

20MBA102	MARKETING MANAGEMENT	CATEGORY	L	T	P	CREDIT
		CORE THEORY	4	0	0	4

**Preamble:** The course on Marketing Management helps the students to gain solid understanding of key marketing concepts and skills, Perform situation analysis to assess market opportunities and develop marketing strategies (Segmentation, targeting, and positioning) to achieve company's objectives. The course equips students to understand the 7 P's framework and make strategic recommendations and persuasively communicate the organization's recommendations and rationale.

**Prerequisite:** NIL

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

CO 1	Evaluate the importance of Marketing Concepts in an Enterprise
CO 2	Analyse the Buyer Behaviour in a marketing Ecosystem
CO 3	Appraise the Product and pricing Decisions
CO 4	Develop capability to make Distribution Decisions and Promotion Decisions.
CO 5	Evaluate the Marketing Control Techniques and Modern Trends in marketing.

#### 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	2	3	2
CO 3	3	3	1	3	3
CO 4	3	3	1	3	3
CO 5	3	3	1	3	3

#### Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in %)
	1	2	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyse	30	30	30
Evaluate	10	10	10
Create	10	10	10

#### 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

<b>Syllabus</b>	
Module 1	<b>Concepts of Marketing:</b> Meaning, Nature & Scope as the key business function in Organizations - Evolution of marketing-Holistic Marketing Concept – Extended Marketing Mix – Key Customer Markets: Consumer, Business, Global, Non-profit & Government – Market Space – Meta Markets. Concept of Value chain – Marketing Environment – Internal and External environment – Difference between Marketing & sales. Introduction to Marketing Research & Modern Marketing Information System – Concept of Big Data – Market Strategic Planning – Elements of Marketing Plan ( 12 Hours)
Module 2	<b>Buyer Behaviour &amp; Marketing Ecosystem:</b> Types of Consumer Buying Behaviour – Factors affecting Buyer Behaviour -Buying Motives - Buyer Roles – Consumer Buying Decision Process: The 5 Stage Model. Organizational Buying Decisions – Buying Center – Tapping Global Markets. Segmentation, Targeting & Positioning – Strategies. Competitor Analysis – Competitive Market Strategies – Leaders, Challengers, Followers & Nichers Customer Relationship Management – Loyalty Programmes and Customer Lifetime Value - (12 Hours)
Module 3	<b>Creating Value:</b> The Product – Goods & Services Continuum – Classification & Levels of Product – Product Decisions: Product Mix and Product Lines – Concepts. Product Life Cycle Strategies – Brand Concepts – Marketing of Services – Extended Marketing Mix for services – Packaging & Labelling Decisions – Warranties & Guarantees – New Market Offering – Types of New Product – New Product Development: Stages – New Product Success & Failure – Diffusion of Innovation – Pricing Policies & Strategies – Factors affecting Price Determination – Steps in Setting the Price. (12 Hours)
Module 4	<b>Distribution as a part of Value Delivery – Multi-channel marketing – Channel Functions &amp; Flows – Channel Levels – Channel Design Decisions – Channel Management - Introduction to Retailing &amp; Wholesaling – Franchising –Teleshopping – Shopping through Internet. Communicating Value – Marketing Communication Mix – An overview of Advertising, SalesPromotion, Personal Selling, Direct Marketing, Public Relations – Managing Integrated MarketingCommunications. (12 Hours)</b>
Module 5	<b>Concept, Process &amp; Types of Marketing Control – Marketing Audit: Concepts, Components &amp; Types – Marketing Challenges in Globalized Era – Marketing through Social Network &amp; Digital platforms – Social Marketing – Elements of Social Marketing Plan – Green Marketing – Consumerism – Red Ocean Strategy – Blue Ocean Strategy - Introduction to Marketing Analytics. (12 Hours)</b>



Text Book	
1. Kotler, Philip and Gary Armstrong, Principles of Marketing, 17 <sup>th</sup> Edition. Pearson, 2019. 2. Kotler, Philip, et al. Marketing Management: A South Asian Perspective, 15 <sup>th</sup> Edition, Pearson, 2017. 3. K S Chandrasekar, Marketing Management-Text, Cases and Applications (2/e), Vijay Nicole, McGraw Hill Education, 2019	
References and Suggested Readings	
3. RajanSaxena, Marketing Management, Tata McGraw Hill, 2009. 4. Masterson, Rosalind and David Pickton. Marketing: An Introduction. Sage Publications, 2014. 5. Neelamegham, S.Marketing in India: Text and Cases (4/e). Vikas Publishing House, 2012. 6. Panda, Tapan K. Marketing Management: Text and Cases Indian Context. Excel Books India, 2009. 7. Etzel,MJ, BJWalker and William J Stanton., Marketing (Fourteenth Edition).McGraw Hill, 2017.	

### Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	CONCEPTS OF MARKETING	
1.1	Holistic Marketing	3 Hours
1.2	Marketing Environment	4 Hours
1.3	Strategic Planning	3 Hours
2	BUYER BEHAVIOUR AND MARKETING ECOSYSTEM	
2.1	Customer Relationship Management	4 Hours
2.2	Segmentation, Targeting and Positioning Strategies	3 Hours
2.3	Competitor Strategies	4 Hours
3	PRODUCT DECISIONS AND PRICING DECISIONS	
3.1	Product and Service Continuum	3 Hours
3.2	New Product Development and PLC Stages	4 Hours
3.3	Pricing Strategies	3 Hours
4	DISTRIBUTION DECISIONS AND PROMOTION DECISIONS	
4.1	Channel design and Channel Management	3 Hours
4.2	Promotion Mix	3 Hours
4.3	Integrated Marketing Communication	4 Hours
5	MARKETING CONTROL & MODERN TRENDS IN MARKETING	
5.1	Marketing Control	4 Hours
5.2	Marketing Audit	3 Hours



20MBA104	FINANCIAL MANAGEMENT	CATEGORY	L	T	P	CREDIT
		CORE THEORY	4	0	0	4

**Preamble:** The objectives of this course are to familiarise with fundamentals of financial management in an organization, Time value of money, risk Management, various sources of financing business investment, cost of capital, investment decisions, capital structure planning, working capital management and dividend policy

**Prerequisite:** None

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

CO 1	Understand the concept, functions and objectives of Financial Management.
CO 2	Examine the sources of business finance and their significance.
CO 3	Analyze projects on their risk and financial feasibility.
CO 4	Assess the impact of working capital.
CO 5	Analyze the dividend policy of a firm

**Mapping of course outcomes with program outcomes**

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

**Assessment Pattern**

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in %)
	1	2	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyse	30	30	30
Evaluate	10	10	10
Create	10	10	10



### Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

### Continuous Internal Evaluation Pattern:

Attendance/ class participation	: 4 marks
Continuous Assessment Test (2 numbers)	:16 marks
Assignment/Quiz/Course project	:10 marks
Seminar and Discussion	:10 marks

### Syllabus

Unit	Topic
<b>Module 1</b>	<i>Introduction to Finance and Financial management:</i> Finance, objective and functions- role of finance manager -sources of finance, capital market and money market - instruments. <i>Time Value of Money:</i> Compounding, compounding intervals and continuous compounding, discounting, future value of single cash flow, annuity and deferred annuity- present value of a single cash flow, annuity, deferred annuity and perpetuity. <i>Risk &amp; Return:</i> Introduction to risk & return, relationship between risk & return-estimation of beta.
<b>Module2</b>	<i>Financing and Capital Structure Decision:</i> External and internal financing. Capitalization- types of capitalization- Capital structure decisions- ploughing back of profit-leverage-operating, financial and composite leverage, overview of capital structure theories (NI, NOI, Traditional and MM only) and value of a firm. Optimum capital structure. Cost of bankruptcy and financial distress.
<b>Module3</b>	<i>Investment Decisions:</i> -Capital budgeting- process of capital budgeting- selection of projects - estimation of cash flows - payback and discounted payback period – ARR, NPV, PI and IRR. Capital budgeting decisions under risk - capital rationing - project selection under rationing. Cost of capital, cost of equity, cost of debt and overall cost of capital, calculation of WACC
<b>Module4</b>	<i>Working Capital:</i> Management of Working capital-need and importance of working capital – sources of working capital. factors affecting composition of working capital – inter dependence among components of working capital – estimation of working capital – cash management, receivables management and inventory management.
<b>Module5</b>	<i>Dividend Decisions:</i> Dividend policy and factors affecting dividend policy – dividend and its forms – relevance and irrelevance. An overview of theories of dividend (Gordon Model, Walter Model, MM Model) - forms of dividend – cash dividend, bonus shares, share split and stock repurchase. <i>Other Sources of Finance:</i> Leasing, Hire Purchase and Venture capital funding-emerging areas in finance-merger-acquisition-takeover – financial engineering.



### Text Books

1. Brealey, Richard A and Stewart C Myers. Principles of Corporate Finance. McGraw Hill India, 2012.
2. Brigham, Eugene F and Joel F Houston. Fundamentals of Financial Management (13/e). Cengage Learning, 2012.
3. Chandra, Prasanna Financial Management, Theory & Practice. Tata McGraw Hill, 2014.
4. Damodaran, Aswath. Corporate Finance: Theory and Practice (4/e). Wiley India, 2012.

### References

1. Gitman, Lawrence J and Chad J Zutter. Principles of Managerial Finance (14/e). Pearson Education, 2007.
2. Kapil, Sheeba. Financial Management. Pearson Education India, 2010.
3. Khan, M Y and P K Jain. Financial Management: text, problems and cases. New Delhi: Tata Mc-Graw Hill, 2013
4. Kishore, Ravi M. Financial Management: Comprehensive Text Book with Case Studies (7/e). Taxmann Allied Services, 2009.
5. Kothari, Rajesh and Bobby Dutta. Contemporary Financial Management. Mcmillan Publishers, India, 2005.
6. Pandey, IM. Financial Management. Vikas Publishing House, 2009.
7. Reddy, G Sudarsana. Financial Management. Himalaya Publishing House, 2011.
8. Ross, Stephen, Randolph Westerfield and Bradford Jordan. Fundamentals of Corporate Finance, McGraw Hill, 2010.
9. Sharan, Vyuptakesh. Fundamentals of Financial Management. Pearson Education, 2012.
10. Srivastava, Rajiv and Anil Misra. Financial Management. Oxford University Press India, 2011.
11. Vanhome, James C. Financial Management and Policy (12/e). Pearson Education, 2002.
12. Vanhorne, James C and John M Wachowicz (Jr). Fundamentals of Financial Management, (13/e). Pearson Education, 2010.

### Course Content and Lecture Schedule

No	Topic	No. of Lectures
1	Module 1 <i>Introduction to Finance and Financial management:</i>	
1.1	Finance, objective and functions- role of finance manager -sources of finance, capital market and money market - instruments	2
1.2	<i>Time Value of Money:</i> Compounding, compounding intervals and continuous compounding, discounting, future value of single cash flow, annuity and deferred annuity- present value of a single cash flow, annuity, deferred annuity and perpetuity	3
1.3	<i>Risk &amp; Return:</i> Introduction to risk & return, relationship between risk & return-estimation of beta.	3
2	Module 2 <i>Financing and Capital Structure Decision</i>	
2.1	<i>External and internal financing.</i> Capitalization-types of capitalization- Capital structure decisions- ploughing back of profit-	2





2.2	leverage-operating, financial and composite leverage, overview of capital structure theories	4
2.3	capital structure theories (NI, NOI, Traditional and MM only) and value of a firm. Optimum capital structure. Cost of bankruptcy and financial distress.	2
3	<b>Module 3 Investment Decisions:</b>	
3.1	Capital budgeting – process of capital budgeting – selection of projects – estimation of cash flows – payback and discounted payback period –	3
3.2	ARR, NPV, PI and IRR. Capital budgeting decisions under risk – capital rationing – project selection under rationing.	4
3.3	Cost of capital, cost of equity, cost of debt and overall cost of capital, calculation of WACC	4
4	<b>Module 4 Working Capital:</b>	
4.1	Management of Working capital – need and importance of working capital – sources of working capital. factors affecting composition of working capital – inter dependence among components of working capital	4
4.2	Estimation of working capital –	4
4.3	Cash management, receivables management and inventory management.	3
5	<b>Module 5 Dividend Decisions:</b>	
5.1	Dividend policy and factors affecting dividend policy – dividend and its forms – relevance and irrelevance. An overview of theories of dividend (Gordon Model, Walter Model, MM Model)	4
5.2	Forms of dividend – cash dividend, bonus shares, share split and stock repurchase. <i>Other Sources of Finance</i>	3
5.3	Leasing, Hire Purchase and Venture capital funding – emerging areas in finance – merger – acquisition – takeover – financial engineering.	3



20MBA106	HUMAN RESOURCE MANAGEMENT	CATEGORY	L	T	P	CREDIT
		THEORY	3	0	0	3

**Preamble:** The primary objective of this course is to familiarize the students with the basic functions of Human Resource Management. This is a fundamental course which gives the students an overall idea about the major tasks and responsibilities of an HR Manager. The Course provides each student with an understanding of the role played by the function called Human Resource Management in the functioning of an Organization.

**Prerequisite:** NIL

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

CO 1	Understand the core concepts of HRM in an organization
CO 2	Acquire insights on the process of HR planning
CO 3	Familiarize the importance of T&D and Performance Management in an organisation
CO 4	Analyze the practice of Talent management and Compensation Management
CO 5	Apply HRM in maintaining good Employee relations

**Mapping of course outcomes with program outcomes**

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

**Assessment Pattern**

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in %)
	1	2	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyse	30	30	30
Evaluate	10	10	10
Create	10	10	10





## 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

## Syllabus

Module 1	<p><i>Introduction to Human Resource Management (HRM):</i> The concept of Human Resource Management, Models of HRM, Objectives of HRM, Characteristics of HRM, Functions of HRM, Difference between HRM and Personnel Management, A Human Resource Manager's Duties &amp; A Line Manager's Human Resource Duties, Impact of HRM on Organizational Performance</p> <p><i>Job Design:</i> Concept of Job Design, Job Characteristics Model, Significance of Job Design, Approaches to Job Design – Job Rotation, Job Enlargement, Job Enrichment</p> <p><i>Job Analysis:</i> Concept of Job Analysis, Process of Job Analysis, Purpose of Job Analysis</p>
Module 2	<p><i>Human Resource Planning (HRP):</i> Objectives of HRP, Importance of HRP, Factors affecting HRP, Process of HRP</p> <p><i>Recruitment:</i> Concept of Recruitment, Objectives of Recruitment, Factors influencing Recruitment, Process of Recruitment, Sources of Recruitment. <i>Application Form:</i> Purpose and Contents</p> <p><i>Selection:</i> Concept of Selection, Outcomes of a Selection Decision, Process of Selection: Preliminary Interview, <i>Selection Tests</i> – Types of Tests, Choosing a Test, <i>Employment Interview</i> – Types of Interviews, Merits &amp; Demerits of Interviews, Interviewing Arrangements, Dos and Don'ts in a Selection Interview, Reference Check, Physical Examination, Selection Decision, Job Offer, Contract of Employment, Evaluation of Selection Process</p> <p><i>Induction / Orientation:</i> Purpose of Orientation, Types of Orientation, Process of Orientation, <i>Placement</i></p>
Module 3	<p><i>Training &amp; Development:</i> Concept &amp; Significance of Training, The Training Process, Methods of Training, Difference between Training &amp; Development, Concept of Management Development, Methods of Development</p> <p><i>Performance Management (PM):</i> Concept &amp; Objectives of PM, Process of PM, Performance Management Vs Performance Appraisal</p>
Module 4	<p><i>Talent Management (TM):</i> Concept &amp; Significance of TM, TM Life Cycle, TM Initiatives</p> <p><i>Compensation Management (CM):</i> Concept &amp; Significance of CM, Components of Compensation, Factors influencing Compensation</p>
Module 5	<p><i>Managing Employee Benefits &amp; Services:</i> Concept of Employee Benefits, Types of Employee Benefits</p> <p><i>Employee Relations (ER):</i> Concept &amp; Significance of ER, Role of Trade Unions, Process of Collective Bargaining</p> <p><i>Grievance Handling:</i> Sources of Grievance, Grievance Redressal Procedure</p> <p><i>Employee Discipline:</i> Acts of Indiscipline, Handling Employee Indiscipline</p> <p><i>Employee Safety &amp; Health:</i> Managing Health &amp; Safety at Workplace, Importance of Health &amp; Safety at Workplace</p>



## Text Books

1. Dessler and Varkkey, Human Resource Management, Pearson
2. Aswathappa, K. HRM Text and Cases, McGraw Hill Education, New Delhi (2017).

## Reference Books

1. Armstrong, M. *A handbook of human resource management practice*. Kogan Page Publishers (2012).
2. DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. *Fundamentals of human resource management*. John Wiley & Sons.(2016)
3. Snell, Scott, George Bohlander and Veena Vohra. *Human Resource Management: A South Asian Perspective*. Cengage Learning India, 2012.
4. Subba. Rao. *Personnel and Human Resource Management*. Himalaya Publishing House (2015).
5. Sanghi, Seema. *Human Resource Management*. Vikas Publishing (2017).

## Course Contents and Lecture Schedule

No	Topic	No. of Lectures
	<b>Module-1</b>	
1.1	<b>Introduction to Human Resource Management</b>	3
1.2	<b>Job Design</b>	4
1.3	<b>Job Analysis</b>	3
	<b>Module-2</b>	
2.1	<b>Human Resource Planning</b>	3
2.2	<b>Recruitment &amp; Selection</b>	4
2.3	<b>Induction</b>	3
	<b>Module-3</b>	
3.1	<b>Training &amp; Development</b>	4
3.2	<b>Performance Management</b>	3
	<b>Module-4</b>	
4.1	<b>Talent Management</b>	4
4.2	<b>Compensation Management</b>	4
	<b>Module-5</b>	
5.1	<b>Managing Employee Benefits &amp; Services</b>	3
5.2	<b>Employee Relations</b>	3
5.3	<b>Grievance Handling &amp; Employee Discipline</b>	4
5.4	<b>Employee Safety &amp; Health</b>	3



20MBA108	OPERATIONS MANAGEMENT	CATEGORY	L	T	P	CREDIT
		CORE THEORY	3	0	0	3

#### Preamble:

The subject aims to impart to the students the ability to analyze the manufacturing and service operations of a firm. Students learn to understand and apply sales and operations planning, MRP and lean manufacturing concepts. They also gain a deeper understanding on quality management tools for process improvement and Supply Chain Management including application of newer technologies in digitizing supply chains.

**Prerequisite:** NIL

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

CO 1	Develop operations strategies for products and services
CO 2	Measure productivity, forecast, Layout decisions
CO 3	Analysis of capacity planning and utilization and application of Quality tools
CO 4	Application of supply chain Management techniques and measurement of performance
CO 5	Application of World Class Manufacturing and new technologies/trends in operations

#### Mapping of course outcomes with program outcomes

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

#### Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in %)
	1	2	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyse	30	30	30
Evaluate	10	10	10
Create	10	10	10



## Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

### Continuous Internal Evaluation Pattern:

Assignment (2 numbers)	: 10 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Seminar/Project	: 10 marks
Class Participation and Attendance	: 4 marks

## Syllabus

Module 1	Introduction to Operations Management- -Systems Concept- Transformation Process- Evolution of Operations Management- Operations Management Functions-Goods and Service Operations - Mass, Craft & Lean Production- Advantages & Disadvantages Relevance of Operations Strategy-Formulating Operations Strategy--Product and Service Design- -Process Selection-Continuous-Repetitive-Batch-Job Shop- Project-
Module 2	Concept of Productivity- Problems in Employee, Raw Material and Energy Productivity Forecasting-Forecasting Techniques-Qualitative Techniques-Quantitative Techniques Introduction to Facility Layout Planning-Product Layout-Process Layout- Fixed Location Layout- Hybrid Layouts-Cellular Layouts-Process Flow charting
Module 3	Capacity- capacity utilization. Work study- Method study-work measurement techniques.- Plant location, Managerial use of Break-even analysis and make or buy Decisions, location decisions - problems. Quality: Total Quality Management - Quality Specifications, Costs of Quality, Continuous Improvement, SPC Tools, Benchmarking, Fail-safing, ISO 9000, six sigma.
Module 4	Introduction to Supply Chain Techniques of Inventory Control-ABC, VED, FSN, MUSIC-3D analysis- Supply Chain Strategy-Role of Information Technology in SCM-Supply Chain Disruptions-Bullwhip Effect-SCOR metrics-Extended supply chains-reverse logistics- Production Planning & Control, Aggregate Planning, Master Production Scheduling (MPS), Materials Requirement Planning, Manufacturing Resource Planning, ERP.
Module 5	World Class Manufacturing -JIT and Lean Manufacturing-Continuous Process Improvement-Principles of Lean Management-Tools Used for Lean Production- Implementation of Lean Systems- Lean Services-Just-in-Time-Push and Pull Scheduling- Issues in JIT Implementation-Kanban System-Poka Yoke -Industry 4.0-Blockchain technology-AI in Operations Behavioural OM –people related insights for operations problems-more realistic prescription for practice-considering the people in customers-queues and other relevant areas

## Text Books

1. Stevenson, William J. Operations Management, 13th ed., McGraw Hill, 2018
2. Frazier, Greg and Gaither, Norman G. Operations Management- Concepts, Techniques & Applications. Cengage Learning, 2015



## Reference Books

1. E Adam, Everette E and Ebert, Ronald, J. Production and Operations Management: Concepts, Models, and Behaviour. PHI., 2010
2. Aswathappa, K and Sridhara Bhat. Production and Operations Management. Himalaya Publishing House, 2010
3. Bedi K., Production and Operations Management. 2e. Oxford University Press, 2007
4. Bozarth, Cecil. Introduction to Operations and Supply Chain Management (3/e). Pearson, 2010
5. Chase, Richard B. Operations Management for Competitive Advantage. Tata McGraw Hill, 2004
6. Finch, Byron J. Operations Now: Supply Chain Profitability and Performance. McGraw Hill, 2007
7. Garg, Ajay K. Production and Operations Management. Tata McGraw Hill, 2012
8. Hill, Terry. Operations Management. Palgrave Macmillan, 2006
9. Mahadevan, B. Operations Management: Theory and Practice. Pearson Education India, 2010

## Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	Operations Management and operations strategy	
1.1	OM introduction	1
1.2	Operations functions, systems concept	2
1.3	Production system classification	2
1.4	Production Strategy	2
2	Productivity, Forecasting and Plant Layout	
2.1	Productivity	2
2.2	Forecasting	3
2.3	Facility layout & Process Flow charts	3
3	Capacity Planning, Work Measurement, Quality	
3.1	Capacity planning and Utilization	1
3.2	Work Measurement	2
3.3	Plant Location	2
3.4	Quality Management	3
4	Production planning and control, Supply Chain	
4.1	Production planning and control	2
4.2	ERP	2
4.3	Supply Chain	2
5	World Class Manufacturing	
5.1	JIT and kanban	1
5.2	Lean Manufacturing concepts	3
5.3	Toyota Production System	2
5.4	Behavioural OM	1



20MBA110	OPERATIONS RESEARCH	CATEGORY	L	T	P	CREDIT
		CORE THEORY	4	0	0	4

**Preamble:** The objective of this course is to acquaint the students with the scope and applications of operations research in business and industry problems. This course exposes the students to the use of various scientific tools and models in OR for business analysis and better managerial decision making.

**Prerequisite:** NIL

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

CO 1	Examine the scope and applications of operations research in business and formulate linear programming models to solve industry problems.
CO 2	Practise mathematical models to allocation problems and analyse business scenarios
CO 3	Understand decision making models for analysing business scenarios
CO 4	Utilize various inventory models and scientific tools for business analysis
CO 5	Apply network analysis and game theory of business scenarios

#### Mapping of course outcomes with program outcomes

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

#### Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in %)
	1	2	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyse	30	30	30
Evaluate	10	10	10
Create	10	10	10

#### Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours





**Continuous Internal Evaluation Pattern:**

Class Participation and Attendance	: 4 marks
Tests	: 16 marks
Seminar and Discussion	: 10 marks
Assignment/class work	: 10 marks

**Syllabus**

Module 1	<p>Introduction to Operations Research: Origin and growth of OR, importance of OR in managerial decision making, scope &amp; applications of OR, models and modelling in OR.</p> <p>Linear programming problems: Formulation of the problem, solution by graphical method &amp; simplex algorithm, degeneracy in LPP. Special cases in OR, Duality in LPP, Sensitivity analysis of optimal LP solutions.</p>
Module 2	<p>Allocation Problem models: Transportation problems: formulation, methods of finding initial solution (North West Corner Rule, Least Cost Method and Vogel's Approximation Method), test for optimality (MODI Method), unbalanced transportation problems, maximization transportation problem.</p> <p>Assignment problems: formulation, methods of solution, Hungarian method, multiple optimal solutions, unbalanced problems, maximization problems.</p>
Module 3	<p>Decision theory: Concepts of decision making, decision making environments, Decision making under uncertainty – Decision making under risk, decision tree analysis.</p> <p>Queuing model structure, Kendall Lee notation - M/M/1 queues – standard problems.</p>
Module 4	<p>Meaning of Inventory – Basic concepts of Inventory Control – costs associated with inventory- Economic Order Quantity –Reorder Point – safety stock – P-System-Q-System- advantages and disadvantages-Back order-Fill rate, service level</p> <p>Replacement analysis: items that deteriorate over time- items that fail suddenly, optimum replacement policies for both cases.</p>
Module 5	<p>Concepts of network analysis, project network models, Critical Path Method, PERT, project time-cost trade off, resource scheduling</p> <p>Game Theory: Two-person zero-sum game, saddle point games, principle of dominance, graphical solution.</p>



## Text Books

1. Ravindran, A and Don T Phillips. Operations Research: Principles and Practice. John Wiley & Sons, 1987.
2. Sharma, J K. Operations Research: Theory and Applications (5/e). New Delhi: Laxmi Publications, 2013.
3. Vohra, N D. Quantitative Techniques for Management. Tata McGraw Hill Education, 2015.

## Reference Books

1. Hillier, F S, et al. Introduction to Operations Research (9/e). Tata McGraw Hill, 2011.
2. Taha, Hamdy A. Operations Research: An Introduction (9/e). Prentice Hall, 2010.
3. Mahajan M. Operations Research (2/e). Dhanpat Rai & Co. , 2009
4. Prem kumar Gupta, Hira D.S, Operations Research (7/e). S.Chand Publications, 2015
5. Pai, Pradeep P. Operations Research (4e). Oxford HE Publishers, 2017
6. S Kalavathy, Operations Research(4/e). Vikas Publishing House .,2014
7. Natrajan. A.M, et.al. Operations Research(2/e). Pearson, 2014.
8. Swarup K,et.al. Operations Research(14/e). Sulthan Chand & Sons, 2009

## Course Contents and Lecture Schedule

No	Topic	No. of Lectures 1lecture=1 hr
1	Introduction to OR and LPP	
1.1	OR in managerial decision making, models and modelling in OR.	2
1.2	Linear programming problems- Graphical and Simplex Method	4
1.3	Duality in LPP, Sensitivity analysis of optimal LP solutions	4
2	Allocation and Assignment Problem models:	
2.1	Transportation problems	3
2.2	Unbalanced transportation, maximization transportation problems	4
2.3	Assignment problems	3
3	Decision theory and Queuing	
3.1	Concepts of decision making, Decision making under uncertainty	2
3.2	Decision making under risk, decision tree analysis.	4
3.3	Queuing model M/M/1 queues – standard problems.	3
4	Inventory and Replacement	
4.1	Inventory Introduction	2
4.2	Problems in EOQ	3
4.3	Replacement analysis:	3
5	Network Analysis and Game Theory	
5.1	Network analysis, Critical Path Method, PERT,	4
5.2	Project time-cost trade off, resource scheduling	4
5.3	Game Theory	3



20MBA112	RESEARCH FOR MANAGERIAL DECISIONS	CATEGORY	L	T	P	CREDIT
		CORE THEORY	3	0	0	3

**Preamble:** The course objective is to familiarize the research methods used in decision making by managers. The subject aims to meet the challenge of the fast pace decision making environment, to provide the knowledge and skills a manager needs to solve business problems. The course introduces the language of research, ethical principles, challenges, and the elements of the research process within quantitative, qualitative, and mixed methods approaches.

**Prerequisite:** NIL

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

CO 1	Application of different types of research in functional areas
CO 2	Develop a research design
CO 3	Design of proper measurement and scaling tools
CO 4	Applied data analysis and interpretation
CO 5	Generating project report with worthwhile conclusions and insights for action

**Mapping of course outcomes with program outcomes**

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

**Assessment Pattern**

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in %)
	1	2	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyse	30	30	30
Evaluate	10	10	10
Create	10	10	10



**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

**Syllabus**

Module	Topics
Module 1	Introduction to business research – definition – research and managers – need for Business research – type of business research – exploratory and conclusive - basic and applied research – qualitative and quantitative research – business research applications in marketing - human resource management - financial and accounting decisions - production and operations management - cross-functional areas - knowledge about research and managerial effectiveness- case studies- business research in the 21st century.
Module 2	General research process- identifying and defining research problem - literature survey - identification of key research variables - theoretical framework - formulating research hypothesis Formulation of research design - sampling design – data collection and data editing - data analysis and interpretation - format of research report - research proposal framework. Measurement and scaling - concepts and operational definitions - nominal, ordinal, interval and ratio scales - comparative scales -non-comparative scales - criteria for good measurement - reliability - validity – sensitivity.
Module 3	Sampling design - probability and non-probability sampling methods - merits and demerits -Review of various sampling methods - determination of sample size – sampling errors. Data Collection: Secondary and primary methods of data collection-data collection and data editing - coding - categorization - handling unsatisfactory responses and missing values - questionnaire construction - type of questions - guidelines for questionnaire designing - questionnaire testing - other methods of data collection - observation - projective methods - goodness of fit of data -reliability and consistency - Cronbach's Alpha.



Module 4	Data analysis and interpretation: Descriptive analysis of uni-variate and bi-variate data – parametric tests for hypotheses testing - z test - t test – ANOVA (Theory only) - introduction to MANOVA and ANCOVA (Theory only); SEM (Theory only) - nonparametric tests for hypotheses testing - Chi-square - run test for randomness - one and two-sample sign tests - Mann-Whitney U test - Wilcoxon signed-rank test - Kruskal-Wallis test - Correlation and regression analysis. Only Theory for the following topics: Multivariate analysis - dependency techniques: multiple regression - discriminant analysis - conjoint analysis inter-dependency techniques: Factor Analysis - Cluster Analysis-
Module 5	Reporting and thesis writing – Structure and components of scientific reports - Types of report – Technical reports and thesis – Significance – Different steps in the preparation – Layout, structure and Language of typical reports – Illustrations and tables - Bibliography, referencing and footnotes- Reference Management Software - Oral presentation – Planning – Preparation – Practice – Making presentation – Use of visual aids - Importance of effective communication – Reproduction of published material – Plagiarism - Citation and acknowledgement - Reproducibility and accountability.

#### Text Books

1. Chawla, Deepak and Neena Sondhi. Research Methodology: Concepts and Cases. Vikas Publishing House, 2011.
2. Malhotra, Naresh K. Marketing Research: An Applied Orientation (6/e). Pearson Education, 2010.

#### References

3. Levin, Richard I, et al. Statistics for Management (7/e). Pearson Education, 2012.
4. Cooper, Donald R, Pamela S Schindler and J K Sharma. Business Research Methods (11/e). New Delhi: McGraw Hill Educaiton India, 2013.
5. Creswell, John W. & J. David Creswell. Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (5/e), SAGE Publications, Inc. (2018)



## Course Contents and Lecture Schedule

No:	Topic	No. of hours
1	<b>Introduction to business research</b>	
1.1	Need for business research	2
1.2	Classification of research	2
1.3	Business research in functional areas	3
2	<b>General research process</b>	
2.1	Identifying and formulating research problem	2
2.2	Research design	3
2.3	Measurement scales	3
3	<b>Sampling design</b>	
3.1	Sampling methods	2
3.2	Data collection	3
3.3	Questionnaire design	2
4	<b>Data analysis and interpretation</b>	
4.1	Descriptive analysis of uni-variate and bi-variate data	3
4.2	Non-parametric tests	3
4.3	Multivariate data analysis	3
5	<b>Reporting and thesis writing</b>	
5.1	Guidelines for Structure and process of report writing	2
5.2	Presentation and visual aids	2
5.3	Citation	1





<b>20MBA114</b>	<b>ENTREPRENEURSHIP DEVELOPMENT</b>	<b>CATEGORY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>CREDIT</b>
		<b>CORE THEORY</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Preamble:** The course enables the student to have a thorough understanding on entrepreneurship. The course brings forth the different opportunities and resources which are available in the domain of entrepreneurship within the country. Special emphasis is given on the MSME sector

**Prerequisite:** NIL

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

<b>CO1</b>	Imbibe the spirit, roles, functions and fundamentals of entrepreneurship in a developing economy.
<b>CO2</b>	Develop Proficiency in business plan preparation and detailed project report (DPR) preparation and ensure all round development of them.
<b>CO3</b>	Familiarize with the ground realities of starting MSME units and opportunities available in the country.
<b>CO4</b>	Analyze the operation and management of MSME units and develop motivation and entrepreneurial competency to start and run an enterprise successfully.
<b>CO5</b>	Evaluate the scope of e-commerce and the challenges in entrepreneurship

#### Mapping of course outcomes with program outcomes

<b>CO/PO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
<b>CO1</b>	3	1	3	2	
<b>CO2</b>	3	3	2	2	2
<b>CO3</b>	3	1	2	2	3
<b>CO4</b>	3	3	3	3	3
<b>CO5</b>	3	3	2	3	3

#### Assessment Pattern

<b>Bloom's Category</b>	<b>Continuous Assessment Tests (in %)</b>		<b>End Semester Examination (in %)</b>
	<b>1</b>	<b>2</b>	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyse	30	30	30
Evaluate	10	10	10
Create	10	10	10



## 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

## Syllabus

Syllabus	
Module 1	Introduction to Entrepreneurship-Types of entrepreneurs, Forms of business, Entrepreneurial Traits and competencies, Entrepreneur vs. Manager, Entrepreneur vs. Intrapreneur. Role of Entrepreneurship in Economic Development, Ethics and Social responsibility of Entrepreneurs. Opportunities for Entrepreneurs in India and abroad. Start-up India, Stand up India, National Skill Development Program, PMEGP, Mudra Yojana, and KVIC schemes.
Module 2	The Entrepreneurial ideation and decision process. Incubation procedures and processes, Business plan preparation, DPR preparation. Managing Finance and Growth- Sources of capital, Venture capitalists, Angel Investors, Crowd Funding, Institutional financial assistance- Role of Financial Institutions and Commercial Banks for loans and financial controls. Features and evaluation of joint ventures, acquisitions, mergers, franchising, public issues, rights issues, bonus issues and stock splits
Module 3	Micro, Small and Medium Enterprises - Importance, Evolution, Organisational Structure, Decision Making, Starting an MSME unit - phases, training requirements, Extension Training Institute, Legal frameworks, Registration procedures, concessions and reliefs by Government.
Module 4	Production in MSME , Optimum Size of plant, Factors affecting production process, Production planning, Marketing and channel selection, control, product mix, DIN,TIN,PAN, GST Monitoring and evaluation of enterprise, Reasons for failures, Sickness in Small Scale Industries. Rehabilitation of sick units, Effective management of the enterprise.
Module 5	E-commerce and Entrepreneurship.Rural entrepreneurship, Social entrepreneurship.Challenges in entrepreneurship.Successful Entrepreneurs from the contemporary Indian business world- Success stories of great Indian Tycoons who have contributed to build the nation
Text Book	
1. Khanka SS: <i>Entrepreneurial Development</i> : S. Chand & Company Pvt.Ltd, Revised edition, 2012 2. .Robert D.Hisrich, Mathew J Manimala, Michael P. Peters and Dean A.Shepherd: <i>Entrepreneurship</i> : McGraw Hill Education India (P) Ltd, Chennai, 9e (2014)	



3. Gita Piramal, Business Legends, Penguin Books
<b>References and Suggested Readings</b>
1. Bellon Whittington “Competing through Innovation” , Prentice Hall,2006
2. Bhide, Amar V., “The Origin and Evolution of New Business”, OxfordUniversity Press, 2000
3. Charanthimath, Entrepreneurship development small business enterprises,Pearson Education, 2008
4. Dollinger M J, Entrepreneurship strategies and resources, Pearson Education,New Delhi2006

### Course Contents and Lecture Schedule

No	Topic	No. of Lectures
<b>1</b>	<b>INTRODUCTION TO ENTREPRENEURSHIP</b>	
1.1	Types of entrepreneurs, Entrepreneurial Traits and competencies	2 Hours
1.2	Ethics and Social responsibility of Entrepreneurs, Opportunities for Entrepreneurs in India and abroad.	3 Hours
1.3	Start-up India, Stand up India, National Skill Development Program, PMEGP, Mudra Yojana, and KVICschemes.	2 Hours
<b>2</b>	<b>ENTREPRENEURSHIP IDEATION AND DECISION PROCESS</b>	
2.1	Incubation procedures and processes, Business plan preparation, DPR preparation.	3 Hours
2.2	Managing Finance and Growth, Role of Financial Institutions and Commercial Banks for loans and financial controls.	2 Hours
2.3	Features and evaluation of joint ventures, acquisitions, mergers, franchising, public issues, rights issues, bonus issues and stock splits	3 Hours
<b>3</b>	<b>MICRO SMALL AND MEDIUM ENTERPRISES</b>	
3.1	Importance, Evolution, Organisational Structure	3 Hours
3.2	Decision Making, Starting an MSME unit - phases, trainingrequirements,ExtensionTrainingInstitute,	2 Hours
3.3	Legalframeworks,Registration procedures, concessions and reliefs by Government.	3 Hours
<b>4</b>	<b>MSME PRODUCTION AND REHABILITATION OF SICK UNITS</b>	
4.1	Production in MSME , Optimum Size of plant, Factors affecting production process, Production planning	3 Hours
4.2	Marketing and channel selection, control, product mix, DIN,TIN,PAN, GST Monitoring and evaluation of enterprise,	2 Hours
4.3	Reasons for failures, Sickness in Small Scale Industries. Rehabilitation of sick units, Effective management of the enterprise.	2 Hours
<b>5</b>	<b>E-COMMERCE AND RURAL ENTREPRENEURSHIP</b>	
5.1	E-commerce and Entrepreneurship.Rural entrepreneurship,	2 Hours
5.2	Social entrepreneurship.Challenges in entrepreneurship	2 Hours
5.3	Successful Entrepreneurs from the contemporary Indian business world	2 Hours



<b>20MBANC2</b>	<b>INTEGRATED DISASTER MANAGEMENT</b>	<b>CATEGORY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>CREDIT</b>
		<b>No Credit Course</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>

### Course Objectives

The Disaster Management Practice is intended to familiarize the learners with the significance, importance, causes and impacts of disasters. This course deals specifically with the essentials of disaster preparedness and focuses on techniques for effective community involvement, as well as highlighting ways of gathering relevant disaster-related information and its effective dissemination.

### Expected Outcome

The course discusses various approaches and strategies to be used for effective and timely disaster preparedness and mitigation. This course also focuses on appropriate measures for proper management of health and casualty, and reconstruction and rehabilitation techniques.

### COs

<b>CO1</b>	Understand foundations of disasters and associated natural and social phenomenon
<b>CO2</b>	Develop familiarity with disaster activities from incident response to recovery operations.
<b>CO3</b>	Integrated stakeholders role in disaster preparedness and mitigation plans
<b>CO4</b>	Deployment of community involvement as an essential part of disaster management and Business Continuity Planning after Disaster Recovery
<b>CO5</b>	Deployment of humanitarian assistance to mitigate the effects disaster in the aftermath

### Course Plan

<b>Module</b>	<b>Topics</b>	<b>Mode of Teaching</b>
1	<p>Understanding Disasters: Disaster: Meaning, Factors and Significance; Understanding Disasters :Causes and Effects; Disasters: A Global View; Disaster Profile of India - Regional and Seasonal; Typology of Disasters – Geological Disasters- Hydro-Meteorological Disasters Biological Disasters ; Technological Disasters and Manmade Disasters ; Global Disaster Trends; Emerging Risks of Disasters; Climate Change and Urban Disasters.</p> <p>Demarcate disaster vulnerable zones of Kerala due to various disaster threats in varying colors/intensity and prepare a map</p>	Lecture/Practical



2	<p>Essentials of Disaster Preparedness- Planning Unit, Communication, Leadership and Coordination, Warehousing and Stockpiling; Disaster Management and Awareness- Human Behaviour and Response: Individual Community, Institutions, Community Participation and Awareness, Public Awareness Programme, Information Organisation and Dissemination; Disaster Management: Role of Various Agencies, District Administration, Military and Paramilitary Forces, Ministries and Departments at Centre and State Levels, Non-Governmental Agencies, International Agencies, Media.</p> <p>Arranging awareness programs to avoid panic in vulnerable areas. Preparing video clips on use of special equipment including tips for survival</p>	Lecture/Practical
3	<p>Preparedness and Mitigation- Disaster Mapping, Predictability, Forecasting and Warning, Disaster Preparedness Plan, Land-use Zoning for Disaster Management, Preparing Community Through IEC (Information, Education and Communication), Disaster Mitigation;</p> <p>Preparing survey instrument to assess difficulties faced in the past during various disasters and to prepare reports on ways to mitigate intensity of hardship</p>	Lecture/ Social Responsibility Project
4	<p>Relief Measures- Search, Rescue and Evacuation, Shelter for Victims, Livestock and Relief Measures, Clearance of Debris and Disposal of the Dead, Control of Fire, Damage Assessment; Community Health and Casualty Management- Community Health During Disasters, Emergency Health Operations, Drinking Water, Food and Nutrition, Hygiene and Sanitation. Disaster Recovery Planning and Business Continuity Planning.</p> <p>Project on improved preparedness in terms of emotional stability, handling psychological stress, supply chain distribution systems, medical assistance and spreading of diseases</p> <p>Projects on applying modern technologies for Disaster Recovery Planning and Management</p> <p>Projects on Business Continuity Planning</p>	Lecture/ Social Responsibility Project
5	<p>Reconstruction and Rehabilitation- Rehabilitation: Social and Economic Aspects, Reconstruction and Rehabilitation as Means of Development, Agriculture and Irrigation, Housing to Resist Disasters including Relocation, Retrofitting, Repairing and Strengthening of Houses;</p>	Lecture/ Social Responsibility Project



	<p>Projects on Cost estimation for cleaning debris, restoring water and electricity connections on a war-foot basis</p> <p>Projects on Innovative methods of rapid cleaning using mechanized systems</p>	
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### Textbooks

1. Harsh K. Gupta, "Disaster Management", UniversitiesPress(India Pvt Ltd), 2003
2. R. Subramanian, "Disaster Management", Vikas Publishing, 2018
3. Kevin Roebuck, Business Continuity and Disaster Recovery, Emereo Pty. Ltd
4. Alex Fullick, Testing Disaster Recovery and Business Continuity Plans: How to Plan and Execute Successful Tests, 2015

### References

5. Thomas D. Schneid, Larry Collins, "Disaster Management and Preparedness", CRC Press, 2000
6. Martin MulliganandYasoNadarajah, "Rebuilding communities in the wake of disaster", Routledge, 2012
7. John C. Pine, "Technology in Emergency Management", Wiley, 2006
8. Anna K. Schwab, David J. Brower and Katherine Eschelbach"Hazard Mitigation and Preparedness", Wiley,2007

