



JEPPIAAR INSTITUTE OF TECHNOLOGY

(An Autonomous Institution)

Self-Belief | Self-Discipline | Self-Respect

Kunnam, Sunguvarchatram, Sriperumbudur-631604



DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION
AUTONOMOUS SYLLABUS
REGULATION 2024





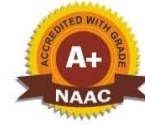


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ESTD. 2011



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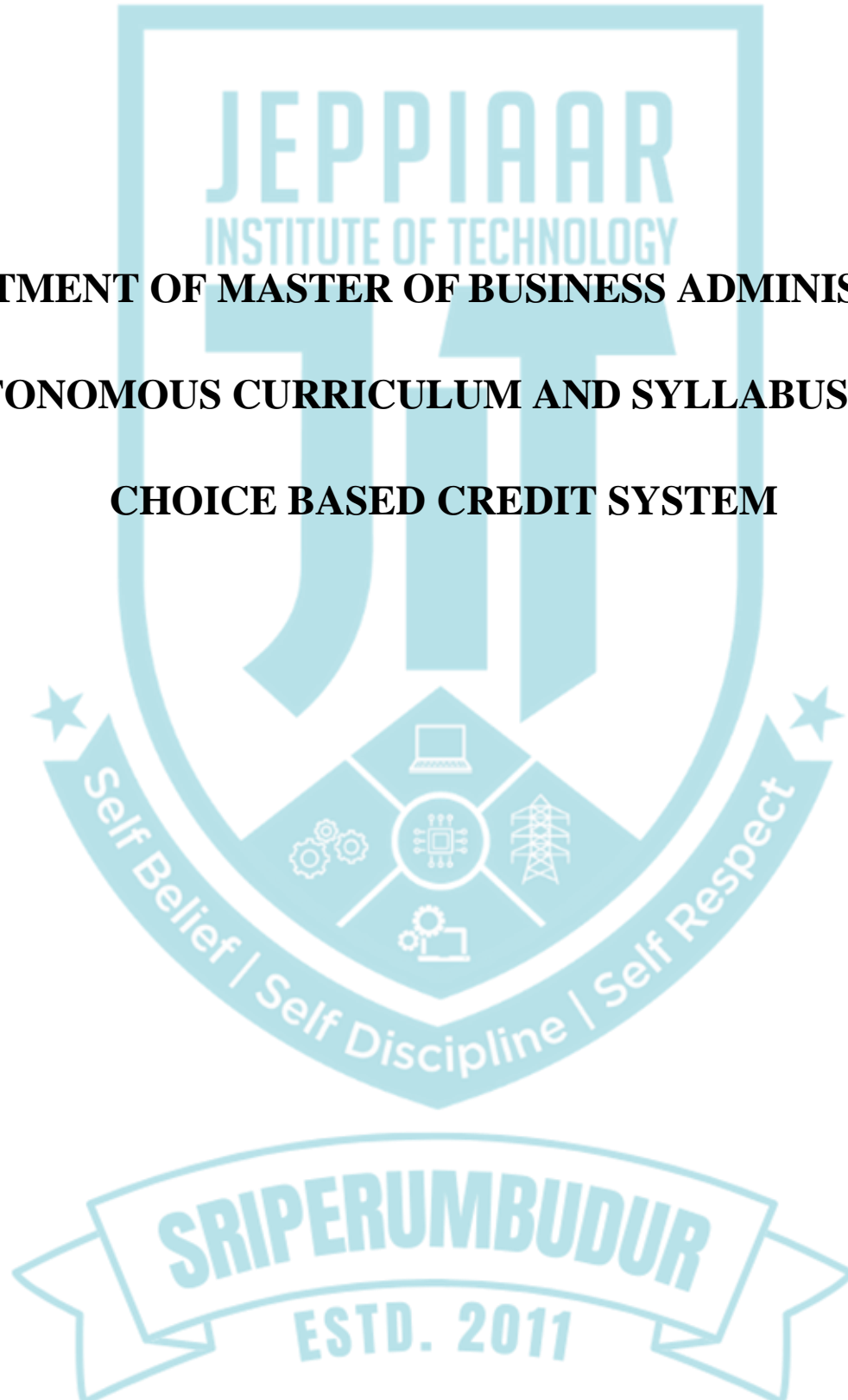
Kunnam, Sunguvarchatram, Sriperumbudur-631604



DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

AUTONOMOUS CURRICULUM AND SYLLABUS R 2024

CHOICE BASED CREDIT SYSTEM





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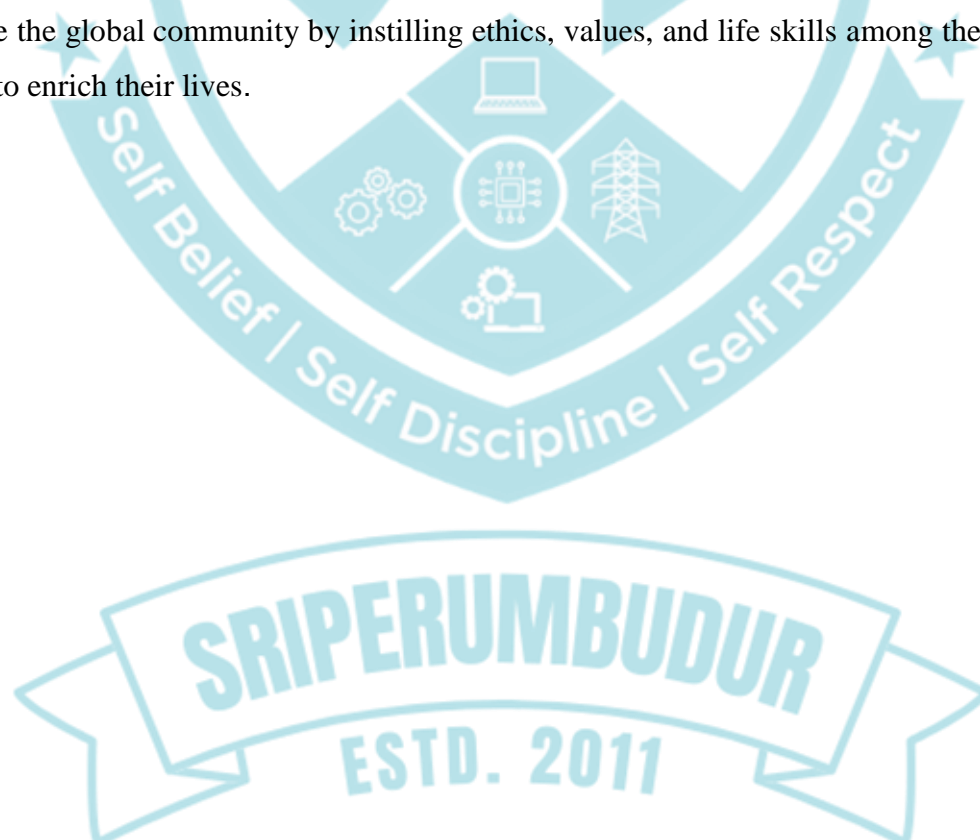
VISION AND MISSION OF THE INSTITUTION

INSTITUTE VISION

- ❖ Jeppiaar Institute of Technology aspires to provide technical education in futuristic technologies with the perspective of innovative, industrial, and social applications for the betterment of humanity.

INSTITUTE MISSION

- ❖ To produce competent and disciplined high-quality professionals with the practical skills necessary to excel as innovative professionals and entrepreneurs for the benefit of society.
- ❖ To improve the quality of education through excellence in teaching and learning, research, leadership, and by promoting the principles of scientific analysis, and creative thinking.
- ❖ To provide excellent infrastructure, serene, and stimulating environment that is most conducive to learning.
- ❖ To strive for productive partnership between the Industry and the Institute for research and development in the emerging fields and creating opportunities for employability.
- ❖ To serve the global community by instilling ethics, values, and life skills among the students needed to enrich their lives.





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VISION AND MISSION OF THE DEPARTMENT

DEPARTMENT VISION

- ❖ To provide inclusive growth by imparting professional education to achieve a center of excellence by developing innovative, industrial and social entrepreneurs, proactive leaders and Critical thinkers and managers through continuous learning towards business management and Research for the betterment of the humanity.

DEPARTMENT MISSION

M1:To develop competent, disciplined and high quality professionals by providing a value- based education and imparting necessary skills to excel in their profession and in entrepreneurship for the benefit of the society

M2:To improve managerial, leadership and entrepreneurial skills by involving in teaching-learning process and in research through scientific analysis and creative thinking.

M3:To provide integrated technology and management theories to augment worldwide business practices.

M4:To foster for Industry-Institute Interaction for Research and Development in the emerging fields and creating opportunities for employability and entrepreneurship

M5:To promote lifelong learning through exposure to the corporate world and by upholding ethical values and Social Responsibility to enrich the lives of mankind.

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs) :

MBA programme curriculum is designed to prepare the post graduate students

- I. To have a thorough understanding of the core aspects of the business.
- II. To provide the learners with the management tools to identify, analyze and create business opportunities as well as solve business problems.
- III. To prepare them to have a holistic approach towards management functions.

PROGRAMME OUTCOMES (POs):

PO1: Business Knowledge:

An understanding of management skills in their areas of specialization in fields of Finance, Human Resources, Marketing, Production, Supply Chain and Logistics, Healthcare, Banking and Insurance enabling enriched global business impact

PO2 Critical Thinking and Problem Analysis:

Ability to Identify, Formulate and Analyze the contemporary issues in the business process by critical thinking to identify the best strategic alternatives.

PO3 Conduct investigations of complex Problems:

Conduct investigation using appropriate research design and analyze the qualitative and quantitative data by suitable research tools and techniques to solve the complex problem with detailed interpretation.

PO4 Strategic Decision Making and solutions:

Apply technology and Brain Storm the innovative ideas to enhance organizational efficiency and choose the optimal strategic decision for obtaining effective solutions

PO5 Modern tool usage:

Ability to utilize the advanced contemporary tools and techniques for predictive analysis and modeling of the complex business issues to sustain and flourish in the dynamic business environment.

PO6 Entrepreneurial Skills

Ability to business ideas, develop business plans, understand regulatory requirements, and locate sources of finance to start, manage and sustain new business ventures

PO7 Environment and sustainability:

Ability to understand the business environment and develop legal and ethical strategic plan that align with societal and environmental context for the purpose of sustainable development in the business.

PO8 Professional Integrity:

Ability to address the social, legal, cultural diversity issues through ethical and value based.

PO 9 Team work:

Ability to function effectively on multi-disciplinary teams with extensive participation

PO 10 Communication:

Ability to communicate effectively and clearly, to comprehend, write, prepare and make effective presentations.

PO11 Global Business Opportunities:

Ability to demonstrate the management principles and understand the diverse opportunities in the management functions and apply those as an Entrepreneur, Projects, field Work, Consultancy, and work in the Multidisciplinary business environment.

PO12 Life-long learning:

Ability to empathize the impact of changing management concepts and thoughts on society and create awareness of contemporary issues through independent and lifelong learning.

PROGRAMME SEPCIC OBJECTIVES (PSO):

- ❖ To imbibe the students with requisite domain knowledge, skills & right attitude necessary to provide effective leadership in a global environment.
- ❖ To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy & Society.

- ❖ To inculcate proactive thinking to ensure effective performance in the dynamic socio-economic and business environment.
- ❖ To harness entrepreneurial approach and skillsets aligned for lifelong learning.





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DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION AUTONOMOUS CURRICULUM R2024 (CBCS)

SEMESTER – I

S.NO	COURSE CODE	SUBJECT	CAT	L	T	P	C	CAE	SEE	TOTAL
THEORY										
1.	AMB101	Statistical Methods for Business	PC	4	0	0	3	40	60	100
2.	AMB102	Fundamentals of Management and Organizational Behavior	PC	4	0	0	3	40	60	100
3.	AMB103	Accounting for Management	PC	4	0	0	3	40	60	100
4.	AMB104	Legal Aspects of Business	PC	4	0	0	3	40	60	100
5.	AMB105	Managerial Economics	PC	4	0	0	3	40	60	100
6.	AMB106	Information Management	PC	4	0	0	3	40	60	100
7.		Non-Functional Elective	NEC	4	0	0	3	40	60	100
PRACTICAL										
8.	AMB301	Data Analysis and Business Modelling Lab - I	EEC	0	0	2	1	60	40	100
10.	AMC151	Professional Body Activity /Entrepreneurship Development /Business Modelling/Minor Project	MC	0	0	0	0	0	0	0
11.	AMC152	Community Development Project / MOOC / Outbound Experiential Learning Programme	MC	0	0	0	0	0	0	0
TOTAL CREDITS							22	340	460	800

SEMESTER – II

S.N O	COURSE CODE	SUBJECT	CAT	L	T	P	C	CAE	SEE	TOTAL
THEORY										
1.	AMB107	Applied Operations Research	PC	4	0	0	3	40	60	100
2.	AMB108	Financial Management	PC	4	0	0	3	40	60	100
3.	AMB109	Human Resource Management	PC	4	0	0	3	40	60	100
4.	AMB110	Business Research Methods	PC	4	0	0	3	40	60	100
5.	AMB111	Operations Management	PC	4	0	0	3	40	60	100
6.	AMB112	Foundation for Business Analytics	PC	4	0	0	3	40	60	100
7.	AMB113	Marketing Management	PC	4	0	0	3	40	60	100
PRACTICAL										
8.	AMB302	Data Analysis and Business Modelling Lab – II	EEC	0	0	2	1	60	40	100
10.	AMC153	Social Immersion / Leadership Talk Series	MC	0	0	0	0	0	0	0
11.	AMC154	Community Development Project / MOOC / Outbound Experiential Learning Programme	MC	0	0	0	0	0	0	0
TOTAL CREDITS							22	340	460	800



SEMESTER – III										
S.N O	COURSE CODE	SUBJECT	CAT	L	T	P	C	CAE	SEE	TOTAL
THEORY										
1.	AMB114	Strategic Management	PC	4	0	0	3	40	60	100
2.	AMB115	International Business	PC	4	0	0	3	40	60	100
3.		Elective – I	PEC	4	0	0	3	40	60	100
4.		Elective – II	PEC	4	0	0	3	40	60	100
5.		Elective – III	PEC	4	0	0	3	40	60	100
6.		Elective – I	PEC	4	0	0	3	40	60	100
7.		Elective – II	PEC	4	0	0	3	40	60	100
8.		Elective – III	PEC	4	0	0	3	40	60	100
PRACTICAL										
9.	AMB303	Big Data Analytics Lab	EEC	0	0	2	1	60	40	100
10.	AMB304	Summer Internship	EEC	0	0	2	1	100		100
11.	AMC155	Community Development Project / MOOC / Outbound Experiential Learning Programme	MC	0	0	0	0	0	0	0
TOTAL CREDITS							26	480	520	1000

SEMESTER – IV										
S.NO	COURSE CODE	SUBJECT	CAT	L	T	P	C	CAE	SEE	TOTAL
1.	AMB305	Project Work /Business Incorporation	EEC	0	0	20	10	100	100	200
PRACTICAL										
2.	AMC156	Community Development Project / MOOC / Outbound Experiential Learning Programme	MC	0	0	0	0	0	0	0
TOTAL CREDIT							10	100	100	200

SEMESTER	CREDITS	TOTAL MARKS
I – SEMESTER	22	800
II – SEMESTER	22	800
III - SEMESTER	26	1000
IV – SEMESTER	10	200
TOTAL	80	2800

CAE – CONTINUOUS ASSESMENT EXAMINATION

SEE –SEMESTER END EXAMINATION

PC - PROFESSIONAL COURSE

EEC - EMPLOYABILITY ENHANCEMENT COURSES

NFE - NON-FUNCTIONAL ELECTIVE COURSES

MC – MANDATORY COURSES

PEC - PROFESSIONAL ELECTIVE COURSE



NON FUNCTIONAL ELECTIVES

S.N O	CODE NO	SUBJECT	CAT	L	T	P	C
1.	AMBN01	Entrepreneurship Development	NEC	4	0	0	3
2.	AMBN02	Event Management	NEC	4	0	0	3

FUNCTIONAL SPECILIZATION

S. No	Course Code	CourseName	CAT	L	T	P	C
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MARKETING

1	AMB501	Brand Management	PEC	4	0	0	3
2	AMB502	Consumer Behavior	PEC	4	0	0	3
3	AMB503	Customer Relationship Management	PEC	4	0	0	3
4	AMB504	Retail Marketing	PEC	4	0	0	3
5	AMB505	Sales and Distribution Management	PEC	4	0	0	3
6	AMB506	Services Marketing	PEC	4	0	0	3

FINANCE

1	AMB507	Security Analysis and Portfolio Management	PEC	4	0	0	3
2	AMB508	Banking and Financial Services	PEC	4	0	0	3
3	AMB509	Financial Markets	PEC	4	0	0	3
4	AMB510	Corporate Finance	PEC	4	0	0	3
5	AMB511	International Finance	PEC	4	0	0	3
6	AMB512	Merger and Acquisition	PEC	4	0	0	3

HUMAN RESOURCE MANAGEMENT

1	AMB513	Strategic Human Resource Management and Development	PEC	4	0	0	3
2	AMB514	Industrial Relations and Labor Legislation	PEC	4	0	0	3
3	AMB515	Reward and Compensation Management	PEC	4	0	0	3
4	AMB516	International HRM	PEC	4	0	0	3
5	AMB517	Organizational Design Change and Development	PEC	4	0	0	3
6	AMB518	HR Analytics	PEC	4	0	0	3

BUSINESS ANALYTICS ELECTIVES

1	AMB519	Business Forecasting Models	PEC	4	0	0	3
2	AMB520	Data Science Using R	PEC	4	0	0	3

3	AMB521	Data Visualization and Tableau	PEC	4	0	0	3
4	AMB522	Data Warehousing and Data Mining	PEC	4	0	0	3
5	AMB523	Spreadsheet Modeling	PEC	4	0	0	3
6	AMB524	Data Mining for Business Intelligence	PEC	4	0	0	3
OPERATION MANAGEMENT							
1	AMB525	Supply Chain Management	PEC	4	0	0	3
2	AMB526	Quality Management	PEC	4	0	0	3
3	AMB527	Materials Management	PEC	4	0	0	3
4	AMB528	Service and Operations Management	PEC	4	0	0	3
5	AMB529	Supply Chain Analytics	PEC	4	0	0	3
6	AMB530	Project Management	PEC	4	0	0	3
SECTORIAL SPECILIZATION							
LOGISTICS AND SUPPLY CHAIN MANAGEMENT							
1	AMB531	Supply Chain Concepts and Planning	PEC	4	0	0	3
2	AMB532	EXIM Management	PEC	4	0	0	3
3	AMB533	Supply chain Inventory Management	PEC	4	0	0	3
4	AMB534	Warehouse and Inventory Management	PEC	4	0	0	3
5	AMB535	Port and Terminal Management	PEC	4	0	0	3
6	AMB536	Supply Chain Analytics	PEC	4	0	0	3
7	AMB537	Container and Freight Services Management	PEC	4	0	0	3
8	AMB538	Air Cargo Management	PEC	4	0	0	3
9	AMB539	Reverse and Contract Logistics	PEC	4	0	0	3
10	AMB540	Fundamentals of Shipping	PEC	4	0	0	3
11	AMB541	Supply Chain Information System	PEC	4	0	0	3
12	AMB542	Transportation and Distribution Management	PEC	4	0	0	3



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SEM – I



AMB101-STATISTICS FOR BUSINESS MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		1	PC	4	0	0	3
Preamble	<ul style="list-style-type: none"> ➤ To learn the applications of statistics in business decision making. ➤ To understand the concept of sampling distribution and estimations. ➤ To provide the learners with the management tools for conducting parametric tests. ➤ To provide the learners with the management tools for conducting non - parametric tests. ➤ To familiarize the students on the concept of correlation and regression. 						
Unit 1	PROBABILITY AND DISTRIBUTIONS						9
Basic definitions and rules for probability, conditional probability independence of events Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.							
Unit 2	SAMPLING DISTRIBUTION AND ESTIMATION						9
Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques.							
Unit 3	TESTING OF HYPOTHESIS - PARAMETIRC TESTS						9
Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way Classification							
Unit 4	NON-PARAMETRIC TESTS						9
Sign test for paired data- Rank sum test.-Kolmogorov-Smirnov – test for goodness of fit- comparing two populations- Mann – Whitney U test and Kruskal Wallis test. One sample run test.							
Unit 5	CORRELATION AND REGRESSION						9
Correlation – Coefficient of Determination – Rank Correlation – Regression – Estimation of Regression line							
Total: 45							
REFERENCE BOOK							
1	Levin R.I. and Rubin D.S., Statistics for Management, 7th Edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2013						
2	Srivastava TN, Shailaja Rego, Statistics for Management, 3rd Edition, Tata Mc Graw Hill, 2017.						
3	Anand Sharma, Statistics for Management, Himalaya Publishing House, 2nd Edition, 2009.						
4	Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 9th Edition, Thomson (South – Western) Asia, Singapore, 2005.						
5	PremS. Mann, Introductory Statistics, Wiley Student Edition, 9th Edition, 2016.						
COURSEOUTCOMES:						Bloom's Taxonomy Level	
At the end of the course, learners will be able to							

CO1	Students will have knowledge on statistical tools and its application in business decisions.	K1
CO2	Students will be able to understand sampling distribution.	K2
CO3	Students will be able to perform parametric analysis using various tests.	K3
CO4	Students will be able to perform nonparametric tests.	K4
CO5	Students will be able to study correlation and regression among variables.	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	2	-	-	1	2	-	-	-	2	-	-	3	3	-
CO2	1	3	-	-	1	1	-	-	-	1	-	-	2	-	2
CO3	1	2	-	-	1	1	-	-	-	1	-	-	3	3	-
CO4	1	3	-	-	1	1	-	-	-	2	-	-	1	3	2
CO5	1	3	-	-	1	2	-	-	-	1	-	-	2	1	3



AMB102- FUNDAMENTALS OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		1	PC	4	0	0	3
Preamble	To acquaint the students to the fundamentals of management and organizational behavior and help them to understand how organizations functions and apply the knowledge management and behavior to real world situations. Also students get familiar with the theories of management and organizational behavior which will help them make informed decisions						
Unit 1	NATURE AND SCOPE OF MANAGEMENT						9
Definition, Nature, Functions and Importance of Management – Evolution of Management thought – Scientific management, administrative management, Hawthorne experiments – systems approach – Levels of Management - Managerial Skills - Planning – Steps in Planning Process – importance and Limitations – Types of Plans - Characteristics of a sound Plan - Management By Objectives (MBO) - Techniques and Processes of Decision Making - Social Responsibilities of Business							
Unit 2	ORGANIZING AND CONTROLLING						9
Organizing – Principles of organizing – Organization Structure and Design – Types of power - Delegation of Authority and factors affecting delegation – Span of control – Decentralization – Line and staff structure conflicts - Coordination definition and principles - Emerging Trends in Corporate Structure – Formal and Informal Organization- Nature and importance of Controlling, process of Controlling, Requirements of effective control and controlling techniques.							
Unit 3	NATURE AND SCOPE OF ORGANIZATIONAL BEHAVIOUR						9
Organizational behaviour: Nature and scope – Linkages with other social sciences – Individual roles and organizational goals – perspectives of human behaviour - Perception– perceptual process – Learning - Learning Process- Theories - Personality and Individual Differences - Determinants of Personality - Values, Attitudes and Beliefs - Creativity and Creative thinking							
Unit 4	MOTIVATION						9
Motivation and Job Performance – Content and process Theories of Motivation – Leadership - Styles - Approaches – Challenges of leaders in globalized era – Groups – stages formation of groups – Group Dynamics - Collaborative Processes in Work Groups - Johari Window- Transactional Analysis.							
Unit 5	ORGANIZATIONAL CONFLICT						9
Organizational conflict-causes and consequences-conflict and Negotiation Team Building, Conflict							

Resolution in Groups and problem solving Techniques – Organizational change and Development-change process - resistance to change – OD Intervention Techniques. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Total: 45

REFERENCE BOOK

1	Dilip Kumar Battacharya, Principles of Management, Pearson, 2022.
2	Kumar, Rao, Chhaalill —Introduction to Management Sciencel Cengage Publications, New Delhi.
3	V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2022.
4	K.Anbuvelan, Principles of Management, University Science Press, 2023.
5	K.Asathappa — Organizational Behavior-Text, Cases and Gamesl, Himalaya Publishing House, New Delhi, 2018.
6	Steven L Mc Shane, Mary Ann Von Glinow, Radha R Sharma: —Organizational Behaviourl, TMH Education, New Delhi, 2018.

COURSEOUTCOMES: At the end of the course, learners will be able to		Bloom’s Taxonomy Level
CO1	To expose students to basic concepts of management	K1
CO2	To enable students gain appreciation for emerging ideas, techniques, procedures & practices in the field of management	K2
CO3	Apply controlling in problem solving and critical thinking abilities to initiate, manage and implement changes in organization.	K3
CO4	To develop & understanding of individual and group behavior inside organization	K4
CO5	Enhance skills in understanding & appreciating individual, interpersonal and group process for increased effectiveness within the outside the organization. Familiars students with behaviour dynamics of the organization.	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	-	-	1	2	2	-	2	-	-	1	-	2	2	1
CO2	2	2	3	2	-	2	-	-	-	2	1	-	2	3	1
CO3	2	-	1	-	2	2	-	-	-	-	-	-	1	2	-
CO4	2	-	3	2	3	2	-	-	-	3	-	-	2	2	1
CO5	2	1	2	2	-	2	-	3	-	2	-	-	1	-	2

AMB103- ACCOUNTING FOR MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		1	PC	4	0	0	3
Preamble	The objective of the course is to acquaint the students with the language of Accounting and to develop in them the ability to evaluate and use accounting data as an aid to decision making. The main purpose is to assist the students in developing skills in Problem solving and decision making in the financial area. Emphasis is laid on analysis and utilization of financial and accounting data for planning and control						
Unit 1	INTRODUCTION TO ACCOUNTING						9
Introduction to Financial, Cost and Management Accounting -Generally accepted accounting principles, Conventions and Concepts-Balance sheet and related concepts- Profit and Loss account and related concepts- Fundamental Accounting Equation approach - International Financial Reporting Systems							
Unit 2	FINANCIAL ACCOUNTING						9
Preparation of Trading Account, Profit and Loss Account and Balance Sheet – Reading of Financial Statements							
Unit 3	ANALYSIS OF FINANCIAL STATEMENTS						9
Analysis of financial statements –Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.							
Unit 4	COST ACCOUNTING						9
Cost Accounting: Meaning - objectives- Classification and Elements of Costs, Cost Concepts Preparation of Cost Sheet - Marginal Costing - Application of Marginal Costing Techniques in Managerial Decision Making: Cost Volume Profit Analysis, Break Even Analysis and Margin of safety..							
Unit 5	MANAGEMENT ACCOUNTING						9
Budget and Budgetary Control – Types of Budgets: Cash Budget, Functional Budgets and Flexible Budget – Zero based budgeting-Accounting ERP Packages & Software Applications							
							Total: 45
REFERENCE BOOK							
1	Khan.M.Y and P.K.Jain, Management Accounting 7 th edition, Tata McGraw Hill publishing company Ltd., New Delhi, 2016.						
2	Pillai.R.S.N and Bagavathi, Management Accounting, Revised edition, S.Chand and Co. Ltd., New Delhi, 2010.						
3	Don Hansen, Maryanne Mowen, Management Accounting, 8 th Edition, Cengage Learning, Delhi, 2007.						

4	Narayanaswamy.R, Financial Accounting: A Managerial Perspective, 5th Edition, Prentice Hall India Pvt., Ltd., New Delhi. 2016.	
5	N.Ramachandran, Ram Kumar Kakani, “Financial Accounting for Management”, 4th Edition, New Delhi: Tata McGraw Hill, 2015	
6	Karen W. Braun, Wendy M. Tietz, Managerial Accounting, 4th Edition, Pearson Publications, 2014	
COURSEOUTCOMES:		
At the end of the course, learners will be able to		
	Bloom’s Taxonomy Level	
CO1	Understand the role of different branches of accounting i.e. Financial Accounting, Cost Accounting and Management Accounting and able to generate final account statements by applying GAAP.	K1
CO2	2: Analyse and interpretation of income statement and Balance sheet.	K2
CO3	3: Analyze the Financial Statements through various tools like ratio analysis, fund flow and cash flow etc.	K3
CO4	4: Prepare the cost statement; Apply budgetary control and Cost Volume Profit analysis tools as a controlling technique	K4
CO5	5: Evaluate the overheads and other costs across various products	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	-	-	-	-	1	-	-	-	1	3	2	3	1	2
CO2	3	-	-	-	-	1	-	-	2	1	3	2	3	2	1
CO3	3	-	-	-	-	1	2	-	2	1	3	2	3	1	2
CO4	3	-	-	-	-	1	2	-	2	1	3	2	3	1	2
CO5	3	-	-	-	-	1	2	-	2	1	3	2	3	2	1



AMB104- LEGAL ASPECTS OF BUSINESS

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		1	PC	4	0	0	3
Preamble	This course's general Learning Goals are to provide students with understanding of basic business law issues sufficient to Identify and discuss the legal implications of business decisions. Formulate policies and practice procedures designed to minimize risk of liability and litigation. Cultivate effective, long-term, business and professional relationships based on character, competency, and communication.						
Unit 1	THE INDIAN CONTRACT ACT 1872						9
Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.							
Unit 2	SALE OF GOODS ACT 1930						9
Sale of Goods Act - Conditions, Warranties, conditional sales and rights of an unpaid seller Negotiable Instruments Act, Negotiable Instruments, Banker and Customer Relation, Bills of Exchange, Cheque, And Banker's Cheque							
Unit 3	COMPANIES LAW 2013						9
Companies Act - Incorporation, Types of Companies, Articles and Memorandum of Association, Prospectus, Borrowing Powers of the Company, Powers, Duties and Liabilities of Directors. Amendments of Companies Act, 2013							
Unit 4	INDUSTRIAL LAW						9
Overview of Factories act - Payment of Wages Act, Payment of Bonus Act, Minimum Wages Act, ESI Act, Workmen's Compensation Act, Industrial Disputes Act, Shops and Establishments Act, Trade Unions Act.							
Unit 5	CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS						9
Consumer Protection Act – Consumer Rights, Procedures for Consumer Grievances Redressal, Types of Consumer Redressal Machineries and Forums- Competition Act 2002 – Cybercrimes, IT Act 2000 and 2008, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent, Filing of patent applications, Rights from patents, Infringement of patents.							
							Total: 45
REFERENCE BOOK							
1	Kapoor N.D., Elements of Mercantile Law, 35th edition, Sultan Chand and company, New Delhi, 2017.						
2	Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2011						

3	P.C. Tulsian, “Business and Corporate Law for CA PE – II”, New Delhi: Tata McGraw Hill,2012
4	Padhi, P. K., “Legal Aspects of Business”, New Delhi: PHI Learning, 2010.
5	Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.

COURSEOUTCOMES: At the end of the course, learners will be able to		Bloom’s Taxonomy Level
CO1	Identify the fundamental legal principles behind contractual agreements and examine how businesses can be held liable in tort for the actions of their employees.	K1
CO2	Appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context.	K2
CO3	Acquire problem solving techniques and to be able to present coherent, concise legal argument.	K3
CO4	Able to examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms.	K4
CO5	Able to have a basic understanding of the laws relating to contract, consumer protection, competition, companies and dispute resolution.	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	-		3	-	1	-	-	-	3	1	2
CO2	-	-	-	-	3	-	-	-	2	-	-	1	3	2	1
CO3	-	-	3	-	-	1	-	2	-	-	-	-	3	1	2
CO4	-	1	-	-	-	-	2	-	-	-	-	-	3	1	2
CO5	-	2	-	-	-	-	1	2	-	-	-	-	3	2	1



AMB105 - MANAGERIAL ECONOMICS

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		1	PC	4	0	0	3
Preamble	This course's general Learning Goals are to provide students with understanding of basic business law issues sufficient to Identify and discuss the legal implications of business decisions. Formulate policies and practice procedures designed to minimize risk of liability and litigation. Cultivate effective, long-term, business and professional relationships based on character, competency, and communication.						
Unit 1	INTRODUCTION TO ECONOMICS AND DEMAND ANALYSIS						9
Introduction to Economics Concepts in Decision-Making – Distinction Between Micro and Macroeconomics - Scope of Managerial Economics and Other Disciplines – Factors Influencing Managerial Decisions - Demand analysis: Types, Determinants, Elasticity and Its Applications, Demand Function, Law of Demand and Demand Forecasting.							
Unit 2	COST AND PRICE ANALYSIS						9
Cost Analysis: Various Cost Concepts and Its Types - Cost Functions - Economies of Scale - Cost Output Relationship in Short and Long Period, Supply Analysis - Pricing Analysis: Market Structures, Price Determination Under Different Market Situations, Price Discrimination, Various Pricing Methods and Break-Even Analysis.							
Unit 3	MONEY AND BANKING						9
Introduction to Macroeconomics – Money – National Income – Business Cycle – Inflation – Unemployment – Central Banks – Commercial Banks – Monetary policy							
Unit 4	FISCAL MEASURES						9
Financial Markets –Overview of Instrument and Players – Government Interventions and efficacy – Tax and Expenditure – Fiscal policy – Economic Growth – SEBI							
Unit 5	INTERNATIONAL BUSINESS ENVIRONMENT						9
Globalization- Forces, Meaning, Dimensions and Stages - Introduction to International Trade Theories - Balance of Payment - The Role of Trade Policy - General Agreement on Trade and Tariffs (GATT) and World Trade Organization (WTO) – Trade Blocks – Tariff and Non- Tariff Barriers – EXIM Policy – Performance of Indian Economy in external sector. Economic Integration (FTA, PTA, EU, Custom Union, EEC) - Foreign Exchange market and Exchange rate – International financial institutions – World bank and IMF							
							Total: 45
REFERENCE BOOK							
1	K.Aswhathappa, Essentials of Business Environment, 12th, Revised Edition, Himalaya Publishing House, Mumbai, 2015.						
2	Francis Cherunilam, Business Environment – Text and cases (Business Environment), Revised Edition, Himalaya Publishing House, Mumbai, 2015.						

3	Gupta, G.S. Macroeconomics, Theory and Applications, 4th edition, Tata McGraw-Hill publishing company Ltd., New Delhi, 2015.
4	Dwivedi D.N., Macroeconomics: Theory and Practice: Theory & Practice, 4th edition, Tata McGraw-Hill publishing company Ltd., New Delhi, 2015.
5	Gaurav Datt, Ashwani Mahajan, Indian Economy, 70th Edition, S Chand Publishers, 2015.

COURSEOUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	To introduce the concepts in Decision Making	K1
CO2	To explain principles of microeconomics relevant to managing an organization	K2
CO3	To describe principles of macroeconomics	K3
CO4	To have the understanding of Fiscal measures	K4
CO5	To have the understanding of economic environment of business	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	-	-	-	-	1	-	-	-	3	3	-	3	2	1
CO2	2	-	-	-	-	1	-	-	-	3	3	-	3	2	1
CO3	2	-	-	-	-	1	-	-	-	3	3	-	3	2	1
CO4	2	-	-	-	-	1	-	-	-	3	3	-	3	2	1
CO5	2	-	-	-	-	1	-	-	-	3	3	-	3	2	1



AMB106 - INFORMATION MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		1	PC	4	0	0	3
Preamble	<ul style="list-style-type: none"> ➤ To understand the importance of information in business. ➤ To know about the recent information systems and technologies 						
Unit 1	INTRODUCTION						9
Data, Information, Information System, evolution, types based on functions and hierarchy, Enterprise and functional information systems							
Unit 2	SYSTEM ANALYSIS AND DESIGN						9
System development methodologies, Systems Analysis and Design, Data flow Diagram (DFD), Decision table, Entity Relationship (ER), Object Oriented Analysis and Design(OOAD), UML diagram.							
Unit 3	DATABASE MANAGEMENT SYSTEMS						9
DBMS – types and evolution, RDBMS, OODBMS, RODBMS, Data warehousing, Data Mart, Data mining							
Unit 4	INTEGRATED SYSTEMS, SECURITY AND CONTROL						9
Knowledge based decision support systems, Integrating social media and mobile technologies in Information system, Security, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web.							
Unit 5	NEW IT INITIATIVES						9
Introduction to Deep learning, Big data, Pervasive Computing, Cloud computing, Advancements in AI, IoT, Block chain, Crypto currency, Quantum computing.							
							Total: 45
REFERENCE BOOK							
1	Robert Schultheis and Mary Sumner, Management Information Systems – The Manager’ s View, Tata McGraw Hill, 2008.						
2	Kenneth C. Laudon and Jane P Laudon, Management Information Systems – Managing the Digital Firm, 15 th edition, 2018.						
3	Panneerselvam. R, Database Management Systems, 3rd Edition, PHI Learning, 2018.						
COURSEOUTCOMES:						Bloom’s Taxonomy	
At the end of the course, learners will be able to						Level	
CO1	Learn the basics of data and information system.					K1	
CO2	Understand the system development methodologies.					K2	
CO3	Understand database management system and its types.					K3	

CO4	Learn the various technologies in information system and its security.	K4
CO5	Gains knowledge on effective applications of information systems in business	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	-	1	-	2	2	-	-	1	2	2	2	-	1
CO2	1	-	-	2	-	-	1	2	-	-	-	2	1	2	3
CO3	1	-	-	1	-	2	3	-	-	-	-	1	2	2	1
CO4	1	-	-	2	-	1	3	-	-	2	1	-	3	2	1
CO5	1	-	-	1	-	2	2	2	3	-	-	1	2	2	2



AMBN01 - INNOVATION AND ENTREPRENEURSHIP

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		1	NEC	4	0	0	3
Preamble	<p>Entrepreneurs are the innovators that stimulate job growth, economic growth and development that allows any country to compete with and in the global economy. India, being far more developed and forward-looking country than some of the third world countries, can provide lead to entrepreneurial development activities. The purpose of exposing the students to Entrepreneurship is to motivate them to look at entrepreneurship as a viable, lucrative and preferred career. Entrepreneurs require a foundation in several key areas in order to be successful. This course will focus on multiple topics including: opportunities and challenges for new ventures, benefits/drawbacks of entrepreneurship, strategic management and forms of business ownership, marketing strategies, venture finance and human resource management.</p>						
Unit 1	INTRODUCTION TO ENTREPRENEURSHIP						9
<p>Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship, Theories of Entrepreneurship. Characteristics and Skills of Entrepreneurship, Concepts of Intrapreneurship, Emerging trends: Internet & E- commerce, Corporate Entrepreneurship – Nature, Concepts and Sustainability</p>							
Unit 2	ENTREPRENEURIAL COMPETENCY						9
<p>Meaning and concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies, Entrepreneurial Motivation: Meaning and concept of Motivation, Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs. Negotiations</p>							
Unit 3	GOVERNMENT INITIATIVES						9
<p>Role of Government in promoting Entrepreneurship, MSME policy in India, Agencies for Policy Formulation and Implementation: DIC, SISI, EDII, NEDB, Financial Support System: Forms of Financial support, Sources of Financial support, Development Financial Institutions.</p>							
Unit 4	INNOVATION & PROJECT MANAGEMENT						9
<p>Design Thinking, Business Design, The Adoption of Innovations, Idea Management. Project Management: Concept, Features, Classification of projects, Issues in Project Management, Project Identification, Project Formulation, Project Design and Network Analysis, Project Evaluation, Project Appraisal, Project Report Preparation, Specimen of a Project Report.</p>							
Unit 5	FORMS OF BUSINESS OWNERSHIP						9
<p>Forms of Business Ownership, Issues in selecting forms of ownership, Environmental Analysis, identifying problems and opportunities, Defining Business Idea, Business Plan, Business Process, Women Entrepreneurship, Family Business.</p>							
							Total: 45

REFERENCE BOOK

1	Khanna, S. S., Entrepreneurial Development, S. Chand, New Delhi.2020
2	Kuratko, F. Donald, Richard M. Hodgetts, Entrepreneurship: Theory, Process, Practice, Thomson, 7ed,2020
3	Entrepreneurship: Strategies and Resources, 3/E -: Marc Dollinger; Prentice Hall, 2017
4	Bringing New Technology to Market- Kathleen R. Allen, Prentice Hall, 2020
5	Entrepreneurship in Action, 2/E - Mary Coulter; Prentice Hall, 2021

COURSE OUTCOMES:**At the end of the course, learners will be able to****Bloom's Taxonomy Level**

CO1	Have the ability to discern distinct entrepreneurial traits.	K1
CO2	Know the parameters to assess opportunities and constraints	K2
CO3	Understand the systematic process to select and screen a business idea	K3
CO4	Design strategies for successful implementation of ideas	K4
CO5	Analyse the way for write a business plan	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	2	-	-	-	-	-	-	-	-	-	1	2	3
CO2	-	-	2	-	-	-	-	-	-	-	-	-	2	-	-
CO3	-	2	-	-	-	-	1	-	-	-	-	-	1	-	3
CO4	-	3	1	-	-	-	-	-	-	-	-	-	2	2	1
CO5	-	-	-	1	-	-	-	-	-	-	-	-	3	2	1



AMBN02 - EVENT MAANGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		1	NEC	4	0	0	3
Preamble	This course is designed to provide an introduction to the principles of event management. The course aims to impart knowledge on the various events and how these events can be organized successfully.						
Unit 1	EVENT CONTEXT						9
History & Evolution – Types of events – MICE – Types of Meeting, Trade Shows, Conventions, Exhibitions- Structure of event industry – Event Management as a profession – Perspectives on event : Government, Corporate & Community – Code of Ethics.							
Unit 2	EVENT PLANNING & LEGAL ISSUES						9
Conceptualizing the event – Host, sponsor, Media, Guest, Participants , Spectators – Crew – Design of concept – Theme and content development – Visualization – Event objectives – Initial planning – Budgeting – Event design and budget checklist – Preparation of functional sheets – Timing – Contracts and Agreements – Insurance, Regulation, Licence and Permits – Negotiation.							
Unit 3	EVENT MARKETING						9
Role of Strategic Marketing Planning - Pricing – Marketing Communication Methods & budget – Elements of marketing communication – Managing Marketing Communication – Role of Internet – Sponsorship – Event sponsorship – Strategy – Managing Sponsorships – Measuring & Evaluating sponsorship.							
Unit 4	EVENT OPERATION						9
Site Selection – Types of location – Venue Requirements – Room, Stage, Audi- Visual, Lighting, Performers, Decors, Caterer, Photography & Videography – Protocols – Guest list – Guest demographics – Children at event – Invitation – Media – Freelance Event Operation – Road show - Food & Beverage – Entertainment – Event Logistics – Supply of facilities – Onsite logistics – Control of event logistics – Evaluation & Logistics.							
Unit 5	SAFETY & EVENT EVALUATION						9
Risk assessment – Safety officer, Medical Manager – Venue, Structural safety – Food safety – Occupational safety – Fire Prevention – Sanitary facilities – Vehicle traffic – Waste Management. Event Impact – Event Evaluation Process – Service Quality - Customer Satisfaction.							
							Total: 45

REFERENCE BOOK

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

COURSEOUTCOMES:**At the end of the course, learners will be able to****Bloom's Taxonomy Level**

CO1	Learning about structure and code of ethics of events	K1
CO2	Exploring and getting to know about event planning and regulations	K2
CO3	Understand about event marketing, planning and strategies	K3
CO4	Enhance professional skills in event management	K4
CO5	Analyse the safety measure of event management	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	3	2	-	-	-	-	-	-	-	-	-	1	2	3
CO2	-	-	2	-	-	-	-	-	-	-	-	-	2	-	-
CO3	-	2	-	-	-	-	1	-	-	-	-	-	1	-	3
CO4	-	3	1	-	-	-	-	-	-	-	-	-	2	2	1
CO5	-	-	-	1	-	-	-	-	-	-	-	-	3	2	1



AMB301 - DATA ANALYSIS & BUSINESS MODELLING LAB- I

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		1	EEC	0	0	2	1
Preamble	To cover all aspects of creating spreadsheet, performing calculations, formatting, some very widely used formulas. To enable the students to create, build models and customize graphs. To develop advanced solutions on the worksheet in the areas of marketing, finance, statistics, production and human resource and to assemble the proper Excel tools. It further aims at enhancing the concepts of Spread Sheet Modeling Production and Human Resource..						
S.NO.	NAME OF THE EXPERIMENT						
ABOUT EXCEL							
1.	Introduction, Uses of Excel, New functions and features of excel 2007						
2.	Getting started with excel: Opening a blank or new workbook, general organization						
3.	Highlights and main functions: Home, Insert, page layout, formulas						
4.	Highlights and main functions: Data, review, view, add-ins						
5.	Using the Excel help function						
GENERAL EXCEL LESSONS							
6.	Customizing the Quick Access Toolbar						
7.	Creating and Using Templates						
8.	Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special						
9.	Formatting Data and Using the Right Mouse Click						
10.	Saving, Page Setup, and Printing						
11.	Using Headers and Footers						
12.	Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists						
13.	Data from External Sources						
14.	Using and Formatting Tables.						
15.	Basic Formulas and Use of Functions						
16.	Data Analysis Using Charts and Graphs						
17.	Managing, Inserting, and Copying Worksheets						
18.	Securing the Excel Document (Protect Cells and Workbook)						
ADVANCED EXCEL LESSONS							
19.	Advanced Formulas and Functions						
20.	Advanced Worksheet Features						
21.	Advanced Data Analysis using PivotTables and Pivot Charts						
PART B – STATISTICAL TOOLS FOR EXECUTION USING EXCEL							
22	Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: Mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of variation. Correlation, regression lines.						

23	t-test , F-test, ANOVA one way classification, chi square test, independence of attributes.
24	Time series: forecasting Method of least squares, moving average method. Inference and discussion of results.
25	Shortcut Keys

BASIS OF SQL

1	SQL Introduction
2	SQL Database

Total: 45

COURSEOUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	Perform, recognize and formulate business problems in using Excel spreadsheets and SQL	K1
CO2	Evaluate or solve Excel spreadsheet models using professional software and SQL	K2
CO3	Apply analytical knowledge in the concepts and techniques of spread sheets	K3
CO4	Use cognitive skills to the application of t-test and ANOVA through spread sheet and develop competitive edge for a large corporate.	K4
CO5	Capable to analyze problems using spread sheet modeling in Finance, HR and Marketing fields. And in SQL	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	-	-	-	-	3	-	-	3	3	2	2	2	1
CO2	1	-	-	-	-	-	3	-	-	3	3	2	2	2	1
CO3	1	-	-	-	-	-	3	-	-	3	3	2	2	2	1
CO4	1	-	-	-	-	-	3	-	-	3	3	2	2	2	1
CO5	1	-	-	-	-	-	3	-	-	3	3	2	2	2	1





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SEM – II



AMB107 - APPLIED OPERATIONS RESEARCH

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		2	PC	4	0	0	3
Preamble	To apply quantitative techniques in modelling and solving business related problems						
Unit 1	INTRODUCTION TO LINEAR PROGRAMMING (LP)						9
Relevance of quantitative techniques in management decision making. Linear Programming- formulation, solution by graphical and simplex methods, Artificial variable technique, duality - Sensitivity Analysis.							
Unit 2	LINEAR PROGRAMMING EXTENSIONS						9
Transportation Models (Minimising and Maximising Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel’s approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of Degeneracy. Transshipment Models. Assignment Models (Minimizing and Maximizing Problems) – Balanced and Unbalanced Problems. Solution by Hungarian Algorithm. Travelling Salesman problem. Crew Assignment Models.							
Unit 3	SCHEDULING BY PERT/CPM AND GAME THEORY						9
Network Construction – Critical Path Method – Project Evaluation and Review Technique – Resource Analysis in Network Scheduling. Game Theory-Two-person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.							
Unit 4	INVENTORY AND REPLACEMENT MODELS						9
Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Replacement Models-Individual replacement Models (With and without time value of money) – Group Replacement Models.							
Unit 5	SEQUENCING PROBLEMS AND SIMULATION						9
Introduction to sequencing problem - Processing n jobs through 2, 3 and m machines, Processing 2 jobs through k machines. Monte Carlo simulation – use of random numbers, application of simulation techniques.							
							Total: 45
REFERENCE BOOK							
1	Hamdy A. Taha, Operations Research: An Introduction, 8 th Edition, Pearson						

	Education, 2007.
2	P.K. Gupta, D.S. Hira, Operations Research, S. Chand And Co. Ltd., India, Reprint 2021.
3	Frederick S. Hillier, Gerald J. Liberman, Bodhibrath Nag, Preetam Basu, Introduction to Operations Research, McGraw Hill Education (India) Pvt. Ltd., 2022.
4	Sudhir Kumar Pundir, Operations Research, CBS Publishers & Distributors Pvt. Ltd., New Delhi, 2020.

COURSEOUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	Apply Linear Programming Techniques In Product Mix Decisions	K1
CO2	Use Transportation And Assignment Problems In Logistics And Job Allocation Scenarios	K2
CO3	Employ Game Theory And Heuristics Of Decision Making In Real Time Decisions	K3
CO4	Execute Inventory Management And Replacement Models In Manufacturing Context	K4
CO5	Implement Queuing And Simulation In Real Time Scenario Optimization	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	-	-	-	-	2	-	-	1	2	1	1	1	2
CO2	1	-	-	-	-	-	2	-	-	1	2	1	1	1	2
CO3	1	-	-	-	-	-	2	-	-	1	2	1	1	1	2
CO4	1	-	-	-	-	-	2	-	-	1	2	1	1	1	2
CO5	1	-	-	-	-	-	2	-	-	1	2	1	1	1	2



AMB108 - FINANCIAL MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		2	PC	4	0	0	3
Preamble	<ul style="list-style-type: none"> ➤ Understand the operational nuances of a Finance Manager. ➤ Comprehend the technique of making decisions related to finance functions 						
Unit 1	FOUNDATIONS OF FINANCE						9
Meaning of Finance, Nature of financial management – scope of finance function, objectives of firm and goals of finance function - concepts of value of return, valuation of bonds and shares, Role of Modern managers. Financial Information Systems							
Unit 2	LONG-TERM SOURCES OF FINANCE						9
Long term sources of finance- Cost of capital Cost of debt, cost of equity, cost of preference and retained earnings, weighted average cost of capital– Leverages and types, capital structure theories and policy. Startup financing- Bootstrap, Angel Investors, venture capitalist, Private Equity							
Unit 3	INVESTMENT DECISIONS						9
Time value of money, PV and FV, Capital budgeting - Process, methods - Cash flow determination – Risk analysis in capital budgeting, Feasibility study of startup ideas							
Unit 4	DIVIDEND DECISIONS						9
Dividend Decision - dividend theories, dividend policies, and practices - financial planning and strategy. Financial distress prediction models, Behavioral finance.							
Unit 5	LIQUIDITY DECISIONS						9
Working capital management – Concepts, Determinants Accounts receivables management; operating cycle & Cash cycle - Inventory management & techniques- Cash management – Short term sources of finance: trade credit, bank finance, commercial papers.							
							Total: 45
REFERENCE BOOK							
1	Prasanna Chandra, Financial Management, Theory and Practice, 10th edition, Tata McGraw-Hill Education, 2007						
2	Pandey, I.M., Financial Management, 11 th edition, Vikas Publishing House Pvt. Ltd., New Delhi, 2015.						
3	Eugene F. Brigham, Joel F. Houston, Fundamentals of Financial Management, South western Cengage learning.						
4	Khan M.Y. and Jain P.K, Financial Management, Text, Problems and Cases, 7 th edition, Tata McGraw Hill publishing company Ltd., New Delhi, 2017.						
5	Aswath Damodaran, Applied Corporate Finance: A User’s Manual. John Wiley and						

	Sons, Inc., 2005.
6	James C. Vanhorne, Financial Management and Policy, 12 th edition, Pearson Education Asia (low priced edition), 2012.
7	Brearly and Myers, Principles of Corporate Finance, 7th Edition, McGraw Hill, 2002.

COURSEOUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	Identify the concepts of financial decision of an organisation	K1
CO2	Recognize the time value of money	K2
CO3	Learn the capital budgeting and cost of capital techniques	K3
CO4	Understand how to decide the decision of capital structure and distribution of dividend	K4
CO5	Assess the short-term and long-term sources of finance	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	1	-	-	-	1	-	-	-	3	3	2	3	3	2
CO2	2	1	-	-	-	1	2	-	-	3	3	2	3	3	1
CO3	2	1	-	-	-	1	-	-	-	3	3	2	3	3	2
CO4	2	1	-	-	-	1	2	-	-	3	3	2	3	3	1
CO5	2	1	-	-	-	1	-	-	2	3	3	2	3	3	1



AMB109 - HUMAN RESOURCE MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		2	PC	4	0	0	3
Preamble	To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements						
Unit 1	PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT						9
Evolution of human resource management – The importance of the human capital – Role of human resource manager –Challenges for human resource managers - trends in Human resource policies – Computer applications in human resource management – Human resource accounting and audit.							
Unit 2	HUMAN RESOURCE PLANNING AND RECRUITMENT						9
Importance of Human Resource Planning – Forecasting human resource requirement – matching supply and demand - Internal and External sources- Organizational Attraction-. Recruitment, Selection, Induction and Socialization- Theories, Methods and Process.							
Unit 3	TRAINING AND DEVELOPMENT						9
Types of training methods –purpose- benefits- resistance. Executive development programme – Common practices - Benefits – Self development – Knowledge management.							
Unit 4	EMPLOYEE ENGAGEMENT						9
Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Mentoring - Development of mentor – Protégé relationships- Job Satisfaction, Employee Engagement, Organizational Citizenship Behavior: Theories, Models.							
Unit 5	PERFORMANCE EVALUATION AND CONTROL						9
Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.							
							Total: 45
REFERENCE BOOK							
1	Gary Dessler and Biju Varkkey, Human Resource Management, 14th Edition, Pearson Education Limited, 2015.						
2	David A. Decenzo, Stephen.P.Robbins, and Susan L. Verhulst, Human Resource Management, Wiley, International Student Edition, 11th Edition, 2014.						
3	Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012						

4	Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012.
5	Wayne Cascio, Managing Human Resource, McGraw Hill, 2015.
6	Ivancevich, Human Resource Management, McGraw Hill 2012.
7	Uday Kumar Halidar, Juthika Sarkar. Human Resource management. Oxford. 2012

COURSEOUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	Understanding of the evolution of operations management practices and world class manufacturing processes	K1
CO2	Knowledge about capacity planning, strategic sourcing and procurement in organizations	K2
CO3	Enhances the understanding of product development and design process	K3
CO4	Ability to forecast demand and overcome bottlenecks	K4
CO5	Provides insight to Quality management tools and practices.	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	-	1	2	-	2	-	-	2	1	-	2	2	-	2
CO2	-	2	-	2	2	2	2	-	1	1	-	-	3	2	1
CO3	-	-	-	-	-	2	-	-	2	-	-	2	1	2	1
CO4	-	2	2	1	-	1	2	-	2	2	-	-	2	1	1
CO5	1	1	1	-	1	-	1	-	-	1	-	-	2	-	-



AMB110- BUSINESS RESEARCH METHODS

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		2	PC	4	0	0	3
Preamble	To make the students of tourism understand the principles of scientific methodology in business enquiry, develop analytical skills of business research and to prepare scientific business reports.						
Unit 1	INTRODUCTION						9
Introduction to Research – Meaning of research-Research applications in social and business sciences – Characteristics of good research study — Types of Research – Research process– Defining the Research problem – Problem identification process – Research Questions – 'Literature Survey – Formulating the research hypothesis – Writing a research proposal							
Unit 2	RESEARCH DESIGN AND MEASUREMENT						9
Research design – Definition – types of research design – Descriptive Research Designs: Exploratory – Cross-sectional studies and Longitudinal studies; Experimental Designs – Data Collection – Types of data –Primary and Secondary data – Methods of primary data collection –Online Interviews and Focus Groups – Observation – Interview – Case study Questionnaire and Schedule – Construction of questionnaire – pilot study							
Unit 3	SAMPLING AND DATA COLLECTION						9
Sampling concepts- Sample vs Census – Non Sampling error-Sampling Techniques – Probability and Non-probability sampling methods- Determination of Sample size- Types of Measurement Scales; Attitude; Classification of Scales: Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement.							
Unit 4	DATA PROCESSING AND ANALYSIS THROUGH SPSS						9
Data Processing Operations– editing – Coding –Data entry – Classification and Tabulation of Data – Univariate and Bivariate Analysis of Data: Descriptive vs Inferential Analysis – Chi- square Analysis – Analysis of Variance – t test – Procedure for testing hypothesis							
Unit 5	REPORT DESIGN AND WRITING						9
Introduction - Research Report - Different types – Criteria of Good Research -Structure of the research report – Title, Table of Contents – Synopsis, bibliography - Introductory Section – Research Design – Result Section – Recommendation & Implementation Section- - Bibliography – Citation rules Research ethics – Research databases –research metrics – Publication ethics – Use of plagiarism software – Turnitin – urkund and open source software tools							
							Total: 45
REFERENCE BOOK							
1	Kothari, C.R., Research Methodology”, Methods and Techniques, New						

	Age International, 6th Edition, 2010.
2	Panneerselvam, R., “Research Methodology”, Prentice-Hall of India, New Delhi, 7 Th Edition, 2004

COURSEOUTCOMES: At the end of the course, learners will be able to		Bloom’s Taxonomy Level
CO1	Understand types of business research, technology used in Business research	K1
CO2	Identify research problem, appropriate research design, sample design and formulating hypothesis	K2
CO3	Understand sources of data, instruments to collect data	K3
CO4	Learn to Analyze and interpretation of data.	K4
CO5	Designing and presenting research report	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	-	2	-	2	-	-	-	3	2	-	3	3	2
CO2	-	3	2	2	-	2	-	2	-	-	2	-	3	3	1
CO3	-	-	2	-	-	-	2	1	2	2	2	2	3	3	1
CO4	2	3	2	-	3	2	2	2	1	2	2	-	3	3	1
CO5	-	-	-	3	-	2	2	-	2	2	2	-	3	3	1



AMB111- OPERATIONS MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		2	PC	4	0	0	3
Preamble	To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.						
Unit 1	INTRODUCTION TO OPERATIONS MANAGEMENT						9
Operations Management–Nature, Importance, historical development, transformation processes, differences between service and goods, a system perspective, functions, challenges, current priorities, recent trends; Operations Strategy–Strategic fit, framework; Supply Chain Management							
Unit 2	FORECASTING, CAPACITY AND FACILITY DESIGN						9
Demand Forecasting–Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning –Long range, Types, Developing capacity alternatives. Overview of sales and operations planning. Overview of MRP, MRP-II and ERP. Facility Location– Theories, Steps in Selection, Location Models. Facility Layout–Principles, Types, Planning tools and techniques. (CRAFT, CORELAP, ALDEP).							
Unit 3	DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS						9
Product Design–Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Work Study–Objectives, Procedure, Method Study and Motion Study, Work Measurement and Productivity–Measuring Productivity and Methods to improve productivity.							
Unit 4	MATERIALS MANAGEMENT						9
Materials Management–Objectives, Planning, Budgeting and Control, Purchasing– Objectives, Functions, Policies, Vendor rating and Value Analysis. Maintenance Management – Objectives - Types of Maintenance, Stores Management–Nature, Layout, Classification and Coding, Inventory– Objectives, Costs and control techniques, Overview of JIT.							
Unit 5	QUALITY MANAGEMENT						9
Definitions of quality, The Quality revolution, quality gurus; TQM philosophies; Quality management tools, certification, and awards. Lean Management - philosophy, elements of JIT manufacturing, continuous improvement. Six sigma.							
							Total: 45
REFERENCE BOOK							

1	Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2015
2	Chary S.N, Production and Operations Management, 5th edition, Tata Mc Graw Hill, New Delhi, 2012.
3	Panneerselvam. R, Production and Operations Management, 3rd Edition,. PHI Learning, 2012.
4	Thomas Vollmann, David Clay Whybark, Manufacturing Planning and Control Systems, 5th edition, Tata Mc Graw Hill, New Delhi, 2004.
5	Norman Gaither, Operations Management, 9th Edition, CENGAGE Learning, Delhi, 2002

COURSEOUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	Understanding of the evolution of operations management practices and world class manufacturing processes	K1
CO2	Knowledge about capacity planning, strategic sourcing and procurement in organizations	K2
CO3	Enhances the understanding of product development and design process	K3
CO4	Ability to forecast demand and overcome bottlenecks	K4
CO5	Provides insight to Quality management tools and practices	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	-	-	-	1	-	-	-	3	3	-	3	1	-
CO2	2	-	-	-	-	1	2	2	1	3	3	-	3	1	-
CO3	2	-	-	-	-	1	-	3	1	3	3	-	3	1	-
CO4	2	-	-	-	-	1	2	-	-	3	3	-	3	1	1
CO5	1	-	-	-	-	1	1	-	-	3	3	-	3	1	-



AMB112- FOUNDATION OF BUSINESS ANALYTICS

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		2	PC	4	0	0	3
Preamble	<ul style="list-style-type: none"> ➤ Use business analytics for decision making ➤ To apply the appropriate analytics and generate solutions ➤ Model and analyze the business situation using analytics 						
Unit 1	INTRODUCTION TO BUSINESS ANALYTICS						9
Business Analytics - Terminologies, Process, Importance, Overview of Analytics model. Strategy and Business analytics Value Chain – Types of Data, Big Data – Characteristics – Sources – Types – Structured, Semi-structures and Unstructured Data							
Unit 2	DATA PREPARATION AND METHODOLOGY						9
Data Pre-processing – Data Quality – Cleaning – Integration – Reduction – Transformation – Normalization – Knowledge Discovery – Supervised Vs Un Supervised learning – Training and test data sets - Managing Information policy, data quality and change in BA							
Unit 3	DESCRIPTIVE ANALYTICS						9
Introduction to Descriptive analytics - Visualizing and Exploring Data - Descriptive Statistics - Sampling and Estimation - Probability Distribution for Descriptive Analytics - Analysis of Descriptive analytics							
Unit 4	PREDICTIVE & PRESCRITIVE ANALYTICS						9
Introduction to Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modeling and procedure - Data Mining for Predictive analytics. Analysis of Predictive analytics – Prescriptive Analytics: Prescriptive Modeling - Non-Linear Optimization - Demonstrating Business Performance Improvement							
Unit 5	APPLICATION OF DATA VISUALIZATION TOOLS						9
Data Objects and attributes types – Overviews of data visualization techniques for various kind of data – Methods for visualizing text, graphs, tags and multidimensional data – Overview of Power BI for visualization.							
							Total: 45
REFERENCE BOOK							
1	Marc J. Schniederjans, Dara G. Schniederjans and Christopher M. Starkey, " Business Analytics Principles, Concepts, and Applications - What, Why, and How", Pearson Ed, 2014						
2	Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, SridharSeshadri, Springer						
3	An Introduction to Business Analytics, Ger Koole, Lulu.com, 2019						

4	Christian Albright S and Wayne L. Winston, "Business Analytics - Data Analysis and Decision Making", Fifth edition, Cengage Learning, 2015.
5	James R. Evans, "Business Analytics - Methods, Models and Decisions", Pearson Ed, 2012

COURSE OUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	Ability to understand the role of Business Analytics in decision making	K1
CO2	Ability to identify the appropriate tool for the analytics scenario	K2
CO3	Ability to apply the descriptive analytic tools and generate solutions	K3
CO4	Understanding of Predictive Analytics and applications	K4
CO5	Knowledge of Prescriptive Analytics and demonstrating business process improvement	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	-	-	3	1	-	-	-	2	-	-	-	-	2	-	1
CO2	2	-	-	1	-	3	-	3	-	-	-	-	3	1	-
CO3	-	1	-	-	-	-	-	3	-	-	-	-	2	1	-
CO4			1			2						-	-	2	1
CO5							2					-	-	-	1



AMB113- MARKETING MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		2	PC	4	0	0	3
Preamble	<ul style="list-style-type: none"> ➤ To understand the changing business environment and the fundamental premise underlying market driven strategies. ➤ To identify the indicators of management thoughts and practices. 						
Unit 1	INTRODUCTION						9
<p>Introduction To Marketing: Meaning, Nature And Scope Of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Management Process, Marketing Mix.</p> <p>Market analysis: understanding marketing environment, consumer and organization buyer behavior, market measurement and marketing research, market segmentation, targeting and positioning.</p>							
Unit 2	PRODUCT DECISIONS						9
<p>Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; Product life cycle – strategic implications;</p> <p>Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.</p>							
Unit 3	MARKETING MIX DECISIONS						9
<p>New product development and consumer adoption process– Brand Positioning and Differentiation – Channel Management – Managing Integrated Marketing Channels – Managing Retailing, Wholesaling and Logistics – Advertising and Sales Promotions.</p> <p>Managing Personal Communications: Direct and Interactive Marketing, and Personal Selling</p>							
Unit 4	BUYER BEHAVIOUR						9
<p>Understanding Industrial and Consumer Buyer Behavior – Influencing factors – Buyer Behaviour Models – Online buyer behaviour – Building and measuring customer satisfaction –Customer relationships management – Customer acquisition, Retaining, Defection – Creating Long Term Loyalty Relationships</p>							
Unit 5	TRENDS IN MARKETING						9
<p>Emerging Trends And Issues In Marketing: Rural Marketing, Societal Marketing ,Direct And Online Marketing , Green Marketing, Retail Marketing. Cause related marketing – Ethics in marketing – Online marketing trends - social media and digital marketing</p>							
							Total: 45
REFERENCE BOOK							
1	Kotler, Philip; Keller, Kevin; Koshey, Abraham; and Jha, Mithileshwar; Marketing						

	Management: South Asian Perspective. 13th Edition. Pearson Education, New Delhi, 2009.
2	Ramaswamy, V.S. and Namakumari, S., Marketing Management: Global Perspective, Indian Context 4th edition
3	Kurtz, David L. and Boone, Louis E., Principles of Marketing, Thomson South-Western, 12 th
4	Enis, B. M., Marketing Classics: A Selection of Influential Articles, New York, McGraw-Hill,
5	Saxena, Rajan, Marketing Management, Tata McGraw-Hill, New Delhi, 2006.

COURSE OUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	Applied knowledge of contemporary marketing theories to the demands of business and management practice.	K1
CO2	Enhanced knowledge of marketing strategies for consumer and industrial marketing	K2
CO3	Deep understanding of choice of marketing mix elements and managing integrated marketing channels	K3
CO4	Ability to analyze the nature of consumer buying behaviour	K4
CO5	Understanding of the marketing research and new trends in the arena of marketing	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	-	-	-	-	1	-	-	-	3	3	-	2	2	1
CO2	2	-	-	-	-	1	-	-	-	3	3	2	2	2	1
CO3	2	-	2	2	-	1	-	-	-	3	3	-	2	2	1
CO4	2	-	-	-	-	1	-	-	-	3	3	-	2	1	1
CO5	2	-	2	-	2	1	-	-	-	3	3	-	2	-	1



AMB302- DATA ANALYSIS & BUSINESS MODELING LAB - II

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		2	EEC	0	0	2	1
Preamble	To have hands-on experience on data analysis for business modeling						
S.NO	EXPT.NO	Details of experiments				DURATION	
1	1	Descriptive Statistics				2	
2	2	Parametric Tests				2	
3	3	Non-parametric Tests				2	
4	4	Correlation & Regression				2	
5	5	Forecasting				2	
6	-	Extended experiment – 1				2	
7	6	Portfolio Selection				2	
8	7	Risk Analysis & Sensitivity Analysis				2	
9	8	Revenue Management				2	
10	-	Extended experiment – 2				2	
11	9	Transportation & Assignment				2	
12	10	Networking Models				2	
13	11	Queuing Theory				2	
14	12	Inventory Models				2	
15	-	Extended experiments – 3				2	
							Total: 45
REFERENCE BOOK							
1	Robert H Carver, Doing Data Analysis with SPSS: Version 18.0, 5th Ed, Cengage Learning, Delhi, 2016.						
2	David M. Levine et al, Statistics for Managers using MS Excel, 8th Edition, Pearson Publications, 2016.						
3	David R. Anderson, et al, An Introduction to Management Sciences: Quantitative approaches to Decision Making, 15th edition, Cengage Learning Inc, 2016.						
4	Paneerselvam R., Operations Research, 2th edition, Prentice Hall of India, New Delhi, 2009.						
5	Hamdy A Taha, Introduction to Operations Research, 9th edition, Prentice Hall India, New Delhi, 2014.						
COURSEOUTCOMES:						Bloom's Taxonomy Level	
At the end of the course, learners will be able to							
CO1	Applied knowledge of contemporary marketing theories to the demands of business and management practice.					K1	
CO2	Enhanced knowledge of marketing strategies for consumer					K2	

	and industrial marketing	
CO3	Deep understanding of choice of marketing mix elements and managing integrated marketing channels	K3
CO4	Ability to analyze the nature of consumer buying behavior	K4
CO5	Understanding of the marketing research and new trends in the arena of marketing	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	-	-	3	1	-	-	-	2	-	-	-	-	1	1	-
CO2	2	-	-	-	-	3	-	3	-	-	-	-	2	1	-
CO3	-	1	-	-	-	-	-	3	-	-	-	-	2	1	-
CO4	-	-	1	-	-	2	-	-	-	-	-	-	2	1	-
CO5	-	-	-	-	-	-	2	-	-	-	-	-	1	2	1





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SEM – III



AMB114 - STRATEGIC MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PC	4	0	0	3
Preamble	To learn the major initiatives taken by a company's top management on behalf of corporate, involving resources and performance in external environments It entails specifying the organization's mission, vision and objectives, and to equip with skills required to manage business and non-business organizations at senior levels The course adopts a functional approach to management developing policies and plan to understand the analysis and implementation of strategic management in strategic business units.						
Unit 1	INTRODUCTION						9
Strategic Management- Meaning, Historical Development, Nature, Scope and Significance; Business Definition; Strategic Decision Making; Enterprise Strategists; Strategic Management Model; Strategic Intent- Vision, Mission and Objectives.							
Unit 2	ENVIRONMENT SCANNING						9
Environmental Scanning: Methods. SWOT Analysis – Components of a strategic plan, Analyzing Company's External Environment: Environmental appraisal, Scenario planning-Preparing an Environmental Threat and Opportunity Profile (ETOP). Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry& Exit Barriers. Organizational Capability Profile: Strategic Advantage Profile.							
Unit 3	STRATEGY FORMULATION						9
Strategy Formulation: Strategy Framework for Analyzing Competition, Porter's Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies – restructuring and diversification strategies – different methods Turnaround strategy and diversification strategies. Process of Strategic Choice – Process of strategic choice – Gap analysis. Mckinsey's 7's framework; GE-9 Cell Model, Boston's Consultancy Model. Distinctive competitiveness; Factors affecting Strategic Choice							
Unit 4	STRATEGY IMPLEMENTATION						9
Strategy Implementation: Barriers to implementation of strategy. Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures. Functional Issues – Financial, Marketing, Operations and Personnel Plans and policies. Strategy and Structure: Organization structure, Structural Considerations, Structure for strategies, Organizational design and change, Matching structure and strategy.							
Unit 5	STRATEGY EVALUATION AND CONTROL						9
Strategy Evaluation and control – Establishing strategic controls - Measuring performance– appropriate							

measures- Role of the strategist – benchmarking-process and types of benchmarking,- Strategic surveillance -strategic audit.

Total: 45

REFERENCE BOOK

1	Hill. Strategic Management: An Integrated approach, 2009 Edition Wiley (2012)
2	John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
3	Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2008
4	AdriauH Aberberg and Alison Rieple, Strategic Management Theory Application, Oxford University Press, 2008.
5	Lawerence G. Hrebiniak, Making strategy work, Pearson, 2 nd edition, 2013
6	Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
7	Dr.Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.

COURSEOUTCOMES: At the end of the course, learners will be able to		Bloom’s Taxonomy Level
CO1	Ability to understand the Strategic management process and social responsibility of business organizations.	K1
CO2	In-depth understanding about the need for developing competitive advantage for organizations	K2
CO3	Provides insights into various corporate and business level strategies	K3
CO4	Facilitates to identify the various control systems required for organizational strategy implementation process	K4
CO5	Enhances the cognitive knowledge about various strategic issues and development of new business models	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	-	-	1	1	2	2	-	1	2	2	2
CO2	3	2	1	-	-	1	1	1	2	2	-	1	2	2	2
CO3	3	2	1	1	-	1	1	1	2	2	-	1	2	2	2
CO4	3	2	1	1	-	1	1	1	2	2	-	1	2	2	2
CO5	3	2	1	-	-	1	1	1	2	2	-	1	2	2	2

AMB115 - INTERNATIONAL BUSINESS

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PC	4	0	0	3
Preamble	To understand the multinational dimensions in management of a MNC company and the business operations in more than one country.						
Unit 1	AN OVERVIEW OF INTERNATIONAL BUSINESS						9
Definition and drivers of International Business- Changing Environment of International Business- Country attractiveness- Trends in Globalization- Effect and Benefit of Globalization-International Institution: UNCTAD Basic Principles and Major Achievements, Role of IMF, Features of IBRD, Role and Advantage of WTO.							
Unit 2	THEORIES OF INTERNATIONAL TRADE AND INVESTMENT						9
Theories of International Trade: Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Hecksher-Ohlin Theory-Theories of Foreign Direct Investment : Product Life Cycle, Eclectic, Market Power, Internationalisation-Instruments of Trade Policy : Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy, Balance of Payment							
Unit 3	GLOBAL ENTRY						9
Strategic compulsions— Strategic options – Global portfolio management- Global entry strategy, different forms of international business, advantages - Organizational issues of international business – Organizational structures – Controlling of international business, approaches to control – Performance of global business, performance evaluation system							
Unit 4	PRODUCTION, MARKETING, FINANCIALS OF GLOBAL BUSINESS						9
Global production: Location, scale of operations- cost of production- Standardization Vs Differentiation- Make or Buy decisions- global supply chain issues- Quality considerations. Globalization of markets: Marketing strategy- Challenges in product development- pricing- production and channel management. Foreign Exchange Determination Systems: Basic Concepts-types of Exchange Rate Regimes- Factors Affecting Exchange Rates							
Unit 5	HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL BUSINESS						9
Selection of expatriate managers- Managing across cultures -Training and development- Compensation- Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation –Ethical issues in international business – Ethical decision-making.							
							Total: 45

REFERENCE BOOK

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

COURSE OUTCOMES:**At the end of the course, learners will be able to****Bloom's Taxonomy Level**

CO1	In Depth knowledge of driving factors of international Business	K1
CO2	Understanding of theories of trade and investment practiced in the global world	K2
CO3	Deep Insights in to various market entry strategies followed by Global Organizations	K3
CO4	Ability to identify the various global production and supply chain issues and have an understanding of foreign exchange determination system	K4
CO5	Enhance the cognitive knowledge of managing business across the cultures	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	-	-	1	1	2	2	-	1	2	2	2
CO2	3	2	1	-	-	1	1	1	2	2	-	1	2	2	2
CO3	3	2	1	1	-	1	1	1	2	2	-	1	2	2	2
CO4	3	2	1	1	-	1	1	1	2	2	-	1	2	2	2
CO5	3	2	1	-	-	1	1	1	2	2	-	1	2	2	2

ESTD. 2011

AMB303 -BIG DATA ANALYTICS LAB

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	EEC	4	0	0	3
Preamble	To recognize the importance of Visualization tools To have comprehensive knowledge of various graphs, charts and plots To be familiar in various data visualization tools such as tableau, power BI plotly and R						
Unit 1	TABLEAU						9
Introduction to Tableau – Installation – Tableau Interface – Data Importing (live vs extract) – Continuous and discrete data – Different kinds of plots and their usage (bar chart, line chart, scatter plot, histogram, dual axis) – Parameters – Functions and calculated field – Row and aggregate calculations – Time series analysis – Bin & group – Forecast & clusters – Joins and blends – Dashboard and interactive plots – Data interpretation – Connecting to real time database							
Unit 2	POWERBI						9
Introduction to PowerBI – Working with data – Importing from flat files, excel files, other sources – PowerPivot data types – Column operations - Table relationship – PowerPivot data analysis – PivotTable and PivotChart – Slicers – Dashboard Implementation – Dates, hierarchies, and perspectives – Data Analysis Expressions – Introduction to Power Query – Introduction to Power View – Power View visualizations – Power View filtering options – Introduction to Power Map – Preparing geospatial data – Publish from Power BI desktop – Publish Dashboard to Web							
Unit 3	WEB VISUALIZATION						9
Introduction to Plotly – Using Plotly with R, Python and Javascript - Introduction to Chart.js, d3.js, ggplot – Building web apps in Python – Introduction to Shiny							
Unit 4	R – PROGRAMMING (BASIS LEVEL)						9
The Importance of Forecasting-Time Series Data-Component Factors of the Time- Series Model Trend Analysis-Seasonal and Cyclical Behaviour-Smoothing of Annual Time Series: Moving averages, Exponential smoothing -Least-Squares Trend Fitting and Forecasting: Linear, quadratic and exponential model, Autocorrelation and Auto Regression-Autoregressive Models - ARIMA time-series Model							
Unit 5	R- PROGRAMMING (ADVANCED)						9
Selection of expatriate managers- Managing across cultures -Training and development- Compensation- Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation –Ethical issues in international business –							

Ethical decision-making.

Total: 45

REFERENCE BOOK

1	Learning Tableau”, Joshua N. Milligan
2	“Practical Tableau”, Ryan Sleeper
3	“Mastering Microsoft Power BI”, Brett Powell
4	“Microsoft Power BI Cookbook”, Brett Powell
5	“R Graphics Cookbook”, Winston Chang, O’Reilly

COURSEOUTCOMES:

At the end of the course, learners will be able to

Bloom’s Taxonomy Level

CO1		K1
CO2		K2
CO3		K3
CO4		K4
CO5		K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	-	-	1	1	2	2	-	1	2	2	2
CO2	3	2	1	-	-	1	1	1	2	2	-	1	2	2	2
CO3	3	2	1	1	-	1	1	1	2	2	-	1	2	2	2
CO4	3	2	1	1	-	1	1	1	2	2	-	1	2	2	2
CO5	3	2	1	-	-	1	1	1	2	2	-	1	2	2	2



FUNCTIONAL SPECILIZATION

S.No.	Course Code	Course Name	L	T	P	C
MARKETING						
1	AMB501	Brand Management	4	0	0	3
2	AMB502	Consumer Behavior	4	0	0	3
3	AMB503	Customer Relationship Management	4	0	0	3
4	AMB504	Retail Marketing	4	0	0	3
5	AMB505	Sales and Distribution Management	4	0	0	3
6	AMB506	Services Marketing	4	0	0	3



AMB501- BRAND MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	The course builds on existing communications and consumer behaviour models in order to explore many of the issues facing a modern-day brand manager. Topics: evaluation of brands, brands and their relationships with consumers, how to create brand equity and the tools required to manage equity over time.						
Unit 1	INTRODUCTION TO BRANDS						9
Basic Understanding of Brands – Concepts and Process – Significance of A Brand – Brand Mark and Trade Mark – Different Types of Brands – Family Brand, Individual Brand, Private Brand – Selecting a Brand Name – Functions of a Brand – Branding Decisions – Influencing Factors.							
Unit 2	BRAND EXTENSION AND POSITIONING						9
Introducing & Naming New Products and Brand Extensions-Advantages of Extension-Disadvantages Of Extension-Types Of Extensions-Importance Of Brand Extension-Understanding How Consumer Evaluate Brand Extensions- Evaluating Brand Extension Opportunities-Identifying & Establishing Brand Positioning, Positioning Strategies							
Unit 3	BRAND ASSOCIATION AND EQUITY						9
Choosing Brand Elements to Build Brand Equity-Designing Marketing Programs to Build Brand Equity- Integrating Marketing Communication to Build Brand Equity-Leveraging Secondary Brand Association to Build Brand Equity.							
Unit 4	MARKETING BRAND OVERTIME						9
Reinforcing Brands-Revitalizing Brands-Adjustment to Brand Portfolio- Managing Brand Over Geographic Boundaries & Market Segment-Regional Market Segment-Advantages and Disadvantages of Global Marketing Program Global Brand Strategy							
Unit 5	MARKETING STRATEGY						9
Designing and Implementing Branding Strategies - Corporate Brand Building –Retail Branding – Services. Branding- Brand Audit– Case Studies.							
							Total: 45
REFERENCE BOOK							
1	Ramesh Kumar S., Managing Indian Brands, Vikas publishing House (P) Ltd., New Delhi, 2011.						
2	Uncles, M., Perspectives on Brand Management. Tilde University Press, Melbourne. (ISBN 9 780734 610652), 2011.						
3	Harsh.V.Verma, Brand Management Text & Cases, 2nd edition, Excel						

	publication,,2011	
4	KevinLaneKeller, Strategic BrandManagement,4thEdition P Pearson Education Publishers, New Delhi, 2013.	
5	Lan Batey, Asian Branding: A great way to fly, Prentice Hall of India, Publishers Singapore 2012.	
COURSEOUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	Develop the knowledge about the brands prevalent at local and global level	K1
CO2	Understand, evaluate and compare the utility of brands for products and services	K2
CO3	Create ideas based on branding strategy enabling effectiveness in marketing	K3
CO4	Develop decisionmaking based on brands and enable others to understand	K4
CO5	Develop Marketing decisions to implement branding strategies	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB502 - CONSUMER BEHAVIOUR

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	Explains the historical background and concepts vital for understanding Consumer Behavior. to Identify the role of various variables that determine Consumer Behaviour in cross cultural domain and the innovative ethical practices adopted by organizations to enhance the Consumer behaviour. to Study various techniques of communication adopted by the organization to reach and enhance consumer base and to infer recent developments in the field of Consumer behaviour						
Unit 1	INTRODUCTION OF CONSUMER BEHAVIOUR						9
Introduction of Consumer Behaviour- Introduction to the study of Consumer Behaviour: Meaning & Definition of CB, Difference between consumer & Customer, Nature & Characteristics of Indian Consumers, Consumer segmentation-bases of segmentation. Its origin, strategic application, relationship of consumer Behaviour to strategy							
Unit 2	BEHAVIOUR CHANGE						9
Behaviour Change - Beliefs, Attitudes, and Behaviour Change: Persuasion, Personality and Consumer behaviour, Social class, Group dynamics, Households and Families, Cultural and Subculture. [Consumer motivation, personality, perception and learning]							
Unit 3	CONSUMER DECISION MAKING PROCESS						9
Consumer Decision Making Process - Consumer Decision Making Process- High and Low Involvement, Pre-purchase Processes, Purchase, Post Purchase processes, Consumption and evaluation, Communication and Consumer Behaviour - Components of communications process Brand Loyalty and Repeat Purchase Behaviour. Opinion leadership dynamics of opinion leadership, the situational environment of opinion leadership.							
Unit 4	CONSUMER MODELING						9
Consumer modelling - Consumer Modelling-Economic model-psychoanalytical model – sociological Model- Howard Seth model-Nicosia model-Engel Blackwell model, VALS2 Stanford model							
Unit 5	CONSUMER RIGHTS						9
Consumer Rights - Consumer Movement and Consumer Rights, Marketing Ethics and Social Responsibility, Consumer Movement in India, Rights of the Consumer, Responsibilities of consumers in India, Benefits of consumerism Consumer research-Primary and secondary methods-tools used-survey, focus groups, personal interviews, projective techniques.							
							Total: 45
REFERENCE BOOK							

1	Schiffman, L.G and Kanuk L.L Consumer Behavior, 8/e, Pearson Education, New Delhi, 2020
2	Michael R. Solomon, Consumer Behavior: Buying, Having, and Being, Pearson Education, New Delhi, 2017
3	Hawkins, Best, Coney, Consumer Behaviour, 8/e, TMH, New Delhi, 2002.
4	Kumar: Conceptual Issues in Consumer Behavior: The Indian Context, Pearson Education, New Delhi, 2003
5	Jay D Lindquist and M Joseph Sirgy, Shopper, Buyer and Consumer Behaviour, Second Edition, Bizttantra, New Delhi, 2009

COURSEOUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	Analyse the effect of use of digital technologies in formulating brand marketing strategies on consumer behaviour	K1
CO2	Evaluate the various methods to do the consumer research process.	K2
CO3	Use how the personality, Learning, Attitude, and Communication have an impact on individual consumer behaviour	K3
CO4	Apply the various models of consumer behaviour in real time	K4
CO5	Recall the concept of consumerism	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB503 - CUSTOMER RELATIONSHIP MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	This course is focused on the holistic understanding of customer relationship management. It is important that such a course gives students a real world understanding of CRM. How do organizations implement CRM such that it benefits their business needs? How has CRM helped define best practices and customer management methodology? How has CRM allowed for decision making, evolved relationships to a higher level of understanding and more meaningful interactions? The course seeks to give students exposure to all these questions and more.						
Unit 1	INTRODUCTION TO CRM						9
CRM Definition, Need and Importance: Conceptual Framework of Customer Relationship Management; The Value Pyramid, Customer Interaction Cycle, Customer Profiling and Total Customer Experience, Goals of a CRM Strategy and Obstacles, CRM Solutions Map, Discussing People, Processes and Technology, CRM myths.							
Unit 2	CRM AS A BUSINESS STRATEGY						9
CRM - Issues and Strategies; Winning Markets through Effective CRM; CRM as a business strategy, CRM Process, Effective Customer Relation Management through Customer Knowledge Management; Customer Interaction Management, Call Centre management in CRM. Customer Centricity in CRM- Concept of Customer centricity, Customer touch points, Customer Service, Measuring Customer life time value-. Customer life cycle Management.							
Unit 3	TECHNOLOGICAL TOOLS FOR CRM AND IMPLEMENTATION						9
Data Mining for CRM - Some Relevant Issues, Changing Patterns of e-CRM Solutions in the Future; Structuring a Customer Focused IT Organization to Support CRM; Organizational Framework for Deploying Customer Relationship; measuring profitability CRM implementation – set by step process							
Unit 4	CRM IN ANALYTICS						9
Analytical CRM: Managing and sharing customer data - Customer information databases, Ethics and legalities of data use. Data Warehousing and Data Mining concepts. Data analysis: Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering							
Unit 5	CRM IN SERVICES						9
Customer Relationship Management in service industry in India; Relevance of CRM for Hospital Services; Customer Relationship Management in Banking and Financial Services; CRM in Insurance Sector, Supply-Demand Mismatches and their impact on CRM; The Past, Present and Future of CRM							
							Total: 45

REFERENCE BOOK

1	Jagdish N Sheth, Parvatiyar Atul, G Shainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications, 1st Edition, Tata McGraw Hill, June 2008
2	Ramesh Kumar S., Managing Indian Brands, Vikas publishing House (P) Ltd., New Delhi, 2011
3	Uncles, M., Perspectives on Brand Management. Tilde University Press, Melbourne. (ISBN 9 780734 610652), 2011.
4	Harsh.V.Verma, Brand Management Text&Cases, 2 nd edition, Excel publication, 2011

COURSE OUTCOMES:**At the end of the course, learners will be able to****Bloom's Taxonomy Level**

CO1	Apply the concept of CRM, the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented.	K1
CO2	Implement how CRM practices and technologies enhance the achievement of marketing, sales and service objectives throughout the customer life-cycle stages of customer acquisition, retention and development whilst simultaneously supporting broader organizational goals.	K2
CO3	Implement various technological tools for data mining and also successful implementation of CRM in the Organizations.	K3
CO4	Apply CRM in the area of Analytics	K4
CO5	Design customer relationship management strategies by understanding customers' preferences for the long-term sustainability of the Organizations.	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	-	-	-	1	2	2	-	1	2	2	2
CO2	3		1		1	1		1	2	2	-	1	2	2	2
CO3	3	2	1	1	1	-	2	1	-	-	-	1	2	2	2
CO4	3	-	-	1	1	1	2	1	2	2	-	1	2	2	2
CO5	3	2	1	-	-	1	2	1	2	2	-	1	2	2	2

SRIPERUMBUDUR

ESTD. 2011

AMB504 - RETAIL MARKETING

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	Providing students an exposure to basic concepts of retailing and latest trends in Indian Retailing. Exploring the complexity of retail services and in understanding how marketers differentiate their services offerings (customer experiences)						
Unit 1	INTRODUCTION					9	
An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.							
Unit 2	RETAIL FORMATS					9	
Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.							
Unit 3	RETAILING DECISIONS					9	
Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Merchandizing and category management – buying							
Unit 4	RETAIL SHOP MANAGEMENT					9	
Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends.							
Unit 5	RETAIL SHOPPER BEHAVIOUR					9	
Understanding of Retail shopper behaviour – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behaviour – Complaints Management - Retail sales force Management – Challenges in Retailing in India.							
							Total: 45
REFERENCE BOOK							
1	Michael Havy, Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition,2007 Ogden, Integrated Retail Management, Biztantra, India, 2008.						
2	Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4thEdition 2008.						
3	Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press,2007.						
4	Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3rd						

	Edition, 2009.	
5	Dunne, Retailing, Cengage Learning, 2nd Edition, 2008	
6	Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008	
COURSEOUTCOMES:		
At the end of the course, learners will be able to		
	Bloom's Taxonomy Level	
CO1	To provide insights on retail operation	K1
CO2	To understand effective methods and strategies required for retail management	K2
CO3	To understand how to utilize resources and techniques used in retail management	K3
CO4	To understand analysis of store location, merchandising, products and pricing	K4
CO5	To gain knowledge about shopping behaviour.	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	-	-	-	1	2	2	-	1	2	2	2
CO2	3		1		1	1	-	1	2	2	-	1	2	2	2
CO3	3	2	1	1	1	-	2	1	-	-	-	1	2	2	2
CO4	3	-	-	1	1	1	2	1	2	2	-	1	2	2	2
CO5	3	2	1	-	-	1	2	1	2	2	-	1	2	2	2



AMB505 - SALES AND DISTRIBUTION MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	It aims to expose the students to development of sales and distribution strategy, principles of sales force management and the management of marketing channels. To enable the students, acquire and understand the concept and meaning of distribution management						
Unit 1	INTRODUCTION TO SALES MANAGEMENT					9	
Introduction - The Sales Management Function – Scope and Importance; Sales Management—Sales Management and the Environment —Sales and Other Departments —The Scope of Sales Management —Characteristics of the Sales Job —Categories of Salesperson.							
Unit 2	SALES FORCE MANAGEMENT					9	
Sales Force Job Analysis and Description- Recruiting and Selecting Sales Personnel- Training Sales Personnel- Motivating the Sales Force- Sales Force Compensation- Evaluating Sales Performance- Ethical and Legal Issues in Sales Management							
Unit 3	TRAINING AND DEVELOPMENT OF SALES FORCE					9	
Training and Development of sales force—Significance of training— The focus of sales training —The Sales Training Process—Assessing training needs— Designing training content—Conducting group training sessions— Training methodologies							
Unit 4	MANAGING DISTRIBUTION CHANNELS					9	
Distribution Management - Introduction, need and scope. Channels - Strategies and levels, retailing and wholesaling. Designing channel systems and channel management							
Unit 5	WAREHOUSING AND INVENTORY MANAGEMENT					9	
Definition—Global Warehouses—Field Warehouses—Policies and Procedures— Types of Warehouse Space—Basic Principles of Warehouse and Inventory Management.							
							Total: 45
REFERENCE BOOK							
1	Krishna K. Havaladar, Vasant M. Cavale, Sales and Distribution Management - Text and Cases, Third Edition, McGraw Hill Education, 2017						
2	Gupta S.L., Sales and Distribution Management - Text and Cases - An Indian Perspective, Excel Books, 2008.						
3	Still, R. R. & Cundiff, E. W., Govoni, N. A. P. (2017). Sales and distribution Management: (6th ed), Pearson.						
4	Krishna K Havaladar and Vasant M Cavale (2017). Sales and Distribution						

	Management (3rd ed), Tata McGraw Hill. Tapan. K. Panda and Sunil Sahadev (2019). Sales and Distribution Management (2nd ed), Oxford University Press	
COURSEOUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	Understand the basic concepts in sales management	K1
CO2	Familiarise with sales force techniques and sales evaluation programs	K2
CO3	Understand the training and development of sales force	K3
CO4	Identify the process of intermediaries	K4
CO5	To gain insights into the selling and distribution process	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	-	-	-	1	2	2	-	1	2	2	2
CO2	3		1	-	1	1	-	1	2	2	-	1	2	2	2
CO3	3	2	1	1	1	-	2	1	-	-	-	1	2	2	2
CO4	3	-	-	1	1	1	2	1	2	2	-	1	2	2	2
CO5	3	2	1	-	-	1	2	1	2	2	-	1	2	2	2



AMB506 - SERVICES MARKETING

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	This course focuses on the key elements (culture, communications, strategy, operations, people, and technology) that marketers must integrate to establish and sustain service excellence and provide customer value. While the course examines broad issues in managing service businesses and the service component of manufacturing firms, a core theme is a how customer value is created.						
Unit 1	INTRODUCTION TO SERVICES MARKETING						9
Foundations of Services Marketing - Concepts - Scope and Dimensions - Services Marketing Environment – Global and National Perspectives-Consumer Behaviour in Services-Customer Expectations of Services- Customer Perception of Services, Understanding Customer Expectation Perception through Marketing Research							
Unit 2	FEATURES OF SERVICES						9
Classification of Services - Distinctive Features of Services - Service Market Potential - Factors Contributing to the Growth of Service Marketing in the Indian Context- Service Design							
Unit 3	PRODUCT STRATEGIES						9
Assessing Service Marketing Opportunities Service Location – Service Market Segmentation - Targeting Service Users - Positioning Strategies - Developing Brand New Services - Pricing of Service - Issues Relating to Distribution- Delivering Services through Interim.							
Unit 4	COMMUNICATION MIX						9
Designing Communication Mix for Promoting Services - Advertising and Publicity for Services - Personal Selling in Relation To Services - Information Technology Impact on Service Marketing- Service Quality Measurement, Integrated Gaps Model of Service Quality.							
Unit 5	MARKETING STRATEGY						9
Building Marketing Strategy for Hospitality, Tourism, Travel, Insurance, Medical, Information Technology, Educational, Financial and Entertainment Services – Event Management.							
							Total: 45
REFERENCE BOOK							
1	K. Hoffman, Marketing of Services, Concept, Strategies and Cases, 5th Edition, CENGAGE Learning, Delhi, 2016						
2	Christian Gronroos, Service Management and Marketing, Illustrated & Revised Edition, John Wiley and Sons Ltd, New Delhi, 2016.						
3	Christopher Love Lock, Service Marketing, 6th edition, Pearson Education Asia, New Delhi, 2015						

4	Adrian Palmer, Principles of Services Marketing, 4th edition, Tata McGraw Hill, New Delhi, 2012.	
5	Rajendra Nargundkar, Service Marketing: Text and Cases, 3rd edition, Tata Mc Graw Hill, New Delhi, 2010.	
COURSEOUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	Develop in-depth understanding of key concept of customer expectation, perception, Consumer behaviour and service quality dimensions in services marketing.	K1
CO2	Demonstrate an understanding of each part of the extended mix and be able to present solutions to particular case study scenarios.	K2
CO3	Demonstrate an understanding of the drivers of growth in the service industry and how these can be managed in a particular industry.	K3
CO4	Learn the strategies and tools to deal with Service marketing challenges	K4
CO5	To understand how consumer expects services in the marketplace and serves the customers accordingly to gain service satisfaction	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	-	-	-	1	2	2	-	1	2	2	2
CO2	3		1		1	1	-	1	2	2	-	1	2	2	2
CO3	3	2	1	1	1		2	1	-	-	-	1	2	2	2
CO4	3	-	-	1	1	1	2	1	2	2	-	1	2	2	2
CO5	3	2	1	-	-	1	2	1	2	2	-	1	2	2	2



S.No.	Course Code	Course Name	L	T	P	C
FINANCE						
1	AMB507	Security Analysis and Portfolio Management	4	0	0	3
2	AMB508	Banking and Financial Services	4	0	0	3
3	AMB509	Financial Markets	4	0	0	3
4	AMB510	Corporate Finance	4	0	0	3
5	AMB511	International Finance	4	0	0	3
6	AMB512	Mergers and Acquisitions	4	0	0	3



AMB507 - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	<ul style="list-style-type: none"> ➤ Understand the nuances of stock market operations ➤ Understand the techniques involved in deciding upon purchase or sale of securities. 						
Unit 1	INVESTMENT SETTING						9
Financial and economic meaning of Investment – Characteristics and objectives of Investment – Investment process -Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts - Valuation of bonds and stock							
Unit 2	FUNDAMENTAL ANALYSIS						9
Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.							
Unit 3	TECHNICAL ANALYSIS						9
Fundamental Analysis Vs Technical Analysis -- Dow theory – Charting methods - Chart Patterns Trend – Trend reversals – Market Indicators -Moving Average – Exponential moving Average Oscillators -RSI -ROC - MACD. Efficient Market theory - Forms of market efficiency -weak, semi-strong, strong form - Empirical tests of market efficiency -its application.							
Unit 4	PORTFOLIO CONSTRUCTION AND SELECTION						9
Portfolio analysis - Reduction of portfolio risk through diversification – Portfolio risk - Portfolio Selection - Feasible set of portfolios - Efficient set - Markowitz model - Single index model - Construction of optimum portfolio - Multi-index model							
Unit 5	CAPITAL ASSET PRICING MODEL						9
Capital Asset Pricing model - Lending and borrowing - CML - SML - Pricing with CAPM - Arbitrage pricing theory– Portfolio Evaluation - Sharpe's index Treynor's index, Jensen's index – Mutual Funds – Portfolio Revision.							
							Total: 45
REFERENCE BOOK							
1	Donald E.Fischer& Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.						
2	Prasanna chandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.						
3	Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9th edition, 2011.						

4	Punithavathy Pandian, Analysis & Portfolio Management, Vikas publishing house PVT LTD, second edition, 2013	
5	Bodi, Kane, Markus, Mohanty, Investments, 8th edition, Tata McGraw Hill, 2011.	
6	V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2013.	
COURSEOUTCOMES:		
At the end of the course, learners will be able to		
	Bloom's Taxonomy Level	
CO1	Understand the concept of investment and identify the investment alternatives to investors	K1
CO2	Learn the nuances of fundamental analyses and technical analyses	K2
CO3	Analyse and evaluate the value of securities	K3
CO4	Explain how to construct an efficient portfolio	K4
CO5	Explore the various methods through which portfolio evaluation could be done	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB508 - BANKING AND FINANCIAL SERVICES

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	<ul style="list-style-type: none"> ➤ Grasp how banks raise their sources and how they deploy it and manage the associated risks ➤ Understand e-banking and the threats that go with it. ➤ Understand about other asset based and fund based financial services in India. 						
Unit 1	INTRODUCTION TO INDIAN BANKING SYSTEM AND PERFORMANCE EVALUATION						9
Overview of Indian Banking system – Structure – Functions – Key Regulations in Indian Banking sector –RBI Act, 1934/ 2006 –Banking Regulation Act, 1949– Negotiable Instruments Act 1881/ 2002 – Provisions Relating to CRR – Provision for NPA’s - Overview of Financial Statements of banks – Balance Sheet – Income Statement – CAMEL							
Unit 2	MANAGING BANK FUNDS/ PRODUCTS & RISK MANAGEMENT						9
Capital Adequacy – Deposit and Non-deposit sources – Designing deposit schemes and pricing of deposit sources – loan management – Investment Management – Asset and Liability Management – Financial Distress –Signal to borrowers – Prediction Models – Risk Management – Interest rate – Forex – Credit market –operational and solvency risks – NPA’s – Current issues on NPA’s – M&A’s of banks into securities market							
Unit 3	DEVELOPMENT IN BANKING TECHNOLOGY						9
Payment system in India – paper based – e payment –electronic banking –plastic money – e-money – forecasting of cash demand at ATM’s –The Information Technology Act, 2000 in India – RBI’s Financial Sector Technology vision document – security threats in e-banking & RBI’s Initiative							
Unit 4	ASSET BASED FINANCIAL SERVICES						9
Introduction – Need for Financial Services – Financial Services Market in India –NBFC – RBI framework and act for NBFC – Leasing and Hire Purchase – Financial evaluation – underwriting – mutual funds							
Unit 5	INSURANCE AND OTHER FEE BASED FINANCIAL SERVICES						9
Insurance Act, 1938 –IRDA – Regulations – Products and services –Venture Capital Financing –Bill discounting –factoring – Merchant Banking – Role of SEBI							
							Total: 45
REFERENCE BOOK							
1	Padmalatha Suresh and Justin Paul, “Management of Banking and Financial						

	Services, Pearson, Delhi,
2	Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi 2010
3	Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 2017
COURSEOUTCOMES:	
At the end of the course, learners will be able to	
CO1	Understand the overall structure and functions of Indian Financial System
CO2	Gain knowledge about regulations governing the Indian Banking system
CO3	Price various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks
CO4	Familiarise the students with the concept of e-banking
CO5	In-depth understanding of fee-based and fund-based financial services in India
	Bloom's Taxonomy Level
	K1
	K2
	K3
	K4
	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB509 – FINANCIAL MARKETS

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	To understand the types and functions of the various financial markets in India, its instruments and Regulations						
UNIT 1	FINANCIAL MARKETS IN INDIA						9
Indian financial system and markets – structure of financial markets in India –Types-Participants in financial Market – Regulatory Environment, - RBI, CCIL, Common securities market, Money market,- Capital market - Governments philosophy and financial market – financial instruments							
UNIT 2	INDIAN CAPITAL MARKET- PRIMARY MARKET						9
Primary Market - Primary market system - Types of scripts - Issue of capital: process, regulation pricing of issue, – Methods of floating new issues, Book building- Primary markets intermediaries: commercial banks, development banks, Merchant banker, issue managers, rating agencies etc – Role of primary market – Regulation of primary market.							
UNIT 3	SECONDARY MARKET						9
Stock exchanges in India - History and development -listing - Depositories - Stock exchange mechanism: Trading, Settlement, risk management, Basics of pricing mechanism - Player and stock exchange - Regulations of stock exchanges –Role of SEBI – BSE, OTCEI, NSE, ISE, - Role of FIIs, MFs and investment bankers –Stock market indices – calculation.							
UNIT 4	DEBT MARKET AND FOREX MARKET						9
Bond markets in India: Government bond market and its interface with capital market - Components of bond market - G-Sec, T-Bills, Corporate Bonds, Yield conventions, Role of primary dealers, Auction Markets - Pricing of Bonds. Introduction to Forex markets, basics in exchange rates theory - Forex risk exposures and basics of corporate forex risk management.							
UNIT 5	MUTUAL FUNDS, DERIVATIVES MARKETS AND VENTURE CAPITAL AND PRIVATE EQUITY						9
Mutual funds institutions in India. Types of mutual funds, Basics in portfolio management, Metrics of performance for fund manager Introduction to Derivatives and the size of derivatives markets -Brief introduction to forwards, Options, Futures And Swaps. Role of VCs and PEs in financial markets - Venture capital and Private equity							
							Total: 45

REFERENCE BOOK

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

COURSE OUTCOMES:**At the end of the course, learners will be able to****Bloom's Taxonomy Level**

CO1	Understanding the basic concepts of the finance markets in India	K1
CO2	Identify the underlying structure and functions of Indian financial markets	K2
CO3	Familiarise the methods of issuing shares and the role of intermediaries in the primary market	K3
CO4	Learn about the trading mechanism in stock market	K4
CO5	Describe the instruments, participants and trading in debt market	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB510 – CORPORATE FINANCE

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	Student will acquire nuances involved in short term corporate financing						
UNIT 1	INTRODUCTION						9
Corporate Restructuring – meaning, objectives, types and forms, motives for restructuring – meaning of Mergers and Acquisitions, types, causes, distinction between Mergers and Acquisitions, Merger procedure, Scheme for Merger, theories of Merger, cross border Mergers and Acquisitions.							
UNIT 2	REGULATORY FRAMEWORK FOR MERGERS AND ACQUISITION						9
Compliance with Indian Companies Act, Competition Act 2002, Income Tax Act 1961, Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011.							
UNIT 3	MERGER AND ACQUISITION PROCESS, FINANCING AND ACCOUNTING FRAMEWORK						9
Due Diligence – types, screening due diligence, challenges and checklist - Valuation for Merger and Acquisition – concepts of value, methods of Enterprise and Equity valuation, Brand, Goodwill, Human resources, Customer Relationships valuation, Firm valuation, Cost of Capital, Relative valuation, Issues in Valuation, Synergy and Value creation – Financing Mergers and Acquisitions – equity, debt and venture capital funds – Negotiation, Deal structuring and Methods of payments in mergers and acquisitions – Accounting for Mergers and Acquisitions							
UNIT 4	POST-MERGER INTEGRATION						9
Critical success factors for post-merger integration, Ingredients of integration, Timing and Speed of integration, approaches to integration, Challenges in integration, Steps for successful integration, Cultural integration, Redesigning post-merger cultural process.							
UNIT 5	CORPORATE CONTROL MECHANISM AND TAKEOVER DEFENSES						9
Internal and External control mechanism, Takeover tactics, Takeover defences, Regulatory aspects in India with respect to Takeover defences.							
							Total: 45
REFERENCE BOOK							
1	Kamal Ghosh Ray, PHI Learning Private Limited, New Delhi, 2010.						
2	Enrique R. Arzac, Valuation for Mergers, Buyouts and Restructuring, Second Edition, Wiley India, 2010.						
3	Patrick A. Gaughan, Mergers, Acquisitions and Corporate Restructurings, Fifth Edition, Wiley India, 2011.						
COURSEOUTCOMES:						Bloom's Taxonomy	

At the end of the course, learners will be able to		Level
CO1	Students will able to understand the Industrial financing	K1
CO2	To gain knowledge on short term-working capital finance practice	K2
CO3	To gain knowledge on advanced financial management	K3
CO4	To Understand about the financing decision	K4
CO5	To learn and understand about the corporate governance	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB511 – INTERNATIONAL FINANCE

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	To understand the International Financial Environment, Management and Risks involved.						
UNIT 1	INTERNATIONAL TRANSACTIONS						9
Overview and Evolution of International Finance –Institutions for International Finance – Internationalization process –International Monetary and Financial System – Balance of Payments – Exchange rate and money supply – International parity relations – Purchasing power parity – interest rate parity – Forward rate parity.							
UNIT 2	MULTINATIONAL FINANCIAL MANAGEMENT						9
Process of overseas expansion – Reasons for cross-border investing – The theory of investment – techniques of project evaluation - Approaches for investment under uncertainty - FDI – Measuring and Managing Risk – International M&A – Financial Techniques in M&A – Regulations of M&A in major countries.							
UNIT 3	INTERNATIONAL MONETARY SYSTEM						9
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							
UNIT 4	BORROWING AND LENDING : INTERNATIONAL SOURCES OF FINANCE						9
Bond Markets of various countries – Fixed and floating rate notes - Syndicate loans – Syndicated Eurocredits – ADR – GDR – Managing interest rate risk – Bond prices and yields – Bond Management – tools and techniques							
UNIT 5	INTERNATIONAL RISK ASSESSMENT AND OTHER INTERNATIONAL MARKETS						9
Country and political risk analysis – benefits and risks of international portfolio investment – assessing country creditworthiness – futures markets and instruments – option markets and instruments – option pricing – option pricing theory in financial risk assessment							
							Total: 45
REFERENCE BOOK							
1	Apte P.G., International Financial Management, Tata McGraw Hill, 2011.						
2	Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2011.						
3	Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2010.						

4	Eunand Resnik, International Financial Management, Tata Mcgraw Hill, 5th Edition, 2011.	
5	Website of Indian Government on EXIM policy	
COURSEOUTCOMES:		
At the end of the course, learners will be able to		
	Bloom's Taxonomy Level	
CO1	Learn about evolution, process and system of International Finance	K1
CO2	Identify the concepts of international merger and acquisitions, financial techniques and regulations	K2
CO3	Understand about international monetary system	K3
CO4	Knowing about ADR, GDR and bond management	K4
CO5	Explore the learning in international risk assessment	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB512 – MERGERS AND ACQUISITIONS

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	After completing this course, the student will be able to: As the course combines theory and practice, students will learn the practical component by visiting the sector and studying topics relevant to a specific area/topic, as well as writing a report based on their findings.						
UNIT 1	INTRODUCTION TO MERGERS AND ACQUISITIONS					9	
Merger and Acquisition – Divestitures, reorganization, joint ventures, leveraged buyouts - Corporate restructuring - Economic, legal and corporate finance considerations of Mergers and Acquisitions							
UNIT 2	LEGAL FRAMEWORK					9	
Laws Governing Mergers, Acquisitions, and Tender Offers - Securities Laws - Measuring Concentration and Defining Market Share - European Competition Policy - Regulation of Insider Trading - Company's Obligation to Disclose - Merger Negotiations, - Merger Strategy							
UNIT 3	VALUATION FOR MERGERS AND ACQUISITION					9	
Financial Analysis - Hostile versus Friendly Deals – Free cash flow approach – APV method – Comparable approach, Valuation Vs Pricing, Exchange Ratio							
UNIT 4	INTERNATIONAL NORMS					9	
International takeovers, guidelines, case studies							
UNIT 5	ACCOUNTING FOR MERGERS AND ACQUISITIONS					9	
Accounting for Merger and acquisition - Tax issues – Post Merger Integration Issue							
							Total: 45
REFERENCE BOOK							
1	Borgese, Mergers and Acquisition, 1st edition, Tata Mc Graw Hill, New Delhi,						
2	Narayankar, Ravi, Merger and Acquisitions Corporate Restructuring, Strategy and Practices- 2nd Ed. International Book House Pvt. Ltd- 2013						
3	Deans, Winning the Merger Endgame, 3rd edition, Tata Mc Graw Hill, New Delhi, 2004						
4	Patrick A. Gaughan, Mergers, Acquisitions and Corporate Restructurings, Wiley Publications, 3rd Edition, 2007.						
5	Weston, Mitchell and Mulherin, Takeovers, Restructuring, and Corporate Governance, 4th edition, Prentice Hall, New Delhi, 2004.						
6	Aswath Damodaran, Damodaran on Valuation: Security Analysis for Investment and Corporate Finance, 2nd edition, Wiley, 2006.						
COURSE OUTCOMES:						Bloom's Taxonomy Level	
At the end of the course, learners will be able to							
CO1	Identify the key issues and concepts of mergers and acquisitions					K1	

CO2	Understand the regulatory framework governing mergers and acquisitions	K2
CO3	Equip students with various valuation approaches to mergers and acquisitions	K3
CO4	Assess various case studies to analyse valuation strategies, pre and post- merger issues and challenges.	K4
CO5	Analyse the impact of taxation on corporate restructuring	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



S.No.	Course Code	Course Name	L	T	P	C
HUMAN RESOURCE MANAGEMENT						
1	AMB513	Strategic Human Resource Management and Development	4	0	0	3
2	AMB514	Industrial Relations and Labor Legislation	4	0	0	3
3	AMB515	Reward and Compensation Management	4	0	0	3
4	AMB516	International HRM	4	0	0	3
5	AMB517	Organizational Design Change and Development	4	0	0	3
6	AMB518	HR Analytics	4	0	0	3



AMB513-STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	To help students understand the transformation in the role of HR functions from being a support function to strategic function.						
Unit 1	CONTEXT OF SHRM			9			
Basic definitions and rules for probability, conditional probability independence of events Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.							
Unit 2	HUMAN RESOURCE DEVELOPMENT			9			
Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment- HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends –HRD Audit.							
Unit 3	E-HRM			9			
e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e-learning strategies- e- Performance management - and Compensation design - Use of mobile applications in HR functions– Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.							
Unit 4	CAREER & COMPETENCY DEVELOPMENT			9			
Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.							
Unit 5	EMPLOYEE COACHING & COUNSELING			9			
Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counselling – Role of HR in Counselling - Components of Counselling Programs – Counselling Effectiveness – Employee Health and Welfare Programs.							
Total:							45
REFERENCE BOOK							
1	Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 7 th edition, 2016.						

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

COURSEOUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	Understand the relationship of HR strategy with overall corporate strategy, the strategic role of specific HR systems.	K1
CO2	Appreciate SHRM in the context of changing forms of organisation and will have a better understanding of the tools and techniques used by organizations to meet current challenges.	K2
CO3	To be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organisations. Students will look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.	K3
CO4	Providing an overview of the counselling and coaching processes and techniques Developing alternative approach to dealing with problem situations in organisations	K4
CO5	Understand the career development theories and models and gain necessary self-insight, skills and techniques to become effective HR managers	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	-	2	1	2	2	1	1	2	2	2

AMB514- INDUSTRIAL RELATIONS AND LABOR LEGISLATION

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	<ul style="list-style-type: none"> ➤ To explore contemporary knowledge and gain a conceptual understanding of industrial relations. ➤ To have a broad understanding of the legal principles governing the employment relationship at individual and collective level 						
Unit 1	INDUSTRIAL RELATIONS			9			
Concept, scope- objectives- Importance - Approaches to IR- Industrial relations system in India. Trade Unions Act,1926- trade union movement in India- objective -role - functions- procedure for registration of trade unions- Rights and responsibilities- problems- Employee relations in IT sector.							
Unit 2	INDUSTRIAL CONFLICTS AND LABOUR WELFARE			9			
The Industrial Disputes Act, 1947-Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication. Labour welfare- statutory- Voluntary- welfare funds-welfare of unorganized labour							
Unit 3	LABOUR LEGISLATIONS-I			9			
Origin and growth of labour legislation in India- Principles of labour legislations-Factories Act 1948- Minimum Wages Act, 1948- Payment of Wages Act, 1936- Payment of Bonus Act, 1965-							
Unit 4	LABOUR LEGISLATIONS-II			9			
The Industrial employment (standing orders) Act, 1946- The Apprentices act, 1961-The Equal Remuneration act, 1976- Payment of Gratuity act 1972- Employee compensation act in 2013							
Unit 5	LABOUR LEGISLATIONS-III			9			
Employees’ Provident fund and Miscellaneous provisions act, 1952- Employees’ state insurance (ESI) Act, 1948- Maternity Benefit Act, 1961- Contract Labour Regulations and Abolition Act, 1970 -The Child Labour Prevention and Regulation Act, 1986.							
							Total: 45
REFERENCE BOOK							
1	Mamoria C.B. and SathishMamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2016.						
2	Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2014.						
3	ArunMonappa, RanjeetNambudiri, PatturajaSelvaraj. Industrial relations &Labour Laws. Tata McGraw Hill. 2012						
4	P.K. Padhi, Industrial Laws, PHI, 2017.						

5	P.R.N Sinha, InduBala Sinha, Seema PriyardarshiniShekhar. Industrial Relations, Trade Unions and Labour Legislation . Pearson. 2017.
6	Tax Mann, Labour Laws, 2018.
7	Srivastava, Industrial Relations and Labour laws, Vikas, 2015.

COURSEOUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	Industrial relations system and Trade union.	K1
CO2	Industrial Disputes and labour welfare measures	K2
CO3	Labour legislation introduction and legal provisions for factory workers, wages and Bonus	K3
CO4	Legal provisions for equal remuneration, gratuity, compensation, industrial employment and Apprenticeship	K4
CO5	Legal provisions for EPF, ESI, Maternity, contract labours, and child labour prevention.	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB515 -REWARD AND COMPENSATION MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	<ul style="list-style-type: none"> ➤ To impart skills in designing analysing and restructuring reward management ➤ To understand the various dimensions of Compensation Management. 						
Unit 1	INTRODUCTION			9			
Compensation - Definition - objectives- principles of compensation formulation- Compensation Design and strategy- theories of wage determination- Wage Structure -types of wages- wage boards- wage policy. Compensation decisions- compensation benchmarking- compensation trends and reward system in India.							
Unit 2	EMPLOYEE COMPENSATION AND LABOUR MARKET			9			
Macroeconomics of Labour markets- Unemployment and its impact on labour market- Neoclassical microeconomics of labour markets-models, supply and demand-economic model Implications on employee compensation- economic theories and employee compensation- trade -offs - valuation of employee compensation.							
Unit 3	MANAGING EMPLOYEE BENEFITS AND REWARDS			9			
Nature and types of employee benefits- statutory employee benefits in India- Deferred compensation plan- Non-monetary benefits. Reward - Meaning, Elements, Types- Basic concepts of reward management - Designing reward system- Approaches to reward system- Difference between reward and compensation.							
Unit 4	EXECUTIVE AND SALES COMPENSATION PLAN			9			
Executive Compensation – Components, Theories, Design- Relationship between Fixed and variable pay-Executive Incentive Programmes. Sale Compensation plan- design and administration- sales incentives and motivations. Compensation Management in Multi- National organisations.							
Unit 5	PERFORMANCE RELATED COMPENSATION			9			
Performance management system (PMS)-performance objectives - indicators- standards and metric - effective performance modeling-dimensions of performance- competency based pay. Team Compensation – Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs							

Total: 45**REFERENCE BOOK**

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

COURSEOUTCOMES:**At the end of the course, learners will be able to****Bloom's Taxonomy Level**

CO1	The basics of Compensation Management and Reward system, Theories and strategies	K1
CO2	Macro and micro economics of labour market and employee compensation	K2
CO3	Managing employee benefits and rewards.	K3
CO4	Performance related compensation	K4
CO5	Executive and sales compensation plans, theories and design.	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB516 -INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	The course aims to provide students insights to HR practices followed in Global organizations						
Unit 1	INTRODUCTION TO IHRM			9			
Definition – Evolution of HRM- Importance of IHRM, Components of IHRM strategy, Models of IHRM – Matching Model, Harvard Model, Contextual Model, 5p Model, European Model – Difference between HRM and IHRM – Overview of IHRM activities							
Unit 2	IHRM STRATEGIES			9			
Internationalization and world business – Strategic orientation, IHRM in cross border Mergers and Acquisitions, International Alliances – IHRM & Competitive advantage - Cultural context of IHRM							
Unit 3	RECRUITMENT AND SELECTION			9			
International Managers staffing – Approaches to staffing – Role of Expatriates – Role of expatriate – Role of Non-expatriates- recruitment and selection methods- Current practices							
Unit 4	TRAINING AND DEVELOPMENT, PERFORMANCE APPRAISAL			9			
Expatriate training program, components, types, effectiveness measures, HCN training- Trends in international training and development – repatriation process and training. International performance Management methods – cultural issues in Performance Management.							
Unit 5	INTERNATIONAL COMPENSATION			9			
Components of international compensation- Approaches to international compensation – Challenges and choices -International Labour Standards – emerging Issues.							
Total:							45
REFERENCE BOOK							
1	Peter J Dowling & D E. Welch: International Human Resource Management, Cengage Learning 7th Edition IE.,2017						
2	Monir H. Tayeb: International Human Resource Management, A Multinational Company Perspective Oxford University Press, IE						
3	Ibraiz Tarique, Dennis Briscoe & randall, International Human Resource Management- Policies and practices for Multinational Enterprises, Routledge, 5th edition						
4	Anne- WilHar Zing, Ashly Pinnington, International human Resource Management, 3rd edition, Sage Publication.						
5	P L Rao, International Human resource Management- Text and Cases, Excel Books						
6	Christopher Brewster, Guy Vernon, Paul Sparrow, Elizabeth Houlds worth – International Human						

COURSEOUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	The basics of IHRM, models and practices	K1
CO2	Strategic orientation and cultural context towards IHRM	K2
CO3	International practices on recruitment and selection	K3
CO4	International perspectives on Training, development, performance appraisal	K4
CO5	International practices on Compensation management	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB517- ORGANISATIONAL DESIGN CHANGE AND DEVELOPMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	<ul style="list-style-type: none"> ➤ To learn the concepts of organization development and different approaches for organization change and development. ➤ To have an in depth knowledge in process consultation, individual and team interventions. ➤ To gain knowledge about interventions used in different sectors of the business 						
Unit 1	ORGANIZATIONAL DESIGN			9			
Organizational Design – Determinants – Components – Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment -Mechanistic and Organic Structures- Technological and Environmental Impacts on Design-Importance of Design – Success and Failures in design							
Unit 2	ORGANIZATIONAL CHANGE			9			
Meaning, Nature, Forces for change- change agents- Change process-Types and forms of change- Models of change- Resistance to change – individual factors – organizational factors – techniques to overcome change- Change programs –job redesign.							
Unit 3	ORGANIZATIONAL DEVELOPMENT			9			
Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD- managing the phases of OD- Organizational diagnosis-Process-stages- Techniques- Questionnaire, interview, workshop, task-force- collecting, analyzing- feedback of diagnostic information.							
Unit 4	OD INTERVENTION			9			
Human process interventions-Individual, group and inter-group human relations- structure and technological interventions- strategy interventions – sensitivity training – survey feedback, process consultation – team building – inter-group development.							
Unit 5	ORGANIZATIONAL EVOLUTION AND SUSTENANCE			9			
Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity- HR implications.							
							Total: 45
REFERENCE BOOK							
1	French & Bell: Organisational Development, McGraw-Hill, 2005						
2	Wendell L. French, Cecil H. Bell, Jr, Veena Vohra - Organization Development : Behavioral Science Interventions for Organizational Improvement, Sixth Edition 2017						
3	Rajiv Shaw: Surviving Tomorrow: Turnaround Strategies In Organisational Design And Development, Vikas Publishing House.						
4	Thomas G. Cummings, Christopher G. Worley: Organisation Development And Change, Thomson Learning.						
5	S. Ramnarayan, T. Venkateswara Rao, Kuldeep Singh: Organization Development: Interventions And Strategies, Sage Publications						
6	Organization Development, behavioral science interventions for Organization						

	Improvement, Wendell French, Cecil H.Bell, Veena, Jr, Pearson, PHI	
7	Change & Knowledge Management-R.L. Nandeshwar, Bala Krishna Jayasimha, Excel Books, 1st Ed.	
COURSEOUTCOMES:		
At the end of the course, learners will be able to		
	Bloom's Taxonomy Level	
CO1	Gain knowledge on organizational changes and development, Organizational life cycle.	K1
CO2	Recognize about the concepts of team building, career planning and transactional analysis.	K2
CO3	Converse with MBO, QWL, Socio - Technical Systems, Physical setting, conditions for OD, Re-engineering and Internal Resource Persons (IRP).	K3
CO4	Describe the basic change process and the issues that require attention at various stages of change.	K4
CO5	Explain the environmental forces that motivate organizational change and describe the factors that organizations can change	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB518 -HR ANALYTICS

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	<ul style="list-style-type: none"> ➤ Provide knowledge necessary data tools and techniques to informed decision-making using data-based reasoning and analysis. Areas include recruitment and selection, Compensation and Benefits, Training and Human Capital development etc. ➤ Develop the student's knowledge, skill, and ability to use the results of data collection and analysis to tell a story in a compelling manner so that change follows 						
Unit 1	INTRODUCTION			9			
Understanding core concepts of HR Analytics. Business Intelligence, Business analytics and its Evolution. Role of Data in HR, Assembling Data, Describing Data, Visualization. Measures of Data, Probability and Managing Uncertainty. HR Analytics: The Third Wave for HR value creation							
Unit 2	DIMENSIONS OF HR			9			
Quantitative and Qualitative Dimensions of HR Planning. Methods and Techniques of HR Demand Forecasting. Data Base for Manpower forecasting. Analysis of Labour Market Behaviour. Analyzing Turnover trends.							
Unit 3	HR PERFORMANCE INDICATORS			9			
Approaches to behavioural assessment - Sorting application. Identifying and developing Key Performance Indicators (KPI) - create, Build and maintain a HR Scorecard - classification based on performance indicators- identifying performance drivers.							
Unit 4	COMPENSATION AND PERFORMANCE			9			
Linking Compensation and performance. Analysing and classifying training needs, measuring training effectiveness, Predicting training effectiveness with performance and compensation Surveys on employee satisfaction, engagement, work life balance, etc.							
Unit 5	HR WORKFORCE			9			
HR Scorecards & Workforce Scorecards and how they are different from HR Analytics. Overarching components of an effective Analytics framework. Introduction to Tools that performs HR analytics, Predictive Analytics: Conditions including correlation, causality and isolation. Diagnosing and clarification of symptoms of HR problem							
							Total: 45
REFERENCE BOOK							
1	Sesil. J, (2014), Applying advanced analytics to HR management decisions: Methods for recruitment, managing performance and improving knowledge management.						

	Prentice Hall.
2	Barnett K, Berk J, (2012), Human Capital Analytics. Word Association Publication. Fitz-Enz J, (2010), The HR Analytics: Predicting the Economic Value of your Company's Human Capital Investments, AMACO
COURSEOUTCOMES:	
At the end of the course, learners will be able to	
	Bloom's Taxonomy Level
CO1	Apply HR Analytical techniques in the areas of HRP, recruitment and selection, Compensation and Benefits, Training and Human Capital development etc.
CO2	Demonstrate HR function in adding value in business terms.
CO3	Analyse the value of Intangibles that HR helps builds for the organization given a particular business context.
CO4	Utilise soft factors in a people management context and convert them into measurable variables.
CO5	Design a Metrics and Analysis index for recruitment, performance and or a training and development context.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



S.No.	Course Code	Course Name	L	T	P	C
BUSINESS ANALYTICS ELECTIVES						
1	AMB519	Business Forecasting Models	4	0	0	3
2	AMB520	Data Science Using R	4	0	0	3
3	AMB521	Data Visualization and Tableau	4	0	0	3
4	AMB522	Data Warehousing and Data Mining	4	0	0	3
5	AMB523	Spreadsheet Modeling	4	0	0	3
6	AMB524	Data Mining for Business Intelligence	4	0	0	3



AMB519-BUSINESS FORECASTING MODELS

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	<ul style="list-style-type: none"> ➤ To understand the various concepts of the forecasting in the application of business ➤ To understand the various techniques of the forecasting ➤ To explain about the techniques employed in the operations planning 						
Unit 1	FORECASTING			9			
Introduction – Objectives – Features of good forecasting – Nature and uses of forecasts – Forecasting and Decision Making – Types of Forecasts – The Art and Science of Forecasting – Process of Forecasting – Application of forecasting in Business							
Unit 2	DATA			9			
Introduction – Data Patterns: horizontal, trend, seasonal, and cyclical – Data for Forecasting: Data Warehouse and Cleaning – Data Transformations: Data Pattern and Appropriate Transformations – Patterns in Time Series Data							
Unit 3	TECHNIQUE – I			9			
Forecasting Techniques: Qualitative and Quantitative – Technique Selection – Delphi Method – Regression Analysis – Simple Regression: Linear Model – Assumptions of the Regression Model – Least Square Method – Multiple Regression – Curvilinear Regression.							
Unit 4	TECHNIQUE – II			9			
Smoothing Techniques: naive, averaging and smoothing – Averaging Models: Simple Average and Moving Average – Exponential Smoothing Models; Time series analysis – Trend Analysis – Linear Trend and Nonlinear Trend							
Unit 5	FORECAST ERROR			9			
Introduction – Accuracy – Measure – Cumulative sum of Forecast Errors (CFE) – Mean Absolute Deviation (MAD) – Mean Absolute Percent Error (MAPE) – Mean Squared Error (MSE) – Cost of Prediction Errors – Control of Forecasts: Control Charts							
							Total: 45
REFERENCE BOOK							
1	Douglas C. Montgomery, Cheryl L. Jennings, Murat Kulahci, Introduction to Time Series Analysis and Forecasting, John Wiley & Sons, 2015						
2	Michael Gilliland, Len Tashman, Udo Sglavo, Business Forecasting: Practical Problems and Solutions, John Wiley & Sons, 2016						

COURSEOUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	To explain about the techniques employed in the operations planning	K1
CO2	Identify the types of Forecasts.	K2
CO3	Understand the different types of Data Patterns.	K3
CO4	Understand about Data Pattern and Appropriate Transformations	K4
CO5	Identify the difference between qualitative and quantitative forecasting method.	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB520 DATA SCIENCE USING R

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	<ul style="list-style-type: none"> ➤ To understand the basic principles and concepts of Data Science ➤ To develop fundamental knowledge of concepts underlying data Science with R ➤ To give a hands-on experience with real-world data analysis. ➤ To understand and develop predictive modelling techniques 						
Unit 1	INTRODUCTION			9			
Introduction to R - Data Structures - R Studio – GUI - Syntax and Structure - Base functions – Exploration- Plotting, Visualizing, Cleaning data							
Unit 2	R PACKAGES AND FUNCTIONS			9			
Data import and export - Type conversions - Packages – Installation and libraries - Conditionals – Looping - Apply family of function.							
Unit 3	DATA MANIPULATION			9			
Introduction to dplyr- Data manipulation in R with dplyr – selecting, mutating, filtering, arranging and summarising - Pipe operator - Data blending and joining - Outliers and Missing values treatment.							
Unit 4	EXPLORATORY DATA ANALYSIS			9			
Data Visualization, Grammar of Graphics, Exploring ggplot - Tidying data Variables to visuals, Aesthetics – Attributes and visible aesthetics - Geometrics – Histogram, Scatter, Line, Bar, Stacked Bar charts.							
Unit 5	PREDICTIVE MODELLING			9			
Regression – Simple, Multiple and Logistic - Model building - Tuning and Prediction Intuition of Machine learning algorithms – Decision trees - Random Forest - Support Vector Machine – Clustering							
							Total: 45
REFERENCE BOOK							
1	Douglas C. Montgomery, Cheryl L. Jennings, Murat Kulahci, Introduction to Time Series Analysis and Forecasting, John Wiley & Sons, 2015						
2	Michael Gilliland, Len Tashman, Udo Sglavo, Business Forecasting: Practical Problems and Solutions, John Wiley & Sons, 2016						
COURSE OUTCOMES:						Bloom's Taxonomy Level	
At the end of the course, learners will be able to							
CO1	To explain about the techniques employed in the operations					K1	

	planning	
CO2	Identify the types of Forecasts.	K2
CO3	Understand the different types of Data Patterns.	K3
CO4	Understand about Data Pattern and Appropriate Transformations	K4
CO5	Identify the difference between qualitative and quantitative forecasting method.	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB521 DATA VISUALISATION AND TABLEAU

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	<ul style="list-style-type: none"> ➤ To understand the basic principles and concepts of Data Visualisation ➤ To understand the applications of analytical process in Business ➤ To familiarize with the technical aspects of TABLEAU for data visualisation purposes ➤ To provide exposure on detailed knowledge on visualizing complex data types 						
Unit 1	INTRODUCTION			9			
Purpose of Visualization - Excellence and Integrity - Sources – Sophistication – Forms, Data characteristics – Representation methods and techniques for different types of data– Visualization Process.							
Unit 2	DESIGN OF DATA VISUALISATION			9			
Theory of Data Graphics, Design – data density – Aesthetics- Dashboards – principles of creation – real time data visualization.							
Unit 3	DATA VISUALIZATION ON DECISION MAKING			9			
Principles of decision making – Semiotics- use of data in aiding quality of decision making – Theories of visual cues – colour, Pattern, Space etc.,							
Unit 4	TABLEAU			9			
Connecting to the data - Editing and saving a data source – Understanding Tableau terminology - use the Tableau interface/paradigm to effectively create powerful visualizations - Performing Basic arithmetic calculations – Custom aggregation and ratios - Date math and quick table calculations - Maps, tree maps, Pie charts and bar charts - Dual axis and combined charts with different mark types – Highlighting tables, scatter Plots - Building dashboards to share visualisations							
Unit 5	DECISION MANAGEMENT SYSTEM			9			
Decision Management Systems – Business Rules – Principles – Service Oriented Platform- Designing and Implementing Decision Services.							
							Total: 45
REFERENCE BOOK							
1	Edward Tufte, ‘The Visual Display of Quantitative Information’ ‘Graphics Press’, 2001						
2	Efraim Turban, Jay E. Aronson, Ting-Peng Liang, ‘Decision Support Systems & Intelligent Systems’, Prentice Hall, 2010.						
3	Jen Stirrup, ‘Tableau creating interactive data visualisation’, Packt Publishing, 2016						
4	Stephen Few, ‘Information Dashboard Design’, Analytics Press, 2015						
5	Wilkinson, L, ‘The Grammar of Graphics’. Springer Science & Business						

	Media, 2006
6	Edward Tufte, 'Envisioning Information', Graphics Press , 1997
7	Daniel G Murray, 'TABLEAU YOUR DATA: Fast and Easy Visual Analysis With Tableau Software', Wiley, 2016

COURSEOUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	Understand the concepts of Data visualization	K1
CO2	Extract business knowledge using Analytical techniques	K2
CO3	Explore recent technical Visualisation aspects in Decision making	K3
CO4	Acquire insights into TABLEAU software utilities for Business Analysis	K4

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB522 DATA WAREHOUSING AND DATA MINING

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	Identify what kinds of technologies are used for different application. Manipulate data preprocessing, data Warehouse and OLAP technology, data cube technology; mining frequent patterns and association, classification, clustering, and outlier detection.						
Unit 1	INTRODUCTION			9			
Introduction to Data Mining, Importance of Data Mining, Data Mining functionalities, Classification of Data mining systems, Data mining architecture, Major Issues in Data Mining, Data mining metrics, Applications of Data Mining, Social impacts of data, Data Mining from a Database Perspective							
Unit 2	DATA PRE-PROCESSING			9			
Introduction, Descriptive Data Summarization, Data Cleaning, Data Integration and Transformation, Data Reduction, Data Discretization							
Unit 3	CLASSIFICATION AND PREDICTION			9			
Basic issues regarding classification and predication, Classification by Decision Tree, Bayesian classification, classification by back propagation, Associative classification, Prediction, Statistical-Based Algorithms, Decision Tree -Based Algorithms, Neural Network -Based Algorithms, Rule-Based Algorithms, Other Classification Methods, Combining Techniques, Classifier Accuracy and Error Measures							
Unit 4	CLUSTERING			9			
Similarity and Distance Measures, Hierarchical Algorithms, Partitioned Algorithms, Clustering Large Databases, Clustering with Categorical Attributes							
Unit 5	ASSOCIATION RULES			9			
Basic Algorithms, Advanced Association Rule Techniques, Measuring the Quality of Rules							
							Total: 45
REFERENCE BOOK							
1	Data Mining: Concepts and Techniques”, J. Han and M. Kambar, Morgan Kaufma						
2	“Data Warehousing, Data Mining”, Alex Berson and Stephen J. Smith						
3	“Data Mining and Predictive Analytics”, Daniel T. Larose and Chantal D. Larose						
4	“The Data Warehouse Toolkit: The Complete Guide to Dimensional Modeling”, Ralph Kimball and Margy Ross						
COURSEOUTCOMES:						Bloom’s Taxonomy Level	
At the end of the course, learners will be able to							
CO1	Understand supervised and unsupervised mining					K1	

CO2	Apply various frequent pattern mining techniques on market basket data	K2
CO3	Understand the importance of Attribute Selection (Curse of Dimensionality)	K3
CO4	Design and deploy appropriate classification or clustering techniques	K4
CO5	Measure the quality of extracted patterns and knowledge using various evaluation methods	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB523 SPREADSHEET MODELING

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	<u>4</u>	0	0	3
Preamble	This course will cover all aspects of creating spreadsheet, performing calculations, formatting, some very widely used formulas. It will enable the students to create, build models and customize graphs, develop advanced solutions on the worksheet in the areas of marketing, finance, statistics, production and human resource and to assemble the proper Excel tools.						
Unit 1	INTRODUCTION			9			
Module: Introduction to Spreadsheet Modeling–Formulas/Formatting/Printing/Functions Cell references, Lookup tables, Linking disparate workbooks, Dynamic linking, updating links, data validation, Goal seek, Pivot table, Sorting, Charting and filtering and protecting spreadsheets.							
Unit 2	SPREADSHEET MODELLING IN SALES AND MARKETING			9			
New product decision making – Sales and marketing data analysis.							
Unit 3	SPREADSHEET MODELLING IN FINANCE			9			
Forecasting financial statements – Capital budgeting decisions, Bond valuation , Stock valuation, Break even analysis, Budgeting, Ratio analysis, Sensitivity analysis, Simulation analysis, Portfolio construction and Working capital.							
Unit 4	SPREADSHEET MODELLING IN STATISTICS			9			
Measures of central tendency, t test, ANOVA, Correlation, Regression and Time series analysis.							
Unit 5	SPREADSHEET MODELLING IN PRODUCTION AND HUMAN RESOURCE			9			
ABC analysis, Economic order quantity, Production budget– Employee and payroll decision making for European and American options, including Black-Scholes option formula and binomial trees.							
							Total: 45
REFERENCE BOOK							
1	Walkenbach ,John. Excel Bible. NewDelhi: Wiley India Pvt Ltd. 2 nd edition, 2010						
2	MacDonald, Mathew.. Excel: The Missing Manual. Sebastopol : O'reilly. 2 nd edition, 2010						
3	Ragsdale, Cliff.T, Spreadsheet Modelling and Decision Analysis. New York: Thomson south –western publications. 6 th edition, 2008						
4	Monahan, GeorgeE. Management Decision Making: Spread Sheet, Modelling,Analysis. London: CambridgeUniversity.8 th edition,2000						
COURSE OUTCOMES:						Bloom's Taxonomy	

At the end of the course, learners will be able to		Level
CO1	Understand the basic features of Excel spreadsheet functions.	K1
CO2	Analyse and provide optimal solutions for the financial problems	K2
CO3	Understand the pricing tools	K3
CO4	Use the advanced tools of Excel	K4
CO5	Record and build Excel Macros for implementing advanced functionalities	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB524 DATA MINING FOR BUSINESS INTELLIGENCE

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	The objective of the "Data Mining for Business Intelligence" course is to equip students with the knowledge and skills necessary to extract meaningful insights from large datasets to support business decision-making.						
Unit 1	INTRODUCTION			9			
Knowledge Discovery from Data (KDD) or Data mining – Data mining as a step in the process of knowledge discovery – Architecture of a typical data mining system – Data repositories such as Database Management System (DBMS), Data Warehouses, Transactional Databases – Data Mining Functionalities: Patterns – Data mining tasks – Classification of Data Mining Systems.							
Unit 2	DATA CLEANING			9			
Data Cleaning – Missing Values: methods – Noisy Data: data smoothing techniques such as Binning, Regression and Clustering – Data Cleaning as a Process: discrepancy detection and data transformations – Discrepancy detection tools such as Data scrubbing Data auditing – Data transformations tools such as Data migration and ETL (extraction/transformation/loading)							
Unit 3	DATA QUALITY			9			
Data Quality: Meaning and Definition – End to-End Data Quality: The Data Quality Continuum – Data Quality Process – Measuring Data Quality: Components and Their Measurement – Data monitoring – Total Data Quality Management							
Unit 4	DATA WAREHOUSE & NORMALIZATION			9			
Data integration such as a data warehouse – Extract/ Transform / Load (ETL) – OLTP and OLAP – From Data Warehousing to Data Mining; Data transformations, such as normalization – Methods for data normalization such as min-max normalization, z-score normalization and normalization by decimal scaling							
Unit 5	TOOLS & APPLICATIONS			9			
Data Mining tools: Classification and Prediction Method – Classification by Decision Tree, Neural networks, Association rules – Prediction by Regression – Clustering Analysis; Applications in various sectors							
							Total: 45
REFERENCE BOOK							
1	Jaiwei Ham and Micheline Kamber, Data Mining Concepts and techniques, KauffmannPublishers, 2006						
2	Tamraparni Dasu and Theodore Johnson, Exploratory Data Mining and Data Cleaning JohnWiley & Sons, Inc., Hoboken, New Jersey, 2003.						

COURSEOUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	Describe the architecture of a typical data mining system and identify various data repositories such as DBMS, data warehouses, and transactional databases.	K1
CO2	Implement methods for handling missing values and smoothing noisy data through techniques such as binning, regression, and clustering.	K2
CO3	Measure and monitor data quality, and apply Total Data Quality Management principles to ensure high standards throughout the data lifecycle.	K3
CO4	Apply various data normalization methods such as min-max normalization, z-score normalization, and normalization by decimal scaling.	K4
CO5	Use data mining tools for classification, prediction, and clustering analysis, including decision trees, neural networks, association rules, and regression techniques.	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



S.No.	Course Code	Course Name	L	T	P	C
OPERATION MANAGEMENT						
1	AMB525	Supply Chain Management	4	0	0	3
2	AMB526	Quality Management	4	0	0	3
3	AMB527	Materials Management	4	0	0	3
4	AMB528	Service and Operations Management	4	0	0	3
5	AMB529	Supply Chain Analytics	4	0	0	3
6	AMB530	Project Management	4	0	0	3



AMB525 - SUPPLY CHAIN MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.						
UNIT 1	INTRODUCTION						9
Supply Chain – Fundamentals, Evolution, Role in Economy, Importance, Decision Phases, Enablers & Drivers of Supply Chain Performance; Supply chain strategy; Supply Chain Performance Measures.							
UNIT 2	SUPPLY CHAIN NETWORK						9
Distribution Network Design – Role in supply chain, Influencing factors, design options, online sales and distribution network, Distribution Strategies; Network Design in supply chain – Role, influencing factors, framework for network design, Impact of uncertainty on Network Design.							
UNIT 3	PLANNING DEMAND, INVENTORY AND SUPPLY						9
Managing supply chain cycle inventory and safety inventory - Uncertainty in the supply chain , Analyzing impact of supply chain redesign on the inventory, Risk Pooling, Managing inventory for short life-cycle products, multiple item -multiple location inventory management; Pricing and Revenue Management							
UNIT 4	LOGISTICS						9
Transportation – Role, Modes and their characteristics, infrastructure and policies, transport documentation, design options, trade-offs in transportation design, intermodal transportation. Logistics outsourcing – catalysts, benefits, value proposition. 3PL, 4PL, 5PL, 6PL; International Logistics - objectives, importance in global economy, Characteristics of global supply chains, Incoterms.							
UNIT 5	SUPPLY CHAIN INNOVATIONS						9
Supply Chain Integration, SC process restructuring, IT in Supply Chain; Agile Supply Chains, Legible supply chain, Green Supply Chain, Reverse Supply chain; Supply chain technology trends – AI, Advanced analytics, Internet of Things, Intelligent things, conversational systems, robotic process automation, immersive technologies, Blockchain.							
							Total: 45
REFERENCE BOOK							
1	Sunil Chopra, Peter Meindl and DharamVirKalra, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Sixth Edition, 2016.						

2	Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009	
3	Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5 th Edition, 2007.	
4	David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005	
5	Pierre David, International Logistics, Biztantra, 2011.	
COURSEOUTCOMES:		
At the end of the course, learners will be able to		
	Bloom's Taxonomy Level	
CO1	Understanding of supply chain fundamentals.	K1
CO2	Ability to design supply chain networks to enhance supply chain performance	K2
CO3	Ability to plan demand based on inventory and supply	K3
CO4	Understanding the role of logistics in supply chain performance	K4
CO5	Awareness of innovations for sustainable supply chains	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB526 - QUALITY MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	To learn the various principles and practices of Quality Management.						
UNIT 1	INTRODUCTION						9
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							
UNIT 2	QUALITY MANAGEMENT PHILOSOPHIES AND PRICIPLES						9
Quality Gurus - Crosby, Deming, Masaaki Imai, Feigenbaum, Ishikawa, Juran, Oakland, Shigeo Shingo, and Taguchi. Concepts of Quality circle, Japanese 5S principles and 8D methodology.							
UNIT 3	STATISTICAL PROCESS CONTROL						9
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), Terotechnology. Business process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations							
UNIT 4	QUALITY TOOLS AND TECHNIQUES						9
Quality Tools - The seven traditional tools of quality, New management tools.Six-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 tonoise ratio							
UNIT 5	QUALITY MANAGEMENT SYSTEMS						9
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.							
							Total: 45
REFERENCE BOOK							
1	Dale H.Besterfield, CarolBesterfield-Michna, Glen H. Besterfield, Mary Besterfield -Sacre, Hemant Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management						

	(TQM), Fifth edition, Pearson Education, 2018
2	Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2010
3	PoornimaM.Charantimath, Total Quality Management, Pearson Education, Second Edition, 2011.
4	Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition 4th Edition, Wiley India Pvt Limited, 2008.
5	Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi
6	Panneerselvam.R, Sivasankaran. P, Quality Management, PHI Learning, 2014

COURSE OUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	Understanding the evolution of Quality management	K1
CO2	Understanding of quality philosophies and practices.	K2
CO3	Ability to apply statistical process control to enhance quality	K3
CO4	Ability to apply quality tools to enhance organization's quality performance	K4
CO5	Awareness of quality management systems	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB527 - MATERIAL MANAGEMENT							
Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	To understand why materials management should be considered for profit in operations						
UNIT 1	INTRODUCTION						9
Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches- master scheduling-manufacturing planning and control system-manufacturing resource planning- enterprise resource planning-making the production plan							
UNIT 2	MATERIALS PLANNING						9
Materials requirements planning-bill of materials-resource requirement planning- manufacturing resource planning-capacity management-scheduling orders-production activity control-codification							
UNIT 3	INVENTORY MANAGEMENT						9
Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; Review of deterministic models, Probabilistic inventory models.							
UNIT 4	PURCHASING MANAGEMENT						9
Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment-international purchasing							
UNIT 5	WAREHOUSE MANAGEMENT						9
Warehousing functions – types - Stores management-stores systems and procedures- incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-material handling-transportation and traffic management -operational efficiency-productivity-cost effectiveness-performance measurement.							
							Total: 45
REFERENCE BOOK							
1	J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012						
2	P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012 S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2012						
3	A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2 nd Edition, 2006						
4	A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2 nd						

	Edition, 2006
5	Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012
6	Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition

COURSEOUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	Understanding the evolution of Quality management	K1
CO2	Understanding of quality philosophies and practices.	K2
CO3	Ability to apply statistical process control to enhance quality	K3
CO4	Ability to apply quality tools to enhance organization's quality performance	K4
CO5	Awareness of quality management systems	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB528 -SERVICES AND OPERATIONS MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	To help understand how service performance can be improved by studying services operations management						
Unit 1	INTRODUCTION			9			
Services – Importance, role in economy, service sector – nature, growth. Nature of services - distinctive characteristics, Service Package, Service classification, service- dominant logic, open- systems view. Service Strategy –Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness.							
Unit 2	SERVICE DESIGN			9			
New Service Development – Design elements – Service Blue-printing - process structure – generic approaches. Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface– service decoupling. Technology in services – self-service, automation, e- commerce, e-business, technology innovations.							
Unit 3	SERVICE QUALITY			9			
Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality – SERVQUAL, Walk-through Audit, Quality service by design , Service Recovery, Service Guarantees. Process Improvement –productivity improvement - DEA, quality tools, benchmarking, Quality improvement programs.							
Unit 4	SERVICE FACILITY			9			
Supporting facility -Service scapes, Facility design – nature, objectives, process analysis, Service facility layout. Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem. Vehicle routing and Scheduling.							
Unit 5	MANAGING CAPACITY AND DEMAND			9			
Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics,operations planning and control; Yield management; Inventory Management in Services– RetailDiscounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology ofwaiting; Managing for growth- expansion strategies, franchising , globalization.							
							Total: 45
REFERENCE BOOK							
1	James A. Fitzsimmons, Mona J, Fitzsimmons, Sanjeev Bordoloi, Service						

	Management – Operations, Strategy, Information Technology, McGraw-Hill Education – 8th Edition 2018.	
2	Richard D. Metters, Successful Service Operations Management, Cengage Learning, 2nd Edition, 2012.	
3	Cengiz Haksever, Barry Render, Service Management, Pearson Education, 2013.	
4	Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2 nd Edition, 2005.	
5	Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006.	
COURSE OUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	Appreciation of nature of service operations.	K1
CO2	Ability to design services	K2
CO3	Ability to inculcate quality in service design and delivery	K3
CO4	Apply models to design service facility	K4
CO5	Ability to grow and sustain service business	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB529 - SUPPLY CHAIN ANALYTICS

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	To treat the subject in depth by emphasizing on the advanced quantitative models and methods in logistics and supply chain management and its practical aspects and the latest developments in the field.						
Unit 1	INTRODUCTION			9			
Introduction to analytics – descriptive, predictive and prescriptive analytics, Data Driven Supply Chains – Basics, transforming supply chains, Barriers to implementation, Road Map.							
Unit 2	WAREHOUSING DECISIONS			9			
Mathematical Programming Models - P-Median Methods - Guided LP Approach - Balmer – Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, Space Determination and Layout Methods							
Unit 3	INVENTORY MANAGEMENT			9			
Inventory aggregation Models, Dynamic Lot sizing Methods, Multi-Echelon Inventory models, Aggregate Inventory system and LIMIT, Risk Analysis in Supply Chain - Measuring transit risks, supply risks, delivering risks, Risk pooling strategies.							
Unit 4	TRANSPORTATION NETWORK MODELS			9			
Notion of Graphs, Minimal Spanning Tree, Shortest Path Algorithms, Maximal Flow Problems, Multistage Transshipment and Transportation Problems, Set covering and Set Partitioning Problems, Traveling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms- Deficit function Approach and Linking Algorithms							
Unit 5	MCDM MODELS			9			
Analytic Hierarchy Process(AHP), Data Envelopment Analysis (DEA), Fuzzy Logic and Techniques, the analytical network process (ANP), TOPSIS-Application in SCM.							
Total: 45							
REFERENCE BOOK							
1	Nada R. Sanders, Big data driven supply chain management: A framework for implementing analytics and turning information into intelligence, Pearson Education, 2014.						
2	Michael Watson, Sara Lewis, Peter Cacioppi, Jay Jayaraman, Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain, Pearson Education, 2013.						
3	Anna Nagurney, Min Yu, Amir H. Masoumi, Ladimer S. Nagurney, Networks Against Time: Supply Chain Analytics for Perishable Products, Springer, 2013.						
4	Muth Mathirajan Chandrasekharan Rajendran, Sowmya narayananSadagopan,						

	Arunachalam Ravindran, Parasuram Balasubramanian, Analytics in Operations/Supply Chain Management , I.K. International Publishing House	
5	Gerhard J. Plenert, Supply Chain Optimization through Segmentation and Analytics, CRC Press, Taylor & Francis Group, 2014.	
COURSE OUTCOMES:		
At the end of the course, learners will be able to		
	Bloom's Taxonomy Level	
CO1	Understanding of supply chain analytics fundamentals	K1
CO2	Ability to design warehouse models to enhance supply chain performance.	K2
CO3	Ability to analyse models and strategies in inventory management.	K3
CO4	Ability to understand network models in transportation.	K4
CO5	Ability to make decision using multi-criteria in applications of SCM	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB530 - PROJECT MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	To learn the fundamental principles and practices of managing projects						
Unit 1	INTRODUCTION TO PROJECT MANAGEMENT			9			
Project Management – Definition –Goal - Lifecycles. Project Environments. Project Manager – Roles- Responsibilities and Selection.							
Unit 2	PLANNING,BUDGETINGAND RISK MANAGEMENT			9			
The Planning Process – Work Break down Structure. Cost Estimating and Budgeting - Process, Summaries, schedules and forecasts. Managing risks - concepts, identification, assessment and response planning.							
Unit 3	SCHEDULING & RESOURCE ALLOCATION			9			
PERT & CPM Networks - Project durations and floats - Crashing – Resource loading and leveling. Simulation for resource allocation. Goldratt’s Critical Chain.							
Unit 4	PROJECTORGANISATION&CONFLICTMANAGEMENT			9			
Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict – Origin & Consequences. Project Teams. Managing conflict – Team methods for resolving conflict.							
Unit 5	CONTROL AND COMPLETION			9			
Project Control – Process, Monitoring, Internal and External control, Performance analysis, Performance Index Monitoring. Project Evaluation, Reporting and Termination. Project success and failure - Lessons.							
							Total: 45
REFERENCE BOOK							
1	John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.						
2	Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.						
3	Gido and Clements, Successful Project Management, Seventh Edition, Thomson Learning, 2017.						
4	Samuel J.M., Jack R.M., Scott M.S., Margaret M.S., and Gopalan M.R., Project Management, First Indian edition, Wiley-India, 2006.						
5	Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006.						
6	Panneerselvam. R, Senthilkumar. P, Project Management, PHI Learning, 2009.						

COURSE OUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	Understanding of supply chain analytics fundamentals	K1
CO2	Ability to design warehouse models to enhance supply chain performance.	K2
CO3	Ability to analyse models and strategies in inventory management.	K3
CO4	Ability to understand network models in transportation.	K4
CO5	Ability to make decision using multi-criteria in applications of SCM	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



SECTORIAL SPECILIZATION

S. No	Course Code	CourseName	CAT	L	T	P	C
LOGISTICS AND SUPPLY CHAIN MANAGEMENT							
1	AMB531	Supply Chain Concepts and Planning	PEC	4	0	0	3
2	AMB532	EXIM Management	PEC	4	0	0	3
3	AMB533	Supply chain Inventory Management	PEC	4	0	0	3
4	AMB534	Warehouse and Inventory Management	PEC	4	0	0	3
5	AMB535	Port and Terminal Management	PEC	4	0	0	3
6	AMB536	Supply Chain Analytics	PEC	4	0	0	3
7	AMB537	Container and Freight Services Management	PEC	4	0	0	3
8	AMB538	International Logistics Management	PEC	4	0	0	3
9	AMB539	Reverse and Contract Logistics	PEC	4	0	0	3
10	AMB540	Fundamentals of Shipping	PEC	4	0	0	3
11	AMB541	Supply Chain Information System	PEC	4	0	0	3
12	AMB542	Transportation and Distribution Management	PEC	4	0	0	3



AMB531-SUPPLY CHAIN MANAGEMENT CONCEPTS AND PLANNING

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	<ul style="list-style-type: none"> <input type="checkbox"/> To understand the concepts of Supply Chain Management and planning. <input type="checkbox"/> To understand the Supply Chain Drivers and Metrics. <input type="checkbox"/> To provide the learners with the drivers of supply chain. <input type="checkbox"/> To provide the learners to integrate supply chain with other functions. <input type="checkbox"/> To formulate the supply chain plans and forecast demands. 						
Unit 1	FUNDAMENTALS OF SUPPLY CHAIN PLANNING						9
<p>Management Components of Supply Chain Planning, Evolution of Supply Chain management and Latest Trends, Understanding Logistics and Total Cost Management, Integrated Logistics Management, Supply Chain Structures and Supply Chain Strategies. Supply Chain Operations Reference Model (SCOR), Case Studies and Latest Updates</p>							
Unit 2	SUPPLY CHAIN STRATEGIES						9
<p>Crafting the Supply Chain Strategy, Stages of Supply Chain Strategy, Supply Chain Strategy Performance Attributes, Process Drivers of Supply Chain Performance, Supply Chain Strategy Matrix, Concept of Supply Chain Strategic Fit, Supply Chain Strategy Performance Metrics, Supply Chain Strategy and Risk Management. SCRM Maturity Model, Case Studies and Latest Updates.</p>							
Unit 3	THE AGILITY AND LEAN THINKING IN SUPPLY CHAIN						9
<p>The Concept of Agility in Supply Chain. Agile Drivers and Practices in Supply Chain- Joint Decision, End Customer First, Shared Goal. Inter firm Planning and Control for Supply Chain. Application of Lean Thinking to Business Processes and Supply Chain. Case Studies and Latest Updates</p>							
Unit 4	DEMAND MANAGEMENT IN SCM						9
<p>Components of Demand Management, Formulating Demand Strategies, Demand Planning, Developing the Demand Forecast, Creating the Supply Plan, Balancing the Demand and Supply Plans of Production, Implementing Sales and Operations Planning (S&OP) Grid in SCM., Case Studies and Latest Updates</p>							
Unit 5	INTEGRATING THE SUPPLY CHAIN						9
<p>Internal Integration-Function to Function. Inter company Integration, Electronic Integration, Efficient Customer Response (ECR) in Supply Chain. Collaborative Planning, Forecasting and Replenishment, Overview of JIT and Quick Response. Enabling Sustainability in Supply Chain Strategy Case Studies and Latest Updates.</p>							
							Total: 45
REFERENCE BOOK							

1	David Frederick Ross, Distribution Planning and Control- Managing in the Era of Supply Chain Management (Springer), 4 th edition 2020.
2	Edward Frazelle, Supply Chain Strategy The Logistics of Supply Chain Management (TMH), 2 nd edition 2021.
3	Sunil Chopra and Peter Meindl, Supply chain management (Pearson), 6 th edition 2020.
4	D.Simchi-Levi, P.Kaminsky,E.Simchi Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Tata McGraw Hill,New Delhi, 5 th edition 2020.
5	PremS. Mann, Introductory Statistics, Wiley Student Edition, 9th Edition, 2016.

COURSE OUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	Understand the concepts and Planning Process in Supply Chain Management.	K1
CO2	Enhanced knowledge of Supply Chain Management strategies for smooth functioning of the organization	K2
CO3	Analyse the resource requirement and demand Management in SCM.	K3
CO4	Integrate the SCM with other functions.	K4
CO5	Develop and implement the efficient SCM Practices in the organisation.	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB532- EXIM MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	<ul style="list-style-type: none"> <input type="checkbox"/> To understand the concepts procedures in EXIM Management. <input type="checkbox"/> To understand the Documentation Process for exports and imports.. <input type="checkbox"/> To analyse the payment and Finance Process for exports and imports. <input type="checkbox"/> To evaluate the export promotions. <input type="checkbox"/> To formulate the strategies to increase the exports. 						
Unit 1	EXIM PROCEDURE						9
Concept of Export and Import. Export Procedure in detail: Steps taken at Stages- Registration, Pre-shipment, Shipment and Post-shipment Stage. Various stages of Import Procedure in India. Export and Import Management- Meaning, Features, and Functions.							
Unit 2	EXIM DOCUMENTATION						9
Export and Import documentation- Meaning, types of documents used in Exim (Export and Import), Important Document used in EXIM: Different Certificates, Invoices and Bills.							
Unit 3	PAYMENT IN EXPORT						9
Methods of payment in Export. Parties involved in EXIM and their functions. Quality Control and Pre-shipment Inspection.							
Unit 4	EXPORT FINANCE						9
Export Finance-Pre-shipment and Post Shipment Finance. Role of EXIM Bank Role of ECGC in Export Financing.							
Unit 5	EXPORT PROMOTION						9
Export Promotion-Meaning and Significance, Institutional Infrastructure for Export Promotion in India, Legal Environment for Export Business, Problems Faced by Indian Importers and Exporters and their solutions.							
							Total: 45
REFERENCE BOOK							
1	Export Import Management by Justin Paul & Rajiv Aserkar, Oxford University Press.						
2	Foreign trade-theory, Procedures, practices and documentation By Dr. Khushpats. Himalaya Publishing House Pvt. Ltd.						
COURSE OUTCOMES:						Bloom's Taxonomy Level	
At the end of the course, learners will be able to							
CO1	Understand the concepts of Export import procedures.					K1	

CO2	Understand the documentation procedures for Exports and Imports.	K2
CO3	Analyze the role of Financial Institutions and Promotion Councils for Exports and Imports.	K3
CO4	Evaluate all available export incentives and duty exemption schemes offered by government.	K4
CO5	Develop the process/ procedures for Export and Imports	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB533- SUPPLY CHAIN AND INVENTORY MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	<ul style="list-style-type: none"> <input type="checkbox"/> To understand the concepts of Supply Chain and Distribution Network in Supply Chain Management. <input type="checkbox"/> To understand the models in Inventory Management. <input type="checkbox"/> To analyze the distribution channels in FMCG and Agricultural Commodities. <input type="checkbox"/> To evaluate the Inventory Management Strategies. <input type="checkbox"/> To formulate the strategies to maintain optimum Inventory Levels. 						
Unit 1	INTRODUCTION TO SUPPLY CHAIN MANAGEMENT						9
<p>Understanding the Supply Chain: What is supply chain; objectives and importance of supply chain; decision phases in supply chain; process views of s supply chain; examples of supply chain. Supply chain performance achieving strategic fit and scope, Supply chain drivers and metrics.</p>							
Unit 2	DISTRIBUTION IN SUPPLY CHAIN MANAGEMENT						9
<p>Designing Distribution Networks: The role of distribution in the supply chain; factors influencing distribution network design; design options for distribution network; e-business and the distribution network; distribution channels for FMCG sector, commodities, and agricultural produce; factors influencing network design decisions; models for facility location and capacity allocation.</p>							
Unit 3	INTRODUCTION TO INVENTROY MANAGEMENT						9
<p>Inventory in SCM, Cash to cash cycle time, measure of inventory in terms of days, Inventory turnover ratio and its relationship with working capital, Review of models, Q-models and P-models Aggregation of Inventory, Cycle stock concepts, Ordering multiple items in a single order to reduce cycle stock</p>							
Unit 4	INVENTORY MODELS						9
<p>Safety stock issues Safety stock with lead time and demand uncertainty (for Q-models), Short term discounting & Forward Buying, Periodic review models with safety stock, Comparison of P and Q systems</p>							
Unit 5	EXPORT PROMOTION						9
<p>Single period models, Inventory management for fashion supply chains, Postponement strategies to reduce inventory, Examples of Fashion supply chains: NFL Reebok, ZARA and Sport Obermey or Risk Pooling, Applications, Risk pooling in different forms-Substitution, Specialisation, Postponement and Information pooling.</p>							
							Total: 45
REFERENCE BOOK							

1	Supply Chain Management For The 21 st Century by BSS AHAY. Macmillan Education, 2021.	
2	Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, Pearson, 2020.	
3	Janat Shah, Supply Chain Management, Pearson Education India, 2019.	
4	Supply chain management, Chandrasekaran,N., Oxford University Publications, 2020	
COURSE OUTCOMES:		
At the end of the course, learners will be able to		
	Bloom's Taxonomy Level	
CO1	Understand the concepts of Supply Chain Management and Inventory Management.	K1
CO2	Identify the major Distribution Channels	K2
CO3	Analyze the Supply Chain Network for distribution of different commodities	K3
CO4	Evaluate the Inventory Management models.	K4
CO5	Develop and implement the Inventory Management Strategies	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB534- WAREHOUSE AND DISTRIBUTION MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	<ul style="list-style-type: none"> <input type="checkbox"/> To understand the concepts, functions and challenges in Warehouse Management. <input type="checkbox"/> To understand the process/methods of Warehouse Management. <input type="checkbox"/> To analyze the process of Distribution Management. <input type="checkbox"/> To evaluate the modes of Transportation. <input type="checkbox"/> To formulate the strategies to maintain effective Warehouse and Distribution Management. 						
Unit 1	INTRODUCTION TO WAREHOUSE MANAGEMENT						9
Importance of Warehousing and Warehousing Functions, Types of Warehouses, Specialized Warehouse Services, Developing Warehouse Strategies, Establishing Warehouse Standards, Receiving and Stocking, Order Picking and Shipping. Sizing the Warehouse, Warehouse Layout, Stocking Inventory in Warehouse Locations. Warehouse Automation, Warehouse Management and Environmental Sustainability, Today's Warehouse Challenges. Case Studies and Latest Updates.							
Unit 2	WAREHOUSE MANAGEMENT PROCESS						9
Receiving and Put Away, Picking Strategies and Equipment, Order Pick Method, Replenishment, Stock counting, cycle counting, return processing and dispatch, documentations.							
Unit 3	WAREHOUSE COSTS AND PERFORMANCE MANAGEMENT						9
Types of Costs in Warehousing, Return on Investment, Traditional vs Activity Based Costing, Logistics Charging Methods, Selecting Right Performance Measures, Traditional and New Productivity Metrics, Integrated Performance Model, Benchmarking and Balance Scorecard. Health and Safety issues in Warehousing.							
Unit 4	DISTRIBUTION MANAGEMENT ENVIRONMENT						9
Defining the Distribution Function, Basic Supply Chain Distribution Formats, Alternative Distribution Channel Formats, Role of Distribution Channels, Service Outputs and Functions of Distribution Channels, Distribution Channel Transaction Flows, Distribution Channel Inventory Flows, Substituting Information for Inventory. Reverse Logistics, Sustainability in Distribution.							
Unit 5	MODES OF TRANSPORTATION						9
Importance of Various Modes of Transport-Rail, Road, Water, Air, Pipeline with their Characteristics and Cost Structure, The Carrier Selection Decision, Determinants of Carrier Selection, Legal Classification of Carriers, Role of Couriers as Carriers. Transportation Costs -Fixed, Variable, Joint and Common Costs, Product Related & Market Related Factors Influencing Transport Cost. Case Studies and Latest Updates							
							Total: 45
REFERENCE BOOK							
1	Gwynne Richards, Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse (Kogan Press), 2021.						

2	David Frederick Ross, Distribution Planning and Control Managing in the Era of Supply Chain Management (Springer).	
3	David J. Bloomberg, Stephen LeMay & : Logistics, Prentice-Hallof India Pvt Ltd., Joe B.Hanna New Delhi, 2020.	
4	Donald J. Bowersox & David J. Closs: Logistical Management, McGraw Hill Publishing Co. Ltd, New Delhi, 2018.	
5	Satish C. Ailawadi & Rakesh Singh: Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi, 2020.	
COURSE OUTCOMES:		
At the end of the course, learners will be able to		
	Bloom's Taxonomy Level	
CO1	Understand the concepts of Warehouse and Distribution Management.	K1
CO2	Understand the modes of Transportation	K2
CO3	Analyse the resource requirement and cost associated with Warehouse and Distribution Management.	K3
CO4	Evaluate the performance of the organization by efficient Warehouse Management Practices.	K4
CO5	Develop best means of Transportation for distribution and delivery of goods.	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB535- PORT AND TERMINAL MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	<ul style="list-style-type: none"> <input type="checkbox"/> To understand the functions and importance of Ports in the development of the economy. <input type="checkbox"/> To understand the structure of the Ports and various departments in Ports. <input type="checkbox"/> To analyze the marketing and services of Ports. <input type="checkbox"/> To evaluate and measure the performance of Ports. <input type="checkbox"/> To develop security measures to maintain the Ports. 						
Unit 1	INTRODUCTION TO PORT AND TERMINAL MANAGEMENT						9
Role of ports in international trade and transport –Economic impact of ports on the regional economy - Multiplier effect – Location characteristics of ports - Different types of ports (natural, manmade, river, estuary).							
Unit 2	PORT OPERATIONS						9
Design features of facilities in ports for handling various cargoes - Organization structure in Ports - Delivery of port services and the relationship between various departments –Marine Department, Traffic Department , other departments.							
Unit 3	PORT MARKETING AND SERVICES						9
Marketing of Port services –Pricing of Port services –Components of port tariff-Concept of hinterland. Identifying the needs of ship owners and operators, ship agents, forwarders, truckers, rail and barge operators - Concept of Total Logistics cost.							
Unit 4	PORT PERFORMANCE						9
Measurement of port performance - vessel turn round time, cargo volume, speed of cargo handling- Information flow requirements of the port, statutory bodies and port users –Port community computer systems and EDI applications.							
Unit 5	PORT SECURITY						9
Environmental issues connected with Ports &Terminals –Health and safety issues –Port security issues - International Ships and Port facility security (ISPS) code - Role of national, regional, and local governments in owning / operating / managing ports.							
							Total: 45
REFERENCE BOOK							
1	Maria.G.Burns, Port Management and Operations, CRC Press, 2014.						
2	Patrick Alderton, Port Management and Operations, Third Edition, Lloyd's Practical Shipping Guides, 2018.						
3	H.Ligteringen, H.Velsink, Ports and Terminals, VSSD Publishers, 2012.						

4	Coyleet.al, Management Of Transportation, 7thEdition, Cengage Learning, 2011.
COURSE OUTCOMES:	
At the end of the course, learners will be able to	
Bloom's Taxonomy Level	
CO1	Understand the Functions and importance of Ports in the Development of the Economy.
CO2	Understand the structure and various departments in Ports.
CO3	Analyse the marketing and Services of Ports.
CO4	Evaluate and measure the Performance of Ports.
CO5	Develop security measures to maintain Ports.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB536- SUPPLY CHAIN ANALYTICS

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	<ul style="list-style-type: none"> <input type="checkbox"/> To understand the functions and importance of Ports in the development of the economy. <input type="checkbox"/> To understand the structure of the Ports and various departments in Ports. <input type="checkbox"/> To analyze the marketing and services of Ports. <input type="checkbox"/> To evaluate and measure the performance of Ports. <input type="checkbox"/> To develop security measures to maintain the Ports. 						
Unit 1	INTRODUCTION TO SUPPLY CHAIN ANALYTICS						9
Context of today’s supply chains (SC) analytics-Understanding and defining the supply chain analytics (SCA)-Revisions of Basic Lessons of Supply Chain Management-Analytics Important in a supply chain-Relating Operations Management with Supply chain concepts with SC Analytics-The importance of supply chain analytics in the flows involving material, money, information and ownership-							
Unit 2	DESCRIPTIVE ANALYTICS IN SUPPLY CHAIN						9
Concept of Descriptive Analytics in a Supply Chain-Discussion on a Few Supply Chains Analytics applications in India -Decision Domains in in supply chain analytics- Key issues in supply chain analytics-contents in supply chain analytics- A Case Study of Supply Chain Analytics.							
Unit 3	DESIGNING AND PLANNING IN SUPPLY CHAIN ANALYTICS						9
Introduction to Modeling, Approaches for Optimization and Simulation,- Supply Chain(SC) Decisions that requires mathematical or interpretative – modeling Understanding of Data and its role in Analytics-Analytics of a Transportation problem in a Supply Chain- Managerial implication of results of analytics- Case Studies- Foundation of Prescriptive Analytics in Network Planning - Supply Chain Network Planning in a Supply Chain							
Unit 4	PRESCRIPTIVE ANALYTICS						9
Importance of Network Planning- Design of Logistics Network using Heuristics/optimization - Concept of 3PL/4PL in a Supply Chain- Case Studies- Foundation of Modeling Coordination Decisions in Supply Chain Management- Foundation of Performance Management in Supply Chain Management- IT Enablement of Supply Chains-Role of ICT In Supply Chains-Case studies							
Unit 5	PORT SECURITY						9
Recap of Google Analytics reports and tools-Finding actionable insights-Getting the organization involved-Creating a data-driven culture & Resources- Common mistakes analysts make-Additional Web analytics tools-Radian-Sentiment analysis-Work flow Management –Text analytics							
							Total: 45

REFERENCE BOOK

1	Maria.G.Burns, Port Management and Operations, CRC Press, 2014.
2	Patrick Alderton, Port Management and Operations, Third Edition, Lloyd's Practical Shipping Guides, 2018.
3	H.Ligteringen, H.Velsink, Ports and Terminals, VSSD Publishers, 2012.
4	Coyleet.al, Management Of Transportation, 7thEdition, Cengage Learning, 2011.

COURSE OUTCOMES:**At the end of the course, learners will be able to****Bloom's Taxonomy Level**

CO1	Understand the importance of Supply Chain Analytics	K1
CO2	Provide Optimal solution to supply chain problems.	K2
CO3	Apply Descriptive and Predictive Analytics in a Supply Chain	K3
CO4	Analyzethelevelofuncertaintyassociatedwiththesupplyofproducts andservices	K4
CO5	Develop a supply chain strategy and its fit with competitive strategy.	K5

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2
CO4	3	2	1	1	1	-	2	1	2	2	1	1	2	2	2
CO5	3	2	1	1	-	1	2	1	2	2	1	1	2	2	2



AMB537 CONTAINER AND FRIEGHT SERVICE MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	<input type="checkbox"/> To provide an overview of the various elements of containerization and allied businesses <input type="checkbox"/> To realize the potential of containerization and allied businesses						
Unit 1	BASIC CONCEPT OF CONTAINERIZATION						9
Introduction to Liner Shipping industry - Unitization concept and methods - Malcolm Mclean and the birth of containerization - Generations of container ships and their specification - Container types, their specifications and cargoes carried in them.							
Unit 2	FREIGHTING AND SIZE OF CONTAINER						9
Container shipping business - FCL and LCL sea freight products - Freightng of FCL and LCL cargo - Slot utilization strategies - Estimation of optimum container fleet size - Multiport LCL consolidation							
Unit 3	CHARACTERISTICS AND PHYSICAL OPERATIONS						9
Containerization: Concept, Classification, Benefits and Constraints, Container terminal business- Worlds leading container terminals and location characteristics - container terminal infrastructure - container terminal productivity and profitability-Inland container Depots(ICD)Roles and functions - Container Freight Stations(CFS),Clearance at ICD, CONCOD,ICD's under CONCOD, Chartering: Kinds of Charter, Charter Party and Arbitration.							
Unit 4	CONTAINER TYPES AND BUSINESS						9
Container manufacturing trends - Container leasing business - Types of container leasing and their terms - maintenance and repair of containers - tracking of container movements - Container interchange.							
Unit 5	MULTIMODAL TRANSPORT						9
Alternate uses of containers -marketing of used containers -carriage of shipper own containers - multimodal transport options for containers -Insurance for containers -strategies for managing container imbalance.							
							Total: 45
REFERENCE BOOK							
1	Marc Levinson, The Box: How the Shipping Container Made the World Smaller and the World Economy Bigger, Princeton University Press, 2008.						
2	Dr. K. V. Hariharan, Containerisation, Multimodal Transport & Infrastructure Development In India, Sixth Edition, Shroff Publishers and Distributors, 2015.						
3	Lee, C.-Y., Meng, Q. (Eds.), Handbook of Ocean Container Transport Logistics Making Global Supply Chains Effective, Springer, 2015						
4	Coyle et.al, Management Of Transportation, 7th Edition, Cengage Learning, 2011						

COURSE OUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	The students will learn the practices and ways to promote containerization and allied businesses	K1
CO2	The learners will have a complete idea about the different concepts, trends and strategies used for containerization and allied businesses	K2

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2



AMB538 AIR CARGO MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	<ul style="list-style-type: none"> <input type="checkbox"/> To provide the participants with a good knowledge of airfreight operations, services and management that can support them in various business functions and roles such as operations, customer service, account management and sales. <input type="checkbox"/> To create awareness about the Air Cargo management. <input type="checkbox"/> To provide general information or a framework on the setup of air cargo processes, for business 						
Unit 1	AIR PORTS AND SHIPMENT						9
Ground Handling Agencies - Air Craft - Advantage of Air shipment - Economics of Air Shipment - Sensitive Cargo by Air shipment - Do's and Don'ts in Air Cargo Business							
Unit 2	AIR CARGO						9
Air Cargo Console - Freighting of Air Cargo - Volume based Calculation of Freight -Weight based Calculation of Freight - Import Documentation - Export Documentation							
Unit 3	AIRWAY BILLS						9
Airway Bills - FIATA - IATA - History of IATA - Mission of IATA - Price setting by IATA - Licensing of Agencies - Sub Leasing of Agencies - freight carriers by scheduled freight tone kilometers flown							
Unit 4	CARGO VILLAGE						9
History of Dubai Cargo Village - Location of DCV - Equipment and Handling at DCV - Operations - Advantage of Sea Air Cargo - Why Sea Air Cargo is Cheaper - Why Air freight from Dubai is Cheaper?							
Unit 5	DG CARGO						9
DG Cargo by Air - Classification and labelling - Types of Labels according Cargo – Samples of Labels - Packing and Transportation of DG Goods by Air							
							Total: 45
REFERENCE BOOK							
1	Yoon SeokChang, Air Cargo Management, CRC Press, 2015.						
2	Xie Chun XunZhu, Air Cargo Management Introduction - Aviation Logistics, Management Series (Chinese Edition), Southeast University Press, 2006.						
3	Hampton Simon Taylor, Air transport logistics, CRC Press, 2000						
4	Paul, Air cargo distributions: a management analysis of its economic and marketing benefits, Jackson and William Brackenridge (Gower Press), 1988.						

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

COURSE OUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	The outcome of this course will provide the basics concepts of airports and aircrafts and various participants in air cargo transportation. Students will come to know about roles of the customs and the government in air transport.	K1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2



AMB539 REVERSE AND CONTRACT LOGISTICS

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	<ul style="list-style-type: none"> ➤ To prepare students successfully implement a contract logistics and closed supply chain in Retail, FMCG and Automobile sectors. ➤ To explain the concept and principle of contract logistics and closed supply chain 						
Unit 1	CONTRACT LOGISTICS						9
Third party logistics industry overview - A framework for strategic alliances - Evolution of contract logistics - Types of third party logistics providers –Automobile, FMCG and Retail- Third party services and integration							
Unit 2	CLOSED LOOP SUPPLY CHAINS AND LOGISTICS						9
Introduction closed loop supply chains and logistics–Logistics and closed loop supply chain service- Overview of return logistics and closed loop supply chain models–Introduction product returns – Product Vs Parts returns-Strategic issues in closed loop supply chains							
Unit 3	BUSINESS AND MARKET						9
Overview - Introduction life cycle management - Trends and opportunities–Auto Warranty management, return process and benchmarks - Market overview - Reasons for using reverse logistics - General characteristics - Consumer goods Depot repair and value added services - Operating dynamics - Competitive evaluation - Secondary markets and final disposal.							
Unit 4	EMERGING TRENDS						9
Emerging trends in Retail, E-Commerce- FMCG and Automobile sectors- Systems and technology - For consumer goods operations, High tech logistics system - Impact and value of advanced logistics							
Unit 5	MANAGING PROCESSES						9
Managing processes-Step by step process-Use of third party service providers-Additional factors– Contemporary issues–Make in India and its impact on Countries GDP and Economic Growth							
							Total: 45
REFERENCE BOOK							
1	JanatShah,SupplyChainManagement:TextandCases,PearsonEducationIndia,2009						
2	JohnManners-Bell,LogisticsandSupplyChainsinEmergingMarkets,KoganPage,2014.						
3	Coyleet.al,ManagementOfTransportation,7thEdition,CengageLearning, 2011						
4	D. F.Blumberg,ReverseLogistics&ClosedLoopSupplyChainProcesses,Taylor and Francis, 2005						

5	Hsin-I Hsiao, Wageningen, Logistics Outsourcing in the Food Processing Industry, Academic Pub, 2009.
6	Surendra M. Gupta, Sustainability in Supply Chain Management Casebook: Applications in SCM, McGraw Hill, 2013
COURSE OUTCOMES:	
At the end of the course, learners will be able to	
Bloom's Taxonomy Level	
CO1	The students will be able to understand the basics of contract logistics, third party logistics industry and third party logistics providers. And it helps to gain knowledge about Make in India concept and its impact on the GDP growth
	K1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2



AMB540 FUNDAMENTALS OF SHIPPING

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	<ul style="list-style-type: none"> ➤ To provide the knowledge about fundamentals of shipping management ➤ To equip the students with the knowledge of shipping, ship building and repair 						
Unit 1	INTRODUCTION OF SHIPPING						9
Role of Shipping in International trade-Types of ships and cargoes carried by them - International Organizations serving the shipping industry (IMO, BIMCO, ICS, IACS, IAPH)- Ship Registration and Classification.							
Unit 2	LINER SHIPPING OPERATIONS						9
Liner shipping business - Types of Liner services - Container shipping lines and their services - Break bulk, Ro-Ro and project cargo services - Liner freight rates - Liner cargo documentation - Liner agency functions							
Unit 3	DRY BULK BUSINESS						9
Dry Bulk shipping business- World's leading dry bulk ports and cargoes handled by them - Types of Dry bulk ship sand the Dry Bulk industry structure - Dry bulk market indices - Types of Chartering - Port agency functions.							
Unit 4	TANKER OPERATIONS AND BUSINESS						9
Liquid Bulk shipping business -World's leading wet bulk ports and cargoes handled by them- Types of tankers and gas carriers - Tanker freighting system (world scale) -Factors affecting Tanker markets- Marine pollution conventions.							
Unit 5	SHIP BUILDING AND REPAIR						9
Service providers to shipping industry -Ship management companies -Ports, inland terminals and Container Freight Stations- Ship building and repair yards –Financing the Shipping industry - Marine insurance providers							
							Total: 45
REFERENCE BOOK							
1	MichaelRobarts,Branch'sElementsofShipping,NinthEdition,Routledge,2014.						
2	Peter Brodie, Commercial Shipping Handbook, Third Edition, Informal Law from Routledge, 2014.						
3	ReviewofMaritimeTransport,UNCTAD,2014.						
4	Coyleet.al,ManagementOfTransportation,7thEdition,CengageLearning,2011						

COURSE OUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	The students would be acquainted with the basics of shipping management	K1
CO2	The students will learn the skills needed for shipping industry	K2

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2



AMB541 SUPPLY CHAIN INFORMATION SYSTEM

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	<u>4</u>	0	0	3
Preamble	<ul style="list-style-type: none"> ➤ To explain the various technological aspects that are described in the different logistical background ➤ To explain the real time description updated technologies in the logistics sector and supply chain industry 						
Unit 1	ELECTRONIC SCM, COMMUNICATION NETWORKS						9
Introduction e-SCM –e-SCM framework - Key success factors for e-SCM - Benefits of e-SCM- Positioning information in Logistics - Strategic information linkage - Supply chain communication networks - Role of communication networks in supply chains - Overview of telecommunication networks –EDI - Data security in supply chain networks - Overview of internet able models							
Unit 2	ENTERPRISE INFORMATION SYSTEMS						9
Overview of enterprise information systems - Information functionality and principles - Introduction enterprise information systems -Classification of enterprise information systems- Information architecture -Framework for managing supply chain information - Describe on popular enterprise application packages -Benefits of enterprise information systems							
Unit 3	SCM SYSTEMS DEVELOPMENT, DEPLOYMENT AND MANAGEMENT						9
Stakeholders in supply chain information systems - Stakeholders in SCM - Stakeholders in supply chain information systems - Information systems development- Logistics information systems design- Defining enterprise architecture- Choosing appropriate system development methodologies -Adopting relevant systems development model							
Unit 4	DEPLOYMENT AND MANAGEMENT						9
Information systems deployment - IT Operations and infrastructure management – Portfolio, programme and project management - Management of risk - Management of value							
Unit 5	INFORMATION INTEGRATION						9
Enterprise application integration and supply chain visibility-Enterprise application integration- Supply chain visibility - Supply chain event management -Supply chain performance -Planning and design methodology - Problem definition and planning - Data collection and analysis - Recommendations and implementation -Decision support systems							
							Total: 45
REFERENCE BOOK							

1	Bowersox&Closs,Logistical Management,McGraw-HillCompanies,1996.
2	R.H.Ballou,Business Logistics Management,Prentice-Hall,2004.
3	Strauss,E-Marketing,4/e,PearsonEducation2008
4	Chaffey,E-BusinessandE-Commerce Management,3/e,PearsonEducation 2008
5	Blanchard,LogisticsEngineering& Management,6/e,PearsonEducation2008
6	Statistics for Managers Using MS Excel,4/e,Levine,PearsonEducation 2007
7	DonaldJ.BowersoxandDavidJ.Closs,Logistical Management-The Integrated Supply chain

COURSE OUTCOMES: At the end of the course, learners will be able to		Bloom's Taxonomy Level
CO1	The students will be able to understand the various enterprise information system and its architecture and benefits. Students can gain knowledge about various e-commerce models, e-SCM, benefits and communication networks	K1

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2



AMB542 TRANSPORTATION AND DISTRIBUTION MANAGEMENT

Programme & Branch	MBA	Sem.	Category	L	T	P	C
		3	PEC	4	0	0	3
Preamble	<ul style="list-style-type: none"> ➤ To explore the fundamental concepts of transportation and distribution management ➤ To gain knowledge in network planning, routing and scheduling and application of IT in transportation and distribution management 						
Unit 1	DISTRIBUTION						9
Role of Distribution in Supply chain, Distribution channels–Functions, resources, Operations in Distribution, Designing Distribution network models - its features - advantages and disadvantages.							
Unit 2	PLANNING						9
Distribution network planning, Distribution network decisions, Distribution requirement planning(DRP)							
Unit 3	TRANSPORTATION						9
Role of Transportation in Logistics and Business, Principle and Participants-Scope and relationship with other business functions, Modes of Transportation - Mode and Carrier selection, Routing and scheduling.							
Unit 4	INTERNATIONAL TRANSPORTATION						9
International transportation, Carrier, Freight and Fleet management, Transportation management systems-Administration, Rate negotiation, Trends in Transportation.							
Unit 5	INFORMATIONTECHNOLOGY(IT)						9
Usage of IT applications -Ecommerce–ITMS, Communication systems- Automatic vehicle location systems, Geographic information Systems.							
							Total: 45
REFERENCE BOOK							
1	Raghuram and N. Rangaraj, Logistics and Supply chain Management – Leveraging Mathematical and Analytical Models: Cases and Concepts, NewDelhi :Macmillan,2000.						
2	JanatShah, Supply Chain Management, Pearson Education India,2009.						
3	SunilChopra,Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, Pearson, 2010.						
4	MichaelBStroh, Practical Guide to Transportation and Logistics, Logistics Network,2006.						
5	AlanRushton,JohnOxley,HandbookofLogistics&DistributionManagement,KoganPage						
COURSE OUTCOMES:						Bloom’s Taxonomy Level	
At the end of the course, learners will be able to							

CO1	Gain knowledge about the distribution requirements planning.	K1
CO2	Predict the scope and relationship of transportation with other business functions	K2
CO3	Make use of the advantages and disadvantages of the various models.	K3

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	1	-	-	1	2	2	1	1	2	2	2
CO2	3	2	1	1	1	1	-	1	2	2	1	1	2	2	2
CO3	3	2	1	1	1	1	2	1	2	2	1	1	2	2	2

