPI's for peak performance - reward & compensation strategies- Retention strategies - combating job hopping - HR empowerment through performance management.	7	4	0	11	II
IV	Changing Role of Training: Proactive training management - strategic activities for developing training team - Innovative web based training - m-learning- e-mentoring- e-coaching - Strategic employee empowerment - HR audit and accounting.	8	4	0	12	II
V	Change Management and Strategic HRM: Strategies to overcome HR challenges faced by Indian companies - Strategic competencies for HR professionals; Global competitiveness and Strategic HR.	6	3	0	9	II
	Invited Talks/Field Visit	3	0	0	3	-
	Total Hours	40	20	0	60	-

Course Outcomes:

CO1: Gain knowledge and skills needed for success as a human resources professional.

CO2: Have an understanding of the tools and techniques used by organizations to meet current challenges.

CO3: Able to plan and developed human resource aligning with business.

CO4: Able to adapt with the changing role of training.

CO5: Able to adapt with the change management and strategic HRM.

References:

Text Books

1. Gowri Joshi ,Veena Vohra, (2018), Talent management –,Cengage Learning.
2. K.Prasad, (2015), Strategic Human Resource Management, Macmillan India Ltd.
3. McLeod. (2011) , The Counsellor’s workbook. Tata McGraw Hill.
4. Paul Boselie. (2015) , Strategic Human Resource Management. Tata McGraw Hill.
5. Randall S Schuler and Susan E Jackson. (2018) , Strategic Human Resource Management. Wiley India. 2nd edition .

Reference Books:

1. Jeffrey A Mello , (2017) , Strategic Human Resource Management , Cengage Learning , Southwestern.
2. Monir Tayeb. (2017) , International Human Resource Management. Oxford.
3. Randy L. Desimone , Jon M. Werner – David M. Mathis (2021) , Human Resource Development , Cengage Learning .
4. Richard Regis, (2008), Strategic Human Resource Management and Development, Excel books.
5. Robert L. Mathis and John H. Jackson, (2017) , Human Resource Management , Cengage Learning.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	2	2	3	3	3	2	3	2	2	3	3
CO2	2	2	2	3	2	3	2	3	3	2	2	2
CO3	3	3	3	3	3	3	3	3	3	3	3	3
CO4	3	2	2	3	3	3	2	3	2	2	3	3
CO5	3	2	2	3	3	3	2	3	2	2	3	3

INDUSTRIAL RELATIONS AND LABOUR LAWS

Course Code: 21RIMP3E05

Credit: 4

Hours:4/Week

Programme	MBA	Semester- III
Cognitive Level	K1:Impart basic knowledge of the Indian Industrial legislations. K2:Understand the maintenance of industrial harmony. K3: Ensuring healthy relationship among the workforce for achieving the organizational goals.	
Course Objectives	<ul style="list-style-type: none"> • To familiarize with the different concepts and practices of the Public Relations in organizations. • To understand and solve the Industrial Conflicts and Disputes. • To know about the labour welfare concept and funds in industrial relations. • To identify the industrial safety and analyze the causes for accidents. • To infer the special categories of welfares. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Industrial Relations Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.	10	6	0	16	I
II	Industrial Peace: – Impact – Causes – Strikes – Prevention – Industrial Peace –Government-Machinery – Conciliation – Arbitration – Adjudication.	5	3	0	9	I
III	Health and Safety Provisions: Factories Act 1948 – Definitions and interpretations – Major Provisions – Employee Health & hygiene - Welfare – Industrial Safety – Fire Safety -Tamil Nadu Shops and Business Establishment Act 1947- Its applicability and major aspects.	8	4	0	11	II
IV	Salary and wage Provisions: The payment of Wages Act, 1936 – Introduction and Objective– Permissible deductions - The Minimum Wages Act, 1948 –Introduction – Fixing of minimum rates of wages – The Payment of Bonus Act, 1965 – Eligibility and disqualification for Bonus – Computation of working days – Time limit for payment of Bonus – The employee Compensation Act, 1972.	8	4	0	12	II
V	Industrial Disputes: The Industrial Employment (Standing Orders) Act,1946, Commissions and Omissions – The Industrial Disputes Act, 1947 – Cases of Disputes – Strikes and Lock Outs – Kinds of Strike – Lay off and Retrenchment.	6	3	0	9	II
	Invited Talks/Field Visit	3	0	0	3	-
	Total Hours	40	20	0	60	-

Course Outcomes:

CO1: Familiarized with the different concepts and practices of the Public Relations in organizations.

CO2: Understood the concept of industrial peace and identify the factors that affects peace in an organisation.

CO3: Gained knowledge about the labour health and safety provisions.

CO4: Understood the provisions related to salary and wage.

CO5: Adopt in solving industrial disputes.

References:**Text Books:**

1. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj, (2016), Industrial relations & Labour Laws. Tata McGraw Hill.
2. Venkata Ratnam C.S, (2014), Globalisation and Labour Management Relations- Response Books.
3. Mamoria C.B. and Sathish Mamoria, (2016), Dynamics of Industrial Relations- Himalaya Publishing House- New Delhi.
4. Sinha P.R.N, Indu Bala Sinha, Seema Priyadarshini Shekhar, (2002), Industrial Relations- Trade Unions and Labour Legislation. Pearson.
5. Kapoor, ND, (2004), Personal Management and Industrial Laws, Sultan Chand & Sons, New Delhi.

Reference Books:

1. Ratna Sen, (2016), Industrial Relations in India, Shifting Paradigms, Mac Millan India Ltd., New Delhi.
2. Ramesh, K (2016), “Industrial Relations and Labour Development”, 1st Edition, Mithila Publications.
3. Saxena R.C. (2008), “Labour Problems and Social Welfare”, K. Nath & Company Meerut.
4. Sharma A.M., (2011), “Aspects of labour Welfare and Social Security, “Himalaya Publishing House, Bombay.
5. Danial Quinn Mills: (2010), “Labour Management Relations”, MacGraw Hill Books Company, New York .

Mapping of COs with PSOs and POs

CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	2	3	2	3	2	3	3	2	2	2
CO2	1	2	3	2	3	3	3	3	3	3	3	3
CO3	1	3	2	3	2	3	2	3	3	2	2	2
CO4	3	3	1	3	2	3	3	3	3	3	3	3
CO	2	1	2	3	2	3	2	3	3	2	2	2
CO5	3	3	3	3	3	3	3	3	3	3	3	3

FINANCIAL MANAGEMENT ELECTIVES

SEMESTER - III

CODE NUMBER	COURSE TITLE
21RIMP3E11	Investment Analysis and Portfolio Management
21RIMP3E12	Banking and Financial Institutions
21RIMP3E13	Project Appraisal and Finance
21RIMP3E14	Corporate Valuation
21RIMP3E15	Risk Management

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: 21RIMP3E11

Credit: 4

Hours:4/Week

Programme	MBA	Semester-III
Cognitive Level	K1: Understanding the principles of investing. K2: Analyzing the methods of investing in a quantifying manner. K3: Evaluating and analyzing the portfolio methods for the corporate world.	
Course Objectives	<ul style="list-style-type: none"> • To understand the importance of investing. • To analyze the fundamental and technical methods of investment. • To identify the best way for portfolio management. • To study the best revision methods of portfolio management. • To bring out the success in investment. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Investment: Meaning- Objectives and Characteristics of Investments- Investment vs. Speculation- Investment vs. Gambling- Types of Investors- Investment Avenues.	8	4	0	12	I
II	Investment Analysis: Concepts of Fundamental Analysis and Technical Analysis- Fundamental Analysis – Economic Analysis- Industry Analysis and Company Analysis- Technical Analysis – Meaning and Basic Principles of Technical Analysis- Tools of Technical Analysis- Important Chart Formations or Price Patterns and Technical Indicators- Criticisms of Technical Analysis.	7	4	0	11	I
III	Portfolio Management: Concept Portfolio and Portfolio Management- Efficient Market Theory – Random Walk Theory- The Efficient Market Hypothesis- EMH vs. Fundamental and Technical Analysis; Portfolio Analysis – Expected Return and Risk of Portfolio.	8	4	0	12	II

IV	Portfolio Revision: Meaning and Need of Portfolio Revision- Constraints in Portfolio Revision - Portfolio Evaluation — Evaluation of Portfolio Performance- Sharpe's Performance Index- Treynor's Performance Index and Jensen's Performance Index.	7	4	0	11	II
V	Portfolio Analyzis: Diversification- Risk-Return Calculations of Two-security Portfolio; Portfolio Selection — Feasible Set of Portfolio- Selection of Optimal Portfolio- Markowitz Model and Efficient Frontier- Capital Asset Pricing Model (CAPM)- Arbitrage Pricing Theory (APT);	8	4	0	12	II
	Invited Talks/ Field Visit	2	0	0	2	-
	Total Hours	40	20	0	60	-

Course Outcomes:

- CO1:** Relate students with the basic concepts and principles of investment analysis and portfolio management
- CO2:** Imply the skills required for selecting and constructing an efficient portfolio.
- CO3:** Appraise the portfolio performance and thereby revising the portfolio for efficient investment decisions.
- CO4:** Provide theoretical knowledge of the subject with its implications to the real world
- CO5:** Understand the importance of investing and best methods of investing.

References:

Text Books:

1. Fischer , D.E. and Jordon , R. J , (2002)Security Analysis and Portfolio Management , Pearson Education , New Delhi.
2. Kevin , S , (2015) , Security Analysis and Portfolio Management , PHI Learning Pvt. Ltd. , Delhi.
3. Donald E.Fischer & Ronald J.Jordan, (2011), Security Analysis & Portfolio Management, PHILearning., New Delhi, 8th edition.
4. Prasannachandra, (2011), Investment analysis and Portfolio Management, Tata McGraw Hill.
5. Bodie, Kanae, (2014), Marnus Investment, Tata MC Graw Hill.

Reference Books:

1. Chandra , P , (2017) , Investment Analysis and Portfolio Management , McGraw Hill Education.
2. Pandian , (2012) , Security Analysis and Portfolio Management , Vikas Publishing House , New Delhi .
3. Kevin, (2015), Portfolio Management, Prentice Hall of India
4. V K Bhalla, (2014), Investment Management, Sultan Chand
5. Fischer & Jordon,(2013), Security Analysis and Portfolio Management, Pearson.

Mapping of COs with PSOs and POs

CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	1	3	2	4	1	2	1	2	3	3
CO2	3	3	3	3	3	5	3	2	3	3	2	4
CO3	3	3	3	3	3	5	3	2	3	3	2	5
CO4	2	2	1	2	2	4	1	2	1	2	4	4
CO5	3	3	3	3	3	5	3	2	3	3	2	5

BANKING AND FINANCIAL INSTITUTIONS

Course Code: 21RIMP3E12

Credit: 4

Hours:4/Week

Programme	MBA	Semester-III
Cognitive Level	K1: Familiarizing the basic concepts of banking in India. K2: Analyzing the regulatory functions of banking and its Services. K3: Evaluating and analyzing the performance of developmental banks in India.	
Course Objectives	<ul style="list-style-type: none"> • To make the students understand the regulation of banks in India. • To equip students with an in-depth knowledge on financial management in banking organizations. • To illustrate assets and liability management- non-performance assets in banks. • To provide students a foundation for academic training and development in bank management. • To provide theoretical knowledge of the subject with its implications to the real world. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Banking: Unorganized banking sector – reforms in banking- an introduction to the business of banking and financial services management: An overview.	7	4	0	11	I
II	Banking Services: Banking industry- Classification of banks- Deposits- Passbook and bank customer — special type- Negotiable Instruments and cheques- Crossing Endorsement- Paying Banker- Right of a Banker-Right to set off- Right to close an account- right to appropriate payments.	8	4	0	12	I
III	Loans and Advances: Goods- securities- documents of title of goods- Modes of charging security- Subsidiary service-Assets and Liability Management- Non-Performance Assets.	8	4	0	12	II
IV	Financial Services: Meaning and Definition of Financial Services- Various Financial Services– Investment Banking- Merchant Banking- Depositories and Custodians.	7	4	0	11	II

V	Financial Institutions: Meaning and Role of Financial Institutions- Development Financial Institutions in India— Industries Development Bank of India (IDBI)- Small Industries Development Bank of India (SIDBI)- Industrial Finance Corporation of India (IFCI)- Export-Import Bank of India(EXIM)- NABARD etc.	8	4	0	12	II
	Invited Talks/Field Visit	2	0	0	2	-
	Total Hours	40	20	0	60	-

Course Outcomes:

CO1: Familiarize students with the regulating framework for banks in India.

CO2: Equip students with an in-depth knowledge of financial management in banking organizations.

CO3: Illustrate Assets and Liability Management- Non-Performance Assets in banks.

CO4: Provide students a foundation for academic training and development in bank management.

CO5: Provide theoretical knowledge of the subject with its implications to the real world.

References

Text Books:

1. Rose ,P.S. and Hudgins S.C , (2012) , Banking Management and Financial Services , McGraw ,Hill Education , New York.
2. Gordon ,E. and Natarajan , K , (2019) Banking Theory , Law and Practice , Himalaya Publishing House , Mumbai.
3. Shekhar ,K.C. and Shekhar , L , (2013) , Banking Theory and Practice , Vikas Publishing , New Delhi.
4. Gomez , C (2008) , Financial Markets , Institutions and Financial Services , Prentice Hall India Learning Private Limited , New Delhi.
5. Khan , M. Y (2018) ,Indian Financial System , McGraw Hill.

Reference Books:

1. Addison Wesley Longman(1999) , Principles of money , banking , and financial markets , Ritter , Lawrence S ;Silber , WilliamL , and Udell , Gregory F , Reading , Mass: , 10thed.
2. Pathak , B , (2018) , The Indian Financial System: Markets , Institutions and Services , Pearson Education , Delhi.
3. Bhole , L. M. and Mahakud , J , (2018) , Financial Institutions and Markets: Structure , Growth and Innovations , McGraw Hill.
4. Padmalatha Suresh and Justin Paul,(2017), Management of banking and Financial service, Pearson Publishing, New Delhi
5. Peter s. Rose and Sylvia C. and Hudgins,(2017), Bank Management and Financial Services, Tata McGraw Hill, New Delhi.

Mapping of COs with PSOs and POs

CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	1	3	2	4	1	2	1	2	3	3
CO2	3	3	3	3	3	5	3	2	3	3	2	4
CO3	3	3	3	3	3	5	3	2	3	3	2	5
CO4	2	2	1	2	2	4	1	2	1	2	4	4
CO5	3	3	3	3	3	5	3	2	3	3	2	5

PROJECT APPRAISAL AND FINANCE

Course Code: 21RIMP3E13

Credit: 4

Hours: 4/Week

Programme	MBA	Semester-III
Cognitive Level	<p>K1: Understand about the project reports and the steps involved in the project report.</p> <p>K2: Able to analyze the cost of the project and how to mobilize the funds from different funding agencies.</p> <p>K3: Have and apply the knowledge of RBI guidelines regarding the project finance.</p>	
Course Objectives	<ul style="list-style-type: none"> • To overview and structuring of project financing. • To understand in valuing projects. • To understand project negotiation. • To know how to carry out project analysis. • To identify various conditions of the project. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction to Projects: project report- Contents of Project reports- steps involved in a preparation of Project Reports. Viability studies -Commercial Feasibility- Economic and Financial viability-consultancy services- financing agencies. Commercial Banks- Development banks- State Financial Corporation in Refinance scheme for project finance.	6	3	0	9	I
II	Appraisal of Project: Commercial appraisal- Technical appraisal- Financial appraisal- Economic appraisal. Appraisal for term loan and Working Capital- steps involved in appraisal- RBI guidelines on term loan- working capital financing- Tandon- Chore Mara the committee recommendations- Credit monitoring arrangement- financing of SME Units. Traditional method and Nayak Committee recommendations - preparations of appraisal report.	10	6	0	16	I
III	Cost and Means of Finance: Cost of Project- Means of Finance - Share capital- Debt Capital - Finance Leverage - Capital Budgeting Decisions -Term Loans - Non fund based credits-deferred payment guarantees- Bills- Co-acceptance facilities- RBI guidelines in DPGS and BCF - lines of credit - working capital finance- structure - cash credit- over draft- Bill finance – Factoring – Forfeiting - Export-pre-shipment and post-shipment.	7	4	0	11	II
IV	Appraisal for Leasing Projects: Lease Evaluation - Appraisal for Hire purchase facility-	8	4	0	12	II

	Appraisal for venture capital - Appraisal of international projects - International CAPM. Loan syndication - Consortium finance.					
V	Industrial sickness and Rehabilitation: Definition of Industrial Sickness - Identification of Sickness- causes of sickness- rehabilitation programmes - Sick Industries Companies Act (SICA)- BIFR- RBI guidelines. Financing of sick industries - Recovery proceedings. Liquidation Debt Recovery Tribunals- out of court settlements.	6	3	0	9	II
	Invited Talks/Field Visit	3	0	0	3	-
	Total Hours	40	20	0	60	-

Course Outcomes:

- CO1:** Have knowledge of structuring project financing.
CO2: Able to appraise projects.
CO3: Able to carry out project budget.
CO4: Able to carry out project analysis.
CO5: Able to identify various conditions of the project.

References:

Text Books:

1. Yescombe. E.R, (2002), Principles of Project Finance, Second Edition , Academic Press.
2. John E. Triantis , (2018), Project Finance for Business Development , Wiley and SAS Business Series.

Reference Books:

1. Richard Tinsley , (2014) , Advanced Project Financing , Second Edition.
2. Edward Bodmer , (2013), Corporate and Project Finance Modelling : Theory and Practice (Wiley Finance), Introduction to Project Finance (Essential Capital Markets) Andrew Fight.
3. Timothy J. Kloppenborg, Vittal S. Anantatmula, Kathryn Wells,(2019), Contemporary Project Management, 4th Edition, Cengage India Publishing.
4. Dr. Sanjiv Marwah, (2011), Project Management, Dreamtech Press.
5. Chaturvedi & Jauhari(2016), Project Management, Himalaya Publishing, 1 st Edition

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	2	3	2	2	2	2	3	3	1	3	3
CO2	2	3	3	2	3	2	3	3	2	3	2	3
CO3	3	2	2	3	3	3	2	3	2	2	3	3
CO4	2	2	2	3	2	3	2	3	3	2	2	2
CO5	3	2	2	3	3	3	2	3	2	2	3	3

CORPORATE VALUATION

Course Code: 21RIMP3E14

Credit: 4

Hours:4/Week

Programme	MBA	Semester-III
Cognitive Level	<p>K1: Understand and examine the importance of mergers and acquisition in economy and industry.</p> <p>K2: Identify relevant cash flows for capital budgeting projects and apply various methods to analyze projects.</p> <p>K3: Appraise the empirical evidence on securities returns- active management and the related implications for market efficiency.</p>	
Course Objectives	<ul style="list-style-type: none"> • To analyze the role of valuation and principles of valuation. • To understand the impact of mergers and acquisition in economy. • To use the methods in finding simulation using Carlo method. • To find out the suitable approaches for solving financial problems in service firms. • Study the function like amalgamations- spin offs and demergers- value based management- valuation from the view of a manager. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Background Of Valuation: Classification of mergers and acquisitions- Amalgamations- Spin Offs and demergers-. Value based management- Valuation from the view of a manager. Determination of Swap Ratios- Cross Border M&A- Legal Procedures- Joint Ventures- LBOs and MBOs.	7	4	0	11	I
II	The Role Of Valuation: Principles of valuation- Definition of Standard of value- Discounted Cash Flow Approach- Asset based valuation.	8	4	0	12	I
III	Financial Risks: Risk-meaning definition-types of risks-principles-acquisitions - Basics of Risk- Economy and industry research-Financial Distress – Prediction and Prevention.	7	4	0	11	II
IV	Sensitivity Analysis: Meaning- uses- methods of measurement-Scenario analysis-switching values-Simulation: Monte Carlo Method.- techniques and advantages.	8	4	0	12	II
V	Valuation Approaches: Valuation of Options- Selection of valuation approach- Categories of Financial Service Firms.	8	4	0	12	II
	Invited Talks/Field Visit	2	-	-	2	-
	Total Hours	40	20	0	60	-

Course Outcomes:

- CO1:** Describe and explain the management of corporate capital structure.
- CO2:** Evaluate corporate projects using scenario- sensitivity- and simulation analysis.
- CO3:** Analyze corporate acquisitions- and value enterprise- form of payment- and form of financing.
- CO4:** Apply option pricing theory to project valuation.
- CO5:** Apply time value- risk- and return concepts and apply valuation techniques to bonds.

References:**Text Books:**

1. Prasanna Chandra , (2005) , Corporate Valuation and Value Creation , Tata McGraw, Hill.
2. Aswath Damodaran , (2006) , Valuation Security Analysis for Investment and Corporate Finance , Damodaran , Wiley Publication.
3. Holthausen , Zmijewski , (2017) , Corporate Valuation , Cambridge Business Publishers.
4. Paul Brown , and James M. Wahlen , (2016) , Financial Reporting , Financial Statement Analysis , and Valuation: A Strategic Perspective , Clyde P. Stickney , South ,Western College Pub.
5. Palepu , Healy and Bernard , (2002) , Business Analysis and Valuation , Thomson South Western ,(PHB).

Reference Books:

1. Copeland , Koller and Murrin , John Wiley & Sons (CKM) , (2012) , Measuring and Managing the Value of Companies.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	2	2	3	2	3	2	3	3	2	2	3
CO2	2	1	3	3	2	3	3	2	3	2	3	3
CO3	2	2	2	3	2	3	3	2	2	1	2	3
CO4	3	2	2	2	1	2	2	3	3	2	2	3
CO5	2	2	2	3	3	3	3	2	3	2	3	2

RISK MANAGEMENT

Course Code: 21RIMP3E15

Credit: 4

Hours:4/Week

Programme	MBA	Semester-III
Cognitive Level	K1:Understanding the meaning of risk management. K2:Analyzing the source- types of business risk and implications of risk in business. K3:Evaluation of measures to overcome risk and maximizing the profit from investment.	
Course Objectives	<ul style="list-style-type: none"> • To identify and analyze all types of risk in business activities. • To manage the risk by using different risk management strategies. • To analyze the type of market risk and managing market risk. • To find what are the operational risks found in business and how to managing operational risk. • To understand the risk involved in banks. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction to Risk Management: Meaning of risk - Source and types of business risk - implications of business risk - Principles of risk management- Process of Risk Management.	7	4	0	11	I
II	Managing Credit Risk: Drivers of Credit Risk - Credit Analysis - Credit Rating - Elements of Credit Risk - Traditional Measurement Approaches - Different Models of Credit Risk. Liquidity risk - Impact of Leverage-Hedge Funds and their risk measures.	8	4	0	12	I
III	Managing Market Risk: Sources of Market Risk-Measures of Financial Risk-Measuring Risk-Risk Measurement before VaR - Value-at-Risk (VaR) - Value at Risk - Computing VaR - VaR Methods-Coherent Risk Measures - Estimating Market Risk - Non parametric Approaches - Forecasting volatility- covariance and correlations - Parametric Approaches.	7	4	0	11	II
IV	Managing Operational Risk: Concepts of Operational Risk - Major Sources of Operational Risk - Measurement of Operational Risk - Management of Operational Risk - Insurance - Hedging using derivatives - Application of VaR - Risk Adjusted Performance Measurement - Integrated Risk Management - Six Sigma and Balanced Score cards for process improvement.	8	4	0	12	II

V	Risk Management in Banks: Asset - Liability management and its Purpose - Regulatory prescription for Asset - Liability Management - Basel I- Basel II and Basel III Norms - Managing Interest Rate Risk - Types of Interest rate risks - Gap Methodology - Duration Analysis -Managing Foreign Exchange Risk -Tools and Techniques for Managing Forex Risk - Managing the Interest rate and currency rate by using derivatives-Futures- options and swaps.	8	4	0	12	II
	Invited Talks/Field Visit	2	0	0	2	-
	Total Hours	40	20	0	60	-

Course Outcomes:

CO1: Understand - identify and analyze all types of risk in business activities.

CO2: Know the techniques involved in managing different types of risks.

CO3: Manage the risk by using different risk management strategies.

CO4: Analyze the type of market risk and managing market risk.

CO5: Evaluating operational risks found in business and how to managing operational risk.

References:

Text Books:

1. Harrington and Niehaus , (2010) , ‘Risk management and Insurance , Tata Mcgraw Hill Publishing ,NewDelhi , 3rd Edition.
2. Trieschman , Hoyt , Sommer , (2011) , ‘Risk management and Insurance , Cengage Learning , 3rd Edition.
3. Dorfman , Mark.S , (2011) , Introduction to Risk Management and Insurance, 9th edition, Engle wood Cliffs , N.J: Prentice Hall , 2007. ISBN0 ,13 ,224227 ,3.
4. George E.Rejda, (2010) , Principles of Risk Management and Insurance ,10th edition , Pearson education.
5. Jorion , Philippe , (2007) , Value at Risk: The New Bench mark for Managing Financial Risk ,3rdedition , McGraw ,Hill.

Reference Books:

1. Chapman .C. , & Ward , S. (1997) , Project risk management. John Wiley & Sons.
2. Crockford , Neil , (1986) , Introduction to Risk Management.(2ed.).Cambridge , UK: Wood head , Faulkner , ISBN0 ,85941-332-2.

Mapping of COs with PSOs and POs

CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	2	3	2	3	2	3	3	2	2	2
CO2	1	2	3	2	3	3	3	3	3	3	3	3
CO3	1	3	2	3	2	3	2	3	3	2	2	2
CO4	3	3	1	3	2	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3

OPERATIONS MANAGEMENT ELECTIVES
SEMESTER -III

CODE NUMBER	COURSE TITLE
21RIMP3E21	Supply Chain management
21RIMP3E22	Quality Toolkit for Managers
21RIMP3E23	Productions and Materials Management
21RIMP3E24	Operations Strategy
21RIMP3E25	Innovation Management and New Product Development

SUPPLY CHAIN MANAGEMENT

Course Code: 21RIMP3E21

Credit: 4

Hours: 4/Week

Programme	MBA	Semester-III
Cognitive Level	<p>K1: Enable the students to understand the basics of linguistics and supply chain process.</p> <p>K2: Make the students to apply the concepts and process in supply chain operations.</p> <p>K3: Evolve business models in SCM process.</p>	
Course Objectives	<ul style="list-style-type: none"> • To understand the functional activities of logistics and supply chain management. • To analyze the aggregate planning and resource allocation decisions- procurement analytics- production modeling international financial management. • To study about the manufacturing flow mechanism- work flow automation and the flexibility in manufacturing. • To understand the importance of Integration of Communication Technology in supply chain- ERP implementation and ERP System Design. • To study the global supply chain integration- international sourcing of material and the role of Government in controlling international trade. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Logistics: The Logistics of Business - importance of logistics management for whole-of-life costs control and capital procurement process - Supply Chain Synchronization - Participants of Transportation - function- its Economics- Pricing- Documentation - concepts - Reverse logistics- Integrated Logistic Support (ILS)- Computer - aided Acquisition and Life - Cycle Support (CALs).	8	4	0	12	I
II	Supply Chain Management (SCM): Concept of SCM - Components - Features - Strategic issues in SCM- The Supply Chain Metrics- SC drivers - Customer focus in SCM- Demand planning- Purchase Planning - Make or Buy decision - indigenous and global sourcing- Development and Management of suppliers - Cost management - Negotiating for purchasing and subcontracting- Purchase insurance.	7	4	0	11	I

III	Manufacturing Scheduling and Strategic Warehousing: Manufacturing flow system – Work flow automation – Flexibility in manufacturing to achieve dynamic optimization- Material handling system design and decision- Strategic Warehousing - Warehousing Operations – Warehousing Ownership Arrangements – Warehouse Decisions.	8	4	0	12	II
IV	Information Technology and SCM: Information System Functionality - Comprehensive Information System Integration – Communication Technology - Rationale for ERP Implementation-ERP System Design - Supply Chain Information System Design - Enterprise Facility Network - Warehouse requirements - Total Cost Integration - Formulating Logistical Strategy.	8	4	0	12	II
V	International Logistics and Supply Chain Management: Meaning and objectives- importance in global economy- Characteristics of global supply chains - Global Supply Chain Integration - Supply Chain Security - International Sourcing - Role of Government in controlling international trade and its impact on Logistics and Supply Chain.	7	4	0	11	II
	Invited Talks/Field Visit	2	0	0	2	-
	Total Hours	40	20	0	60	-

Course Outcomes:

- CO1:** The students will gain knowledge in implementing supply chain in business organizations.
- CO2:** The students could develop skills in organizing supply chain process incorporating appropriate IT based tools.
- CO3:** They will learn various models of SCM process to optimize cost and inputs.
- CO4:** The students will study on importance of communication technology in supply chain management and ERP process.
- CO5:** Understand the importance global supply chain and its impact on economy growth and the role of government in controlling global supply chain.

References:

Text Books:

1. Bowersox , Closs , Cooper, (2014) , Supply Chain Logistics Management, McGraw Hill.
2. Burt , Dobbler, (2012), Starling, World Programme Supply Management, TMH.
3. Donald J Bowersox, David J Closs, (2011), Logistical Management (The integrated Supply Chain Process), TMH.
4. Sunil Chopra, Peter Meind, (2010), Supply Chain Management (Strategy, Planning and Operation), Pearson Education , India.

Reference Books:

1. Vivek Kumar, (2017), The Basis For Supply Chain Management, PHI, New Delhi.
2. Shawn Paul, (2020), The Smart Supply Chain, A bold and revolutionary approach to create the smart disrupt business. Pearson Education , India.

Mapping of COs with PSOs and POs

CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	2	3	2	3	2	3	3	2	2	2
CO2	1	2	3	2	3	3	3	3	3	3	3	3
CO3	1	3	2	3	2	3	2	3	3	2	2	2
CO4	3	3	1	3	2	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3

QUALITY TOOL KIT FOR MANAGERS

Course Code: 21RIMP3E22

Credit:4

Hours:4/Week

Programme	MBA	Semester-III
Cognitive Level	<p>K1: Understand improvement of quality.</p> <p>K2: Know the contributions of various quality methods of charts.</p> <p>K3: Learn the concepts of quality and its tools and life cycle process with international standards of quality.</p>	
Course Objectives	<ul style="list-style-type: none"> • To orient the students on what quality is all about in every facet of management and how to go about achieving it. • To have clear idea of dimensions of quality in terms of functions and products. • To analyze knowledge of application of analytical tools to control quality • To have knowledge of implications of lack of quality and reliability; • To show the various international standards for measurement of quality. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	<p>Quality: Meaning and importance - Principles of quality gurus - Quality improvement techniques – Pareto diagrams- cause - effect diagrams- scatter diagrams and run charts - Statistical concepts – definitions- measures of central tendency- measure of dispersion- concepts of population and samples and normal curves - Costs of quality - Process variation – Basic forms and Taguchi’s view of variation.</p>	8	4	0	12	I
II	<p>Statistical Process Control Charts: p chart- np chart- X-bar chart- R chart- S chart and c chart - Process capability index - Acceptance sampling – single sample plan- sequential sampling plan- producer and consumer risk- operating characteristic curve and double sampling plan - Design of experiments – Two level experiments- orthogonal array- grand mean effect- effect of the factors- repetition error effect- determining significant factors and optimum results.</p>	7	4	0	11	I

III	Quality Loss Function: Taguchi loss functions - Types of quality loss function - Robust design process; Parameter design process - Parameter optimization experiment - Experimental approaches – one-factor- at a time experiment- full and fractional factorial experiment - Analysis of mean (ANOM) and Analysis of variance (ANOVA) - Failure mode and effect analysis.	8	4	0	12	II
IV	Reliability: Definition and concepts - Product life characteristic curve – bath tubcurve - Reliability function; Reliability engineering; Total quality management –principles and practices -Customer satisfaction - Total employee involvement - Total production maintenance - Quality assurance - Quality circle; Quality audit – world standards.	8	4	0	12	II
V	Quality Standards: ISO 9000 : 2000 – concepts- various procedures / clauses- certification requirements- implementation of ISO9000 in Indian business environmental IS 14000 – concepts and importance - Six sigma - Service quality measurements – SERVQUAL and national and international standards.	7	4	0	11	II
	Invited Talks/Field Visit	2	-	-	2	-
	Total Hours	40	20	-	60	-

Course Outcomes:

- CO1:** Understand basic concepts of Quality Management System.
- CO2:** Explain the ideas related to Statistical Charts and Tools.
- CO3:** Recall the Functions of various Tests.
- CO4:** Compare Reliability test and quality circle.
- CO5:** Analyze various quality standards.

References:

Text Books:

1. Dale H. Bester field , et.a. (2014) , Total Quality Management , Prentice Hall.

Reference Books:

1. Donna C.S.Summers , (2015) , Quality Prentice ,Hall, 6th Edition.
2. Douglas C. Montgomery , (2015) , Introduction to Statistical Quality Control 5th Edition.
3. John Lancaster (2016) , QMS56 Success Secrets Amazon , Edition.

Mapping of COs with PSOs and POs

CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	2	2	3	2	2	2	3	3	2	2	2
CO2	2	1	3	3	2	3	3	2	3	2	3	3
CO3	2	2	2	3	2	3	3	2	2	1	3	2
CO4	3	2	2	2	1	2	2	3	3	2	2	2
CO5	2	2	2	3	3	3	3	2	3	2	3	3

PRODUCTIONS AND MATERIALS MANAGEMENT

Course Code: 21RIMP3E23

Credit: 4

Hours:4/Week

Programme	MBA	Semester-III
Cognitive Level	K1: Impart basic knowledge of the Indian Industrial legislations. K2: Understand the maintenance of industrial harmony. K3: Ensuring healthy relationship among the workforce for achieving the organizational goals.	
Course Objectives	<ul style="list-style-type: none"> • To learn the various functions of production. • To understand the need of maintenance of plant to have uninterrupted flow of production. • To have an idea on the need of material- locating the sources and the process in procurement of materials. • To develop an understanding on the control of inventory to avoid over and under stocking of goods. • To learn the various role of a storekeeper and also in effective management of waste. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Production Management: Definition-Functions & scope – Plant Location - Factors - Plant Layout principles - Types - Importance.	8	4	0	12	I
II	Production Planning & Control: Principles - Process - Plant maintenance – Types - Maintenance Scheduling.	7	4	0	11	I
III	Material Planning: Meaning- Definition-Importance - Process - Integrated material Management - concepts - Advantages – Process.	8	4	0	12	II
IV	Management of Materials: Techniques of materials planning – Inventory control meaning & importance - Tools of inventory control – ABC- VED & FSN analysis - EOQ.	8	4	0	12	II
V	Purchasing: Procedure - principles -Vendor rating - Vendor Development - Store keeping & materials handling - objectives - Functions - Equipments - TQM-Six sigma methodology - KANBAN - KAIZEN - Waste Management.	7	4	0	11	II
	Invited Talks/Field Visit	2	0	0	2	-
	Total Hours	40	20	0	60	-

Course Outcomes:

- CO1:** The students learn the various functions of production and to take decision of choosing the feasible plant location.
- CO2:** Understand the need of maintenance of plant to have uninterrupted flow of production.
- CO3:** Get an idea on the need of material- locating the sources and the process in procurement of materials.
- CO4:** Develop an understanding on the control of inventory to avoid over and under-stocking of goods.
- CO5:** Learn the various roles of a storekeeper and also in effective management of waste.

References:**Text Books :**

1. Saravanavel .P & Sumathi .S , Margham ,(2006) , Production & Materials Management , Himalaya Publications , New Delhi.
2. Gopalakrishnan & Sudaresan , (2008) , Materials Management , Pearson Hills , New Delhi.

Reference Books :

1. Varma , M.M. (2008) ,Materials Management, Sultan Chand& sons, 2nd Edition , New Delhi.
2. Dutta , (2007), Integrated Material Engineering & Management, 2nd Edition , Dhanpatrai , Publications.

Mapping of COs with PSOs and POs

CO/PO	PO						PSO					
	1	2	3	4	5	6	1	2	3	4	5	6
CO1	2	2	2	3	2	3	2	3	3	2	2	2
CO2	1	2	3	2	3	3	3	3	3	3	3	3
CO3	1	3	2	3	2	3	2	3	3	2	2	2
CO4	3	3	1	3	2	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3

OPERATIONS STRATEGY

Course Code: 21RIMP3E24

Credit: 4

Hours: 4/Week

Programme	MBA	Semester- III
Cognitive Level	K1: Recall the concept of strategic operations management. K2: Understand strategic operations planning and performance development adopting various approaches and techniques. K3: Adapt with the changing role of technology in operations management.	
Course Objectives	<ul style="list-style-type: none"> • To apply strategic management principles in business situations. • To understand the formulation and choice strategy. • To know the technology issues in operations management. • To know strategic resource management. • To know the applications of technology in operations management. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Meaning of Operations Strategy: Concept - Definition - Importance and Linkage with Corporate Strategy- Strategies- Values and Services in Operations Management. Operations Strategy Formulation - Hill framework for Operations Strategy Formulation. Strategic Fit - Concept - Classification - A framework for Operations Strategy in Manufacturing.	10	6	0	16	I
II	Value as Business Concept: Strategic issues in manufacturing - Value Chain concept Focus- core competence and distinctive capabilities - stake holders - strategy- Checking markets- Outcome of Market debate - Linking manufacturing to Markets - strategic integration - why products sell in the markets - Order Winners- Order Qualifiers.	5	3	0	9	I
III	Technology Strategy Issues in New Product development Time to Market: Strategic nature of process - Business implication of Process choice - Hybrid Process. Change management and Sustainability procedure - company or plant based profiles decisions for product reallocation – downsizing – Capacity decisions Progression & Regression. Evaluating various tradeoffs alternatives – Focused manufacturing - Product or process focus – Lean concept in operation strategy.	8	4	0	11	II
IV	Strategic Resource Management: Concept - Importance- issues involved - organizational issues operational approaches to improving- delivery system. Controlling operations - key performance Indicators- PQCDMSM (Productivity- Quality- Cost- Delivery Time- Safety- Morale).	8	4	0	12	II

V	Role of Technology in Operations Strategy: Automated production system with Robotic systems. Use of IT and ITES enabling the effective strategy and resource implementation. ERP/SAP for decision making.	6	3	0	9	II
	Invited Talks/Field Visit	3	0	0	3	-
	Total Hours	40	20	0	60	-

Course Outcomes:

CO1: Have knowledge in operations strategy with the corporate strategy.

CO2: Able to explain the linkages with the functional strategies.

CO3: Able to carry out technology strategy Issues.

CO4: Able to implement strategic resource management.

CO5: Able to apply technology in operations management.

References:

Text Books:

1. David A. Garvin (1991) , Operations Strategy: Text and Cases Paperback , Pearson; Facsimile edition.
2. Hax ,Majluf (1988) , Strategy Concept and Process , Pragmatic Approach , Prentice Hall , New Delhi.

Reference Books:

1. Appa Rao C Parvathiswara Rao and Sivaramakrishna K (2010) , Strategic Management and Business Policy – Text and Cases , Excel Books , New Delhi.
2. Krishore , Ravi M (2010) , Strategic Management – Text and Cases, Taxmann Publications, New Delhi.
3. Srinivasan.R (2009) , Strategies Management: The Indian Context , PHI Learning , New Delhi.

Mapping of COs with PSOs and Pos												
CO/PO	PO						PSO					
	1	2	3	4	5	6	1	2	3	4	5	6
CO1	2	2	2	3	2	3	2	3	3	2	2	2
CO2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	2	2	2	3	2	3	2	3	3	2	2	2
CO4	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3

INNOVATION MANAGEMENT AND NEW PRODUCT DEVELOPMENT

Course Code: 21RIMP3E25

Credit: 4

Hours: 4/Week

Programme	MBA	Semester-III
Cognitive Level	K1: Recalling the types of innovation- models of innovation and frame work for management of innovation. K2: Understanding the importance of pattern- copyright- trademarks in innovation management. K3: Analyzing the research and development process for the innovation and sustainability of the organization.	
Course Objectives	<ul style="list-style-type: none"> • To understand the types of innovation- models of innovation and frame work for management of innovation. • To getting hands on experience in applying creativity in problem solving. • To apply their creative and innovative skills in solving complex problems confronting corporate world. • To evolving new product development and testing for service products. • To utilizing the R&D technology transfer aspects to organization structures for new product development. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Innovation: Introduction – Innovation – definition - types of innovation - models of innovation - framework for management of innovation - difference between Innovation and invention.	10	6	0	16	I
II	Innovation Theories: Innovation diffusion theories - Pearson’s uncertainty map - organizational characteristics that facilitate innovation - organizational structures and innovation - trademarks-copyrights- patents and their use in innovation management - remedy against infringement.	5	3	0	9	I
III	Strategic Alliances: Technology trajectories - knowledge base of an organization - degree of innovativeness -linking between innovation strategy and business strategy - strategic alliances for knowledge sharing.	8	4	0	11	II
IV	New Product Development and Testing: Differentiation between products and services - types of services - new service development models - techniques used in consumer testing of new products - models for new product development.	8	4	0	12	II

V	R&D Technology Transfer: Organization structures for new product development - evaluating R&D projects - strategic pressures on R&D - models of technology transfer.	6	3	0	9	II
	Invited Talks/ Field Visit	3	0	0	3	-
	Total Hours	40	20	0	60	-

Course Outcomes:

CO1: Understand the nuances involved in Creativity & Innovation.

CO2: Getting hands on experience in applying creativity in problem solving.

CO3: Student will be equipped to apply their creative and innovative skills in solving complex problems confronting corporate realm.

CO4: Evolving New product development and testing for service products.

CO5: Utilizing the R&D technology transfer aspects to organization structures for new product development.

References:

Text Books:

1. Karl T. Ulrich , Steven D. Eppinger , Anita Goyal , (2009) , Product Design and Development , Tata McGraw – Hill , Fourth Edition , reprint.
2. Kenneth B.Kahn , (2010) , New Product Planning , Sage Publication , New Delhi.
3. A.K.Chitale and R.C.Gupta , (2008) , Product Design and Manufacturing , PHI.
4. Deborah E. Bouchoux , (2005) , Intellectual Property Rights , Delmar , Cengage Learning , 79
5. Anil Mital. Anoop Desai , Anand Subramanian , Aashi Mital , (2009) , Product Development , Elsevier Publication.
6. Michael Grieves , (2006) , Product Life Cycle Management , Tata McGraw Hill.

Reference Books:

1. Rousing Creativity: (1999) ,Think New Now Floyd Hurr , ISBN 1560525479 , Crisp Publications Inc.
2. Geoffrey Petty , (1999) ,” how to be better at Creativity” , The Industrial Society.
3. Clayton M. Christensen Michael E. Raynor ,” (2000) , The Innovator’s Solution”.
4. Harvard Business School Press Boston , USA , (2003) , Engineering of Creativity TRIZ” , CRC Press New York USA ,”.
5. Kerber , Ronald L , Laseter , Timothy M., (2007), Strategic Product Creation, Tata , McGraw Hill.

Mapping of COs with PSOs and POs												
CO/PO	PO						PSO					
	1	2	3	4	5	6	1	2	3	4	5	6
CO1	2	2	2	2	2	3	2	3	1	2	2	2
CO2	3	3	3	2	3	3	3	3	2	3	3	3
CO3	2	2	2	2	2	1	2	3	3	2	2	2
CO4	3	3	3	3	3	3	3	3	2	3	3	3
CO5	3	3	1	3	3	2	3	3	3	3	3	3

MARKETING MANAGEMENT - ELECTIVES
SEMESTER - III

CODE NUMBER	COURSE TITLE
21RIMP3E31	Consumer Behaviour and Marketing Research
21RIMP3E32	Integrated Marketing Communication
21RIMP3E33	Retail Marketing
21RIMP3E34	Sales and Distribution Management
21RIMP3E35	Rural Marketing

CONSUMER BEHAVIOUR AND MARKETING RESEARCH

Course Code: 21RIMP3E31

Credit: 4

Hours:4/Week

Programme	MBA	Semester-III
Cognitive Level	K1: Knowing customer preference and needs through market survey. K2: Understanding and analysing the perception and attitude the consumer. K3: Familiar in taking decisions on consumer method to be adopted of purchasing.	
Course Objectives	<ul style="list-style-type: none"> • To understand the process of consumer behavior. • To study the various external and internal factors that influence consumer behaviour. • To apply this understanding to the development of marketing strategy. • To understand the consumer decision making through marketing research process. • To analyze the application of consumer behavior. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Consumer Behaviour: Consumer Behaviour – meaning-definition- Significance - Application of consumer behavior principles to strategic marketing. Role of Marketing in Consumer behavior - Market Segmentation and Consumer behavior.	8	4	0	12	I
II	Consumer As An Individual and In A Social & Cultural Setting: Group dynamics and consumer reference groups - Family - Social Programme and Consumer behaviour- The influence of Culture on Consumer behaviour - Sub - Cultural and Cross Cultural Consumer Analysis - Consumer needs and motivation - Personality and Consumer Behaviour - Psychographics Consumer Perception - attitudes - attitude formation and change - Learning.	7	4	0	11	I
III	Consumer Decision Making Process and Applicability: Personal influence and the opinion leadership - Diffusion of innovation process- Consumer Decision making process- Comprehensive models of consumer decision making - New Product purchase and repeat purchase - Consumer Behaviour applicable to Profit and Non Profit Organizations- Societal Marketing Concept- Marketing Ethics- Consumer movement- Consumer protection in India.	7	4	0	11	II
IV	Marketing Research and Consumer Behaviour: Nature and scope of Marketing Research- Conceptual aspects involved in Marketing Research- Marketing Research and Marketing information System- Marketing Research Process - Identification of Marketing Research problems- formulation of objectives of research- different aspects involved in the formulation of objectives- Basic research designs- Data	7	4	0	11	II

	collection procedures and methods.					
V	Data Analysis and Techniques: Scaling concepts - Different kinds of scaling and their applicability - Questionnaire formulation- Different dimensions involved- Concepts of Sampling- Types of Sampling - Analysis of data- Simple analysis- Kinds of analysis and their applicability- Report writing. Applications of Marketing Research.	6	4	0	10	II
	Invited Talks/Field Visit	3	0	0	3	-
	Total Hours	40	20	0	60	-

Course Outcomes:

- CO1:** Students get expertise in understanding the basic role of marketing.
CO2: Knows about psychographic manner of consumer attitude.
CO3: Understood to culture way of marketing.
CO4: Acquired knowledge on marketing research in understanding customer behaviour.
CO5: Got in depth knowledge on applying methods of data collecting- interpreting and report writing.

References:

Text Books:

1. CL Tyagi and Arunkumar , (2006) , Consumer Behaviour , Atlantic publishers.
2. David L. Loudon Albert J. Della Bitta , (1987) , Consumer Behaviour , –India Edition Tata Mcgraw Hill. Co.
3. Jay D.Lindquist and M. Joseph Sirgy , (2016) , Consumer behaviour , India Edition , Cengage learning.
4. M S Raju , Dominic Xardel , (1999) , Consumer behaviour , concepts , Applications and cases –Vikas publishing House PVT Ltd.
5. Ramanuj Majumdar , (2002) , Consumer Behaviour –PHI learning PVT. Ltd.

Reference Books:

1. Black well and others , (2002) , Consumer Behaviour , India Edition , Cengage learning.
2. C.Olson , Special Indian Edition–Tata Mcgraw Hill.
3. Consumer Behaviour and Marketing Strategy By J. Paul Peter and Jerry
4. Deli Hawkins Roger J Best and others , (2004) , Consumer behaviour , Special Indian Edition , Tata Mcgraw Hill.
5. Michael R. Solomon , (2000) , Consumer Behaviour , Indian Edition – PHI learning PVT Ltd.

Mapping of COs with PSOs and POs												
CO/PO	PO						PSO					
	1	2	3	4	5	6	1	2	3	4	5	6
CO1	2	2	1	2	2	2	2	3	3	3	3	3
CO2	3	3	3	3	3	3	3	2	2	3	2	3
CO3	3	3	3	3	3	3	3	2	3	2	2	2
CO4	2	2	1	2	2	2	2	3	3	2	2	2
CO5	3	2	2	3	3	3	2	3	2	2	3	3

INTEGRATED MARKETING COMMUNICATION

Course Code: 21RIMP3E32

Credit: 4

Hours:4/Week

Programme	MBA	Semester- III
Cognitive Level	K1: Recall the essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme. K2: Learned about various communication tools and its effectiveness. K3: Students are able to developed effective marketing communication programme.	
Course Objectives	<ul style="list-style-type: none"> • To make students understand the concept of integrated marketing communication. • To make students understand communication process. • To make students understand planning for marketing communication. • To develop integrated marketing communication programme. • Students learns about digital media & advertising. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process- one voice communication V/s IMC. Introduction to IMC tools – Advertising- sales promotion- publicity- public relations - and event sponsorship - The role of advertising agencies and other marketing organizations - Marketing services and perspective on consumer behaviour.	10	6	0	16	I
II	Understanding communication Process: Source-Message and channel factors - Communication response hierarchy - AIDA model - Hierarchy of effect model - Innovation adoption model- information processing model- The standard learning Hierarchy - Attribution Hierarchy - and low involvement hierarchy - The Elaboration Likelihood (ELM) model - The Foote - Cone and Belding (FCB) Model.	6	3	0	9	I
III	Planning for Marketing Communication (Marcom): Establishing Marcom Objectives and Budgeting for Promotional Programmes - Setting communication objectives - Sales as Marcom objective- DAGMAR approach for setting ad objectives. Budgeting for Marcom - Factors influencing budget- Theoretical approach to budgeting viz - Marginal analysis and Sales response curve- Method to determine Marcom budget.	7	4	0	11	II
IV	Developing the Integrated Marketing Communication Programme: Planning and development of creative Marcom - Creative strategies in advertising- sales promotion- publicity- event	8	4	0	12	II

	sponsorships etc. - Creative strategy in implementation and evaluation of Marcom - Types of appeals and execution styles - Media planning and selection decisions-steps involved and information needed for media planning - Measuring the effectiveness of all Promotional tools and IMC.					
V	Digital Media & Advertising: Digital Media-Evolution of Technology- Convergence of Digital Media- E-Commerce and Digital Media- Advertising on Digital Media- Social Media- Mobile Advertising-E-PR Advertising Laws & Ethics - Advertising & Ethics- Pester Power- Intellectual Property Rights-Advertising Standards Council of India (ASCI).	6	3	0	9	II
	Invited Talks/Field Visit	3	0	0	3	-
	Total Hours	40	20	0	60	-

Course Outcomes:

CO1: Understanding the concept of integrated marketing communication.

CO2: Understanding the communication process for successful marketing.

CO3: Planning for strategic marketing communication.

CO4: Developing integrated marketing promotion tools.

CO5: Students learn about digital media & advertising for the advanced and competitive market.

References:

Text Books

1. Burnett (2018) Advertising & Promotion, An Integrated Marketing Communications Perspective, Pearson Publications.
2. George Belch, Michael Belch & Keyoor Purani, (2017), Global Marketing Management, TATA McGraw Hill Keegan, 8 edition, Pearson Education India.
3. SH Kazmi and Satish K Batra , (1998) , Advertising & Promotions , Excel Publications.
4. Wells , Moriarty (2011) , Advertising; Principles and Practice , Pearson Publications.

Reference Books:

1. Aakar , Batra and Myers , (2016) , Advertising Management , Prentice Publications.
2. Terence A, Advertising & Promotion: An IMC Approach , Shimp Publications , Cengage Learning , 2004.
3. Jaishri Jethwaney & Shruti Jain , (2015) , Advertising Management , Oxford University Press.
4. Kruti Shah and Alan D'Souza , (2019) , Advertising & Promotions: An IMC perspective , Tata McGrawHill.
5. Burnett (2000) , Advertising; Principles and Practice , Pearson Publications.

Mapping of COs with PSOs and POs												
CO/PO	PO						PSO					
	1	2	3	4	5	6	1	2	3	4	5	6
CO1	2	2	2	3	2	3	2	3	3	2	2	2
CO2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	2	2	2	3	2	3	2	3	3	2	2	2
CO4	3	3	3	3	3	3	3	3	3	3	3	3
CO5	2	2	2	3	2	3	2	3	3	2	2	2

RETAIL MARKETING

Course Code: 21RIMP3E33

Credit: 4

Hours:4/Week

Programme	MBA	Semester-III
Cognitive Level	<p>K1:Apply the core Marketing strategies for effective Retail Shop Management.</p> <p>K2: Making students familiar with Importance of retail in the distribution component of the marketing mix.</p> <p>K3: Evaluate the merits of alternative strategies for different types of retail business and better Store Management.</p>	
Course Objectives	<ul style="list-style-type: none"> • To understand the Manufacturers perspective on retailers. • To analyze the Retailers understanding of the retail business. • To study about the retail marketing and its situation globally. • To analyze the direct marketing to retailers. • To examine the management system of retail marketing. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	An Overview of Retailing and Retail Economics: Retailing System - Meaning - Definition - Features – Structure – Retailing in India- role- relevance and trends- significance of retail industry- new role of retailers- channels of retailing- role of franchising in retail- retail environment- FDI in retail- Government of India’s Policy implications on Retail - marketing concepts in retailing.	8	4	0	12	I
II	Understanding Shopping and Shoppers: Concepts of shopping- process- behaviour-demographics- psychographics- attitudes-behaviour based segmentations and shopping patterns in India. Retail Service Quality aspects. Retail Store Location Traffic flow and analysis – place of purchase – exteriors and layout – customer traffic flow and pattern –Creative display.	8	4	0	12	I
III	Retail Pricing and Merchandising: Retailing Mix-Planning of merchandise – retail pricing – retail promotions – Supply chain management - pricing strategies (EDLP)- GMROI- buying functions (OTB)- selection of vendors and building partnerships- category management- Visual merchandising- retail communication- POP in retail and branding.	8	4	0	12	II

IV	Direct Marketing: Inclusive and Exclusive shops for retail outlets – Chain Stores –Discount Stores Retailing through the internet – role of IT - Salesmanship - Meaning - Definition –features of Good Salesmanship – Sales force management – Sales quota and target Salesman productivity and Compensation.	7	4	0	11	II
V	Retail Image and Store Loyalty: Retail Advertising and Promotions- Atmospherics- Elements of retail image- store choices and building store loyalty Retail management information systems - Retail technology and automations- retail transactions- retail audit- web applications- RFID- data security- retail technology- inventory shrinkages and e-tailing .	7	4	0	11	II
	Invited Talks/Field Visit	2	0	0	2	-
	Total Hours	40	20	0	60	-

Course Outcomes:

- CO1:** The students would have experienced the realities of retail business in their day to day business transaction.
- CO2:** Discuss the concept of retailing- its evolution in Global retailing- and India’s trend in Retailing.
- CO3:** Conceive the complexity of retail channels (store and non-store) used as alternative routes to market.
- CO4:** Interpret effective retail strategies for better Store Management.
- CO5:** Correlate the factors influencing Retail shopper’s behavior.

References:

Text Books:

1. Bajaj Chetan , Rajnish Tuli and Nidhi Varma Srivastava , (2012) , Retail Management , Oxford University Press , New Delhi.
2. Swapna Pradhan, (2008) , Retail Management , Tata McGraw Hill Publishing Company Limited , New Delhi.
3. Suja Nair (2008), Retail Management, Himalaya Publication House, Mumbai.
4. Gibson.G, Vedamani, (2008), Retail Management- Functional Principles and Practices, JAICO Publishing House, Mumbai.

Reference Books:

1. Berman Berry , Joel R. Evans and Mini Mathur (2011) , Retail Management: A Strategic Approach , Pearson/ Prentice Hall , New Delhi.
2. Cox Roger and Paul Brittain , (2008) , Retailing: An Introduction , Pearson education , New Delhi.
3. Gilbert David , (2013) , Retail Marketing Management , Pearson , New Delhi.
4. Newman Andrew J. , and Peter Cullen , (2011) , Retailing: Environment & Operations , Cengage Learning , New Delhi.

Mapping of POs and COs

CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	1	3	2	4	1	2	1	2	3	3
CO2	3	3	3	3	3	3	3	2	3	3	2	2
CO3	3	3	3	3	3	4	3	2	3	3	2	2
CO4	2	2	1	3	2	3	1	2	1	2	3	3
CO5	3	3	3	3	3	4	3	2	3	3	2	2

SALES AND DISTRIBUTION MANAGEMENT

Course Code: 21RIMP3E34

Credit:4

Hours:4/Week

Programme	MBA	Semester-III
Cognitive Level	K1: Familiarize about the sales and distribution in optimization in the field. K2: Examine and get students understand the distribution of products. K3: To exhibit the self confidences in digital transformation & channel attribution among students.	
Course Objectives	<ul style="list-style-type: none"> • To familiarize and make the students to assimilate the concepts of sales and distribution management. • The functions- trends and types of sales management. • To analyze the factors that contributes in creating and implementing a sales plan. • To classify the factors influencing distribution channel. • To know the process of electronic intermediaries in sales management. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Personal Selling: Objectives of sales and distribution management- personal selling objectives- theories of selling- personal selling process- size of sales force-ethical responsibilities in sales management-compensation- selection of sales personnel-motivation of sales force.	8	4	0	12	I
II	Sales Meeting: Sales contest- sales quotas- sales territories- evaluating and controlling of sales personnel- analysis of sales- cost analysis.	7	4	0	11	I
III	Physical Distribution: Distribution management - Marketing mix- marketing channels- wholesaling and retailing- designing channel system- selecting channel members.	8	4	0	12	II
IV	Managing the Marketing Channel: Product-Pricing and Promotion issues in Channel Management and Physical Distribution - channel information system- Evaluating channel member performance – Vertical marketing systems – Retail co-operatives - Franchise systems and corporate marketing systems.	8	4	0	12	II
V	E-enabled Selling and Distribution: E-commerce and e-retailing as a channel of distribution-Electronic intermediaries - Disintermediation and Re-intermediation- e-enabled logistics management and tracking systems.	7	4	0	11	II
	Invited Talks/Field Visit	2	-	-	2	-
	Total Hours	40	20	-	60	-

Course Outcomes:

- CO1: Apply the concept of sales and demonstrate the roles and responsibilities of sales person as a key individual to achieve the organizational goal.
- CO2: Describe and Formulate strategies to effectively manage company's sales operations.
- CO3: Illustrate the fundamentals of distribution channels and channel members.
- CO4: Identify the channel of intermediaries and apply new strategies for new market.
- CO5: Perceive digital tools to enhance logistics management.

References:**Text Books:**

1. Still , (2017) , Sales and Distribution Management , Pearson Education India.
2. Jobber , (2018) , Selling and Sales Management , Pearson Education India.
3. Johnson , (2007) , Sales Management–Concepts , practices and Cases , McGraw Hill.
4. Dalrymple ,(2003) , Sales Management ,Concept and Cases , John Wiley.
5. Das Gupta , (2008) ,Sales Management ,In the Indian Perspective , Prentice Hall.

Reference Books:

1. Johnson , Kurtz and Scheuing , (2012) , Sales Management (McGraw ,Hill).
2. Rosen bloom ,(2015) , Marketing Channels –A Management View , Dryden Press.
3. David Jobber and Geoffrey Lancaster , (2012) , Selling and Sales Management , Pearson Education.
4. Anderson R , (2008) , Professional Sales Management , Prentice Hall.

Mapping of POs and COs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	1	3	2	3	1	2	1	2	3	1
CO2	3	3	3	3	3	3	3	2	3	3	2	3
CO3	3	3	3	3	3	3	3	2	3	3	2	3
CO4	2	2	1	2	2	2	1	2	1	2	3	1
CO5	3	3	3	3	3	3	3	2	3	3	2	3

RURAL MARKETING

Course Code: 21RIMP3E35

Credit: 4

Hours: 4/Week

Programme	MBA	Semester-III
Cognitive Level	K1: Making them understand the nature and characteristics of rural marketing. K2: Have a thorough knowledge on rural marketing channels and market mix. K3: Familiarise the agri-marketing system-the products – market surplus and regulated market.	
Course Objectives	<ul style="list-style-type: none"> • To understand the marketing efforts in rural areas. • To provide practicality and facilitate enhanced learning about rural marketing. • To spread the knowledge of rural marketing channels and market mix. • To make them to differentiate marketable and market surplus. • To familiarize the concept of regulated market. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction to Rural Economy and Rural Marketing: Rural Economy – Nature and Characteristics – Rural Marketing: Concept- origin-scope- Nature – Taxonomy – Rural Requirements: Attractiveness of Rural Market – Factors affecting Rural Marketing – Rural Vs Urban Marketing – problems of Rural Marketing.	7	2	0	9	I
II	Rural Market Environment: Rural Market Environment: Social- Economic- Ethical- Political-Physical- Technological- and Demographic – Occupational Pattern – Income Generation – Expenditure Pattern – Rural Market Infrastructure.	3	2	0	5	I
III	Rural Marketing Channels: Rural Marketing Channels – Old Set-up – New Players – New Approaches – Marketing and Distribution Trends-New Dynamics – Rural Retail outlets.	3	1	0	4	II
IV	Rural Market Segmentation and Strategies - Rural Market Segmentation – Targeting: Evaluation-Selection and Coverage of Segments – Positioning – Product- Pricing- Distribution and Promotional Strategies.	6	4	0	10	III
V	Marketing of Rural Inputs and Outputs: Market System of inputs for agriculture and rural industries - Rural Outputs: Marketing of agricultural produces - concepts of marketable and marketed surplus – market system: unregulated and regulated – Marketing of rural industrial products.	6	3	0	9	III
	Invited Talks/Field Visit	2	-	-	-	-
	Total Hours	40	20	-	60	-

Course Outcomes:

- CO1:** The importance of rural markets in Indian economy.
CO2: Research approach towards rural produce and marketing.
CO3: Understanding the rural marketing mix strategies.
CO4: Understanding the rural communication and strategy to use it effectively.
CO5: Understanding the influence of the social marketing.

References:**Text Books:**

1. Badi R.V. and BadiN.V (2006) , Rural Marketing , Himalaya , Mumbai.
2. Bir Singh (2006) , Rural Marketing , Anmol , New Delhi.
3. Gopalswamy T.P (2011) , Rural Marketing – Environment , Problems and Strategies.
4. Habeeb – Ur.Rahman (2009) , Rural Marketing in India , Himalaya , Mumbai.
5. Krishnama charyulu C.S.G. and Lalitha Ramakrishnan (2006) , Rural Marketing: Texts and Cases, Pearson , New Delhi.

Reference Books:

1. Krishnamoorthy R (2009), Introduction to Rural Marketing , Himalaya, New Delhi.
2. Rajagopal (2001), Rural Marketing: Development , Policy , Planning and Practice, Rawat, Jaipur.
3. Rajesh S Shinde (2010), Rural Marketing in India: Current Scenario, ABD, New Delhi.
4. Sukhpal Singh (2006), Rural Marketing , Focus on Agricultural Inputs, Vikas, New Delhi.

Mapping:

Mapping of POs and COs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	1	3	2	2	1	2	1	2	3	2
CO2	3	3	3	3	3	3	3	2	3	3	2	3
CO3	3	3	3	3	3	3	3	2	3	3	2	3
CO4	2	2	1	1	2	2	1	2	1	2	2	2
CO5	3	3	3	3	3	3	3	2	3	3	2	2

SYSTEM MANAGEMENT ELECTIVES

SEMESTER- III

CODE NUMBER	COURSE TITLE
21RIMP3E41	Big Data Technology
21RIMP3E42	Information Technology and Applications
21RIMP3E43	E- Commerce
21RIMP3E44	System Analysis and Design
21RIMP3E45	ERP Applications in Business

BIG DATA TECHNOLOGY

Course Code: 21RIMP3E41

Credit:4

Hours:4/Week

Programme	MBA	Semester- IV
Cognitive Level	K1: Recollecting the concepts of big data and its applicability in modern business. K2: Explain the various search methods and visualization techniques. K3: Able to introduce programming tools.	
Course Objectives	<ul style="list-style-type: none"> • To optimize business decisions and create competitive advantage with Big Data analytics. • To explore the fundamental concepts of big data analytics and learn to analyze the big data using intelligent techniques. • To analyze the various search methods and visualization techniques. • To introduce programming tools PIG & HIVE in Hadoop ecosystem. • Differentiate various big data technologies like Hadoop- Pig- Hive- Hbase and No-SQL. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction to Big Data: Introduction - distributed file system - Big Data and its importance- Four Vs- Drivers for Big Data- Big data analytics- Big data application. Algorithms using map reduce-Matrix-Vector Multiplication by Map Reduce.	8	0	4	12	I
II	Introduction Hadoop: Big Data- Apache Hadoop & Hadoop Ecosystem - Moving Data in and out of Hadoop - Understanding inputs and outputs of Map Reduce - Data Serialization.	8	0	4	12	I
III	Hadoop Architecture: Hadoop Architecture- Hadoop Storage - HDFS- Common Hadoop Shell commands- Anatomy of File Write and Read - Name Node- Secondary Name Node- and Data Node- Hadoop Map reduce paradigm- Map and Reduce tasks- job- Task trackers - Cluster Setup-SSH & Hadoop Configuration – HDFS Administering - Monitoring & Maintenance.	8	0	4	12	II
IV	Hadoop Eco system and Yarn: Hadoop eco system components - Schedulers - Fair and Capacity- Hadoop 2.0 New Features -Name Node High Availability- HDFS Federation. MRv2- YARN- Running MRv1 in YARN.	8	0	4	12	II
V	Hive and HiveOJ- HBase: Hive Architecture and Installation- Comparison with Traditional Database- HiveQL - Querying Data - Sorting and Aggregating- Map Reduce Scripts- Joins & Sub queries- Hbase concepts - Advanced usage- schema design- advance indexing - PIG- Zookeeper- How it helps in monitoring a cluster- Hbaseuses zookeeper rand how to build application with zookeeper.	8	0	4	12	II
	Invited Talks/Field Visit	0	0	0	0	-
	Total Hours	40	0	20	60	-

Course Outcomes:**CO1:** Work with big data platform and explore the big data analytics techniques business applications.**CO2:** Apply the fundamentals of various big data analytics techniques.**CO3:** Analyze the HADOOP and Map Reduce technologies associated with big data analytics.**CO4:** Design efficient algorithms for mining the data from large volumes.**CO5:** Differentiate various big data technologies like Hadoop- Pig- Hive- Hbase and No-SQL.**References:****Text Books:**

1. Boris Lunlinsky- Kevin. T. Smith- Alexey Yakubovich- “Professional Hadoop Solutions”- Wiley.
2. Colleen Mccue- (2000)- “Data Mining and Predictive Analysis : Intelligence Gathering and Crime Analysis”- Elsevier-.
3. Frank JOhlhorst- (2012)- “Big Data Analytics: Turning Big Data in to Big Money”- Wiley and SAS Business Series.
4. Mc Graw Hill- (2012)- Chris Eaton- Dirk Deroos etal.- “Understanding Big Data”.
5. O Reilly(2012)- Tom White- “HADOOP: The definitive Guide”.

Mapping of COs with PSOs and POs

CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	2	3	2	3	2	3	3	2	2	2
CO2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	2	2	2	3	2	3	2	3	3	2	2	2
CO4	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3

INFORMATION TECHNOLOGY AND APPLICATIONS

Course Code: 21RIMP3E42

Credit:4

Hours:4/Week

Programme	MBA	Semester- III
Cognitive Level	K1: Recall the concepts of information technology. K2: Understand the components and elements of information technology . K3: customize the applications of IT in business.	
Course Objectives	<ul style="list-style-type: none"> • To study the Business as a System. • Advantages of ERP. • Understand the internet services and its use in business. • Application of ecommerce. • Data base management system . 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Business as a System: Business Applications - Accounting - Inventory - Purchase - Sales -Human Resources - Production System.	8	0	4	12	I
II	Enterprise Resource Planning: Objectives - Need - Advantages & Disadvantages of ERP products over traditional Development products.	8	0	4	12	I
III	Introduction to Internet: Internet Services - WWW - FTP - E-mail - News group - Telnet. Intranets - Purpose - Users.	8	0	4	12	II
IV	E-Commerce: Need- Infrastructure requirements Implementation Issues.	8	0	4	12	II
V	Database Management System: Normalization - Oracle terminology - Database Connection - Creating tables - The Basics of SQL - SQL grammar - Transactions - The Basics of PL/SQL creating and using stored procedures- Functions and Packages - Retrieving Data with cursors.	8	0	4	12	II
	Invited Talks/Field Visit	0	0	0	0	-
	Total Hours	40	0	20	60	-

Course Outcomes:**CO1:** Understand the functions of business management and related IT applications.**CO2:** Understand ERP in various functionalities.**CO3:** Devise the use of internet and web in managing businesses.**CO4:** Learn the dimensions of e-Commerce and Data Base Management systems.**CO5:** Knowing the oracle terminology and SQL for the practical application.**References:****Text Books:**

1. James O' Brien , (2016) , Management Information System , McGraw Hill Publications , New Delhi.

Reference Books:

1. Richard Hammer , (1998) , Enterprise Resource Planning , Sage Publications , New Delhi.
2. David Loctman , (1999) , Developing Personal Oracle for Windows 95 Applications.
3. Ivan Bayross , (2000) , Commercial Applications Development Using Oracle Developer , BPB Publications.
4. Ivan Bayross , (2002) , Oracle –7 , The Complete Reference , BPB Publishers.
5. Ravi Kalkota , (1998) , Frontiers of Electronic Commerce , ADDISON–WESLEY.

Mapping of COs with PSOs and POs

CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	2	3	2	3	2	3	3	2	2	2
CO2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	2	2	2	3	2	3	2	3	3	2	2	2
CO4	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3

E-COMMERCE

Course Code: 21RIMP3E43

Credit:4

Hours:4/Week

Programme	MBA	Semester- III
Cognitive Level	K1: Pronounce the concepts of e-commerce. K2: Learn about the techniques and tools of e-commerce. K3: Familiarize in e-commerce.	
Course Objectives	<ul style="list-style-type: none"> • To understand the history of electronic commerce. • To study the unique benefits of the Internet. • To overview of the electronic payment technology. • To understand the designing for security-virus. • To differentiate the concept of intranets and extranets. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Telecommunication Networks: Introduction - LAN-WAN- Internet - What is Electronic Commerce - Brief History of Electronic Commerce - Advantages and Limitations of Electronic Commerce - Types of Electronic Commerce - Integrating Electronic Commerce - Key questions for Management.	8	0	4	12	I
II	The Internet and the World Wide Web: The Internet Today - History of the Web – Unique benefits of the Internet - Internet Architecture - World Wide Web - Concepts and Technology - Creating Webpages - Launching a Business on the Internet.	8	0	4	12	I
III	Electronic Payment Systems: Overview of the Electronic payment - Technology -Requirements for Internet Based payments - Electronic payment - Medias - Electronic commerce and banking.	8	0	4	12	II
IV	E-security: Security in the cyberspace - Designing for security - Virus – Security Protection and Recovery - Encryption - The Basic Algorithm System – Authentication and Trust - Key management - Internet Security Protocols and Standards – Other Encryption issues.	8	0	4	12	II
V	Web Based Business: Business-to-Business Electronic Commerce - Intranets and Extranets -Intranets and Supply Chain Management - Legal and Ethical issues – Case studies.	8	0	4	12	II
	Invited Talks/Field Visit	0	0	0	0	-
	Total Hours	40	0	20	60	-

Course Outcomes:

- CO1:** Understood Electronics commerce and its types.
CO2: Obtain knowledge on Internet and the World Wide Web.
CO3: Get a complete understanding on Digital banking.
CO4: Understood E-security: Security in the cyberspace.
CO5: Understood intranet and extranet.

References:**Text Books:**

1. Elias.M.Awad , (2002) , “Electronic Commerce” , Prentice ,Hall of India Pvt. Ltd.

Reference Books:

1. Efraim Turban , Jae Lee , David King , H. Michael Chung , (2001) , “Electronic Commerce –A Managerial Perspective” , Addison ,Wesley.
2. Elias M Award , (2006) , “Electronic Commerce from Vision to Fulfillment” , 3rd Edition , PHI.
3. Judy Strauss , Adel El , Ansary , Raymond Frost , (2006) “E ,Marketing” , 3RD Edition , Pearson Education.
4. Ravi Kalakota , Andrew B. Whinston , (2000) , "Electronic Commerce , A Manager's guide" , Addison , Wesley.

Mapping of COs with PSOs and POs

CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	2	3	2	3	2	3	3	2	2	2
CO2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	2	2	2	3	2	3	2	3	3	2	2	2
CO4	3	3	3	3	3	3	3	3	3	3	3	3
CO5	2	2	2	3	2	3	2	3	3	2	2	2

SYSTEM ANALYSIS AND DESIGN

Course Code: 21RIMP3E44

Credit:4

Hours:4/Week

Programme	MBA	Semester- III
Cognitive Level	K1: Recall the types of systems. K2: Understand the needs for a structured approach. K3: Acquaint in system analysis and design.	
Course Objectives	<ul style="list-style-type: none"> • To study the elements of the system. • To understand the role of system analyst. • To learn about the decision tree structure. • To review the types of data base. • To understand the functions of hardware. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	System Concepts & Information System Environment: System concepts - definition- characteristics of a system- Elements of a system- Types of a System- introduction to System Analysis and Design - System Analysis- System Design- System Development Life Cycle.	8	0	4	12	I
II	The Information System Analysis: Introduction - Where does the system analysis come from? - What does it do? - Preparing for Career as a System Analyst - General Business Knowledge - Technical Skills - Communication skills - Role of System Analyst - Change Agent –Investigator and Monitor -Psychologist- Sales Person- Motivator- Politician- and Place of the System analyst position in the MIS organization.	8	0	4	12	I
III	System Analysis: Problems who System Development Life Cycle approach- Need for a Structured approach- Information Gathering. A problem solving approach - Data Flow Diagrams- Data modeling with logical entity relationship. Process modeling with logical data flow diagram- Data dictionary- Decision Tree- Decision tables and Structured English.	8	0	4	12	II
IV	System Design: Introduction- The Process of Logical & Physical design - Modern Computer Databases - Different kinds of data bases -E-R models - E-R diagrams - Normalization. Computer outputs and controls- computer inputs and controls- Code design- Computer based methods- procedures and controls.	8	0	4	12	II
V	System Implementation: System testing - Conversion Compating - resistance to change - Post Implementation - review Software maintenance Hardware/Software - Selection Security disaster/ recovery and ethics in System development.	8	0	4	12	II
	Invited Talks/Field Visit	0	0	0	0	-
	Total Hours	40	0	20	60	-

Course Outcomes:**CO1:** Obtain knowledge on System Concepts & Information System Environment.**CO2:** Understanding the Role of System Analyst.**CO3:** Get a complete understanding on Decision Tree.**CO4:** Understanding the different kinds of databases.**CO5:** Understanding the System Implementation.**References:****Text Books:**

1. EliasM.Awad , (2010) , System Analysis and Design. PHI Publication.

Reference Books:

1. Henry F.Korth , Abraham Silberchatz & Sudharsan , (2002) , Database System Concepts , Pearson.
2. JerryL.Whitten , Lonnie D.Bently & Victor M.Bar , (2000) , System Analysis and Design , PHI.
3. Kendall , (2002) , System Analysis and Design , Pearson.
4. Robert J Thierauf. , (2004) , System Analysis and Design , A case study approach.

Mapping of COs with PSOs and POs

CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	2	3	2	3	2	3	3	2	2	2
CO2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	2	2	2	3	2	3	2	3	3	2	2	2
CO4	3	3	3	3	3	3	3	3	3	3	3	3
CO5	2	2	2	3	2	3	2	3	3	2	2	2

ERP APPLICATIONS IN BUSINESS

Course Code: 21RIMP3E45

Credit:4

Hours:4/Week

Programme	MBA	Semester- III
Cognitive Level	K1: Recall the concepts of ERP. K2: Understand the components and elements of ERP. K3: Able to apply ERP in business.	
Course Objectives	<ul style="list-style-type: none"> • To understand the business process of an enterprise. • To get an over view of the scope and benefits. • To understand the evolution of ERP. • To discuss the ERP implementation methodology. • To enable the students to the emerging trends in ERP developments. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction: Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology –Issues to be consider in planning design and implementation of cross functional integrated ERP systems.	8	0	4	12	I
II	ERP Solutions and Functional Modules: Overview of ERP software solutions -Small- medium and large enterprise vendor solutions- BPR- and best business practices - Business process Management- Functional modules.	8	0	4	12	I
III	ERP Implementation: Planning Evaluation and selection of ERP systems- Implementation lifecycle – ERP implementation- Methodology and Frame work- Training – Data Migration - People Organization in implementation -Consultants- Vendors and Employees.	8	0	4	12	II
IV	Post Implementation: Maintenance of ERP - Organizational and Industrial impact; Success and Failure factors of ERP Implementation.	8	0	4	12	II
V	Emerging Trends on ERP: Extended ERP systems and ERP add-ons -CRM- SCM- Business analytics -Future trends in ERP systems - web enabled- Wireless technologies- cloud computing - SAP modules.	8	0	4	12	II
	Invited Talks/Field Visit	0	0	0	0	-
	Total Hours	40	0	20	60	-

Course Outcomes:**CO1:** Obtain knowledge on Network Structure.**CO2:** Understood Project E-Business Information Communication Technology.**CO3:** Get a complete understanding on Resource Management Perspective of ERP Systems.**CO4:** Understood Implications of ERP systems on Business organization.**CO5:** Understood Public Service and Organisations.**References:****Text Books:**

1. Garg ,V.K. and Venket Krishna N.K. , (1997) , “ERP Concepts and Practice” , PHI Publication.

Reference Books:

1. Champy , J.Harper , (1995). “Re-engineering Management”, Harper Collins.

Mapping of COs with PSOs and POs

CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	2	3	2	3	2	3	3	2	2	2
CO2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	2	2	2	3	2	3	2	3	3	2	2	2
CO4	3	3	3	3	3	3	3	3	3	3	3	3
CO5	2	2	2	3	2	3	2	3	3	2	2	2

SUMMER INTERNSHIP

Course Code: 21RIMP03IN

Credit: 4

Hours: 0

Methodology and Scheme of Evaluation:

Every student will be placed for summer internship for a period of four weeks after the completion of second semester. Each student will be attached to an industrial unit to acquire practical exposure and training in different functional areas of management. At the end of the training- the students have to submit a report which will be evaluated in the third semester jointly by an external examiner and the internal supervisor under intimation to the Controller of Examinations.

The weightage of marks for Report will be

Evaluation of Report (Internal Examiner)	40
Evaluation of Report (External Examiner)	40
Joint Viva-Voce	<u>20</u>
Total Marks	<u>100</u>

VILLAGE PLACEMENT PROGRAMME

Course Code: 21VPPP03V1

Credit: 2

Hours: 0

Programme	M.B.A.	Semester- III
Cognitive Level	K1: Recall the concepts of village placement programme. K2: Understand the reality of village conditions. K3: Adopt with the village conditions with a mindset to serve and learn.	
Course Objective	<ul style="list-style-type: none"> • To appraise the economic conditions of villages. • To carry out the case study. • To give awareness programme for the villagers. • To carryout sensitization sessions for the villagers. • To carry out the documentation and sharing of the camp experiences. 	
Units	Contents	No. of Hours
I	Appraisal and Economic Conditions of Villages – PRA methods – surveys Understating and analyzing resource base and occupational pattern. Assessing nobilities and linkages and resource flow pattern of the village Documentation of Rural In and Rural outs	15
II	Case Studies - Cooperatives CPR Rural economic organization/entities -Rural community-based organizations -educational institutions - Religious institutions	10
III	Awareness Programmers: Awareness programmers on organic farming- marketing of agricultural products through marketing cooperatives- value addition etc.-	10
IV	Rural Business and Opportunity: Sensitization sessions on rural business / livelihood opportunities	15
V	Documentation: Documentation and sharing of the extension experiences	10
Evaluation	This is a field based practical course. Evaluation will be done by the faculty-in-charge of VPP. It will be done based on the student's participation in field work and its documentation.	
Course Outcomes:		
CO1	Will have the knowledge of the economic conditions of villages.	
CO2	Gain knowledge of how to carry out the case studies.	
CO3	Gain confidence for organizing awareness programme for the villagers.	
CO4	Develop organizing skills to carryout sensitization sessions.	
CO5	Adapt To carry out the documentation and sharing of the camp experiences.	

COMPREHENSIVE VIVA -III**Course Code: 21RIMP0319****Credit: 1****Hours: 0**

Programme	MBA	Semester- III
Cognitive Level	K1: Recall the subjects concept. K2: Ability to explain subject concepts to solve business problems. K3: Adapt to frame their own proactive strategy.	
Course Objective	<ul style="list-style-type: none">• To assess the comprehensive understanding of the courses studied by the students during the First semester of the MBA programme.• To assess the students familiarity of the subject concepts studied.• To create an opportunity to apply the concepts in a given situations.• To pre-check their abilities and giving tips to develop in the logging area.• To get exposure about the present condition of the industry.	

Contents**METHODOLOGY:**

At the end of the third semester the overall proficiency of every student on the course studied during the semester will be assessed for 50 marks through viva-voce jointly by an external expert and an Internal faculty member nominated by the Head of the Department of RIM.

VALUE ADDED COURSES

As per the new syllabus framed with effect from the academic year 2021-2022 onwards- MBA Programme is offering value-added courses in the third and fourth semester.

VALUE ADDED - I III - SEMESTER COURSES

Course Code	Course Title	Credit
21RIMP3VA1	Professional Competency Development	2
21RIMP3VA2	Environmental Hygiene, Sanitation and Waste Management	2

VALUE ADDED COURSES -I
PROFESSIONAL COMPETENCY DEVELOPMENT

Course Code: 21RIMP3VA1

Credit: 2

Hours: 2/Week

Programme	MBA	Semester-III
Cognitive Level	K 1: Learn the competency framework. K 2: Understand the importance of competency framework. K 3: Analyse the evaluation of career of KSA.	
Course Objectives	<ul style="list-style-type: none"> • To practice the competency mapping. • To learn the competency framework. • To understand the individual goal setting. • To analyse the Lancaster model. • To define the procedures of competency mapping and explain the transaction, transform and traditional competency. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction to Competency: Definition and History of Competence - Basic Components of Competency (Knowledge (K)- Skill (S)- Attitude (A) - Performance Vs Competency- Difference between Competence and Competency - Type of Competency - Generic Vs Key Competency- Functional and Technical Competency - Leadership and managerial Competency - Need for Competency Framework- Limitation and Learning from Competency Framework- Myth about Competency.	7	4	-	11	1
II	Performance Management System: Introduction of PMS - Definition- Scope-Importance- Performance Planning – Individual Goal Setting- Linking individual goals to Organization goals- Performance Coaching - Identification of Training Needs - Job Specification- Identify the Performance Gap - Training Specification - Choose appropriate training module- Counselling for Better Performance - Feedback Mechanism in Organization.	7	4	-	11	1
III	Competency Development & its Models: Need and Importance of Competency Development- - Stages in developing Competency Model - Types of Competency Model – Core / Generic- Job Specific - Managerial/Leadership- Custom-	8	4	-	12	II

	Development of Personnel Competency Framework – Lancaster Model of Competency.					
IV	Competency Mapping: Procedures/Steps - Determining objectives and Scope- clarifying implementation goals and standards- create an action plan- define competency based performance effectiveness - (Key Result Area (KRA) & Key Performance Indicators(KPI)) - tools for data collection- data analysis- validating competency model - mapping future jobs and single incumbent jobs - using competency profile in HR decisions - Mapping Competency for Recruitment and Selection - Training and Development- Performance and Compensation.	7	4	-	11	II
V	Competency Driven Career and Culture: Role of Competency in Career Progression - Transactional Competency - Tradition Competency and Transformational Competency - Evaluation of Career through KSA (Knowledge-Skill and Attitude) Competency based Succession and Career planning - Corporate Competency driven Culture.	7	4	-	11	II
	Invited Talks/Field Visit	4	-	-	4	-
	Total Hours	40	20	0	60	-

Course Outcomes:

CO1: Define the key terms related to performance management and competency development.

CO2: Explain various models of competency development.

CO3: Develop a customized competency model in accordance with the corporate requirements.

CO4: Analyze competencies required for present and potential future job roles at various levels and across variety of organizations.

CO5: Design and Map their own competency and plan better and appropriate career for themselves.

References:

Text Books:

1. Ganesh Shermom (2002) , Competency based HRM , Tata McGraw Hill Publishing.
2. SeemaSanghi (2016).The hand book of Competency Mapping: Understanding , Designing and Implementing Competency Models in Organizations , Sage Publication Inc , New Delhi.
3. Ashwathappa. K (2002) , Human resource Management , Himalaya Publishing House , Mumbai.
4. Prasad. L.M. (2017), Human Resource Management, Rant Publisher, New Delhi.

Reference Books:

1. Sangeetha. I. K (2016) , Human Capital Measurement: An Introduction , CFAI University
2. Sahu. R.K (2012) , Competency Mapping , Pearson Publication.
3. PaulR Bernthal (2006) , Competency Study: Mapping the Future , ASTD Press.
4. Gary Dessler, (2012), Human Resource Management, Vibrant Publication.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PSO 6
CO1	2	2	2	3	2	3	2	3	3	2	2	2
CO2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	2	2	2	3	2	3	2	3	3	2	2	2
CO4	3	3	3	3	3	3	3	3	3	3	3	3
CO5	2	2	2	3	2	3	2	3	3	2	2	2

ENVIRONMENTAL HYGIENE, SANITATION AND WASTE MANAGEMENT

Course Code: 21RIMP3VA2

Credit: 2

Hours: 2/Week

Programme	MBA	Semester-III
Cognitive Level	K 1: Determining the environmental changes. K 2: Understanding the dimensions of environmental management. K 3: Analyse the environmental degradation.	
Course Objectives	<ul style="list-style-type: none"> • To learn the ecology and climate change. • To measure the socio cultural dimensions. • To understand the sustainable development. • To reveal the types of resources. • To analyse the environmental management institution. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Environment and its Components: Ecology – Forest – Wildlife – biotic and a biotic environment – Agricultural – fisheries – cycling of materials in the ecosystem – eco friendly farming – Lithosphere – atmosphere – hydrosphere – stratosphere – Food chain – Climate change – Carbon credit.	7	4	-	11	1
II	Dimensions of Environmental Management: Economic dimensions – technological dimensions – socio-cultural dimensions – ethical and moral dimensions – Participatory Environmental Management.	7	4	-	11	1
III	Environmental Degradation: Population growth – Economic development – pollution – pollution control – sustainable development – Hazardous wastes – Energy and environment – alternate sources of energy - Integrated environmental management – managing the urban environment – managing the rural environment – environmental management systems – environmental audit.	8	4	-	12	I II
IV	Development Management: Environment friendly – sustainable agriculture – sustainable forestry management – water resources management – industrial waste management – unclear waste management – municipal waste management – hospital waste management – air	7	4	-	11	II

	quality management – coastal and marine resources management.					
V	Environmental Management Institution: Environmental legislations – legal framework – national and international legislations – governmental institution for environmental management – private sector and civil society in environmental management – environmental awareness – environment friendly products – green taxes – academic and research institutions in environmental management.	7	4	-	11	II
	Invited Talks/Field Visit	4	-	-	4	-
	Total Hours	40	20	0	60	-

Course Outcomes:

- CO1:** Define types of atmosphere.
CO2: Analyze the concepts of energy and alternate sources of energy.
CO3: Understand the environmental management systems.
CO4: To explain about the waste management.
CO5: Students may get familiar with environmental legislations.

References:

Text Books:

1. Bala Krishnamurthy , (2008) , Environmental management , Prentice Hall, New Delhi.
2. Jacob Thomas (2015) , Environmental management , Pearson Publication, New Delhi.
3. Uberoi , N.K (2004) , Environmental management , Excel books, Mumbai.
4. Singh , K.K (2008) , Natural resources conservation and management , MD Publishing ,.
5. Shahab Faizal and Abhalakshmi Singh (2008) , Urban Environmental Management , BR Publishing.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PSO 6
CO1	2	2	2	3	2	3	2	3	3	2	2	2
CO2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	2	2	2	3	2	3	2	3	3	2	2	2
CO4	3	3	3	3	3	3	3	3	3	3	3	3
CO5	2	2	2	3	2	3	2	3	3	2	2	2

SEMESTER- IV

STRATEGIC MANAGEMENT

Course Code: 21MBAP0420

Credit: 4

Hours:4/Week

Programme	MBA	Semester-IV	
Cognitive Level	K1: Recall the principles and approaches of strategic management. K2: Understand the scope of strategic management. K3: Able to implement- evaluate and control strategies.		
Course Objectives	<ul style="list-style-type: none"> • To apply strategic management principles in business situations. • To understand the formulation and choice strategy. • To know the functional strategies. • To know how to implement strategies. • To know how to apply the various types of strategic evaluation and control. 		

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Strategic Management: Definition – Strategy Vs Strategic Management - Strategic Intent – Strategic Management Process – Approaches and modes of strategic decision making - Strategic Planning – Environmental Scanning and Environmental Analysis - Industry- internal-SWOT- Competitive- advantage – Porter’s Competitive analysis.	10	6	0	16	I
II	Strategy Formulation and Choice: Approaches to Strategic formulation – Levels of strategies – Types of strategies – Grand strategies - Generic competitive advantage – Cost Leadership – Portfolio analysis - BCG Matrix and SAP – blue ocean strategy - Strategies for CSR-Challenges and implementation.	5	3	0	9	I
III	Functional Strategies: Definition – Development of Functional Strategies – Production / Operation Strategy – Marketing Strategy – Financial Strategy – HR Strategy – R&D Strategy-System strategy.	8	4	0	11	II
IV	Strategy Implementation: Definition – Inter relationship between formulation and implementation – Importance – Issues – McKinsay 7s model – Resource Allocation - Importance - Approaches- techniques- criteria-factors- difficulties- caution – Organizational structure.	8	4	0	12	II

V	Strategic Evaluation and Control: Strategic Evaluation – Definition – Types- approaches- levels- characteristics- importance- criteria and barriers – Strategic Control - Definition- types- mechanisms – limitation.	6	3	0	9	II
	Invited Talks/Field Visit	3	0	0	3	-
	Total Hours	40	20	0	60	-

Course Outcomes:

CO1: Have knowledge in strategic management principles- strategic planning and analyzing environment.

CO2: Able to explain approaches- levels and types of strategies.

CO3: Able to formulate functional strategies.

CO4: Able to implement strategies adopting various approaches and techniques.

CO5: Able to evaluate and control strategies.

References:

Text Books

1. Aswathappa , K (1996) , Business Environment for Strategic Management , Himalaya Publishing House , New Delhi.
2. Azhar Kazmi (2002) , Business Policy and Strategic Management , Tata McGraw Hill , New Delhi.
3. Cherunilam , Francis (2005) , Strategic Management , Himalaya Publishing House , New Delhi.
4. Hax ,Majluf (1988) , Strategy Concept and Process , Pragmatic Approach , Prentice Hall , New Delhi.
5. Appa Rao C Parvathiswara Rao and Sivaramakrishna K (2010) , Strategic Management and Business Policy – Text and Cases , Excel Books , New Delhi.

Reference Books:

1. Krishore , Ravi M (2010) , Strategic Management – Text and Cases , Taxmann Publications , New Delhi.
2. Srinivasan.R (2009) , Strategies Management: The Indian Context , PHI Learning , New Delhi.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PSO 6
CO1	2	2	2	3	2	3	2	3	3	2	2	3
CO2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	2	2	2	3	2	3	2	3	3	2	2	2
CO4	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	2	3	2	3	2	3	3	2	3	2

HUMAN VALUES AND PROFESSIONAL ETHICS

Course Code: 21RIMP04HV

Credit: 2

Hours: 2

Programme	MBA	Semester-IV
Cognitive Level	K1: Able to understand different value systems. K2: Apply the human values in work environment. K3: Imbibe the value in professional development.	
Course Objectives	<ul style="list-style-type: none"> • To enable students to acquire basic knowledge and exposure to human values and professional ethics. • Practice the value system in professional development. • To motivate the students to imbibe and practice values and ethics in their profession. • To practice the values in social interaction. • To follow ethics in life. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units For CFA
I	Concept of Human Values: Need for values and ethics in human life- types of values - Personal and moral values - love- truth- tolerance- wisdom- sacrifice- sincerity- self - control- altruism and scientific vision - Social values - equality- humaneness- universal brotherhood- empathy- probity.	5	2	0	7	I
II	Political and Constitutional Values: Democracy- socialism- secularism- equality- justice- liberty- freedom and fraternity - Religious values: faith- love- compassion- forgiveness- tolerance- equal respect for all religions- selflessness- awareness- nonattachment- character and virtues.	4	2	0	6	I
III	Aesthetic Values: Appreciation of literature and fine arts and nature - Economic values: fairness- honesty- business integrity- eco-centric - Environmental values - respect and concern for nature and its fauna and flora - Professional values: quest for knowledge- competency- sincerity in profession- regularity- punctuality.	4	2	0	6	II
IV	Ethics: Meaning- domains of ethics- need for ethics- challenges to ethics- ethics and morality- role of ethics in work environment.	3	2	0	5	II
V	Professional Ethics: Pride in their work- trust with confidences- honesty- trustworthy- moral- corruption free and loyal- personal commitment to quality- sharing the burden - take responsibility- Ethical Intelligence - Do no harm- make things better- respect others- be fair (no bias / prejudice)- be loving.	4	2	0	6	II
	Invited Talks /Field Visit	0	0	0	0	-
	Total Hours	20	10	0	30	-

Course Outcomes:

CO1: Comprehend the significance and importance of values and their pervasiveness.

CO2: Gain knowledge on the different aspects of values and ethics.

CO3: Have exposure on the practical dimensions of professional ethics.

CO4: Prevent from unethical practices in their life.

CO5: Motivate others to follow ethical practices.

References:

Text Books

1. Dr.Shiva and Dr. Balaji Loganathan , (2011) , 'Value Education' , Sree Gomathi Publications , Chennai.
2. Babu Muthuja and R. Usharani , (2009) , 'Peace and Value Education' , Centrum Press , New Delhi ,.
3. S.Srinivasan , (2005) , 'Value Based Management' , Jaico Books , Mumbai ,.
4. R.S. Naagarazan , (2006) , 'A Textbook on Professional Ethics and Human Values' , New Age International Publishers , New Delhi.
5. Dr. Kiruba Charles and V. Arul Selvi , (2016) , 'Value Education' , Neel kamal; First edition , New Delhi.
6. Gaur R.R , Sangal R , (2010) , 'A Foundation Course in Human Values and Professional Ethics' , Excel Books , New Delhi.

Reference Books:

1. Herve Morisette , (2001) , 'Paths to a New Value Education' , Indian Catechetical Association , Bangalore.
2. Pushpam Kumar and B. Sudhakara Reddy , (2007) , 'Ecology and Human Well Being' , Sage Publications , New Delhi.
3. A.R. Mohapatra and Bijaya Mohapatra , (2014) , 'Value Education: A Study in Human Values and Virtues' , Read worthy Publications , New Delhi.
4. Justin Oakley , Dean Cocking , (2001) , 'Virtue Ethics and Professional Roles' , Cambridge University Press , United Kingdom.
5. Gogate S.B , (2010) , 'Human Values and Professional Ethics' , Human Values and Professional Ethics , Vikas Publishing House; First edition , New Delhi.
6. Gregory R Maio , (2016) , 'The Psychology of Human Values' , Routledge Publications , New York.
7. John Clammer , (2018) , 'Cultural Rights and Justice: Sustainable Development , the Arts and the Body' , Palgrave Macmillan , 1st ed. (2019) edition , U.K.

Weblinks:

1. Thich Nhat Hanh , 2008 , 'Good Citizens: Creating Enlightened Society':
http://archive.kdd.org/good_citizens_creating_enlightened_society_thich_nhat_hanh.pdf.
2. Thought of Human Value education According to Mahatma Gandhi
management.nrjp.co.in/index.php/JSSMMS/article/download/155/294.

Mapping of COs with PSOs and POs												
CO/PO	PO						PSO					
	1	2	3	4	5	6	1	2	3	4	5	6
CO1	2	2	2	3	2	3	2	3	3	2	2	2
CO2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	2	2	2	3	2	3	2	3	3	2	2	2
CO4	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3

SEMESTER- IV - ELECTIVES COURSES

Electives	Electives are offered in dual specialisation mode. Each student should complete four courses in each specialisation. A student has to choose two courses in each specialisation in III & IV semesters.
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HUMAN RESOURCE MANAGEMENT ELECTIVES

SEMESTER - IV

CODE NUMBER	COURSE TITLE
21RIMP4E06	Performance Management Systems
21RIMP4E07	Counselling and Mentoring
21RIMP4E08	Compensation Management
21RIMP4E09	Managing Diversity in the Work Place
21RIMP4E10	Understanding Self: Indian Perspective

PERFORMANCE MANAGEMENT SYSTEMS

Course Code: 21RIMP4E06

Credit: 4

Hours: 4/Week

Programme	MBA	Semester- IV
Cognitive Level	<p>K1: Recall the types of performance appraisal and performance management.</p> <p>K2: Understand the methods of performance level.</p> <p>K3: Examine the challenges and practices in an organization and the structure of motivation and compensation of performance of the employees in an organization and pay details.</p>	
Course Objectives	<ul style="list-style-type: none"> • To create and implement performance management systems. • To imparts skills in designing- analysis and restructure compensation management system- policies and strategies. • To enable the student to understand the deeper aspects of performance management to enable real life practice. • To refine the top remote understanding issues related to performance management. • To understand Performance management processes in an organization Performance planning and evaluation. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Performance Management: Concept - Performance management process - Objectives of performance management system - Performance management and performance appraisal - Linkage of performance management system with other HR practices.	9	4	0	13	I
II	Components of Performance Management System: Performance planning - Ongoing support and coaching - Performance measurement and evaluation - Performance management and appraisal -Methods of performance appraisal - Appraisal Communication - Counseling-Identifying potential for development - Linking pay with performance.	8	4	0	12	I
III	Implementation and Issues: Performance Management Implementing performance management system - Strategies and challenges - Characteristics of effective performance metrics - Performance management documentation - Performance management audit - Ethical and legal issues in performance management - Use of technology and e-PMS- Performance management practices in Indian organizations.	8	4	0	11	II

IV	Role of Compensation: Economic and behavioral theories related to compensation - strategic perspectives of compensation - compensation as motivational tool - compensation policy.	6	4	0	10	II
V	Internal and External Compensation System: Determining the worth of jobs - understanding inter and intra - industry compensation differentials - designing pay structure and administering compensation package.	7	4	0	11	II
	Invited Talks/Field Visit	2	-	-	2	-
	Total Hours	40	20	-	60	-

Course Outcomes:

CO1: Discuss various aspects of the process performance appraisals.

CO2: Identify different methods used in needs assessment and discuss the role of organizational analysis, individual analysis and task analysis in need assessment.

CO3: Discuss the strength and weakness of traditional training methods and the new technology of employee performance.

CO4: Design a program for preparing for cross cultural assignments and able to discuss the potential legal issues that relate to training.

CO5: Effectively perform the manager's role in career management and design an effective program for employees.

References:

Text Books:

- 1 Bagchi ,S.N. (1998) , Performance management , Cengage Learning India .
- 2 Bhattacharyya , D. K. (2012) , Performance management systems and strategies , Pearson Education.
- 3 Bhattacharya (2003) , Compensation management , Excel Books India , 2003.
- 4 Milkovich , George T and Newman J.M. (2017) , Compensation , Tata McGraw Hill .
- 5 Henderson , R.O. (2017) , Compensation Management , Pearson Education .

Reference Books:

- 1 Armstrong , M. & Baron , A.(2004.), Performance management and development , Jaico Publishing House , Mumbai.
- 2 Armstrong , M. (2012), Performance Management: Key Strategies and Practical Guidelines , Kogan Page , London .
- 3 Bagchi , S.N. (2013), Performance Management , Cengage Learning India.
- 4 Bhattacharyya , D.K. (2015), Performance Management Systems and Strategies , Pearson Education.
- 5 Martocchio , J.J. (2015), Strategic Compensation , Pearson Education , 2015.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	3	3	2	3	3	2	1	1	2	3	1
CO2	3	3	3	3	3	2	2	1	1	2	2	1
CO3	3	3	2	3	2	3	3	3	1	3	3	3
CO4	3	3	2	3	2	3	3	3	1	3	2	3
CO5	3	3	3	2	3	3	3	2	1	3	1	2

COUNSELING AND MENTORING

Course Code: 21RIMP4E07

Credit: 4

Hours: 4/Week

Programme	MBA	Semester-IV
Cognitive Level	K1: Recall the basics of workplace counseling. K2: Understanding different cultures and counseling for them. K3: Evaluating the Methods of training counselors.	
Course Objectives	<ul style="list-style-type: none"> • To help the students understand the workplace in today's competitive world. • To know the importance of counseling. • To learn various models and also gives practical inputs on counseling at workplace. • To examine the process of counseling. • To know ethical responsibilities of clients and responsibilities. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction to Counseling: Workplace today- why counseling - history of counseling- dimensions of counseling - basics of workplace counseling - common criticisms - Orientation models - brief therapy models- problem focused models - work oriented models and manager based models - externally based models - internally based models - and welfare-based models - organization change models.	8	4	-	12	I
II	Counselors –Their Role and Impact: Multiple roles of counselors - counseling values Vs business values - training for counselors - ethical issues in counseling - stress and counseling - impact of organizations - systematic approaches - organization culture: different cultures and counseling.	8	4	-	12	I
III	Counseling Process: Preparation for counseling- assessing workplace counseling - contracting for counseling - introducing counseling in the workplace - terminating counseling. Preparation of employee- assessment of employee- contracting / referring- engaging in counseling and terminating counseling.	9	4	-	13	II
IV	Evaluation and Ethics: Usefulness of evaluation- record keeping- evaluation- formative and summative evaluation- different methods of counseling evaluation. Training in ethical decision- making- making ethical decisions- ethical responsibilities for and to clients and organizations- employee counselors - ethical responsibilities for and to themselves- organisation's ethical responsibilities.	8	4	-	12	II
V	Training and Supervision: REBT - Methods of training counselors- dynamics of training- the training team- facilities- context- student group- curriculum-	7	4	-	11	II

	assessment- learning community Supervision – Definition- supervisory relationships- supervision for counselors parallel process in workplace counseling- helping counselors for supervision.					
	Invited Talks/Field Visit	2	-	-	2	-
	Total Hours	40	20	0	60	-

Course Outcomes:

CO1: Understand the concepts and techniques of Counseling.

CO2: Understand various impact of organizations.

CO3: Understand importance of introducing counseling in the workplace.

CO4: Develop a creative Training in ethical decision- making- making ethical decisions.

CO5: Analyze the methods of training counselors- dynamics of training.

Reference:

Text Books:

1. Michael Carroll , (1999) , “Workplace Counseling – A Systematic Approach to EmployeeCare” , Sage Publications Ltd..
2. Richard Welson , Jones , (2000) , "Introduction to Counseling skills – Texts andActivities” , Sage Publications Ltd. , 4th Edition.

Reference Books:

1. Michael Carroll and Michael Walton ,(1996) , “Handbook of counseling inOrganizations” , Sage Publications Ltd.
2. Adrian Coles , (2003) ,“Counseling in the Workplace” , McGraw ,Hill Education ,UK.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	1	2	3	2	3	3	2	1	2	3	2
CO2	2	2	2	2	3	2	2	3	4	1	3	3
CO3	2	1	1	2	3	2	3	3	4	3	3	3
CO4	2	2	2	3	3	3	3	2	2	1	2	2
CO5	2	2	2	3	3	3	3	2	3	4	4	2

COMPENSATION MANAGEMENT

Course Code: 21RIMP4E08

Credit:4

Hours:4/Week

Programme	MBA	Semester-IV
Cognitive Level	K1: Recall about the compensation system in India K2: Understand the skills required for designing analyzing and restructuring reward management systems, policies and strategies. K3: Apply the functions and various dimensions of Compensation Management.	
Course Objectives	<ul style="list-style-type: none"> • To study about the compensation system in India. • To examine the employee compensation and labour market and its model. • To understand managing employee benefits and rewards. • To analyze the sales compensation plan and its motivation to employees. • To determine the performance related compensation to employees. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction: Compensation - Definition - objectives - principles of compensation formulation Compensation Design and strategy- theories of wage determination - Wage Structure - types of wages - wage boards - wage policy - Compensation decisions - compensation benchmarking - compensation trends and benefit system in India.	9	4	0	13	I
II	Employee Compensation and Labour Market: Unemployment and its impact on labour market Neo classical microeconomics of labour markets - models- supply and demand - economic model Implications on employee compensation - trade - offs - valuation of employee compensation - VEBA.	8	4	0	12	I
III	Managing Employee Benefits And Rewards: Nature and types of employee benefits- statutory employee benefits in India - Deferred compensation plan - Non - monetary benefits. Reward - Meaning- Types - Basic concepts of reward management - Designing reward system - Approaches to reward system - Difference between reward and compensation.	8	4	0	11	II
IV	Sales Compensation Plan: Sales Executive Compensation – Components - Fixed and variable pay - Sale Compensation plan - design and administration - sales incentives and motivations - Team Compensation –	6	4	0	10	II

	Gain Sharing Incentive Plan.					
V	Performance Related Compensation: Performance management system (PMS)-performance objectives - indicators - effective performance modeling-dimensions of performance - competency based pay - Enterprise Incentive Plan – Profit Sharing Plan - International compensation management.	7	4	0	11	II
	Invited Talks/Field Visit	2	-	-	2	-
	Total Hours	40	20	0	60	-

Course Outcomes:

- CO1:** To know about the basics of Compensation Management and benefit systems and its strategies.
CO2: To understand macro and micro economics of labour market and employee compensations.
CO3: To get familiarize about managing employee benefits and rewards.
CO4: To develop and design executive and sales compensation plans.
CO5: To manage and understand performance related compensation and profit sharin plans.

References:

Text Books:

1. Joseph. J. Martocchio, (2006), Strategic Compensation–A Human Resource Management Approach – Prentice Hall.
2. Michael Armstrong & Helen Murlis , (2012), Hand Book Of Reward Management – Crust Publishing House.
3. Richard .I. Henderson (2007), Compensation Management In A Knowledge Based World – Prentice Hall.
4. Richard Thrope & Gill Homen (2000), Strategic Reward Systems , Prentice Hall.
5. Thomas .P. Plannery, David.A. Hofrichter & Paul E. Platten (2005), People Performance & Pay – Free Press.

Reference Book:

1. Edwarde. E. Lawler III (2016), Rewarding Excellence (Pay Strategies for the New Economy) – Jossey, Bass.
2. Debasish Biswas, (2017), Compensation Management, Abhjeet Publications, New Delhi.
3. David Cichelli, (2017), Compensating the Sales Force: A Practical Guide to Designing Winning Sales Reward Programs, McGraw Hill Companies, Newyork.
4. Sharma, R.C.(2018), Compensation Management, Sage Publications.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	2	1	1	2	3	1	2	2	3	2	2
CO2	2	1	2	3	2	3	1	2	3	3	1	3
CO3	3	2	2	3	1	3	2	2	3	2	1	2
CO4	3	2	2	3	3	3	1	3	2	3	1	3
CO5	3	2	1	3	3	3	1	2	3	3	2	3

MANAGING DIVERSITY IN THE WORKPLACE

Course Code: 21RIMP4E09

Credit: 4

Hours:4/Week

Programme	MBA	Semester-IV
Cognitive Level	K1: Recall the concept of diversity in the workplace. K2: Understand different aspects of diversity in the workplace. K3: Adapt diversity in the workplace.	
Course Objectives	<ul style="list-style-type: none"> • To introduce about diversity in the workplace. • To make the students understand the primary aspects of diversity. • To make the students understand about cross cultural diversity. • To adapt with the managing diversity • To adapt with the managing diversity from organization stand point 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction to Diversity: Fundamentals of Diversity – Levels of Diversity Discrimination – Forms of discrimination – Models and process of Diversity - Theories of diversity.	6	3	0	9	I
II	Understanding Primary Aspects of Diversity: Race and ethnicity – Cultural diversity – Issues of expatriate managers – Impact of culture on Negotiation Gender diversity in workplace – Women in Leadership Position – Issues - Generational Diversity in workplace.	10	6	0	16	I
III	Cross Cultural Diversity: Social programme – Does social programme makes a difference in the workplaces in India/other countries. Impact of religion- appearance-disability in workplaces.	7	4	0	11	II
IV	Managing Diversity: Ethical- Legal and Communication issues - Ethics of workplace diversity – Legal aspects of diversity in workplace. Improving communication in today's diverse workplace.	8	4	0	12	II
V	Managing Diversity from Organization Stand Point: Creating and sustaining diversity and inclusion in organization developing and motivation a changing workforce – Diversity Training.	6	3	0	9	II
	Invited Talks/Field Visit	3	0	0	3	-
	Total Hours	40	20	0	60	-

Course Outcomes:**CO1:** Gain knowledge about diversity in the workplace.**CO2:** Have an understanding of the primary aspects of diversity.**CO3:** Have an understanding about cross cultural diversity.**CO4:** Able to adapt with the managing diversity.**CO5:** Able to adapt with the managing diversity from organization stand point of view.**References:****Text Books**

1. Charles W.I. Hill and Arun Kumar Jain, (2010), International Business, 6th edition, Tata McGraw Hill, New Delhi.
2. John D. Daniels and Lee H. Radebaugh, (2000), International Business, Pearson Education Asia, New Delhi.
3. K. Aswathappa, (2012), International Business, 5 th Edition, Tata McGraw Hill, New Delhi.
4. Rakesh Mohan Joshi, (2009), International Business, Oxford University Press, New Delhi.
5. VyuptakeshSharan, (2011), International Business, 3rd Edition, Pearson Education in South Asia, New Delhi.

Reference Books:

1. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, (2010), International Business, 32 7 th Edition, Cengage Learning, New Delh.
2. MonirTayeb. (2007), International Human Resource Management. Oxford.
3. Randy L. Desimone, Jon M. Werner – David M. Mathis (2007), Human Resource Development, Cengage Learning.
4. Robert L. Mathis and John H. Jackson, (2007), Human Resource Management, Cengage Learning.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PSO 6
CO1	2	2	2	3	2	3	2	3	3	2	2	2
CO2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	2	2	2	3	2	3	2	3	3	2	2	2
CO4	3	3	3	3	3	3	3	3	3	3	3	3
CO5	2	2	2	3	2	3	2	3	3	2	2	2

UNDERSTANDING SELF: INDIAN PERSPECTIVE

Course Code: 21RIMP4E10

Credit:4

Hours:4/Week

Programme	MBA	Semester-IV
Cognitive Level	K1: Recall the characteristics of self-disclosure. K2: To gain up knowledge in improving interpersonal effectiveness. K3: To develop time management skills.	
Course Objectives	<ul style="list-style-type: none"> • To familiarize the importance of the concept of self-disclosure. • To gain knowledge about managing stress. • To be aware of the methods of handling stress and self-talk. • To understand the difference between knowing vs memorizing. • To gain ability to manage time effectively. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Self Disclosure: Characteristics of self - disclosure–Self disclosure benefits and appropriateness – Self disclosure and self – awareness–Self disclosure and feed back.	9	4	0	13	I
II	Anger Management: Stress and Managing Feelings The nature of stress - managing stress through social support systems – the nature of anger – guidelines for managing anger constructively–dealing with an angry person.	8	4	0	12	I
III	Interpersonal Effectiveness: Managing anxiety and fear – Breathing – an antidote to stress – progressive muscle relaxation – understanding your shyness – building one’ self esteem – avoiding self blame – taking risks- tolerating failure- persisting and celebrating success–self talk.	8	4	0	11	II
IV	Study Skills: Importance of study environment – using VCR3 to increase memory power - visualizing- concentrating- relating- repeating- reviewing- memory hindrances – memory helpers – knowing vs memorizing – memory and studying – the SQ3R method - survey- write questions- read- recite- review – mnemonic devices – rhymes – acronyms – pegging – cooperative learning .	6	4	0	10	II
V	Goal Setting and Managing Time: The basis of effective goals – steps to be followed to obtain optimum results from goal setting – Identifying procrastination –guidelines to overcome procrastination– priority management.	7	4	0	11	II
	Invited Talks/Field Visit	2	-	-	-	-
	Total Hours	40	20	-	60	-

Course Outcomes:**CO1:** Able to recall the importance of the concept of self-disclosure.**CO2:** Gain knowledge about managing stress.**CO3:** Aware of the methods of handling stress and self-talk.**CO4:** Understood the difference between knowing vs memorizing.**CO5:** Able to manage time effectively.**References:**

1. Johnson, D.W. (1997). Reaching out – Interpersonal Effectiveness and Self Actualization. 6th ed. Boston: Allyn and Bacon.
2. Sherfield, R. M. ; Montgomery, R.J. and Moody, P, G. (2010). Developing Soft Skills. 4th ed. New Delhi: Pearson.
3. Robbins, S. P. and Hunsaker, Phillip, L. (2009). Training in Interpersonal skills. Tips for managing people at work. 5th ed. New Delhi: PHI Learning.

Mapping of COs with POs and PSOs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PO 5	PSO 6
CO1	3	2	2	3	2	3	2	3	3	2	3	2
CO2	2	1	3	3	2	3	3	2	3	2	3	3
CO3	2	2	2	3	2	3	3	2	2	1	3	2
CO4	3	2	2	2	1	2	2	3	3	2	2	2
CO5	2	2	2	3	3	3	3	2	3	2	3	3

FINANCIAL MANAGEMENT ELECTIVES

SEMESTER - IV

CODE NUMBER	COURSE TITLE
21RIMP4E16	Mergers, Acquisitions and Corporate Restructuring
21RIMP4E17	Financial Derivatives
21RIMP4E18	International Finance
21RIMP4E19	Strategic Financial Management
21RIMP4E20	Corporate Taxation

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

Course Code:21RIMP4E16

Credit: 4

Hours:4/Week

Programme	MBA	Semester-IV
Cognitive Level	<p>K1:Sensitize and make the students understand about the need for mergers and acquisitions corporate restructuring for achieving fast growth and maximize.</p> <p>K2: Familiarize in knowing the importance of strategic alliances.</p> <p>K3:Understand about shareholders value in the context of ever increasing competition unnerved up by in Indian economy.</p>	
Course Objectives	<ul style="list-style-type: none"> • To understand the corporate restructuring like mergers & acquisitions. • To analyze the strategic alliances and Joint Ventures as alternatives to acquisitions strategy- valuation of firm- equity- brand valuation and cost of capital • To study about the procedure for takeover and its impact on organisation and country. • To examine the defense and bid strategies in corporate restructuring. • To improve the accounting and tax part of the organization. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Mergers And Acquisitions: Introduction to Corporate Restructuring - Expansion- Downsizing- Objectives & Motivations of Mergers - Takeovers- Acquisitions & Demergers - Historic and Recent Trends including Cross Border acquisitions - Global and Indian view.	7	4	0	11	I
II	Valuation and Negotiation in Mergers and Acquisitions: Strategic alliances and Joint Ventures as alternatives to acquisitions Strategy - Valuation of Firm- Equity - Brand valuation and cost of capital - Valuation practices in India - Negotiation and deal structuring - Methods of payment in mergers & acquisitions.	8	4	0	12	I
	Procedure For Takeover: Procedure for Takeovers and Acquisitions (Public announcement- Offer Documents - Minority shareholders- Bailouts-	9	4	0	13	II

III	Merchant Bankers & Advisors including Financial Institutions & Banks) - Role and Responsibility of Advisors - Code of conduct - SEBI Takeover Regulations- Anti-trust regulation and Competition policy.					
IV	Defense and Bid Strategies: Defense and Bid Strategies of Mergers - Toehold- bid premium and bid outcome - Defensive & Anti-takeover strategies - Cost - Methods of financing for defensive & Takeover strategies.	7	4	0	11	II
V	Accounting & Tax Part: Accounting rules for business combinations - Accounting for goodwill - Tax aspects of M&A - Accounting and Tax implications - Indian scenario - Evaluating the success of acquisitions	6	4	0	10	II
	Invited Talks/Field Visit	2	-	-	2	-
	Total Hours	40	20	0	60	-

Course Outcomes:

CO 1: At the end of the course- the students will be able to Understand the objectives of Mergers and Acquisitions.

CO2: Understand the Valuation practices and Methods of payment in M&A .

CO3: Understand the Procedure for Takeovers and Acquisitions.

CO4: Understand the Defense and Bid Strategies of Mergers.

CO5: Understand the Tax aspects of M&A .

References:

Text Book:

1. Arzac R. Enrique, (2005), "Valuation for Mergers", Buyout and Restructuring', John Wiley & Sons Inc..
2. B.Rajesh Kumar, (2015), "Mergers and Acquisitions Text and cases", McGraw Hill, Bharat publishing house, New Delhi.
3. Ramu, S Shiva, (1998), "Corporate Growth through Mergers and Acquisitions", Response books/Sage pub., New Delhi.
4. Sudarsanam PS, (1997), "Essence of Mergers and Acquisitions", Prentice Hall of India, New Delhi.
5. Weston, J Fred & Chung, Kwang S & Hoag, Susane, (1998), "Mergers, restructuring, and corporate control", Prentice hall of India, New Delhi.

Reference Book:

1. Desai, Jay M & Joshi, Nisarg A, (2012), "Mergers and Acquisitions", Biztantra, New Delhi.
2. Devine Marion, (2003), "Successful Mergers", Profile books Ltd., London.

3. Kar, Rabi Narayan, (2006), "Mergers and Acquisitions of Enterprises", New century publications, New Delhi.
4. Reuvid, Jonathan, (2007), "Mergers & Acquisitions", Kogan page limited, London.
5. Sudarsanam, Sudi, (2006), "Creating value from mergers and acquisitions", Pearson Education, Delhi.

Mapping of COs with POs and PSOs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	2	2	3	2	3	2	3	3	2	3	2
CO2	2	1	3	3	2	2	3	2	3	2	2	3
CO3	2	2	2	3	2	1	3	2	2	1	2	2
CO4	3	2	2	2	1	3	2	3	3	2	1	2
CO5	2	2	2	3	3	2	3	2	3	2	4	3

FINANCIAL DERIVATIVES

Course Code:21RIMP4E17

Credit: 4

Hours:4/Week

Programme	MBA	Semester-IV
Cognitive Level	K1: Applying the concepts of international financial in global environment scenario. K2: Examine international corporate finance and its sources. K3: Narrate the risk involved in international finance.	
Course Objectives	<ul style="list-style-type: none"> • To understand the financial environment prevails globally. • To analyze the International Financial management. • To study about the derivatives markets and its situation globally. • To analyze the international source of funds. • To examine the risks involved and methods to overcome the risk involved internationally. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction to Financial Derivatives: An overview of derivative contracts - Forward-Futures- Options- and Swaps - Importance of derivatives in risk management - Derivative markets in India - exchange-traded and over the counter - Trading mechanism of Derivatives in India – Derivative Terminologies.	7	4	0	11	I
II	Forwards and Futures: Quantitative foundations for derivative analysis - Mechanics of futures and forward contract - Characteristics – Trading Process & Price Quotations – Hedging and Speculation with Commodity Futures – Interest Rate Futures – Currency Futures – Stock Index Futures – Basic principles of Pricing Forwards – Hedging in Futures and Forward – Techniques of Arbitrage in Stock Index –Pricing of Index Futures Contracts .	8	4	0	12	I
III	Interest and Index Futures and Options: Basic Interest Rate Derivatives – Uses of Caps- Floors- and Collars – Interest rate futures and pricing - Stock index futures and pricing - Swaps - mechanics of Swap - Options - The basics- Swap options and Forwards – Forward Rate Agreements – Interest Rate Options – Caplet & Floor let – Interest Rate Derivatives Strategies.	8	4	0	12	II
IV	Option Pricing Models: Types of Option Contracts – Option Pricing – Factors affecting	8	4	0	12	I

	Option Pricing – Principles of Call and Put Option Pricing – Scholes Option Pricing Models – Interest Rate Options – Options hedging strategies - estimating volatilities - and Exotic Options .					
V	Currency Derivatives and Swaps: Introduction to Currency Forwards- Currency Futures- Currency Options- Currency Swaps - Credit derivatives - Currency Options and Trading Strategies – Options on Futures Contracts- Basic and Complex Option Strategies – Covered Call Writing – Protective Put – Financial Derivatives in Indian Financial markets – Risk Management using derivatives.	6	3	0	9	III
	Invited Talks/Field Visit	2	0	0	2	
	Total Hours	40	20	0	60	

Course Outcomes:

CO1:Underst and the nuances involved in derivatives.

CO2:Underst and the basic operational mechanisms in derivatives.

CO3:Possess good skills in hedging risks using derivatives.

CO4:Learned about the currency derivatives.

CO5:Understand about mechanisms of derivative contracts.

References:

Text Books:

1. Gupta SL, (2015), Financial Derivatives (Theory, Concepts and Problems), Tata MCGraw Hills, New Delhi.
2. Madhumathi .R and Ranganathan M, (2012), Derivatives and Risk Management, Pearson Education, Chennai.
3. Rene, M., Stulz, (2013), Risk Management and derivatives, Thomson – South Western.
4. John. C. Hull, (2012),Options, Futures and other Derivative Securities', PHI Learning, 9th Edition.
5. Keith Red head, (2011), Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs' – PHI Learning.

Reference Books:

1. John C Hull, (2018), Options, Futures and other derivatives, Sixth edition, Pearson Education,
2. Kumar, S.S.S, (2018), Financial Derivatives, Prentice Hall of India, New Delhi.
3. Patrick Boyle and Jesse McDougall, (2011), Trading and Pricing Financial Derivatives, Sage Publication.
4. Merton. H. Miller, (2007), Derivatives, Wallstreet Mojo Publication.

Mapping of COs with POs and PSOs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO 01	3	2	2	3	2	2	2	3	3	2	2	3
CO 02	2	1	3	3	2	2	3	2	3	2	3	2
CO 03	2	2	2	3	2	2	3	2	2	1	2	3
CO 04	3	2	2	2	1	3	2	3	3	2	2	2
CO 05	2	2	2	3	3	2	3	2	3	2	3	4

INTERNATIONAL FINANCE

Course Code: 21RIMP4E18

Credit: 4

Hours:4/Week

Programme	MBA	Semester-IV
Cognitive Level	K1: Analyzing international financial environment. K2: Examining the source of international corporate finance and investment. K3: Making students familiar with international derivatives management.	
Course Objectives	<ul style="list-style-type: none"> • To understand the financial environment prevails globally. • To analyze the International Financial management. • To study about the derivatives markets and its situation globally. • To analyze the international source of funds. • To examine the risks involved and methods to overcome the risk involved internationally. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	International Financial Environment: Overview and Evolution of International Finance – Institutions for International Finance – International Monetary Fund - World Bank and Financial System – Balance of Payments – Exchange rate and money supply – International parity relations – Purchasing power parity – Forward rate parity- Interest rate parity.	8	4	0	12	I
II	International Corporate Finance: Process of overseas expansion – Reasons for global investing - Investment in Crypto Currency – Techniques and Approaches for investment under uncertainty - FDI – International M&A – Financial Techniques in M&A – Regulations of M&A in major countries.	7	4	0	11	I
III	International Derivatives Management: Introduction to Institutions of the Foreign Exchange Interbank Market - Foreign Exchange Spot Transactions – forward market – Hedging and Speculation - Hedging FX Transaction Exposure - The Eurocurrency market – international banking – structure and instruments.	8	4	0	12	II
IV	International Sources of Finance: Borrowing And Lending - International Financial instruments- Bond Markets of various countries – Fixed and floating rate notes - Syndicate loans – Syndicated Euro credits – Managing interest rate risk –Bond Management – tools and techniques.	8	4	0	12	II

V	International Risk Assessment: Measuring and Managing Risk –Country and political risk analysis – benefits and risks of international portfolio investment – assessing country creditworthiness – futures markets and instruments – option markets and instruments – option pricing in financial risk.	7	4	0	11	II
	Invited Talks/Field Visit	2	-	-	2	-
	Total Hours	40	20	0	60	-

Course Outcomes:

CO1: Learn about evolution- process and system of International Finance.

CO2: Identify the concepts of international merger and acquisitions- financial techniques and regulations.

CO3: Understand about international monetary system.

CO4: Knowing about international financial instruments globally and bond management.

CO5: Explore the learning in international risk assessment.

References:

Text Books:

1. Apte P.G., (2011) International Financial Management, Tata McGraw Hill.
2. John C Hull, 2008, Student Solutions Manual for Options, Futures and Other Derivatives, Middle East, Asia, Africa, Eastern Europe Edition, 7/e, Pearson Education.
3. Alan C. Shapiro, (2010), Multinational Financial Management, PHI Learning, 5th Edition.
4. Eunand Resnik, (2011), International Financial Management, Tata McGraw Hill, 5th Edition.
5. Baumol William. J (1973), Website of Indian Government on EXIM policy, Economic Theory and Operations Analysis, Prentice Hall, London.

Reference Books:

1. Jeff Madura, (2011), International Corporate Finance, Cengage Learning, 9th Edition.
2. Daniel R.Kane, (2011), Principles of International Finance, Routledge Library Editions.
3. GopalaKrishnan.P.G, Nandini Jagannarayan (2011), Foreign Direct Investment and International Portfolio Investment, Himalaya Publishing House.

Mapping of COs with POs and PSOs

CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	1	3	2	3	1	2	1	2	2	3
CO2	3	3	3	3	3	2	3	2	3	3	2	2
CO3	3	3	3	3	3	2	3	2	3	3	2	3
CO4	2	2	1	2	2	3	1	2	1	2	4	2
CO5	3	3	3	3	3	2	3	2	3	3	2	4

STRATEGIC FINANCIAL MANAGEMENT

Course Code: 21RIMP4E19

Credit: 4

Hours:4/Week

Programme	M.B.A.	Semester-IV
Cognitive Level	K1: Analyze the process of financial models and its types. K2: Understand the mergers and amalgamations. K3: Summarize the stock exchanges and its functions and operations.	
Course Objectives	<ul style="list-style-type: none"> • To acquaint the students with concepts of Financial management from strategic perspective. • To familiarize various Techniques and Models of Strategic Financial Management. • To train the students in the techniques of financial planning. • To know the risk and uncertainty while in investment decisions.. • To understand the stock exchange and regulations of SEBI. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Financial Policy and Strategic Planning: Strategic Planning Process – objectives and Goals – Major Kinds of Strategies and Policies – Corporate Planning – Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modeling – Uses and Limitations of Financial Modeling – Applications of Financial Models – Types of Financial Models - Process of Financial Model Development.	8	4	0	12	I
II	Investments Decisions under Risk and Uncertainty: Techniques of Investment Decision – Risk Adjusted Discount Rate- Certainty Equivalent Factor- Statistical Method- Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments.	7	4	0	11	I
III	Expansion and Financial Restructuring: Corporate Restructuring - Mergers and Amalgamations – reasons for Merger- Benefits and Cost of Merger – Takeovers – Business Alliances – Managing an Acquisition – Divestitures – Ownership Restructuring – Privatisation – Dynamics of Restructuring – Buy Back of Shares – Leveraged Buy-outs (LBOs) – Divestiture – Demergers.	8	4	0	12	II
IV	Stock Exchanges: Constitution - control - functions - Prudential Norms - SEBI Regulations- - Sensitive Indices - Investor Services - Grievance Redressal Measures.	8	4	0	12	II
V	Financing Strategy: Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities namely Convertible and Non - Convertible Debentures - Deep Discount Bonds- Secured Premium Notes- Convertible Preference Shares – Option Financing- Warrants- Convertibles and	7	4	0	11	II

	Exchangeable Commercial Paper.					
	Invited Talks/Field Visit	2	-	-	2	-
	Total Hours	40	20	0	60	-

Course Outcomes:

CO1: Understand the concepts of financial modeling.

CO2: Explain the determinants and techniques of investment decision.

CO3: Describe the financial restructuring.

CO4: Assess the significance of various components of investors' services.

CO5: Learn various terms of options- warrants in strategic financial management.

References

Text Books:

1. Rajni S & Preeti Hiro (2018), Strategic Financial Management, PHI, New Delhi.
2. Weaver & Weston (2019), Strategic Corporate Finance, Cengage Learning, New Delhi.
3. Chandra Prasanna, (2017), Financial Management, Tata McGraw Hill, New Delhi.
4. Gurusamy S, (2015), Financial Markets and Institutions, Thomson Publication, New Delhi.

Mapping of COs with POs and PSOs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	1	2	2	1	1	2	1	2	3	2
CO2	3	3	3	3	3	3	3	2	3	3	2	2
CO3	3	3	3	3	3	3	3	2	3	3	2	2
CO4	2	2	1	3	2	1	1	2	1	2	3	2
CO5	3	3	3	3	3	3	3	2	3	3	2	2

CORPORATE TAXATION

Course Code: 21RIMP4E20

Credit: 4

Hours:4/Week

Programme	MBA	Semester-IV
Cognitive Level	K1: Analyze the scheme of taxation. K2: Summarize the Tax planning. K3: Execute the students to learn about the profits and gains of business.	
Course Objectives	<ul style="list-style-type: none"> • To understand students with concepts of income exempted from tax. • To familiarize various concepts of IT. • To train the students in the techniques of capital gain and income in professional way. • To know the deduction and carry forward losses. • To learn the filing of returns and procedures of assessment. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units For CFA
I	Income tax law- scheme of taxation – important concepts – method of accounting – scope of total income and residential status – in come exempted from tax.	8	4	0	12	I
II	Heads of Income – salaries and house property.	7	4	0	11	I
III	Profits and Gains of business and profession - Capital gains and income From other sources.	8	4	0	12	II
IV	Set off and carry forward of losses – assessment of individual & firms – deductions under Chapter.	8	4	0	12	II
V	Assessment procedures –Tax planning – PAN – Filing of returns – IT Authorities - corpoptate GST filing.	7	4	0	11	II
	Invited Talks / Field Visits	2	0	0	2	-
	Total	40	20	0	60	-

Course Outcomes:

CO1: Evaluate Income Tax and accounting and Income exempted from Tax.

CO2: Formulate head of income and about salaries and house property.

CO3: Compare Profits and Gains of business and profession - Capital gains and income from other sources

CO4: Appraise Set off and carry forward of losses - assessment of individual & firms and Deductions.

CO5: Formulate Assessment procedures , Tax planning , PAN, Filing of returns and IT Authorities.

References:**Text Books:**

1. V.P.Gaur and Narang, (2013), Income tax law and practice, Kalyani Publishers.

Reference Books:

1. B.B.Lal, (2012), Income tax, Pearson India Publishers.
2. Singhania (2018), Income tax: Law& Practice, Tax Man Publishers.

Mapping with COs, POs and PSOs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	1	2	2	1	1	2	1	2	2	2
CO2	3	3	3	3	3	3	3	2	3	3	2	2
CO3	3	3	3	3	3	3	3	2	3	3	2	2
CO4	2	2	1	2	2	1	1	2	1	2	3	2
CO5	3	3	3	3	3	3	3	2	3	3	2	2

OPERATIONS MANAGEMENT ELECTIVES

SEMESTER - IV

CODE NUMBER	COURSE TITLE
21RIMP4E26	Six Sigma
21RIMP4E27	Operations Research Applications
21RIMP4E28	Supply Chain Analytics
21RIMP4E29	Logistics Management
21RIMP4E30	Total Quality Management

SIX SIGMA

Course Code: 21RIMP4E26

Credit:4

Hours:4/Week

Programme	MBA	Semester-IV
Cognitive Level	K1: Understand barriers and principles of six sigma. K2: Know the contributions of cost quality. K3: Learn concepts of six sigma and benchmarking tools with process.	
Course Objectives	<ul style="list-style-type: none"> • To educate the students on concept of quality in production leading to total quality in business management • To understand the differences between production quality improvement and six sigma • To know the important factors in production and management processes that contribute to six sigma. • To learned the various elements in training and education in evolving a six sigma. • To familiar with various Quality accreditation systems. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Basics of TQM: Gurus of TQM - Quality - definition & dimensions - Barriers to TQM - Deming Philosophy - Quality Statements - Customer satisfaction – Customer Perception of Quality - Customer Complaints - Service Quality - Employee involvement empowerment - effective teams - suggestion systems - Performance appraisals & rewarding practices.	8	4	0	12	I
II	KAIZEN-Continuous Process Improvement: Juran Trilogy - PDSA / PDCA Cycle - 5S - Reengineering - Benchmarking - process & pitfalls - The seven tools of quality - Control Charts for improving Process capability - New seven Management tools - Quality circle.	7	4	0	11	I
III	Six Sigma: Process - DMAIC/DMADV- LEAN Management - Value stream- Flow- Pull- Single Minute Exchange of Dies (SMED) - Lean Six Sigma.	8	4	0	12	II
IV	Supplier Partnership –Partnering- sourcing- Supplier Selection- Supplier Rating- Relationship Development- Performance Measures- Benchmarking; Quality Management Systems-ISO9000:2000- TS16949- ISO 14000–Concept-requirements- Benefits- Documentation- Quality Auditing.	8	4	0	12	II
V	Quality Function Deployment (QFD): Kano’s model of customer satisfaction - House of Quality - Voice of the customer - Planning Matrix - Voice of the Organization - technical correlations - Technical descriptors - Targets - QFD Process -	7	4	0	11	II

	Benefits - Applications of QFD - Taguchi Quality Loss Function - Total Productive Maintenance (TPM) - Concept - Improvement Needs - Failure Mode and Effect Analysis (FMEA) – Stages - documentation.					
	Invited Talks/Field Visit	2	-	-	2	-
	Total Hours	40	20	-	60	-

Course Outcomes:

CO1: Relate Philosophies of Quality Management with organization performance.

CO2: Demonstrate tools and techniques of Quality Management and Implementation.

CO3: Analyze the various types of techniques are used to measure quality and create customer satisfaction.

CO4: Use quality management methods analyzing and solving problems of organization.

CO5: Critically appraise the organizational- communication and team work requirements for effective quality management.

References:

Text Books:

1. Bester Field (2018), Total Quality Management, 5th edition Pearson Education India.
2. Charantimath (2017), Total Quality Management, 5th edition Pearson Education India.
3. Donna C. (2015), Quality Management, Summers, 2nd Edition, Pearson Publishing.

Reference books:

1. James R.Evans & William M.Lidsay (2012), “The Management and Control of Quality”, (5th Edition), South,Western (Thomson Learning), ISBN0,324-06680-5.
2. Feigenbaum.A.V. (2018), “Total Quality Management”, McGraw Hill, New Delhi.
3. Oakland.J.S. (2011), "Total Quality Management", Butter worth Heinemann Ltd., Oxford.
4. NarayanaV. and Sreenivasan , N.S. (2010), “Quality Management– Concepts and Tasks”, New Age International.
5. Zeiri.(2015), “Total Quality Management for Engineers” , Wood Head Publishers.

Mapping with COs, POs and PSOs											
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	3	2	3	4	4	3	1	2	1	1	2
CO2	3	3	3	2	2	3	1	1	1	1	1
CO3	3	3	2	1	3	3	1	1	1	1	1
CO4	3	3	4	2	2	2	1	1	1	1	1
CO5	3	3	3	1	3	3	1	1	1	1	1

OPERATIONS RESEARCH APPLICATIONS

Course Code: 21RIMP4E27

Credit: 4

Hours:4/Week

Programme	MBA	Semester-IV
Cognitive Level	K1: Learn mathematical concept for business K2: Understand mathematical modelling skills for business K3: Apply mathematical modelling skills through operations research techniques	
Course Objectives	<ul style="list-style-type: none"> • To introduce various optimization techniques of operations research. • To facilitate the use of Quantitative Technique in various functional areas. • To impart mathematical modelling skills through operations research techniques • To apply mathematical modelling skills through operations research techniques • To inculcate the practices of Network scheduling by PERT and CPM in practical. 	

Unit	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Linear Programming Problem (LPP): Introduction - Graphical solution method - General form - canonical form and standard form of LPP - Simplex method.	10	6	0	16	I
II	Transportation Problem (TP): Formation and solution of TP - North - West corner method - Least cost method - Vogel's approximation method. Assignment problem (AP) - Formation and solution methods of AP.	6	3	0	9	I
III	Games and Strategies: Introduction - Maxi - min- Mini - max principle - Games without saddle points - Graphical solution of 2xn and mx2 games. Replacement Problem - Replacement of equipment and policy - Individual replacement policy and Group replacement policy.	7	4	0	11	II
IV	Inventory: Types - decisions - objective and reasons for carry - Deterministic inventory problems with and without shortages- Single and Multi item price break model.	8	4	0	12	II
V	Network Scheduling by PERT and CPM: Introduction - Logical sequencing - Rules for network construction - Critical path analysis - Distinction between PERT and CPM - Applications and advantages of network techniques.	6	3	0	9	II
	Invited Talks/Field Visit	3	0	0	3	-
	Total Hours	40	20	0	60	-

Course Outcomes:

CO1: Able to apply Linear Programming model in business.

CO2: Able to apply transportation problem model in business.

CO3: Able to apply principles Games and Strategies in business.

CO4: Able to apply Inventory model in business.

CO5: Able to apply PERT and CPM modeling business.

References:**Text Books**

1. Gupta P. K, Hira.D.S (2002), Operations Research- S. Chand and Company- New Delhi.
2. KantiSwarup P.K. Gupta Man Mohan (2011), Operations Research, Sultan Chand and Sons, New Delhi.
3. Panneerselvam R. (2006), Operations Research - Second Edition (Prentice-Hall of India-NewDelhi.

Reference Books:

1. Hamdy A. Taha, (2003), Operations Research – An Introduction (Mac-millan Pub. Co. Inc.)
2. G.V. Shenoy U.K. Srivatsava & S.C. Sharma (2001), Operations Research for Management (Wiley Eastern Ltd.)
3. Frank S. Budrick, Dennis McLeavy & Richard Mojena (2018), Principles Of Operations Research For Managemetnn; II Ed.- (Richard D. Irwin Inc.)

Mapping of COs with PSOs and POs												
CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	3	2	3	3	3	3	3	3	2	3	3
CO2	3	3	3	2	3	3	3	3	2	3	3	3
CO3	2	2	3	2	3	2	2	3	3	3	3	3
CO4	3	2	3	3	3	2	3	3	3	3	2	3
CO5	3	3	2	3	3	2	3	3	3	2	3	3

SUPPLY CHAIN ANALYTICS

Course Code: 21RIMP4E28

Credit: 4

Hours:4/Week

Programme	MBA	Semester-IV
Cognitive Level	<p>K1: Understand the functional areas of supply chain and logistics management. K2: Examine the planning- decision making process in supply chain analytics. K3: Make students familiar with demand requirement and supply chain analytics with various departments and know the advance analytics model in supply chain.</p>	
Course Objectives	<ul style="list-style-type: none"> • To understand the functional activities or data set relevance to logistics and supply chain management. • To analyze the aggregate planning and resource allocation decisions- procurement analytics- production modeling international financial management. • To study about the demand and the way to fulfill the analytics. • To analyze the supply chain network design analytic. • To examine the make/buy decision- analysis of total supply chain cost and computation of transfer prices. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	<p>Introduction to Supply Chain Analytics: Understanding functional activities or data set relevance to logistics and supply chain management - Strategies for data collection and aggregation - Approaches to analysis of functional data - Integrating results of functional analyses to better understand logistics and supply chain performance - Developing improvement strategies based on results of data analyses.</p>	8	4	0	12	I
II	<p>Supply Planning Analytics: Procurement and Strategic Sourcing - Inventory Modeling - aggregate planning and resource allocation decisions - Procurement Analytics - Production modeling - Prescriptive Analytics: Making the Best Decisions in Settings with Low Uncertainty - Decision Trees - Making the Best Decisions in Settings with High Uncertainty - Warehouse location-case studies.</p>	7	4	0	11	I

III	Demand Fulfillment Analytics: Demand Fulfillment - Price optimizing - optimizing inventory levels in distribution network - Transportation modeling - delayed differentiation - mass customization - Predictive Analytics - Risk and Evaluation of Alternatives - Using Solver to solve transportation or distribution problems - Demand Uncertainty - Forecasting.	8	4	0	12	II
IV	Supply Chain Network Design Analytics: Value of Supply Chain Network Modeling - Intuition Building with Center of Gravity Models - Locating Facilities Using a Distance - Based Approach - Alternative Service Levels and Sensitivity Analysis - Adding Capacity to the Model - Adding Outbound Transportation to the Model - Introducing Facility Fixed and Variable Costs - Baseline and Optimal Baselines - Three Echelon Supply Chain Modeling - Adding Multiple Products and Multi - Site Production Sourcing - Multi - Objective Optimization.	8	4	0	12	II
V	Integrated Supply Chain Analytics: Make/Buy decision - Total Supply Chain Cost - computation of transfer prices - revenue management - yield management -product changes/economies of scale - Recommendation production and prioritization case studies Advance Analytics in supply chain - Big data analytics - Machine Learning - Fuzzy Logic and Techniques - Application in SCM.	7	4	0	11	II
	Invited Talks/Field Visit	2	-	-	-	-
	Total Hours	40	20	0	60	-

Course Outcomes:

- CO1:** Use various tools to analyze strategic- tactical- and operational supply- chain decisions including facility location- vehicle routing- and inventory management;
- CO2:** Develop mathematical modeling and solution tools for supply chain management using data analysis;
- CO3:** Apply forecasting methods as well as formulate and solve optimization problems.
- CO4:** Develop models for making network design decisions and use optimization methods for facility location and network design decisions .
- CO5:** Extract knowledge and intelligence from the dynamic information like fuzzy logic to compute future demand- available production capacity and sources of supply for minimizing the cost.

References:

Text Books:

1. Chopra S-Meindl. P- (2016)- Supply Chain Management: Strategy- Planning and Operation- 6thedition- Pearson Education- USA.
2. Joel D Wisner- G. Keong Leong- Keah-Choon Tan- (2012)- Supply Chain Management – A Balanced Approach - 3rdedition Cengage Learning.

3. Plenert- G. J- (2014)- Supply Chain Optimization through Segmentation and Analytics- 1stedition- CRC Press.
4. Raman A- Fisher M- (2010)- How Analytics Are Transforming the Supply Chain and Improving Performance- HBS Press.
5. Watson M- (2014)- Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain- Pearson Education.

Reference Books:

1. Feigin G, (2011), Supply Chain Planning and Analytics: The right product to the right place at the right time, Business Expert Press, New York, USA.
2. Fisher M, Raman A, (2010), The New Science of Retailing: How Analytics are Transforming the Supply Chain and Improving Performance, Harvard Business Press, Boston, Massachusetts, USA.
3. Hand field R, (2016), Supply Market Intelligence: A managerial handbook for building sourcing strategies, Taylor and Francis Group, Auerbach Publications, New York, USA.
4. Tayur S.Ganeshan R- Michael, (2015), M. Quantitative Models for Supply Chain Management, Kluwer Academic Publishers.
5. Winston, Wayne L.S. Christian Albright, (2010), Practical Management Science-3rd edition, Pacific Grove, CA: Duxbury.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	2	3	2	2	2	2	3	3	3	3	3
CO2	2	2	3	3	2	2	3	2	2	3	2	3
CO3	3	2	3	3	2	3	3	2	3	2	2	2
CO4	2	2	2	3	2	3	2	3	3	2	2	2
CO5	3	2	2	3	3	3	2	3	2	2	3	3

LOGISTICS MANAGEMENT

Course Code: 21RIMP4E29

Credit:4

Hours:4/Week

Programme	MBA	Semester-IV
Cognitive Level	K1: Understand the concepts of logistics. K2: Explain about the Materials management functions. K3: Analyze the Traditional Vehicle Routing Problems.	
Course Objectives	<ul style="list-style-type: none"> • To develop the ability to apply the concepts- tools- and techniques of logistics management in business decisions. • To orient the students on the principles and analytical tools of material management. • To recall about Role of transportation in a supply chain - direct shipment • To understand the health care industry and other service industries. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Logistics Management: Definition of logistics and the concepts of logistics - Logistics Activities - Functions of the logistics system – transportation - warehousing - order processing - information handling and procurement.	9	4	0	13	I
II	Importance of Logistics: Logistics Customer Service - Modelling logistics systems -Simulation of logistic systems - cost effective distribution strategies - Value of information in logistics - E-logistics - risk pooling effect -International and global issues in logistics - Integrated functional activities in logistics -Role of government in international logistics and Principal characteristics of logistics in various countries and regions.	7	4	0	11	I
III	Materials Management: Materials management functions and control - inventory management in logistics system - inventory decision -making - MRP - MRP II systems - multi - echelons.	8	4	0	12	II
IV	Distribution Management: Outbound logistics - Facility location- classical location problems - Strategic planning models for location analysis - location models -multi objective analysis of location models - An Overview Of Traditional Vehicle Routing Problems - Integrated Models Of Location And Routing - Role of transportation in a supply chain - direct shipment - warehousing - cross - docking - push vs - pull systems - transportation decisions (mode selection - fleet size) - market channel structure.	6	4	0	10	II
	Logistics in Different Industries: Third party - and fourth party logistics - Airline Schedule Planning -	7	4	0	11	II

V	Railway Networks - Postal services - the mari-time industries - health care industry and other service industries.					
	Invited Talks/Field Visit	3	0	0	03	-
	Total Hours	40	20	0	60	-

Course Outcomes:

CO1: Understand the Third party- and fourth party logistics.

CO2: Learn Value of information in logistics.

CO3: Analyze the market channel structure.

CO4: Understand inventory management in logistics system.

CO5: Familiarizing with the applicability of logistics in various industries.

References:

Text Books:

1. David Bloomberg, Stephen Lemay and Joe Hanna: (2001), 'Logistics' - Prentice Hall, London, ISBN:013010194X.
2. Thomas Teufel, Jurgen Rohricht and Peter Willems, (2002), 'SAP Processes: Logistics,' Addison, Wesley ISBN: 0201715147.

Reference Books:

Mapping of Cos with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	1	2	2	2	2	3	3	3	3	3
CO2	3	3	3	3	3	3	3	2	2	3	2	3
CO3	3	3	3	3	3	3	3	2	3	2	2	2
CO4	2	2	1	2	2	2	2	3	3	2	2	2
CO5	3	3	3	3	3	3	3	3	3	3	3	3

TOTAL QUALITY MANAGEMENT

Course Code: 21RIMP4E30

Credit:4

Hours:4/Week

Programme	MBA	Semester- IV
Cognitive Level	K1: Recall the concept of quality management. K2: Explain the principles and theories of TQM. K3: Apply the techniques of TQM in practice.	
Course Objectives	<ul style="list-style-type: none"> • Understand the evolution of quality . • Understand the 8D methodology. • Learn the Statistical Process Control. • Reveal the Failure Mode Effect Analysis (FMEA). • Explain about the Quality Audits. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction: Introduction - Need for quality - Evolution of quality - Definition of quality - Concept of Quality – different perspectives - Concept of total Quality – Design - inputs - process and output - Attitude and involvement of top management - Customer Focus – customer perception - customer retention - Dimensions of product and service quality - Cost of quality.	9	4	0	13	I
II	Quality Management Philosophies and Principles: Quality Gurus - Crosby - Deming - Masaaki Imai - Feigenbaum - Ishikawa - Juran - Oakland - Shigeo Shingo - and Taguchi - Concepts of Quality circle - Japanese 5S principles and 8D methodology.	7	4	0	11	I
III	Statistical Process Control: Statistical Process Control (SPC) – Meaning - Significance - construction of control charts for variables and attributes - Process capability – meaning - significance and measurement - Six sigma - concepts of process capability - Reliability concepts – definitions - reliability in series and parallel - product life characteristics curve - Total productive maintenance (TMP) - Tero-technology - Business process Improvement (BPI) – principles - applications - reengineering process - benefits and limitations.	8	4	0	12	II
	Quality Tools and Techniques: Quality Tools - The seven traditional tools of quality - New management tools - Six -	6	4	0	10	II

IV	sigma - Bench marking - Poka-yoke - Failure Mode Effect Analysis (FMEA) – reliability - failure rate - FMEA stages - design - process and documentation - Quality Function Deployment (QFD) – Benefits - house of quality - Taguchi - quality loss function - parameter and tolerance design - signal to noise ratio.					
V	Quality Management Systems: Introduction Quality management systems – IS/ISO 9004:2000 – Quality System – Elements - Documentation guidelines for performance improvements - Quality Audits - QS 9000 – ISO 14000 – Concepts - TQM - culture - framework - benefits - awareness and obstacles - Employee involvement – Motivation - empowerment - Team and Teamwork - Recognition and Reward - Performance appraisal - Supplier - Selection - Partnering - Supplier Rating.	7	4	0	11	II
	Invited Talks/Field Visit	3	0	0	3	-
	Total Hours	40	20	0	60	-

Course Outcomes:

- CO1:** Understanding the evolution of Quality management.
- CO2:** Ability to apply statistical process control to enhance quality.
- CO3:** Ability to apply quality tools to enhance organization's quality performance.
- CO4:** Awareness of quality management systems.
- CO5:** Understanding of quality philosophies and practices.

Text Books:

1. Douglas C. Montgomery, (2018), Introduction to Statistical Quality Control, Wiley Student Edition 4th Edition, Wiley India Pvt Limited.
2. Panneerselvam.R, Sivasankaran. P (2015), Quality Management- PHI Learning.
3. Indian standard, quality management systems, Guidelines for performance improvement (Fifth Revision)- Bureau of Indian standards, New Delhi.

Reference Books:

1. Dale H. Besterfield, Carol Besterfield, Michna, Glen H. Besterfield, Mary Besterfield, Sacre, Hemant Urdhwareshe, Rashmi Urdhwareshe, (2018), Total Quality Management (TQM), Fifth edition, Pearson Education.
2. Shridhara Bhat K (2010), Total Quality Management – Text and Cases- Himalaya Publishing House-First Edition.
3. Poornima M. Charantimath (2011), Total Quality Management, Pearson Education, Second Edition.

Mapping of COs with PSOs and POs

CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	3	2	3	3	3	3	3	3	2	3	3
CO2	3	3	3	2	3	3	3	3	2	3	3	3
CO3	3	2	3	3	3	2	2	3	3	3	3	3
CO4	3	2	3	3	3	2	3	3	3	3	2	3
CO5	3	3	2	3	3	2	3	3	3	2	3	3

MARKETING MANAGEMENT ELECTIVES

SEMESTER - IV

CODE NUMBER	COURSE TITLE
21RIMP4E36	B2B Marketing
21RIMP4E37	Digital and Social Media Marketing
21RIMP4E38	Product and Brand Management
21RIMP4E39	Services Marketing
21RIMP4E40	Export documentation and procedures

B2B MARKETING

Course Code: 21RIMP4E36

Credit: 4

Hours:4/Week

Programme	MBA	Semester-IV
Cognitive Level	K1: Analyze the market opportunity for which B2B marketing can be done. K2: Identify the demand for the industrial products and segmenting the potential customer. K3: Determining the channels of marketing and best method of communication.	
Course Objectives	<ul style="list-style-type: none"> • To know the difference between industrial markets with that of consumer markets. • To understand the challenges faced by Industrial Marketers. • To outline the organizational buying process. • To explain the pricing-customer relationship management in business markets. • To examine the types of distribution channels in business marketing. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Market Opportunity Identification: Differences between consumer marketing and Industrial marketing - classification - Industrial marketing system - Analysis & Evaluation - Introduction to B2B Marketing - Customer Analysis - Customer Relationship Markets Assessing Market Opportunities.	8	4	0	12	I
II	Demand Estimation And Segmentation: Industrial Marketing demand estimation - Demand estimation models -Industrial Marketing segmentation - Approaches to segmentations - Industrial buying behaviour Models.	7	4	0	11	I
III	Pricing - Channel and Promotion Strategies: Distribution channels in industrial marketing - Strategic Market Planning - Managing Products for Business Markets - Managing Business Marketing Channels – Pricing.	8	4	0	12	II
IV	B2B Communication: Environmental Changes Impacting Supply Chain Power - Key Account Management - Business Marketing Communication - Business Marketing Communication - B2B Branding.	8	4	0	12	II

V	Marketing Research and Marketing Strategy: Industrial marketing research - basic aspects - Differences between consumer marketing research and industrial marketing research.	7	4	0	11	II
	Invited Talks/Field Visit	2	-	-	2	-
	Total Hours	40	20	0	60	-

Course Outcomes:

CO1: Would understand the knowledge of business marketing.

CO2: To expose the various concepts of Industrial marketing.

CO3: Formula tea business marketing plan including marketing objectives - marketing mix-
statistics and evaluate competition.

CO4: Identify and demonstrate the dynamic nature of the environment in which marketing
decisions are taken in B2B.

CO5: Establish the usage of social media - internet to explore new business.

References

Text Books:

1. Edward Brierty and Betty Reeder, (2018), Industrial Marketing-Robert Reeder, Prentice Hall India Pvt Ltd, 2nd Edition.

Reference Books:

1. Krishna K Havaldar, (2010), Cases and Concepts m, Corey-R.E., Industrial Marketing, Text and Cases, Industrial Marketing, Prentice Hall Inc-New Jersey.

CO/ PO	Mapping of COs with PSOs and Pos											
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	1	2	3	4	5	6	1	2	3	4	5	6
CO2	2	2	1	2	2	2	2	3	3	3	3	3
CO3	3	3	3	3	3	3	3	2	2	3	2	3
CO4	3	3	3	3	3	3	3	2	3	2	2	2
CO5	2	2	1	2	2	2	2	3	3	2	2	2

DIGITAL AND SOCIAL MEDIA MARKETING

Course Code: 21RIMP4E37

Credit: 4

Hours: 4/Week

Programme	MBA	Semester-IV
Cognitive Level	K1: Understanding the essentials of digital marketing plan and elements of a digitalization. K2: Understanding the purchasing characteristics and segmenting targeted customer. K3: Analysing the best way of using digital media to reach- acquisition and retention of new customer.	
Course objectives	<ul style="list-style-type: none"> • To Explain the conceptual foundations of Digital Marketing Management as a functional area of business. • To Study the application of digital and social media marketing concepts in marketing concepts strategic decisions. • To plan the essentials of digital marketing plan and elements of a digital marketing. • To know the purchasing characteristics- using digital media to reach-acquisition and retention of new customer. • To analyzing Advertising Performance through various digital Medias. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Understanding Digital Marketing: Concept - Components of Digital Marketing - Need and scope of digital marketing - benefits of digital marketing - digital marketing platforms and strategies comparison of marketing and digital marketing - digital marketing trends.	10	6	0	16	I
II	Channels of Digital Marketing: Digital marketing - website marketing - search engine marketing - online advertising - e-mail marketing - block marketing - social media marketing - audio - video and interactive marketing - online public relations - mobile marketing - migrating from traditional channels to digital channels.	6	3	0	9	I
III	Digital Marketing Plan: Need of digital marketing plan - elements of a digital marketing plan – Marketing plan - executive summary - mission - situation analysis - opportunities and issues - goals and objectives - marketing strategy - action plan - budget - writing the marketing plan and implementing the plan.	7	4	0	11	II
IV	Marketing in the Digital Era: Segmentation –		4	0	12	II

	importance audience segmentation - how different segments use digital media – organizational characteristics - purchasing characteristics - using digital media to reach - acquisition and retention of new customer - digital media for customer loyalty.	8				
V	Social Media Marketing: Understanding Social Media - Social Networking with Face book - Linked in - Blogging as a social medium - Micro blogging with Twitter - Social sharing with YouTube - Social Media for Customer Reach- Acquisition and Retention - measurement of Digital Media - Analysing Digital Media performance- Analysing website performance- Analyzing Advertising Performance.	6	3	0	9	II
	Invited Talks/Field Visit	3	0	0	3	-
	Total Hours	40	20	0	60	-

Course Outcomes:

- CO1:** Illustrate the various types of digital and social marketing formats.
- CO2:** Sketch the growth of digital sector in India.
- CO3:** Depict the social media industry in India – a complete region wise analysis.
- CO4:** Demonstrate the career growth prospects in media industry.
- CO5:** Emphasize the importance of retail location.

References:

Text Books

1. Michael Miller, (2020), B2B Digital Marketing, Le. Pearson publication, New Delhi.
2. Vandana Ahuja, (2020), Digital Marketing- Oxford university press.
3. Michael R Soloman, Tracy Tuten (2020), Social Media Marketing, Pearson- le publication, New Delhi.

Reference Books:

1. Judy Strauss & Raymond Frost (2020), E-Marketing- Pearson publicaton, New Delhi.
2. Richard Gay, Alan Charles worth and Rita Esen (2007), Online marketing , A customer led approach osford university press.
3. Arup Varma, Pawan S.Budhar, Angelo S.De Nisi (2020), Digital Marketing, Wiley.

Mapping of COs with PSOs and PSOs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PSO 6
CO1	2	2	2	3	2	3	2	3	3	2	2	2
CO2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	2	2	2	3	2	3	2	3	3	2	2	2
CO4	3	3	3	3	3	3	3	3	3	3	3	3
CO5	2	2	2	3	2	3	2	3	3	2	2	2

PRODUCT AND BRAND MANAGEMENT

Course Code: 21RIMP4E38

Credit: 4

Hours: 4/ Week

Programme	MBA	Semester-IV
Cognitive level	K1: Understand the changing business environment. K2: Identify the indicators of management thoughts and practices of product management. K3: Understand fundamental premise underlying market driven strategies.	
Course objectives	<ul style="list-style-type: none"> • To understand the changing business environment for the competitive world. • To identify the indicators of management thoughts and practices. • To understand fundamental premise underlying market driven strategies. • To determine the importance of Brand Equity & Brand Identity. • To analyze the importance of brand association- brand revitalization- brand elimination- brand positioning and Repositioning. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Product Management: Product - Meaning - classification of products - Levels of Products – product hierarchy – product development strategies – product line strategies – product mix strategies – packaging and labelling – new product development.	10	6	0	16	I
II	Product Strategy: Product management roles and responsibilities - product strategy- roadmaps and portfolio planning – product development processes – product life cycle management in manufacturing sector – Failures of product management in the organisation – roles of product manager.	6	3	0	9	I
III	Brand Management: Concept of brand and branding - evolution of brand - brand hierarchy - branding in different sectors – customers - industrial - retail - and service brands - brand power - brand - product relationships - brand – customer relationships - brand loyalty - brand extension - need for extension - types of extensions - brand creation- managing brands.	7	4	0	11	II
IV	Brand Equity & Brand Identity: Brand Equity - Concept and Definitions - measurement - Cost based methods - Price based methods - customer based methods - value addition from branding - brand identity - concepts - perspectives - levels - prism - brand image and brand personality - concepts and dimensions	8	4	0	12	II

	building brand image and personality - managing brand image and personality - assessments of brand image and personality.					
V	Brand Association: Brand over time – forces affecting brands - challenges facing brands - maintaining desired brand association - brand revitalization - brand elimination - Brand positioning and Repositioning concepts – types and strategic implications - market segmentation and brand positioning.	6	3	0	9	II
	Invited Talks/Field Visit	3	0	0	3	-
	Total Hours	40	20	0	60	-

Course Outcomes:

CO1: Understand the fundamental concepts of product management.

CO2: Examine basic concept of product mix- product decisions and product line.

CO3: State concepts of branding.

CO4: Evaluate branding relationship.

CO5: State the importance of brand extensions.

References:

Text Books:

1. A.K.Chitale, (2016), Product Policy and brand Management Text and Cases, PHI Learning- 3rd Revised edition.
2. Product and brand Management, Daniel Slone, Arcler Education Inc, 2017.

Reference Books:

1. Alina Wheeler john Wiley & Sons (2017), Designing brand identity: an Essential Guide forth Whole Branding Team, 5th edition.
2. Tapan K. Panda, (2016), Product and Brand Management - - Oxford University Press - First edition.

Mapping of COs with POs and PSOs												
CO/PO	PO						PSO					
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PSO 6
CO1	3	3	3	3	3	2	2	2	1	1	3	3
CO2	2	2	3	2	3	3	2	2	3	3	2	2
CO3	1	2	2	3	3	2	2	3	2	2	1	2
CO4	3	3	3	3	3	3	1	3	1	1	3	3
CO5	2	2	3	3	3	3	2	2	2	2	2	2

SERVICES MARKETING

CourseCode:21RIMP4E39

Credit:4

Hours:4/Week

Programme	MBA	Semester-IV
Cognitive Level	K1: Understanding the marketing concept - strategies and practices in services. K2: The course will help the students succeed in their potential roles as executives of service organizations. K3: Creating value in service marketing for retention of customers.	
Course Objectives	<ul style="list-style-type: none"> • To perspective on the concepts - frame work and analytical procedures available to service marketers • To resolve the various challenges faced in different situations. • To study about the creating value in service marketing. • To understand the deliver and performance of service marketing. • To study the promises of service marketing maintaining. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction: Nature - Need - classification - Barriers and issues in Services Marketing in the Indian context - Recent trends in the services marketing - Growth of services in World Economies.	8	4	0	12	I
II	Service Quality and Customer Focus : Gap in Service Quality – GAPs model of Service Quality - Expectations and Perceptions - Measuring Service Quality - SERVQUAL - Building Customer relationships and service recovery.	7	4	0	11	I
III	Creating Value in Competitive Market: Positioning - Service Development and designing services - Service Blue Printing - Quality Function Deployment - adding value -Physical evidence and services cape -Role of technology increasing value.	8	4	0	12	II
IV	Delivering and Performing Service: Pricing strategies for services - creating and managing service delivery - Balancing demand and capacity - waiting lines and reservation - Employee Role in Service Delivery - compensation foe sales personnel.	8	4	0	12	II
V	Managing Service Promises: Integrated services marketing communication - Services advertising strategies - integrated model of services quality - Illustrations from Various Service Sectors - Banking - hospital - education - tourism.	7	4	0	11	II
	Invited Talks/Field Visit	2	-	-	2	-
	Total Hours	40	20	0	60	-

Course Outcomes:

- CO1:** Able to understand various issues in services marketing with specific reference to rural marketing.
- CO2:** Student is able to understand pricing strategies of various services.
- CO3:** They would gain confidence in doing services marketing.
- CO4:** The students would gain knowledge in pricing- creating demand and avoiding waiting in service delivery.
- CO5:** They understand and follow the ethical practices in communicating the services to the customer.

References:

Text Books:

1. Christopher Lovelock, J Jochen Wrtz Jayanta Chattajee (2010), Services Marketing, People and Technology, (6th Edition), Pearson Education, New Delhi.
2. Christopher Lovelock, “Services Marketing–People-Technology-Strategy”, Addison Wesley Longman (Singapore), Pearson Education Asia- 2001- 4th Edition.
3. B.Balaji (2008), Services Marketing and Management, Chand & Co., New Delhi.
4. Keka Lahivi (2007), Services Marketing Issues and Cases, The ICFAI University Press- India.
5. Ravi Shankar, (2002), “Services Marketing-the Indian perspectives Text and Readings”, Excel Books New Delhi, 1st edition.

Reference Books:

1. Harsh V.Verma (2018),Services Marketing Text & Cases, Pearson Education in South Asia, New Delhi.
2. K.Rama Mohan Rao (2015), Services Marketing, Pearson Education Rt Lts, New Delhi.
3. Rol and T.Rust Anthony J. Zahorikand Timothy L.Keiningham, (2014), “Services Marketing”, Addison Wesley Longman (Singapore).
4. Valarie A. Zeithmal and Mary Jo Bitner, (2002), “Services Marketing, Integrating Customer Focus Across the Firm”- Tata McGraw-Hill- New Delhi-- 2nd Edition.

Mapping with COs with POs and PSOs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO6
CO1	2	2	1	3	2	2	1	2	1	2	3	3
CO2	3	3	3	3	3	3	3	2	3	3	2	2
CO3	3	3	3	3	3	3	3	2	3	3	2	4
CO4	2	2	1	2	2	2	1	2	1	4	3	2
CO5	3	3	3	3	3	4	3	2	3	3	2	3

EXPORT DOCUMENTATION AND PROCEDURES

Course Code: 21RIMP4E40

Credit: 4

Hours:4/Week

Programme	MBA	Semester-IV
Cognitive Level	K1: Understanding the basic concepts of International marketing. K2: Analyzing the export finance- policy- promotion and regulations. K3: Evaluating the impact of export procedures in global level.	
Course Objectives	<ul style="list-style-type: none"> • To make the students understand the basic concepts of export and import internationally. • To equip the students with an in-depth knowledge on trading policy promotion and regulations. • To make them understand about export documentation. • To provide students a foundation on mobilizing finance for export. • To prepare and follow export procedure in global trade. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	International Marketing: Concepts - marketing process - international trade - marketing strategy - new product planning for export markets - designing product for export - product positioning in overseas markets - product servicing – concept of marketing mis - agent selection and appointment- antidumping duties - countervailing duties - non tariff barriers - TRIM - ASEAN - NAFTA - effects on export - GATT - WTO.	9	4	0	13	I
II	Export Policy- Promotion and Regulations: Aims of India’s Trade Policy – Import Policy and its Features – Features and Objectives of Export Policy of India – Foreign Trade Policy of India – Instruments of Commercial Policy in India - high lights of export import policy of 2018 - Specials Economic Zones schemes - EPCs - Commodity boards - Export Oriented Industrial Park - export oriented units.	8	4	0	12	I
III	Export Documentation: Export Documents – Types of Export Documents – Stages involved in receiving the Payment of Exports – Banking Procedure of Negotiation. Meaning- Definitions and Types of Letter of Credits – shipping bills - Bill of Lading and other documents-Processing of an Export Order.	7	4	0	11	II

IV	Export Finance: Terms of Payment in International Trade – Short Term Sources of Finance –Medium and Long Term Sources of Finance – Foreign Exchange cover - EXIM banks - Credit - guarantees - advisory services - forfeiting - export Credit and Finance System in India - SIDBI - ECGC - standard policies - specific policies and special policies.	7	4	0	1 1	II
V	Export Procedures and Globalization: Procedures - registration - offer and receipt of confirmed order - essentials in an order/contract - producing of goods - excise clearance - Sales Tax exemption and other procedures - shipments - marine insurance policy - shipping and clearing agents- computerization and ADS - New policies in globalization - investment - currency- new trends- global outlook.	7	4	0	11	II
	Invited Talks/Field Visit	2	0	0	2	-
	Total Hours	40	20	0	60	-

Course Outcomes:

CO1: Familiarize students with export and import internationally.

CO2: Equip students with an in-depth knowledge on trading policy promotion and regulations.

CO3: Illustrate and make them understand about export documentation and its preparation.

CO4: Provide students a foundation for finance for export.

CO5: Preparing and following export procedure for global trade scenario.

References

Text Books:

1. Kapoor. D.C. (2002), Export Management, Vikas Publishing House (P) Ltd New Delhi.
2. Kumar.V.(2000), International Marketing, Pearson Education (Singapore), Pvt. Ltd. New Delhi.
3. Shaked Ahmad Siddiqui. Dr. (2011), International Marketing, Dream tech Press, New Delhi.
4. Svend Hollensen (2010), Madhumita Banerjee, Global Marketing, Pearson publications, New Delhi.
5. Warsen J. Keegan, Mark C.Green, (2005), Global Marketing- Dorling Kindersley (India) PvtLtd - New Delhi.
6. Balagopal.T. A. S (2004), Export Management- Himalaya Publishing House - New Delhi.

Mapping with COs and POS with PSOs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	1	3	2	4	1	2	1	2	3	3
CO2	3	3	3	3	3	5	3	2	3	3	2	4
CO3	3	3	3	3	3	5	3	2	3	3	2	5
CO4	2	2	1	2	2	4	1	2	1	2	4	4
CO5	3	3	3	3	3	5	3	2	3	3	2	5

SYSTEMS MANAGEMENT - ELECTIVES

Course Code	Course
21RIMP4E46	Business Analytics
21RIMP4E47	Data Mining and Warehousing
21RIMP4E48	Cloud Computing
21RIMP4E49	Knowledge Management
21RIMP4E50	Internet of Things (IoT)

BUSINESS ANALYTICS

Course Code :21RIMP4E46

Credit: 4

Hours: 4/Week

Programme	MBA	Semester- III
Cognitive Level	K1: Identify the analytics of business and its advantages. K2: Explain the various types of business analysis. K3: Know the managing resources for business analytics.	
Course Objectives	<ul style="list-style-type: none"> • To use business analytics for decision making. • To apply the appropriate analytics and generate solutions. • To model and analyse the business situation using analytics. • To understand the management of work related stress at an individual and organizational level. • To develop and implement effective strategies to prevent and manage stress at work. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units For CFA
I	Introduction to Business Analytics (BA) : Business Analytics - Terminologies - Process - Importance - Relationship with Organisational Decision Making - BA for Competitive Advantage.	8	4	0	12	I
II	Managing Resources for Business Analytics: Managing BA Personnel - Data and Technology - Organisational Structures aligning BA - Managing Information policy - data quality and change in BA.	7	4	0	11	I
III	Descriptive Analytics: Introduction to Descriptive analytics - Visualising and Exploring Data - Descriptive Statistics - Sampling and Estimation - Probability Distribution for Descriptive Analytics - Analysis of Descriptive analytics.	8	4	0	12	II
IV	Predictive Analytics: Introduction to Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modeling and procedure -Data Mining for Predictive analytics - Analysis of Predictive analytics	8	4	0	12	II
V	Prescriptive Analytics: Introduction to Prescriptive analytics - Prescriptive Modeling - Non Linear Optimization - Demonstrating Business Performance Improvement.	7	4	0	12	II
	Invited Talks /Field Visit	2	-	-	2	-
	Total Hours	40	20	0	60	-

Course Outcome:**CO1:** Ability to understand the role of Business Analytics in decision making.**CO2:** Ability to identify the appropriate tool for the analytics scenario.**CO3:** Ability to apply the descriptive analytics tools and generate solutions.**CO4:** Understanding of Predictive Analytics and applications.**CO5:** Knowledge of Prescriptive Analytics and demonstrating business process improvement.**References:****Text Books****Reference Books:**

1. Christian Albright S and Wayne L. Winston (2015), "Business Analytics - Data Analysis and Decision Making", Fifth edition, Cengage Learning-2.
2. James R. Evans (2012), "Business Analytics- Methods- Models and Decisions", Pearson Edition.
3. MarcJ. Schniederjans, Dara G. Schniederjans and Christopher M. Starkey, (201), "Business Analytics Principles, Concepts, and Applications -What-Why-and How", Pearson Edition.

Mapping of Cos with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	3	3	3	3	3	2	2	2	1	3	1
CO2	2	2	3	2	3	3	3	2	2	3	3	3
CO3	1	2	2	3	3	3	2	2	3	2	3	2
CO4	3	3	3	3	3	3	3	1	3	1	3	1
CO5	2	2	3	3	3	3	3	2	2	2	3	2

DATAMINING AND WAREHOUSING

Course Code: 21RIMP4E47

Credit:4

Hours:4/Week

Programme	MBA	Semester- IV
Cognitive Level	K1: Familiarise with the evolution of data mining and warehousing. K2: Learnt about data mining and warehousing. K3: Ability to carry out data mining and warehousing.	
Course Objectives	<ul style="list-style-type: none"> • To understand and implement classical models. • To learnt about algorithms in data ware houses and data mining. • To master data mining techniques in various applications like social-scientific and environmental context. • To develop skill in selecting the appropriate data mining algorithm for solving practical problems. • To learnt about the usage of data warehouse. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction: The Evolution Of Data Warehousing (The Historical Context)- The Data Warehouse- A Brief History - Characteristics - Operational Database Systems and Data Warehouse (OLTP & OLAP)-Today's Development Environment.	8	0	4	12	I
II	Data Processing: Data Marts - Meta data - Multidimensional Data Models- Types of Data and Their Uses - from Tables and Spreadsheets to Data Cubes- Identifying Facts and Dimensions- Designing Fact Tables.	8	0	4	12	I
III	Data Warehousing: Principles of Data Warehousing (Architecture and Design Techniques) - System Processes - Data Warehousing Components - Architecture for a warehouse - Three-tier Data Warehouse Architecture - Steps for the design and construction of Data Warehouses.	8	0	4	12	II
IV	Data Mining: Data Mining - Introduction - Motivation - Importance - Knowledge Discovery Process - KDD and Data Mining - classification of data mining systems - Major issues -from Data warehousing to data Mining.	8	0	4	12	II
V	Data Integration: Data Integration and Transformation - Data Reduction - Data Warehouse and OLAP Technology for Data Mining - data warehouse - Architecture - Implementation -Data	8	0	4	12	II

	warehouse usage.					
	Invited Talks/Field Visit	0	0	0	0	-
	Total Hours	40	20	0	60	-

Course Outcomes:

CO1: Analyze the basic concepts of data warehousing and the required skills to develop and use them.

CO2: Apply the methods and techniques for preprocessing of data.

CO3: Describe the designing of Data Warehousing to solve the root problems.

CO4: Explain different methodologies used in data mining and data warehousing.

CO5: Compare different approaches of data warehousing and datamining with various technologies.

References :

Text Book

1. Krzysztof J. Cios- Witold Pedrycz, Roman W. Swiniarski (2017), "Data mining: A Knowledge Discovery Approach" -Springer.

Reference Books

- 1 Hand D.J. Heikki Mannila, Padhraic Smyth (2011), "Principles of data mining" MIT Press.
- 2 Soumen Chakrabarti-EarlCox-Ian H.Witten, Morgan Kaufmann (2018), "Data mining : knowitall".

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PS O 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	2	3	2	3	2	3	3	2	2	2
CO2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	2	2	2	3	2	3	2	3	3	2	2	2
CO4	3	3	3	3	3	3	3	3	3	3	3	3
CO	2	2	2	3	2	3	2	3	3	2	2	2
CO5	3	3	3	3	3	3	3	3	3	3	3	3

CLOUD COMPUTING

Course Code: 21RIMP4E48

Credit:4

Hours:4/Week

Programme	MBA	Semester- IV
Cognitive Level	K-1: Recall the Major Players in Cloud Computing. K-2: Understand the Pros and cons of Virtualization. K-3: Able to carry out cloud computing.	
Course Objectives	<ul style="list-style-type: none"> • To provide comprehensive and in-depth knowledge of Cloud Computing concepts. • To disseminate Cloud Computing fundamental issues. • To explain the technologies- applications and implementations. • To provide the basic ideas and principles in data center design. • cloud management techniques and cloud software deployment considerations. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Cloud: Definition - Benefits - Usage Scenarios - History of Cloud Computing - Cloud Architecture -Types of Clouds - Business models around Clouds – Major Players in Cloud Computing - Issues in Clouds - Eucalyptus - Nimbus - Open Nebula - Cloud Sim.	8	4	0	12	I
II	Types of Cloud services: Software as a Service - Platform as a Service – Infrastructure as a Service - Data base as a Service -Monitoring as a Service – Communication as services - Service Providers - Google -Amazon - Microsoft Azure - IBM - Sales force.	8	4	0	12	I
III	Email Communication Over the Cloud: CRM Management - Project Management - Event Management - Task Management – Calendar - Schedules - Word Processing – Presentation –Spread sheet - Data bases – Desktop - Social Networks and Groupware.	8	4	0	12	II
IV	Need for Virtualization: Pros and cons of Virtualization – Types of Virtualization – SystemVm-ProcessVM -Virtual Machine monitor – Virtual machine properties - Interpretation and binary translation - HLLVM - Hypervisors – Xen - KVM - VMWare - Virtual Box.	8	4	0	12	II
V	Security in Clouds: Cloud security challenges – Software as a Service Security -Common Standards - The Open Cloud Consortium – The Distributed management Task Force – Standards for application Developers – Standards for Messaging – Standards for Security -End user access to cloud computing - Mobile Internet devices and the cloud.	8	4	0	12	II
	Invited Talks/Field Visit	0	0	0	0	-

Total Hours	40	20	0	60	-
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Course Outcomes:

CO1: Describe the key technologies - architecture - strengths - limitations and applications of cloud computing and explain the types and service models of cloud.

CO2: Deploy applications over commercial cloud computing infrastructures such as Amazon Web Services - Windows Azure - and Google App Engine.

CO3: Communicate through cloud for the management and improvement of business organization.

CO4: Understand different CPU-memory and I/O virtualization techniques that serve in offering software - computation and storage services on the cloud.

CO5: Describe the core issues such as security-privacy-and interoperability in cloud platform.

References :

Text Books

1. James E Smith- RaviNair (2006), Virtual Machines Morgan Kaufmann Publishers.
2. John Ritting house & James Ransome (2010), Cloud Computing - Implementation - Management and Strategy - CRC Press.
3. Michael Miller (2018), Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Que Publishing-August.

Reference Books

- 1 5.G.J.Popek- R.P. Goldberg (2014), Formal requirements for virtualizable third generation Architectures- Communications of the ACM- No. 7- Vol.17- July1974.
- 2 Anthony T Velte- Toby J Velte- Robert El senpeter (2010)-Cloud Computing: A Practical Approach- Tata McGraw-Hill.
- 3 David E.Y. Sarna (2011), Implementing and Developing Cloud Application - CRC press.
- 4 Haley Beard (2010), Best Practices for Managing and Measuring Processes for Ondemand Computing- Applications and Data Centers in the Cloud with SLAs- Emereo Pty Limited-.
- 5 Lee Badger - Tim Grance - Robert Patt-Corner- Jeff Voas (2011)- NIST- Draft cloud computing synopsis and recommendation- May.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	2	3	2	3	2	3	3	2	2	2
CO2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	2	2	2	3	2	3	2	3	3	2	2	2
CO4	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3

KNOWLEDGE MANAGEMENT

Course Code: 21RIMP4E49

Credit:4

Hours:4/Week

Programme	MBA	Semester-IV
Cognitive Level	K1: Recall the concepts related to knowledge management. K2: Explain the methods and techniques applied. K3: Apply the concepts in business .	
Course Objectives	<ul style="list-style-type: none"> • To understand the drivers of knowledge management. • To explain the steps in Knowledge Management implementation. • To understand Knowledge Management Strategy development. • To compare the Knowledge Management and its relationship with Artificial Intelligence. • To implement knowledge Management system development. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction: Definition – knowledge Management – intellectual capital –knowledge types – components of knowledge – tacit and explicit knowledge organizational learning & organizational memory – objectives of knowledge management – drivers of knowledge management – aligning knowledge management and business strategy.	8	4	0	12	I
II	Knowledge Management Activities: cyclic model of Knowledge Management – Knowledge repository – reasons for adopting knowledge management – responsibilities of Knowledge Management – Officer – Steps in Knowledge Management implementation – knowledge Management team constitution – role of consultants.	8	4	0	12	I
III	Knowledge Management Strategy: Strategy development Knowledge management tools – methods and technologies – cost consideration of developing KMS – key success factors – measurement of success factors – bench marking and balanced scorecard technique – common causes of familiar of Km projects.	8	4	0	12	II
IV	Artificial Intelligence: Knowledge Management and its relationship with Artificial Intelligence – AI methods used in Knowledge Management Systems – Study of reprehensive products with embedded AI technology used in KM- experts systems- fuzzy logic expert system- intelligent agents.	8	4	0	12	II
	Data Mining: warehousing – knowledge discovery – electronic document management concepts – knowledge	8	4	0	12	II

V	Management system development – prototype –software tools – Case studies.					
	Invited Talks/Field Visit	0	0	0	0	-
	Total Hours	40	20	0	60	-

Course Outcome:

CO1: Understood the drivers of knowledge management.

CO2: Able to explain the steps in Knowledge Management implementation.

CO3: Have the familiarity of Knowledge Management Strategy development.

CO4: Able to compare the Knowledge Management and its relationship with Artificial Intelligence.

CO5: Able to implement knowledge Management system development.

References:

1. Amrit Tiwana (2015), Knowledge Management tool kit.
2. Addition Wesley (2000), Practical techniques for building a knowledge management system- - Pearson Education Asia Ltd.- India.

Other Resources: www.londoninternational.ac.uk-www.ugc.edu.hk

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	2	3	2	3	2	3	3	2	2	2
CO2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	2	2	2	3	2	3	2	3	3	2	2	2
CO4	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3

INTERNET OF THINGS (IoT)

Course Code: 21RIMP4E50

Credit:4

Hours:4/Week

Programme	MBA	Semester-IV
Cognitive Level	K1: Recall the IoT enabling technologies. K2: Explain the IoT architecture. K3: Apply Data Analytics for IoT.	
Course Objectives	<ul style="list-style-type: none"> • To understand the fundamentals of Internet of Things. • To learn about the basics of IoT protocols. • To build a small low cost embedded system using Raspberry Pi. • To apply the IoT equipments. • To apply the concept of Internet of Things in the real world scenario. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction To IoT - Internet of Things - Physical Design- Logical Design- IoT Enabling Technologies - IoT Levels & Deployment Templates - Domain Specific IoTs - IoT and M2M - IoT System Management with NETCONF-YANG- IoT Platforms Design Methodology.	8	4	0	12	I
II	IoT Architecture - M2M high-level ETSI architecture - IETF architecture for IoT - OGC architecture - IoT reference model - Domain model - information model - functional model - communication model - IoT reference architecture.	7	4	0	11	I
III	IoT Protocols - Protocol Standardization for IoT – Efforts – M2M and WSN Protocols – SCADA and RFID Protocols – Unified Data Standards – Protocols – IEEE 802.15.4 – BACNet Protocol – Modbus– Zigbee Architecture – Network layer – 6 Low PAN - CoAP - Security.	8	4	0	12	II
IV	Building IoT With Raspberry PI & Arduino - Building IOT with RASPERRY PI- IoT Systems - Logical Design using Python – IoT Physical Devices & Endpoints - IoT Device -Building blocks -Raspberry Pi -Board - Linux on Raspberry Pi - Raspberry Pi Interfaces -Programming Raspberry Pi with Python - Other IoT Platforms - Arduino.	8	4	0	12	II

V	Case Studies And Real-World Applications - Real world design constraints - Applications - Asset management- Industrial automation- smart grid- Commercial building automation- Smart cities - participatory sensing - Data Analytics for IoT – Software & Management Tools for IoT Cloud Storage Models & Communication APIs - Cloud for IoT - Amazon Web Services for IoT.	9	4	0	13	II
	Invited Talks/Field Visit	0	0	0	0	-
	Total Hours	40	20	0	60	-

Course Outcomes:

CO1: Recall the IOT and importance of IoT.

CO2: Analyze various protocols for IoT.

CO3: Develop web services to access/control IoT devices.

CO4: Design a portable IoT using Raspberry Pi.

CO5: Deploy an IoT application and connect to the cloud.

References:

Text Books:

1. Arshdeep Bahga, Vijay Madiseti, (2015), Internet of Things, A hands on approach, Universities Press.
2. Dieter Uckelmann, Mark Harrison, Michahelles, Florian (Eds) (2011), Architecting the Internet of Things, Springer.
3. Honbo Zhou (2021), The Internet of Things in the Cloud: A Middleware Perspective, CRC Press.
4. Jan Ho" ller, Vlasios Tsiatsis , Catherine Mulligan, Stamatis , Karnouskos, Stefan Avesand.
5. David Boyle (2014), "From Machine to Machine to the Internet of Things , Introduction to a New Age of Intelligence", Elsevier,.
6. Olivier Hersent, David Boswarthick, Omar Elloumi (2012), The Internet of Things – Key applications and Protocols, Wiley.

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	2	2	2	3	2	3	2	3	3	2	2	2
CO2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	2	2	2	3	2	3	2	3	3	2	2	2
CO4	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3

COMPREHENSIVE VIVA-VOCE- IV

Course Code: 21RIMP0421

Credit: 1

Hours: 0

Programme	MBA	Semester- IV
Cognitive Level	K1: Recall the subjects concept. K2: Ability to explain subject concepts to solve business problems. K3: Adapt to frame their own proactive strategy.	
Course Objective	<ul style="list-style-type: none">• To assess the comprehensive understanding of the courses studied by the students during the First semester of the MBA programme.• To assess the students familiarity of the subject concepts studied.• To create an opportunity to apply the concepts in a given situations.• To pre-check their abilities and giving tips to develop in the logging area.• To get exposure about the present condition of the industry.	

Contents

METHODOLOGY:

At the end of the fourth semester the overall proficiency of every student on the course studied during the semester will be assessed for 50 marks through viva-voce jointly by **an external expert** and an Internal faculty member nominated by the Head of the Department of RIM.

DISSERTATION

Course Code: 21RIMP04DD

Credit: 6

Hours: 0

Every student has to submit a dissertation in the fourth semester. The schedule for dissertation during the IV semester will be:

- Finalization of Research Design (First 3 weeks);
- Review of Literature & construction of Tools (4th - 6th week);
- Data Collection (7th - 9th week);
- Data Analysis (10th - 12th Week);
- Report writing and submission (13th - 15th Week).

At the end of the 15th week- students have to submit a dissertation which will be evaluated individually and jointly by an external examiner and the internal supervisor under intimation to the Controller of Examinations.

Marks Distribution

Evaluation of Report (Guide/Supervisor - Internal)	75
Evaluation of Report (External Member)	75
Evaluation of Performance through Viva-Voce (Joint)	50
	<hr/>
	200

**VALUE ADDED COURSE -II
IV - SEMESTER**

VALUE ADDED COURSE

Course Code	Course Title	Credit
21RIMP4VA3	Fuzzy Logic For Management Decision Making	2
21RIMP4VA4	Emotional Intelligence	2
21RIMP4VA5	The Foundations of Happiness at Work	2

FUZZY LOGIC FOR MANAGEMENT DECISION MAKING

Course Code: 21RIMP4VA3

Credit: 2

Hours: 2/Week

Programme	MBA	SEMESTER - IV
Cognitive Level	K 1: Recall and learn the FUZZY Union. K 2: Understand the principles of FUZZY relations K 3: Analyse the Fuzzy Model.	
Course Objectives	<ul style="list-style-type: none"> • To explain about the FUZZT Sets. • To learn the concept of interface and FUZZY reasoning. • To analyse the Sugeno models. • To understand the algorithms. • To reveal the concepts of framework of ANFIS. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	FUZZY Sets: Introduction - Definitions & Terminologies - Formulation and Parameterisation of Membership Functions - Fuzzy Union-Intersection and Complement.	7	4	-	11	1
II	FUZZY Rules And Reasoning: Extension Principle and Fuzzy Relations - Linguistic Variables and Fuzzy If-Then rules - Compositional rule of inference and fuzzy reasoning.	7	4	-	11	1
III	FUZZY Applications In Management Decision: Fuzzy Models - Mamdani and Sugeno models. Applications in Management Decision making.	8	4	-	12	II
IV	Adaptive Neuro Fuzzy Inference System (ANFIS): Architecture - Hybrid Learning Algorithm - ANFIS and RBFN cross fertilization - ANFIS as a Universal Approximator.	7	4	-	11	II
V	Coactive Neuro FUZZY Modelling: Framework of Generalised ANFIS - multiple I/O Systems- Architectural comparisons. Neuron functions for Adaptive networks - Neuro-Fuzzy Spectrum - Analysis of Adaptive Learning	7	4	-	11	II

	Capability.					
	Invited Talks /Field Visit	4	-	-	4	-
	Total Hours	40	20	-	60	-

Course Outcomes:

CO1: Understand the basics and terminologies of fuzzy.

CO2: Understand the principles and relations of fuzzy.

CO3: The student will understand the applications of fuzzy.

CO4: Learn about the architecture of adaptive neuro fuzzy inference system.

CO5: The students will understand the neuro-fuzzy systems to management decision making situations.

References:

Reference Books:

1. Jang J.S.R.- Sun C.T. and Mizutani E- Neuro-Fuzzy and Soft Computing - A computational Approach to Learning and Machine Intelligence- Pearson Education- 2007.
2. Sundareswaran K- A Learner's guide to Fuzzy Logic Systems- Jaico Publishing House- 2005.

Mapping of Cos with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	3	3	2	2	1	2	3	2	2	3	3
CO2	2	2	1	3	3	3	1	2	2	2	3	1
CO3	3	2	3	2	2	3	3	3	1	1	2	3
CO4	2	2	3	3	2	2	2	1	1	2	2	3
CO5	1	2	2	3	2	2	1	1	2	2	1	2

EMOTIONAL INTELLIGENCE

Course Code: 21RIMP4VA4

Credit: 2

Hours: 2/Week

Programme	MBA	Semester - IV
Cognitive Level	K 1: Remembering the theories of emotions. K 2: Recall the emotional competency inventory. K 3: Analyse the emotional literacy about the students and labours.	
Course Objectives	<ul style="list-style-type: none"> • To understand the difference between EQ and IQ. • To analyse the self-awareness. • To make familiar about the emotional literacy training. • To explain about the emotional intelligence at work place. • To develop the emotional competencies through relationship at work. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	Introduction to Emotional Intelligence: Emotional Brain - Theories of Emotion - Emotional Intelligence - concept and its evolution Differences between emotional quotient and intelligent quotient.	7	4	-	11	1
II	Emotional Competencies: The emotional competency frame work-Self awareness - self regulation - motivation - social awareness (empathy) and Social skill (relationship management) - Measuring Emotional Intelligence - The emotional competency inventory.	7	4	-	11	1
III	Emotional Literacy: Emotional intelligence and emotional literacy - Managing aggression and depression - Emotional literacy training - developing emotional skill (awareness) - cognitive skills and behavioural skill.	8	4	-	12	II
IV	Emotional Intelligence at Workplace: The role of EI in leadership - EI and Leadership styles - Need of EI in Building Teams.	7	4	-	11	II
V	Emotional Learning in organizations: Training of EI in organization - developing emotional competencies through relationship at work and implementing EI programs.	7	4	-	11	II
	Invited Talks /Field Visit	4	-	-	4	-
	Total Hours	40	20	-	60	-

Course Outcomes

CO1: Explains the concepts and perceptives of emotional intelligence.

CO2: Demonstrates the application of emotional competencies in their personal and professional life.

CO3: Describes the role of emotional intelligence and its effectiveness in the workplace.

CO4: Make familiar about EI Leadership.

CO5: To understand the implement of EI Programs.

References:

Text Book:

1. Cary Cherniss- Daniel Goleman (1997). The Emotionally Intelligent Workplace: How to Select For- Measure- and Improve Emotional Intelligence in Individuals- Groups- and Organizations Intelligence.
2. Goleman Daniel (2019) -Working with emotional intelligence- Bantam Books.

Reference Books:

1. Abad Ahmad-O PChopra (2016)- PassiontoWin- Excel Books Pvt. Limited.
2. Goleman Daniel (2002).The new leaders transforming the art of leadership into the science of results.
3. Joseph .P.T. (2011)-The Nine Managerial styles of the Enneagram- Response Books.
4. Little Brown A. (2003)- Time Warner Book U.K.
5. Robert KCooper- Aryan Sawaf (1997) –Emotional Intelligence in Business- Orion

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	3	3	2	2	1	2	3	2	2	3	3
CO2	2	2	1	3	3	3	1	2	2	2	3	1
CO3	3	2	3	2	2	3	3	3	1	1	2	3
CO4	2	2	3	3	2	2	2	1	1	2	2	3
CO5	1	2	2	3	2	2	1	1	2	2	1	2

THE FOUNDATIONS OF HAPPINESS AT WORK

Course Code: 21MBAP0VA1

Credit: 2

Hours: 50

Programme	MBA	Semester-IV
Cognitive Level	K1: Explain what happiness at work looks like; K2: Understand why the happiness at work is matter now; K3: Cultivate the happiness at work, Bring scientific insight to modern work.	
Course Objectives	<ul style="list-style-type: none"> • To define and explain the need for happiness at work; • To bring out the relationship between happiness at work and improve performance of individual employees. • To elevate the organisation in terms of innovation- productivity- engagement- relation and quality of work; • To identify common barriers to work happiness both at the individual and cultural level; and • To create an effective strategy to increase happiness. 	

Units	Contents	Lecture Hours	Tutorial Hours	Practical Hours	Total Hours	Units for CFA
I	The benefits of Humour at Work: How to find humour at work – Science of happiness – the personal- social- and professional advantages of happiness at work.	7	1	0	8	I
II	Case Studies: Case Studies and research studies to boost practical ways of bringing happiness.	8	2	0	10	I
III	Happiness and Performance of Employees: Performance of organisation – innovation – productivity – quality at work.	9	3	0	12	II
IV	Barriers and Pitfalls: Identify barriers and pitfalls to achieve happiness at work.	9	2	0	11	II
V	Strategies for Happiness: Strategy for evaluating levels of happiness within an organisation- family- society and nation – assessment – change in attitude and behaviour of individual and organisation.	7	2	0	9	II
	Total Hours	40	10	0	50	-

Course Outcomes:

CO1: Students would able to understand what happiness is at work;

CO2: They would able to relate happiness at work and performance of individual and organisation.

CO3: Students would able to identify the barriers to work happiness and find strategy to overcome it.

CO4:The students would come out of the barriers and cherries their life.

CO5: The Students will find the way to perform the duties for their nation, society and family in strategic way.

Reference:

<https://www.my-mooc.com>

Mapping of COs with PSOs and POs												
CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6
CO1	3	3	3	2	2	1	2	3	2	2	3	3
CO2	2	2	1	3	3	3	1	2	2	2	3	1
CO3	3	2	3	2	2	3	3	3	1	1	2	3
CO4	2	2	3	3	2	2	2	1	1	2	2	3
CO5	1	2	2	3	2	2	1	1	2	2	1	2