Course Code	Course Name	Category	L	T	P	Credit
20MBA311	MANAGING EMPLOYEE SATISFACTION	Elective	3	0	0	3

Preamble: The course on Managing Employee Satisfaction helps to comprehend the concepts of Employee Satisfaction with reference to the recent trends in reinventing a new work place. The course outlines ways to adopt a flexible, fluid mindset, creating a structure and culture that's designed to ensure teams are motivated, engaged and satisfied at work place. The course also emphasizes on how to use Analytics and Metrics to Drive Performance and uncovers the ways data can contribute to organizational success by driving performance, optimizing processes, and improving decision-making.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Evaluate the importance of Employee Satisfaction and Development Measures.
CO 2	Analyse how to use Analytics and Metrics to drive Employee Performance.
CO 3	Appraise the significance of developing effective Retention Strategies.
CO 4	Explain the key measures for developing an Agile and motivated workforce.
CO 5	Evaluate the importance of changing outdated HR practices and reinventing a new work place.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	3	3	3	3
CO 2	3	3	2	3	2
CO 3	3	3	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	2	3	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question Paper
APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA311 MANAGING EMPLOYEE SATISFACTION

Max. Marks: 60   Duration: 3 Hours

PART A
*Answer **all** questions. Each question carries 2 marks*

1 Explain the concept of six sigma?

2 What are social media and social media mining?

3 Explain concept of attrition and retention analytics?

4 What is employee empowerment?

5 Explain the concepts of WLB and QWL.

(5x2 marks = 10 marks)

PART B
*Answer **any 3** questions. Each question carries 10 marks*

6 Identify a model or combination of models that is best for organizing the training function effectively in an organization. Explain.

7 What is the significance of recruitment analytics in Human Resource Management?

8 "Do HR-practices reduce turnover intentions and is this relation mediated by employee engagement"? Illustrate the factors and reasons for employee turnover.

9 "My job provides me with a sense of meaning and purpose". Critically evaluate the drivers of employee engagement practices.

10 Define Quality of working life. What are the areas of working life which are the concern of Quality of Working life?

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11 Case: Anchor India Ltd

Anchor India Ltd was a major manufacturing firm which received contracts from an aerospace firm. The company had been growing rapidly over the last five years. Starting with only 100 employees, the company now had 2500 employees, including production people, salespeople and other in-house staff members. As the company manufactured quality products, its customer base expanded. This increased the company's revenue from 25 crores to 50 crores. The company had well trained production employees who were able to meet all the job demands. With the increase in the number of B MB441 Pages: 2 Page 2 of 2 contracts, the company planned to

hire more employees. A review of the situation by the senior management led to conclusion that more employees were required who can work in congruence with the organization's goals. The HR department had a great task ahead-of forecasting the required human resources. Moreover, hiring people would require the staff to provide additional training that the current task of production will need, and setting standards for measuring and controlling productivity. The human resource staffs also need to determine the number of people required for the production area. Anchor India Ltd also made an offer to buy Widepark one of its competitors. Widepark was not performing well for the past one year. But the company had very good HR policies. Widepark's employees were very efficient. At one time, the company was able to generate revenue with half the people that Anchor India Ltd has. But the lack of funds to buy new technology hampered the profits of Widepark. Now that Anchor India Ltd had taken over Widepark, it would need to effectively plan the management of Widepark's human resources. The president of Anchor called the HR manager and asked him to collect information about the human resource planning He needed to identify the number of employees required with a ten percent increase in productivity, the methods using which the human resource department can forecast the number of employees required for the increased production.

Questions

1. What methods can the HR manager of Anchor India Ltd can adopt to identify the demand forecasts? (10)

2. In determining whom to promote internally, how can the skills inventory be of important to the new Manager? (10)

(1x20 marks = 20 marks)

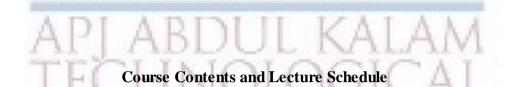|	Syllabus
Module 1	**Employee Satisfaction and Development Measures** – Concept of Employee Satisfaction, Measures for Employee satisfaction and Attitude, Training evaluation models-Productivity measures- Performance metrics- Six sigma - Customer focused metrics, BSC, HR Scorecard.
Module 2	**Data Driven HR** - Development of HR dashboard, HR index, Internal improvement Monitors and Smoke detectors in HR Research, HR Audit research and Organization Health survey, Assessing Employee attitudes and satisfaction- Social Media analysis- Current issues and future of HR Analytics.
Module 3	**Employee Retention** - Retention as a Critical Issue, Negative Impact of Turnover to the Organization and Individuals, Internal and External Drivers of the Retention Crisis, Turnover Myths, Payoffs of Retention Solutions, Problems with Existing Approaches of Employee Retention, Strategic Accountability Approach to Managing Retention, Connecting Employee Needs and facilitating a Retention Environment
Module 4	**Agile HR and Leadership** – An Agile Mindset - Role of Training and Executive development programmes, Recent Trends in Training and development. Employee Engagement and Leadership - Job design - Empowerment of employees - Participative Management - Rewards Systems – Employee Compensation plans - Employee Benefits - Safety and Welfare - Career management - Development cycle - Need assessment – Protégé Relationships.
Module 5	**Reinventing the Work Place** – Learning Organizations - Knowledge Management- E – Learning - Global HR and Diversity. Quality of work life - Flexi time and Work Life Balance, Behavioural Counselling -Specific Techniques, Stress Management Techniques. Performance Coaching and Mentoring – 180 and 360 degree feedback as developmental tools, Performance linked career planning and promotion policy.

Text Book

1. Decenzo, D. A. and Robbins S. P. (2015), *Human Resource Management*, Wiley.
2. Biswajeet Pattanayak (1998), *Human Resource Management*, Prentice Hall of India.
3. Eugence Mckenna and Nic Beach (2014), *Human Resource Management*, Pearson.
4. Dessler G. (2020), *Human Resource Management,* Pearson.

References and Suggested Readings

1. Wayne Cascio (2006). *Managing Human Resource*, McGraw Hill.
2. Ivancevich J. M. (2010). *Human Resource Management*, McGraw Hill.
3. Armstrong M. (2020). *Armstrong's handbook of human resource management practice.* Kogan Page Limited.

4. Phillips, J.J. and Connell A. O (2004). *Managing Employee Retention: A Strategic Accountability Approach.*
5. Field, A. (2009). *Discovering Statistics Using SPSS,* Sage.
6. Jac Fitz-Enz. (2010). *The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments* (American Management Association).

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**EMPLOYEE SATISFACTION AND DEVELOPMENT MEASURES**	
1.1	Importance of Employee Satisfaction.	3 Hours
1.2	Measures for Employee Satisfaction	2 Hours
1.3	Compare the Development Measures.	2 Hours
2	**DATA DRIVEN HR**	
2.1	HR Research and Audit Process.	2 Hours
2.2	Factors in Internal Monitoring of Performance.	2 Hours
2.3	Methods in assessing Employee Satisfaction and Attitude.	2 Hours
3	**EMPLOYEE RETENTION**	
3.1	Problems of Turnover to the Organization and Employees.	3 Hours
3.2	Internal and External Drivers for Retention.	3 Hours
3.3	Development of a Strategic Accountability Approach.	2 Hours
4	**AGILE HR AND LEADERSHIP**	
4.1	Measures to develop an Agile Workforce.	3 Hours
4.2	Methods for Employee Engagement.	3 Hours
4.3	Initiatives for fostering Leadership Skills.	2 Hours
5	**REINVENTING THE WORK PLACE**	
5.1	Creation of a Learning Organization	3 Hours
5.2	Strategies to facilitate Quality of Work Life	2 Hours
5.3	Tools in Performance Coaching and Mentoring.	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA313	ECONOMETRICS	Elective	3	0	0	3

Preamble: The course in Econometrics helps the students to apply economic theories with statistics and mathematics to create models which aid in managerial decision making. The course equips students to apply different econometric tools to model complex business problems. The course also addresses the issue of volatility existing in the present business world using advanced econometric time series models.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Evaluate the use of Econometrics in Business Decisions and the importance of linear regression model.
CO 2	Analyse the Multiple Regression Model for modelling complex business problems
CO 3	Appraise the econometric problems of multicollinearity, autocorrelation and heteroskedasticity.
CO 4	Explain the concepts of Time Series Econometrics
CO 5	Articulate the various stochastic process modelling techniques

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	3	3
CO 2	3	3	1	3	2
CO 3	3	3	1	3	3
CO 4	3	3	1	3	2
CO 5	3	3	1	3	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question Paper
APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA313 ECONOMETRICS

Max. Marks: 60   Duration: 3 Hours

PART A
*Answer **all** questions. Each question carries 2 marks*

1   What is econometrics?

2   What are the properties of OLS estimators?

3   What is the auto correlation?

4   Define the stochastic error term in an econometric model.

5   Define the components, which make up an ARIMA model.

(5x2 marks = 10 marks)

PART B
*Answer **any 3** questions. Each question carries 10 marks*

6   Analyse the properties of Least-Square Estimator for K-variables.

7   Explain the difference between the conditional variance and the unconditional variance of r. Which of the two is more relevant for financial decision making?

8   Explain clearly the consequences of heteroscedasticity, multicollinearity and autocorrelation properties in detail.

9   Explain the relationship between stationarity and a spurious regression. Why does the OLS estimator give such bad results?

10   If you were investigating a model such as the capital asset pricing model, which used the covariance between the market return r m and the bond return r, how could the GARCH model be extended to allow for this case?

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11 a. If we suspect that the variance of e changes systematically through time what would be the consequences for standard OLS estimation. Outline the ARCH and GARCH models, which would allow us to deal with this problem fully. (10 marks)

   b. If you believed that the variance of e affects the return on the bond how would adapt the GARCH model to allow for this.

(10 marks)

	Syllabus
Module 1	**Introduction and Simple Linear Regression Model** – Introduction and types of Econometrics, Methodology of econometrics-Uses of econometrics- Population Regression Function - stochastic disturbance term-Sample Regression Function-Problem of estimation- Method of Ordinary Least Squares (OLS)-Assumptions-Properties of Least Squares Estimators- Gauss Markov theorem-Coefficient of determination, r^2 -Normality assumption-Hypothesis testing- t and F tests-P value- Practical versus statistical significance
Module 2	**Multiple Regression Analysis** - The three-variable model-OLS estimation of partial regression coefficients-Multiple coefficient of determination R^2 and adjusted R^2-Hypothesis testing-Testing the overall significance of the regression model-F test-Testing the equality of two regression coefficients-Restricted least squares-Chow test-General k variable regression model
Module 3	**Issues in Econometric Models**- Multicollinearity-Nature, consequences, detection and remedial measures-Autocorrelation- Nature, consequences, detection, and remedial measures- Heteroskedasticity-Nature, consequences, detection and remedial measures.
Module 4	**Time Series Applications** - Stochastic processes, stationary, nonstationary stochastic processes-Unit roots- Trend stationary, difference stationary stochastic processes- Spurious regression-Testing for unit roots- Dickey Fuller and ADF tests-Cointegration and error correction models.
Module 5	**Stochastic Processes Modelling** – The Box Jenkins methodology -AR, MA, ARMA and ARIMA models-Estimation and forecasting- Vector autoregression (VAR)-Measuring volatility- The ARCH, GARCH modeling.

Text Books

1. Damodar N Gujarati and Dawn C Porter (2020): *Basic Econometrics*, Sixth Edition, McGraw Hill Special India Edition.
2. James H Stock and Mark W Watson (2017): *Introduction to Econometrics*, Third Edition, Pearson, Addison Wesley.
3. Carter Hill, William Griffiths and Guay Lim (2011): *Principles of Econometrics*, 4th Edition, John Wiley & Sons.
4. Jeffrey M Wooldridge (2018): *Introductory Econometrics: A Modern Approach*, 7th Edition, Thomson South Western.

References and Suggested Readings

1. Damodar N Gujarati (2011): *Econometrics by Example*, First Edition, Palgrave, MacMillan.
2. Chris Brooks(2019): *Introductory Econometrics for Finance*, 3rd Edition, Cambridge University Press.
3. Dimitris Asterious (2015): *Applied Econometrics*, 3rd Edition, Palgrave Macmillan

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**INTRODUCTION AND LINEAR REGRESSION MODEL**	
1.1	Introduction, types and Uses of econometrics. Method of OLS.	2 Hours
1.2	Assumptions of OLS, properties of least squares estimators, Gauss Markov Theorem.	3 Hours
1.3	Hypothesis testing. Practical versus statistical significance.	3 Hours
2	**MULTIPLE REGRESSION**	
2.1	Three Variable Model, OLS estimation	3 Hours
2.2	Hypothesis Testing	2 Hours
2.3	Chow test, General k variable regression model	2 Hours
3	**ISSUES IN ECONOMETRICS**	
3.1	Multicollinearity	2 Hours
3.2	Autocorrelation	2 Hours
3.3	Heteroskedasticity	3 Hours
4	**TIME SERIES APPLICATIONS**	
4.1	Stochastic processes, stationary, non-stationary, trend stationary, difference stationary processes	3 Hours
4.2	Spurious regression, Testing for Unit roots	2 Hours
4.3	Cointegration and Error correction models	2 Hours
5	**STOCHASTIC PROCESS MODELLING**	
5.1	AR, MA, ARMA, ARIMA models	3 Hours
5.2	VAR modelling	2 Hours
5.3	ARCH, GARCH modelling	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA315	DESIGN THINKING	Elective	3	0	0	3

Preamble: This course provides an introduction to the basic concepts of Design Thinking, process of design, analytical thinking and ideas, problem solving methodology especially well- suited for investigating ill-defined problems in an organization. At every level and in every kind of organization, design thinking delivers the tools you need to become an innovative thinker and uncover creative opportunities that are available. The course provides you with the skills to integrate the needs of people, the possibilities of technology, and the requirements for business success with design thinking, systematic inventive thinking, and strategy that will enable you to build products and services that drive your organization forward.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to

CO 1	Understand the concept of Design Thinking and its applications in business
CO 2	Appraise the phases of Design Thinking.
CO 3	Develop a strong understanding of the Personas used by the Designers
CO 4	Devise the importance of Stories and Prototypes in Design Thinking
CO 5	Evaluate the importance of Design Thinking for Non-Designers

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	1	1	2	2
CO 2	2	1	1	1	3
CO 3	1	1	1	2	3
CO 4	2	1	1	3	2
CO 5	1	2	1	2	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		

Create	Can be done through Assignments/ Seminars/Mini Projects

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question Paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
THIRD SEMESTER MBA DEGREE EXAMINATION
20MBA 315 DESIGN THINKING

Max. Marks: 60   Duration: 3 Hours

Part A

Answer **all** questions. Each question carries 2 marks

1. What is the importance of Design Thinking?

2. Why do business organizations give importance to the process of ideation?

3. Explain the major differences between Prototyping & Testing?

4. Why is persona considered an important tool in Design Thinking?

5. What are the various Team strategies for Success?

(5x2 marks = 10 marks)

Part B

Answer **any 3** questions. Each question carries 10 marks

6. Explain the different frameworks of Design Thinking.

7. Elaborate the main phases involved in the process of Design Thinking.

8. Examine the importance of Stories and Prototypes in creation of ideas.

9. Explain any applications of Persona along with its limitations.

10. Discuss in brief the importance of Design Thinking for Non-Designers.

(3x10 marks = 30 marks)

Part C

Compulsory question. This question carries 20 marks

11. a. Explain in detail embedding design into business?

b. Elaborate on the frameworks and tools for Design Thinking.

(1x20 marks = 20 marks)

	SYLLABUS
Module 1	**Introduction to Design Thinking** – Concept of Design Thinking, Applications in Business, Assumptions and Challenges in Design Thinking, Benefits of Design Thinking in Organizations. Fundamental Principles behind Design Thinking.
Module 2	**Phases of Design Thinking** – The 5 phases of Design Thinking: Empathise, Define, Ideate, Prototype, Test. Origin of the 5 phase Model. Popular Design Thinking frameworks
Module 3	**Personas a Powerful Tool for Designers**- Defining Personas, The importance of Persona, Creating Personas, Applications of Persona and its Limitations
Module 4	**Importance of Stories and Prototype in Design Thinking** – Design Thinking Product Development Framework, Concept of Story and Prototype. Applications in the Organizational perspective
Module 5	**Design Thinking for Non-Designers**- What do non designers need to learn, Challenges team face with Design Thinking, Team Strategies for Success, Design Thinking within the Firm, Embedding Design into Business

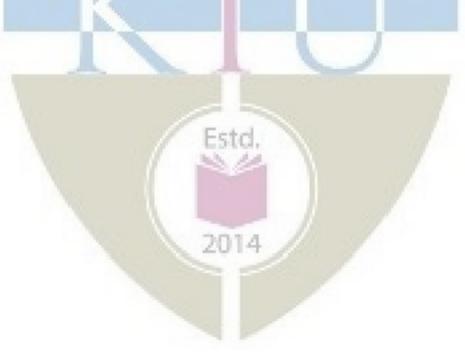| **Text Books** |
|---|
| 1. Swan S. (2015) *Design Thinking: New Product Development Essentials from the PDMA.* United Kingdom: Wiley. |
| 2. Martin R. L. (2013). *Rotman on Design: The Best on Design Thinking from Rotman Magazine. United Kingdom*: University of Toronto Press. |
| 3. Rowe P. G. (1987). *Design Thinking*. United Kingdom: MIT Press. |
| **References and Suggested Readings** |
| 1. King A., Bennett K., Liedtka J. (2013). *Solving Problems with Design Thinking: Ten Stories of What Works.* United Kingdom: Columbia University Press. |
| 2. Brown T. (2009). *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation.* United States: HarperCollins e-books. |

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to Design Thinking**	
1.1	Introduction to Design thinking	2 Hours
1.2	Benefits of Design Thinking & Challenges	3 Hours
1.3	Applications and Principles of Design Thinking	3 Hours
2	**Phases of Design Thinking**	
2.1	Phases of Design Thinking	3 Hours
2.2	Frameworks of Design Thinking	3 Hours
3	**Personas a Powerful Tool for Designers**	
3.1	Importance of Personas	3 Hours
3.2	Creation of Personas	2 Hours
3.3	Applications and Limitations	3 Hours
4	**Importance of Stories and Prototype in Design Thinking**	
4.1	Design Thinking Product Development Framework	3 Hours
4.2	Applications of Stories and Prototype in Design Thinking	4 Hours
5	**Design Thinking for Non-Designers**	
5.1	Non-Designers	2 Hours
5.2	Challenges of Team	1 Hours
5.3	Embedding Design into Business	2 Hours
5.4	Team Strategies for Success	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA317	**SOCIAL ENTREPRENEURSHIP**	Elective	3	0	0	3

Preamble: Social entrepreneurship is a modern and fast-growing area of academic literature and real-life experience. The social entrepreneurs are change agents with the power to transform the society through innovative approaches. The real challenge for social entrepreneurs is the balancing of dual objectives of social business, viz the economic and social. Social enterprises perform well financially by creatively tackling social problems. This course exposes students to the philosophy and application of social entrepreneurships. The syllabus is designed with the intention to instill the spirit of social entrepreneurship in the students and to motivate them to seek career in the area of social entrepreneurship.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to

CO1	Explain the role of social entrepreneurship in creating a sustainable society
CO2	Evaluate the social problems and choose the feasible business model
CO3	Analyze different approaches or tools for social innovation
CO4	Appraise strategies for managing a social enterprise
CO5	Assess the impact of social entrepreneurship on society

Mapping of course outcomes with program outcomes

CO/PO	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	-	2	-	1
CO 2	3	3	1	3	1
CO 3	3	3	1	2	1
CO 4	3	3	2	3	1
CO 5	2	3	-	2	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

Syllabus

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA317 – SOCIAL ENTREPRENEURSHIP

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. List any two traits of social entrepreneur.
2. Define social value creation.
3. What is the relevance of system thinking for social innovation?
4. Recall any two marketing challenges for social entrepreneurship.
5. Find out the role of leader in social entrepreneurship.

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. a. Illustrate the challenges of social entrepreneurship.   (5)
   b. How will you outline strategies to overcome them?   (5)
7. a. "Social entrepreneurs are the agents of social change" Illustrate.   (6)
   b. Explain the major social issues to be addressed immediately.   (4)
8. a. Compare different sources of innovation.   (3)
   b. Explain the relevance of design thinking in social innovation   (7)
9. a. 'Managing human resource in a social enterprise is a challenge' Explain.   (5)
   b. Compare the situations of social enterprise and business enterprise.   (5)
10. a. Explain the role of ASHOKA, Skoll and Schwab foundations in developing social entrepreneurship.   (7)
    b. Demonstrate with suitable example.   (3)

(3x10 marks = 30 marks)

PART C

Answer *all* the questions. This section carries 20 marks

11. You have been contracted by a social enterprise operating in your community to help them undertake project evaluation, for a project that has been promoting smallholder farmers improves their lifestyle. While giving examples, Choose the key factors you would use to measure the social impact of this project.

(1x20 marks =20marks)

Module 1	**Introduction to social entrepreneurship** – Overview of social entrepreneurship; Definition of social entrepreneurship, Forms of social entrepreneurship: Social entrepreneur; traits of social entrepreneurs; Successful social entrepreneurships in India. Success factors of social entrepreneurships; Challenges of social entrepreneurship
Module 2	**Social entrepreneurship business models;** for-profit, not for profit, hybrid, community-based: difference between social and commercial entrepreneurship; double bottom line; social and institutional environmental factors: opportunity identification, discovery and recognition: Social value creation and social inclusion; social change and role of social entrepreneur.
Module 3	**Social innovation** – drivers of social innovation; difference between social innovation and other innovations; sources of social innovation; Social problems and Social innovation ;sustainable development goals; system thinking and problem solving, human centered design thinking.
Module 4	**Managing a social enterprise**: Financing the social enterprises; sources of finance; Funding Raising, Crowd funding, Venture Capital in social sector, Social Impact Bonds, Social Banks: human resource management; motivating, retaining and compensating workforce: Marketing management of social entrepreneurship; Social marketing, marketing mix in social marketing, Challenges.
Module 5	**Social change:** Social transformation through social entrepreneurship, Social impact and Social entrepreneurship performance measurement; need, challenges: Leading a social entrepreneurship; social capital: Social entrepreneurship in India – opportunities, challenges and sectors; Role of ASHOKA, Skoll and Schwab foundations.

Text Book

1. Doherty, B., Foster, G., Meehan, J., & Mason, C. (2009). *Management for social enterprise*. Sage Publications.
2. Keohane, G. L. (2013). *Social entrepreneurship for the 21st century: Innovation across the nonprofit, private, and public sectors*. McGraw Hill Professional.

References and Suggested Readings

1. Moore, M. L., Westley, F. R., & Brodhead, T. (2012). Social finance intermediaries and social innovation. *Journal of Social Entrepreneurship*, *3*(2), 184-205.

2. Kivel, P. (2017). Social service or social change? In *The revolution will not be funded* (pp. 129-150). Duke University Press.

3. Brown, T., & Katz, B. (2019). *Change by design: how design thinking transforms organizations and inspires innovation* (Vol. 20091). New York, NY: HarperBusiness.

4. Portales, L. (2019). Social innovation and social entrepreneurship. *Fundamentals, Concepts, and Tools*. Cham, Switzerland: Palgrave Macmillan.

5. Bornstein, D. (2007). *How to change the world: Social entrepreneurs and the power of new ideas*. Oxford University Press.

6. MacMillan, I. C., & Thompson, J. D. (2013). *The social entrepreneur's playbook, expanded edition: pressure test, plan, launch and scale your social enterprise*. Wharton School Press.

7. https://www.schwabfound.org :

8. https://www.ashoka.org/en-in :

9. https://skoll.org

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to social entrepreneurship**	
1.1	Overview of social entrepreneurship and social entrepreneur	2 Hours
1.2	Forms of social entrepreneurship	3 Hours
1.3	Success factors of social entrepreneurships	2 Hours
2	**Social entrepreneurship business models**	
2.1	Different business models	3 Hours
2.2	Social v/s commercial entrepreneurship	2 Hours
2.3	Social value creation and social inclusion	3 Hours
3	**Social innovation**	
3.1	Drivers of social innovation- Types of innovation	2 Hours
3.2	Social innovation and sustainable development goals	2 Hours
3.3	System thinking and design thinking	3 Hours
4	**Managing a social enterprise**	
4.1	Financial management	2 Hours
4.2	Human Resource management	2 Hours
4.3	Marketing management	2 Hours
5	**Social change**	
5.1	Measuring social change	2 Hours
5.2	Leading a social entrepreneurship, social entrepreneurship in India	3 Hours
5.3	ASHOKA, Skoll and Schwab foundations - Roles	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA319	TOURISM MANAGEMENT	Elective	3	0	0	3

Preamble: The course on Tourism Management prepares students to work in the dynamic tourism industry in sectors like hospitality, travel and tourism. The course will give you the knowledge and understanding how tourism businesses operate, how tourists behave and what impact tourism has on countries, cultures and the environment. It also helps to develop a wide range of skills that can be applied to a variety of managerial and entrepreneurial roles in the expanding tourism industry. The programme particularly emphasizes the cultural and political aspects of tourism, its special models in different societies and its impact on the regional and global economy. It also prepares students to plan a wide range of tourism activities and manage tourist products considering existing circumstances and conditions.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Understand the basics of tourism management.
CO 2	Analyse the functions of travel formalities and the activities of tour operators.
CO 3	Appraise the concepts of tourism planning, approaches and sectors and make a plan.
CO 4	Understand the concepts of marketing management in tourism.
CO 5	Evaluate the functionality of ICT in the tourism industry

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	1		2	3	3
CO 2	1		1	2	2
CO 3	1		1	2	2
CO 4	2		2	2	3
CO 5			1	1	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

TIHIRD SEMESTER MBA DEGREE EXAMINATION

20MBA319 – TOURISM MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A

Answer *all* questions. Each question carries 2 marks.

1. Define tourism and discuss its categories.
2. Define the term travel insurance.
3. Explain the role Public and Private sectors in Tourism Development
4. Briefly explain the concept of sustainable tourism.
5. Discuss the role social media marketing in tourism.

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. Describe the economic impact of tourism.
7. Briefly explain the travel formalities in tourism management.
8. Explain the levels of tourism planning.
9. Discuss the constituents of the marketing mix in tourism.
10. Assess the role of ICT in tourism management.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. In the last decade, Russia as demonstrated a constant growth in its national income resulting in the increase of Russian citizens' tourism fluxes to foreign countries. As Russian tourists are becoming desirable to the destination places due to their high consumer expenditure, Russia becomes a new source of tourists especially for the countries of the Mediterranean Sea. One of the Mediterranean destination countries of Russian tourists is Greece. Greece's objective is to attract as many Russian tourists as possible and for this reason is trying to develop Greek-Russian relations. Particularly in the tourism sector, Greece is attempting to promote its tourism product in Russia and to convince Russian citizens of its quality and attractiveness. For the achievement of this objective a specific administrative unit, with exclusive competence in the tourism sector, has been founded in Moscow. This unit is being staffed by specialized executives and is supervised by the Greek National Tourism Organization that constitutes the executive tourism agent of the Greek Ministry of Tourism & Culture. This administrative unit is called Office of the GNTO-Greek National Tourism Organization.

Questions

1. Evaluate the tourism policies of Russian government.
2. Analyse the Greece's competitiveness among the Mediterranean countries.

(1x20 marks = 20 marks)

Syllabus	
Module 1	Tourism & Tourism Management: Definition and Concepts, tourist destination, services and industry, definition and historical development, Inter–regional and intra–regional tourism, inbound and outbound tourism, domestic, international tourism. Forms of Tourism: heritage, religious, historical, social, adventure, health, business, conferences, conventions, incentives, sports and adventure, senior tourism, special interest tourism like culture or nature oriented, ethnic or 'roots' tourism.
Module 2	Travel Formalities: Passport, Visa, Health requirements, taxes, customs, currency, travel insurance, baggage and airport information, Market research and tour package formulation, assembling, processing and disseminating information on destinations, Liasioning with principles, preparation of Itineraries, tour operation and post tour Management. Sources of income for tour operation.
Module 3	Tourism Planning: Evolution of Tourism Planning, General Concepts of Planning, Levels and Types of Tourism Planning, Background Approach and planning scale. Public and Private sector's role in Tourism Development. Analysis of an individual Tourism Project.
Module 4	Service Characteristics of Tourism: Unique features of tourist demand and tourism product, Tourism marketing mix. Marketing of Tourism. Services: Marketing of Airlines, Hotel, Resort, Travel Agencies and other tourism related services-Challenges and strategies, Destination marketing and management at local, regional, national and trans-national levels, Sustainable tourism.
Module 5	ICT in tourism business operations, management information, financial management, global access, individual consumers with information and reservations, ICT uses in the accommodation sector, ICT in accommodation provider (luxury hotel, budget hotel, bed and breakfast, backpacker hostel), Social media marketing.

Text Books

1. Mill R. C. and Morrison A. M., (1992). *The Tourism System: An Introductory Text*, Prentice Hall.

2. Syratt Gwenda (1995). *Manual of Travel Agency Practice*, Butterworth Heinmann, London.

3. Inskeep Edward, (1991). *Tourism Planning: An Integrated and Sustainable Development Approach,* VNR, New York.

References and Suggested Readings

1. Kotler Philip, (2016). *Marketing for Hospitality and Tourism,* Pearson Education

2. Grant Gordon, Nigel Nicholson, (2008) *Family Wars* – Kogan page.

3. J.K. Lasser's *Financial and Tax Strategies for Family Business* by Barbara Weltman Publisher: Wiley (2001).

4. Ghosh A., (2016). *Strategies for Growth: Help Your Business Move Up the Ladder*, Penguin Random House Publishers, India

Course Contents and Lecture Schedule

No		Topic	No. of Lectures
1		**Tourism Management**	
	1.1	Introduction to Tourism: Definition and Concepts	2 Hours
	1.2	Inter–regional and intra–regional tourism, inbound and outbound tourism, domestic, international tourism.	2 Hours
	1.3	Forms of Tourism	2 Hours
	1.4	Ethnic or 'roots' tourism	1 Hour
2		**Travel Formalities**	
	2.1	Travel Formalities types	3 Hours
	2.2	Tourism Market research	2 Hours
	2.3	Pre and Post Tourism Management	2 Hours
3		**Tourism Planning**	
	3.1	Evolution of Tourism Planning, General Concepts of Planning	3 Hours
	3.2	Public and Private sectors role in Tourism Development	2 Hours
	3.3	Aspects of individual Tourism Project	2 Hours
4		**Market & Service Characteristics of Tourism**	
	4.1	Unique features of tourist demand and tourism product	3 Hours
	4.2	Tourism marketing mix. Marketing of Tourism.	2 Hours
	4.3	Services: Marketing of Airlines, Hotel, Resort, Travel Agencies	2 Hours
	4.4	Sustainable Tourism	1 Hour
5		**ICT in Tourism Business Operations**	
	5.1	Management information, financial management, global access	3 Hours
	5.2	ICT uses in the accommodation sector	2 Hours
	5.3	ICT in accommodation provider and Social Media Marketing	2 Hours
		Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA321	HOSPITALITY MANAGEMENT	Elective	3	0	0	3

Preamble: This elective course on Hospitality Management gives the student a general introduction and comprehensive view of the management in the hospitality sector. The course equips students to apply the knowledge of hospitality management in business decision making.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Explore the role of managers in hospitality industry
CO 2	Analyse the ownership and management of various businesses under hospitality
CO 3	Appraise the role of recreation in the hospitality industry
CO 4	Understand the impact of meetings, conventions etc. in tourism and services sector
CO 5	Evaluate leadership and management in hospitality industry

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	1		1	1	2
CO 2			1	2	2
CO 3				2	1
CO 4			1	2	1
CO 5	1		1	1	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA321- HOSPITALITY MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A

Answer *all* questions. Each question carries 2 marks.

1. Explain the role of manager in hospitality industry?

2. What is a heritage hotel? What is its speciality?

3. List out the components of modern casino hotels.

4. Explain Eco tourism with examples.

5. Discuss: HACCP and FSSAI.

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. Discuss the forces affecting growth and change in the Hospitality industry.

7. Discuss the managerial role in college and university food service and the complexities involved?

8. Distinguish between commercial and non-commercial recreation. Also discuss the recent trends in recreation?

9. What do you understand by Tourism related to religion? Explain with examples.

10. Differentiate between the Product View and process view of service in hospitality industry.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. a Explain the Departments in hotel and their functions.   (10)

   b Discuss the facilities and services required to get an award of five-star deluxe

   categories for hotels?   (10)

Syllabus	
Module 1	**Introduction To Hospitality** - Hospitality Management – Introduction, Role of Manager in the Hospitality Industry, Hospitality Management Program, Forces affecting growth and change in the Hospitality industry, Trends in Hospitality and Tourism, Characteristics of the hospitality industry, corporate philosophy
Module 2	**Hotel and Restaurant Business** – Hotel: Hotel ownership and development. Classification of hotels by type, location, and price, Concept and growth of vacation ownership, Prestigious and unusual hotels. Restaurants: Characteristics of chain and independent restaurants, Classifications of restaurants, Characteristics of chain and independent restaurants, Case studies. **Managed Services** – Managed services segments, Factors that distinguish managed services operations from commercial ones, Need for and trends in elementary and secondary school food service, Complexities in college and university foodservice, Characteristics and trends in health care, business and industry, and leisure and recreation foodservices, Guest Cycle, Cases studies.
Module 3	**Recreation, Attraction and Clubs** - Recreation, Leisure, and Wellness, Government-Sponsored Recreation, Commercial Recreation—Attractions, Regional Theme Parks, Animal attractions, Historic Places/Sites, Museums, Performance arts, Managing attractions, Clubs, Club Types, Golf course, Non-commercial Recreation, Trends in recreations, Case studies. **Gaming Entertainment** – Casinos - Introduction, Various components of modern casino hotels, Casinos integrated into larger hospitality operations, Spread of casino gaming across the world, Basic principles of casino operations, Trends in the Gaming Entertainment Industry, Case studies.
Module 4	**Tourism:** Definition, International and domestic tourism organizations, Economic impact of tourism, Promoters of tourism, Tourism in India, Reasons why people travel, Sociocultural impact of tourism, Ecotourism, Cases. **Meetings Incentives Conferences Exhibitions** - Development of the Meetings, Conventions, and Expositions, Industry, Size and Scope of the Industry, Key Players in the Industry, types of Meetings, Conventions, and Expositions, Venues for Meetings, Conventions, and Expositions, Sustainable Meetings, Conventions, and Expositions, trends in Meetings, Conventions, and Expositions, cases.
Module 5	**Hospitality Management and Service Industry** –The role of service in the hospitality industry, Service - Quality specifications, Types of Service-, Rendering Personal Service, Interpersonal Skills Managing the Service Transaction, The Product View of Service, The Process View: Empowerment, Production or Process View, How Companies Organize for Service, Leadership and Management in hospitality industry, FSSAI, HACCP.

Text Book

1. John R. Walker & Josielyn T. Walker, (2012). *Introduction to Hospitality Management* Fourth Edition – Pearson Edn.
2. Clayton W. Barrows & Tom Powers, (2008). *Introduction to the Hospitality Industry* Seventh edition - John Wiley & Sons, Inc.

References and Suggested Readings

1. Mridula Mirajkar & Percy K Singh, (2006). *Global sourcebook on Hospitality Management* – Kanishka Publishers.
2. Manish Ratti, (2008). *Hospitality Management – Theories and Practices* – Rajat Publications.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction To Hospitality**	
1.1	Hospitality Management – Introduction, Role of Manager in the Hospitality Industry	2 Hours
1.2	Hospitality Management Program	1 Hour
1.3	Forces affecting growth and change in the Hospitality industry	1 Hour
1.4	Trends in Hospitality & Tourism, Characteristics of hospitality industry	2 Hours
1.5	Corporate philosophy in Hospitality Management	1 Hours
2	**Hotel And Restaurant Business**	
2.1	Classification of hotels by type, location, and price	2 Hours
2.2	Classifications of restaurants	2 Hours
	Managed Services	
2.3	Managed services segments, Guest Cycle	1 Hour
2.4	Need for and trends in elementary and secondary school foodservice,	1 Hour
2.5	Characteristics and trends in health care, business and industry	2 Hours
3	**Recreation, Attraction and Clubs**	
3.1	Recreation, Leisure, and Wellness	2 Hours
3.2	Commercial Recreation—Attractions, Regional Theme Parks, Animal attractions, Historic Places/Sites, Museums,	1 Hour
3.3	Trends in recreations	1 Hour
	Gaming Entertainment	
3.4	Casinos - Introduction, Various components of modern casino hotels	1 Hour
3.5	Basic principles of casino operations	1 Hour
3.6	Trends in the Gaming Entertainment Indus	1 Hour
4	**Tourism**	
4.1	International and domestic tourism organizations,	2 Hours
4.2	Economic impact of tourism, Promoters of tourism,	1 Hour
4.3	Sociocultural impact of tourism, Ecotourism	1 Hour
	Meetings Incentives Conferences Exhibitions	
4.4	Conventions, and Expositions	1 Hours
4.5	Trends in Meetings, Conventions, and Expositions,	2 Lectures
5	**Hospitality management and service industry**	
5.1	Role of service in the hospitality industry	2 Hours
5.2	Types of Service-, Rendering Personal Service, Interpersonal Skills	2 Hours
3.3	Managing the Service Transaction	1 Hour
5.4	Leadership and Management in hospitality industry	1 Hour
5.5	Companies Organize Services, FSSAI, HACCP	1 Hour
	Total	36 Hours