20MBA101	INTRODUCTION TO BUSINESS	CATEGORY	L	T	P	CREDIT
		CORE THEORY	3	0	0	3

Preamble: The course on Introduction to Business provides a holistic view of organizations and their related information systems. It enables students to cope with the globalization, virtualization, and volatile competitive environment in which firms are seeking to reconstruct their organizational structures and establish new management architectures to transform from single autonomous entities into more open enterprises

Prerequisite: NIL

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

CO 1	Evaluate the importance of Planning and Organising in an Enterprise
CO 2	Analyse the role of Staffing, formation of teams and performance
CO 3	Appraise the effectiveness of communication
CO 4	Inculcate the foundation of sound decision making
CO 5	Evaluate the means of control in an enterprise

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

	Syllabus
Module 1	*Introduction to Business & Management: Concept of* Enterprise, Nature and Purpose of Business, Business Structure, Business & the Environment Concept of Management, Evolution of Management Thought, Functions of Management, Levels of Management, Management Skills *Planning:* Objectives of Planning, Planning Process, Types of Plans, Three Levels of Strategy, Strategic Planning Process. *Organizing:* Purpose of Organizing, Organization Structure - Formal and Informal Groups, Line and Staff Authority, Departmentation - Span of Control, Centralization and Decentralization
Module 2	*Staffing:* Human Resource Planning, Recruitment, *Selection, Orientation, Training* & Development, Performance Management, Compensation, Employee Welfare *Teams:* Formation of teams, Measuring Team Performance, Outperforming other teams
Module 3	Communication, Significance of Communication, Communication Process, Communication Flows, Barriers to Communication *Oral Communication:* Meaning, Principles of successful Oral Communication, Reflection and Empathy: two sides of effective oral communication, Modes of Oral Communication, Listening as a Communication Skill. *Written Communication:* Purpose of writing, Principles of effective writing, The 3X3 writing process for Business Communication: Pre writing, Writing, Revising, Electronic writing process, Business Letters, Reports and proposals. *Meetings:* Planning Meetings, Objectives, Participants, Timing, Venue of Meetings, Meeting Documentation: Notice, Agenda, and Resolution & Minutes. *Leadership Communication:* Elements of Effective Leadership Communication
Module 4	*Basics of Decision Making:* Critical thinking and Creativity, Managerial Creativity, Techniques to enhance Creativity, Barriers to creativity, Decision making process, Types of decision making, Decision making tools and techniques, Individual and Group decision making and Conflict and Negotiation
Module 5	*Controlling:* Importance of Controlling, Levels of Control, Types of Control – Budgetary & Non Budgetary Major Control Systems - *Financial Control, Budgetary Control, Quality Control, Inventory Control*, Management Information Systems *Strategic Management:* Purpose of Strategic Management, Strategic Analysis, Strategic Choice, Strategy Implementation
Text Book	
1. Robbins, S. P. , Mary Coulter, Agna Fernandez, Management, *Pearson Prentice Hall (2019)*. Chaturvedi, P. D., &Chaturvedi, M., *The art and science of business communication: skills, concepts, and applications*. Pearson India Education Services(2017).	

References and Suggested Readings

1. Hill, C. W., &McShane, S. L., *Principles of management,* McGraw-Hill/Irwin(2017).
2. Koontz, H., &Weihrich, H., *Essentials of management: an international, innovation, and leadership perspective*. McGraw-Hill Education(2015).
3. Tripathi, P. C., & Reddy, P. N., . Principles of Management, Tata McGraw Hill, New Delhi (2017)

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	INTRODUCTION TO BUSINESS	
1.1	Management – Concepts, Evolution, Functions, Levels, Skills	3 Hours
1.2	*Planning:* Objectives, Process, Types of Plans, Three Levels of Strategy, Strategic Planning Process.	2 Hours
1.3	*Organizing:* Purpose, Organization Structure, Line and Staff Authority, Departmentation	2 Hours
2	STAFFING AND LEADING	
2.1	Staffing: Human Resource Planning, Recruitment, *Selection, Orientation, Training* & Development,	2 Hours
2.2	Performance Management, Compensation, Employee Welfare	2 Hours
2.3	Formation of Teams, Team Performance, Outperforming other teams	3 Hours
3	COMMUNICATION	
3.1	Oral Communication	2 Hours
3.2	Written Communication	2 Hours
3.3	Meetings	1 Hours
3.4	Elements of Effective Leadership Communication	2 Hours
4	BASICS TO DECISION MAKING	
4.1	Creativity	2 Hours
4.2	Decision Making Tools and Techniques	3 Hours
4.3	Negotiation and Conflict	3 Hours
5	CONTROLLING AND STRATEGIC MANAGEMENT	
5.1	Controlling – Importance, Levels, Types	2 Hours
5.2	Control Systems	3 Hours
5.3	Strategic Management and Strategic Analysis	2 Hours

20MBA103	QUANTITATIVE TECHNIQUES FOR MANAGERS	CATEGORY	L	T	P	CREDIT
		Core Theory	4	0	0	4

Preamble: This subject aims to familiarize the students with modern business & and apply statistical techniques for arriving at sound management decisions. On completion of this course, students would acquire an understanding of descriptive statistical tools like measures of central tendency & measures of variation and apply these tools to real life situations. Course also helps in identifying and establishing relationships between real life variables using tools like correlation, regression, time series analysis, probability distributions and fundamentals of hypothesis testing

Prerequisite: NIL

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

CO 1	Examine the basics of descriptive statistics for managers
CO 2	Identify the practical applications of probability theory
CO 3	Solve business problems with the help of fundamental statistical and theoretical backgrounds
CO 4	Formulate various testing methods using statistical backgrounds in business problems for managerial decision making
CO 5	Determine the suitability of using correlation and regression analysis in solving business problems

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	1	1
CO 2	3	3	1	2	1
CO 3	3	3	1	3	1
CO 4	3	3	2	2	1
CO 5	3	3	2	2	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	Introduction to Statistics: Meaning and Definition, functions, scope and limitations. Descriptive Statistics: Collection and presentation of data: Methods of data collection, Data presentation using tables & charts, Frequency distribution. Measures of central tendency - Mean, Median, Mode. Measures of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation. Absolute & relative measures, Measures of Variation :Range, Inter-quartile range, Mean Deviation, Standard deviation and variance
Module 2	Probability : Concept of probability and its uses in business decision-making; Random Variables: : Random experiment – outcomes - sample space and events - definitions of probability (classical, relative frequency, subjective, and axiomatic) - addition rule - conditional probability - multiplication theorem – Bayes' theorem
Module 3	Introduction to sampling distributions, Sampling distribution of mean and proportion, Sampling techniques, Sampling Errors, Sampling Distribution of mean and proportion Hypothesis Testing: Formulation of Hypotheses; Application of Z-test, t-test, F-test.
Module 4	Chi-Square test for several proportions, association of attributes – goodness of fit test One way & two way ANOVA for testing the difference of means of more than two samples. Time Series Analysis: Components of Time Series, Techniques of measuring seasonal variations – Simple Average Method, Moving Averages Method. Least Square Method of Trend Analysis, Applications of Time Series in Business Forecasting.

Module 5	Correlation Analysis: Types of Correlation, Methods of Studying Correlation: Karl Pearson's correlation coefficient - Spearman's Rank correlation coefficient – Concurrent deviation method Regression analysis: Regression lines, Regression equations, Coefficient of Determination & Estimation (Theory Only). Multiple Regression (Theory Only)

Text Books

1. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, New Delhi 7th Edition, 2011.
2. Aczel A.D. and Sounderpandian J., Complete Business Statistics, 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012

Reference Books

1. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, New Delhi, 2012.
2. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for Business and Economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012
3. J.K. Sharma, Business Statistics, Vikas Publishing House Pvt Ltd, Noida, 2019
4. C.R. Kothari, Quantitative Techniques, Vikas Publishing House Pvt. Ltd, 2013

Course Contents and Lecture Schedule

No	Topic	No. of Lectures 1lecture=1 hr
1	Statistics	
1.1	Introduction to Statistics	2
1.2	Measures of Central Tendency	4
1.3	Measures of Variation	4
2	Probability	
2.1	Introduction, Addition and Multiplication theorems	3
2.2	Bayes theorem	3
2.3	Binomial, Poisson and Normal distributions	4
3	Sampling	
3.1	Introduction	2
3.2	Sampling distribution of mean and proportion	4
3.3	Hypothesis testing- z test, t test and F test	4
4	Testing and Analysis	
4.1	Chi square test	3
4.2	One way and two way ANOVA	3
4.3	Time series Analysis	3
5	Statistical Analysis	
5.1	Correlation analysis	3
5.2	Regression analysis	3
5.3	Interpretation and Theory	3

20MBA105	ORGANIZATIONAL BEHAVIOUR	CATEGORY	L	T	P	CREDIT
		THEORY	3	0	0	3

Preamble

The objective of the course is to impart expert knowledge about basic theories, models and principles of Organizational Behavior and to equip students to apply the same in industry. On completion of the course, the students are expected to improve their team building, decision making and leadership skills for making meaningful contribution to industry, government and society.

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

CO 1	Understand nature, evolution and approaches to organizational behaviour
CO 2	Analyse individual differences and to change others behaviour through the process of perception, personality, learning and motivation
CO 3	Develop team building and leadership skills
CO 4	Apply conflict management techniques for improved problem solving and better interpersonal relations
CO 5	Enhance individual and organizational productivity through managing stress, culture and change

Mapping of course outcomes with program outcomes

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

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in %)
	1	2	
Remember	20	20	20
Understand	20	20	20
Apply	20	20	20
Analyse	20	20	20
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	Oranizational behaviour-nature, assumptions, history; Disciplines contributing to OB - Psychology, Sociology, Anthropology, Social Psychology, Economics & Political Science; Approaches to the study of OB - Human Resource Approach, Contingency Approach, Productivity Approach, and System Approach; Challenges and Opportunities of OB - Limitations of Organizational Behaviour
Module 2	Individual differences and work behaviour - Why individual differences are important; Personality - Sources of personality differences, Personality structure, Personality and Behaviour; The nature of Employee Attitudes, Effects of Employee Attitudes, Job satisfaction, Organizational citizenship behaviour, Changing Employee Attitudes. Perceptions, Attributions and Emotions - The perceptual process, Perceptual grouping, Impression management, Emotions, Emotional Intelligence Learning- operant conditioning, classical conditioning, social learning theory, Principles of Learning - Motivation - Concept of Motivation, Content approaches, Process approaches, Motivation and psychological contract
Module 3	Group-importance – group development- group structure - teams -Formal Organization and Informal Groups and their interaction; Developing high performance teams - turning individuals into team players developing interpersonal awareness - Johari Window- Transactional Analysis - leadership – theories,
Module 4	Power-concept, bases of power; Organizational politics, consequences of political behaviour - Conflict Management: Different views of conflict - conflict process - levels of conflict – Constructive and Destructive conflict - Conflict process - strategies for encouraging constructive conflict - Conflict resolution strategies
Module 5	Organizational Culture – Creating and sustaining culture – Impacts of globalization on organizational culture; Approaches to Managing organizational change –Creating a culture for change; Frustration, ,Work stress and its management - Stress model, Burnout Work stressors, Stress outcomes, Stress moderators, Stress prevention and management

Text Books

1. Stephan P. Robbins, Timothy A. Judge and NeharikaVohra, Organisational Behaviour, Pearson , 18th edition, 2018.

Reference Books

2. Jerald Greenberg,Behaviour in organizations, Tenth Edition, PHI
3. Udai Pareek, Understanding Organizational Behaviour, Oxford Higher Education
4. McShane, Steven Lattimore, Mara Olekalns and Tony Travaglioni. Organizational Behavior: Emerging Knowledge, Global Insights. McGraw Hill, 4th edition 2012.
5. John Ivancevich, Robert Konopaske, Michael Matteson, *Organizational Behavior & Management,* McGraw – Hill, 10th Edition, 2013

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
	Module-1	
1.1	Organizational behaviour-nature, assumptions, history	2
1.2	Disciplines contributing to OB	2
1.3	Approaches to the study of OB	2
1.4	Challenges, Opportunities and limitations of OB	1
	Module-2	
2.1	Individual differences and work behaviour	2
2.2	Personality	2
2.3	Employee Attitudes	1
2.4	Perceptual process	1
2.5	Learning theories	2
2.6	Motivation- Content and process approaches,	2
	Module-3	
3.1	Group-importance – group development- group structure	1
3.2	Developing high performance teams - turning individuals into team players	2
3.3	Developing interpersonal awareness - Johari Window- Transactional Analysis -	1
3.4	Leadership – theories	2
	Module-4	
4.1	Power-concept, bases of power	2
4.2	Organizational politics, consequences of political behaviour - -	1
4.3	Conflict Management: Different views of conflict - conflict process - levels of conflict – Constructive and Destructive conflict	2
4.4	Conflict process - strategies for encouraging constructive conflict - Conflict resolution strategies	2

	Module-5	
5.1	Organizational Culture – Creating and sustaining culture – Impacts of globalization on organizational culture	1
5.2	Approaches to Managing organizational change –Creating a culture for change	2
5.3	Frustration, ,Work stress and its management - Stress model, Burnout Work stressors, Stress outcomes	1
5.4	Stress moderators, Stress prevention and management	2

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
KTU
Estd. 2014

20MBA107	BUSINESS ECONOMICS	CATEGORY	L	T	P	CREDIT
		CORE THEORY	4	0	0	4

Preamble: The course on Business Economics helps the students to comprehend the Concepts of Economics to aid managerial decision making. The course equips students to apply Laws of Supply and Demand in various Market Conditions, delineate the Features of Production and Cost Curve in the Short Term and Long Term Perspective, appraise Market Structure, analyze the Impact of Monetary and Fiscal Policies on Business Decision Making and decipher Pricing strategies in Small and Large Organizations.

Prerequisite: NIL

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

CO 1	Evaluate the importance of Economics in Business Decisions.
CO 2	Analyse the Demand and Demand Elasticity in varying market conditions.
CO 3	Appraise the Production and Cost Curve in the Short Run and Long Run.
CO 4	Explain Price and Output determination in different Market Structures
CO 5	Evaluate the impact of Monetary Policy Measures and Fiscal Policy Measures and Pricing Strategies of Small and Large Business Firms.

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 %)
	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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

Syllabus	
Module 1	INTRODUCTION TO ECONOMICS– Concept of Economics and Business Economics, Micro Economics and Macro Economics, Fundamental concepts in economics that aid decision making: Incremental Principle, Concept of Cost, Discounting Principle, Time Concept, Concept of Inflation –Types and impact of inflation. Equi-Marginal Principle (12 Hours)
Module 2	DEMAND ANALYSIS AND FORECASTING – EQUILIBRIUM OF CONSUMER - Demand Analysis – Types of Demand – Law of Demand & its Exceptions - Elasticity of Demand – Price Elasticity, Income Elasticity, Cross Elasticity, Advertisement Elasticity - Applications of the concept of Elasticity –- Demand Forecasting – An overview of Forecasting Techniques – Statistical & Non-Statistical Methods- Analysis of Consumer Equllibrium under Cardinal Utility Analysis –Law of equi-marginal utility – Consumer behaviour under Ordinal Utility analysis -Indifference Curve Analysis(12 Hours)
Module 3	SUPPLY & PRODUCTION- Law of Supply and Factors Influencing Supply - Theory of Production – Production function, Production function with one variable input – Law of Variable Proportions – Returns to Scale, Production function with two variable inputs – Isoquants – Isoclines, Collusive oligopoly (Cartels, Price leadership)-Producers' Equilibrium, Economies of Scale – Types – Economies of Scope ,-Theory of Costs – Classification of Costs – Determinants of Cost - Short Run & Long Run Cost Curves – Graphical Presentation - Revenue Curves (12 Hours)
Module 4	MARKET STRUCTURE - Classification of Markets – Markets based on Competition - Theory of Firm – Profit Maximization Rules - Price & Output Determination under Perfect Competition -Price & Output Determination under Monopoly - Price & Output Determination under Monopolistic Competition - Price & Output Determination under Oligopoly – Kinked Demand curve model only (12 Hours)
Module 5	5A: MONETARY POLICY AND FISCAL POLICY – Business Cycle-Phase of Business Cycle-Concept of Inflation-Types and impact of inflation-Monetary Policy Measures and Challenges of Monetary Policy Measures – Fiscal Policy Measures and Challenges of Fiscal Policy Measures 5B: PRICING PRACTICES & STRATEGIES - Factors affecting Price Determination – Pricing Strategies – Cost Oriented Pricing and Competition Oriented Pricing - Pricing in large enterprises – Pricing in small business. ((12 Hours)

Text Book
1. Mote V.L., Paul Samuel, Gupta G.S. – Managerial Economics – TMH New Delhi 2. Keat, Yong, &Banarjee – Managerial Economics: Economic Tools for Today's Decision Makers – Pearson. 3. Dwivedi D.N – Managerial Economics – Vikas Publications
References and Suggested Readings
1. Pearson & Lewis – Managerial Economics – Prentice Hall, New Delhi 2. P.L. Mehta – Managerial Economics Analysis, Problems and Cases – Sultan Chand & Sons (ISBN 81-7014-386-1) 3. Gregory Mankiw – Principles of Micro Economics – South Western Cengage Learning 4. Pindyck, Rubinfield – Micro Economics – Pearson 5. Gupta G.S. – Managerial Economics – TMH New Delhi 6. Homas, Maurice – Managerial Economics – Tata McGraw Hill

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	INTRODUCTION TO ECONOMICS	
1.1	Enumerate the nature of Business Economics	2 Hours
1.2	Interpret the fundamental concepts in Business Economics	3 Hours
1.3	Compare Micro Economics and Macro Economics	3 Hours
2	DEMAND ANALYSIS AND FORECASTING – EQUILIBRIUM OF CONSUMER	
2.1	State the Factors affecting Demand	3 Hours
2.2	Illustrate the Demand Forecasting Techniques	3 Hours
2.3	Compare and Contrast the Types of Demand Elasticity	3 Hours
3	SUPPLY & PRODUCTION	
3.1	Enumerate the factors influencing Supply	3 Hours
3.2	Describe the Production Function.	3 Hours
3.3	Demonstrate the Production Cost Curve in the Short Run and Long Run.	3 Hours
4	**MARKET STRUCTURE**	
4.1	Relate the Market Structures.	3 Hours
4.2	Application of Theory of the Firm and Profit Maximisation Rules.	4 Hours
4.3	Appraise the Price and Output Determination in different Market Structures	4 Hours
5	**MONETARY POLICY, FISCAL POLICY AND PRICING STRATEGIES**	
5.1	List down the various Monetary Policy Measures and Fiscal Policy Measures.	3 Hours
5.2	Describe the Pricing Strategies	4 Hours
5.3	Appraise the Pricing Strategies in Small Firms and Large Firms	4 Hours

		CATEGORY	L	T	P	CREDIT
20MBA109	Information Systems for Managers	Core Theory	3	0	0	3

Preamble:

The primary objective of this course is to familiarize the students with the concept of information systems in organizations. It provides the students an overview of the various business applications of IT. Enterprise IT systems such as ERP,SCM, CRM etc. are explored which gives the student an understanding of how a manager gets information in the core areas of Management with the help of Information Technology in an organization. The students will get familiar with related concepts of Management Information Systems such as IT Strategy, E-commerce, Business Process Integration with IT, Decision Support Systems, Managing IT Function and Ethical and security issues in the networked world.

Prerequisite: NIL

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

CO 1	Demonstrate familiarity with the basic concepts of information systems
CO 2	Identify database models and explain the concept of informed decision-making
CO 3	Appraise the integration of business processes with IT
CO 4	Apply data and information concepts in enterprise business processes
CO 5	Analyse the information security and ethical issues in modern IT environments and methods of tackling them

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	2	2
CO 2	3	3	1	3	2
CO 3	3	2	2	3	3
CO 4	2	3	3	3	3
CO 5	3	2	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	**Organizations and Information systems (8 hours)** Information systems in modern organizations-Types of IS- roles of IS-Managerial Challenges of IT-Components of IS- Strategic use of IT-Value chain and strategic IS- using IT for creating strategic advantage for business-trends in MIS- e-business-e-commerce models, successful e-commerce companies-impact of IT on business-casestudy
Module 2	**Data and Information (8 hours)** Data and information – data management and security - database concepts-basicarchitecture-DataWarehouses-datamininguses-informationas a resource - information in organizational functions - types of informationsystems- management information systems - decision making with MIS - communication in organisations - types of communication - decision making with communication technology.
Module 3	**Competing and Integrating with IT (9 hours)** Competitive environment of business - IT strategy - information systems and competitive strategy - value chain -role of CIO - information system's plan - technology updates - Business processes - Business Process Integration - Business Process Re-engineering (BPR) – BPR versus continuous improvement - Motivation for Enterprise Systems - Enterprise wide systems - E-Business Applications and E-governance
Module 4	**Enterprise Systems (12 hours)** Supply Chain Management Systems - Customer Relationships Management Systems - Challenges of Enterprise Systems Implementation - Managing the implementation – ERP systems-benefits and challenges-International Information Systems - Outsourcing and off-shoring - Decision Support Systems - OLAP, Geographic Information and Data Visualization Systems, visualization techniques, dash boards, DSS software packages MIS and DSS - Decision making - types of decisions - Analytics and Business Intelligence. AI technologies in business,business applications of AI-Expert systems:components,benefits
Module 5	**Module 5:Managing Security and ethical issues in IT (8 hours)** Security and ethical challeges: IT security, ethics and society,ethical responsibility of business professionals,cyber crime:hacking and cracking,cyber theft,cyber terrorism, Unauthorized use, software piracy,theft of IP,computer virus,adware and spyware,privacy issues,health issues, societal issues-cyber security and cryptography:security management tools, cryptographic keys, encryption, firewalls-Denial of service attacks,e-mail monitoring,virus defenses,other security measures-system controls and audits: information system controls,auditing IT security-Block chain technology:how it works, features,business applications

Text Book
1. Laudon and Laudon, Information Systems for Digital Economy, Pearson, 13th Edition 2. O'Brien, James and George Markas. *Management Information Systems(10/e)*. McGraw Hill (2010).Author, "Title", Publisher, edition, Year. 2. Pearlson, K. E., Saunders, C. S., & Galletta, D. F. *Managing and using information systems: A strategic approach*. John Wiley & Sons(2019).

References and Suggested Readings
1. Patel, S., &Patt, Y. *Introduction to Computing Systems: from bits & gates to C & beyond*. McGraw-Hill Professional(2019). 2. Lemahieu,W.,vandenBroucke,S.,&Baesens,B.*PrinciplesofDatabaseManagement: The Practical Guide to Storing, Managing and Analyzing Big and Small Data*. Cambridge University Press(2018). 3. Gray, H., Issa, T., Pye, G., &Troshani, I. *Management Information Systems, 1st Australasian Edition*. John Wiley & Sons(2016). 4. Beynon-Davies, P. *Information Systems Development: an introduction to information systems engineering*. Macmillan International (2016). 5. Ferreira, D. R. *Enterprise Systems Integration*. Springer-Verlag Berlin(2016)

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Organizations and Information systems**	
1.1	Role and Types of IS in organizations	2
1.2	Challenges for managers	2
1.3	e-commerce models	3
2	**Data and Information**	
2.1	Data base concepts and models	3
2.2	Data warehouse and mining	2
2.3	Decision making with MIS	2
3	**Competing and Integrating with IT**	
3.1	Information system and competitive strategy	2
3.2	Business Process Integration	2
3.3	Enterprise wide systems	3
4	**Enterprise Systems**	
4.1	SCM, CRM	3
4.2	ERP	3
4.3	Business Analytics and DSS	2
5	**Managing Security and ethical issues in IT**	
5.1	Modern IT environment	3
5.2	Security issues and tools for managing	2
5.3	Ethical and societal issues in IT	2

20MBA111	ACCOUNTING FOR MANAGERS	CATEGORY	L	T	P	CREDIT
		CORE THEORY	4	0	0	4

Preamble: To familiarize the students with the accounting practices and to develop analytical and interpretative skills necessary to take decisions from a Managerial perspective.

Prerequisite: None

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

CO 1	Understand the financial transactions, Accountingconcepts and principles.
CO 2	Examine and prepare the financial statements of a company.
CO 3	Analysis and comparison of financial statements.
CO 4	Assess performance of a company using various techniques of Management Accounting
CO 5	Analyze performance of a company using various techniques of cost Accounting

Mapping of course outcomes with program outcomes

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

Module	Topic
1	Accounting-Types of accounting (Theory)- concepts and Conventions - GAAP- -accounting standards–IFRS.– Financial accounting process - Journal-ledger-Trial balance- trading, profit and loss account and balance sheet(Sole proprietorship).
2	Company accounts-features- legal significance -Auditing- Income statement and balance sheet (preparation) -EPS-DPS- profit prior to incorporation – depreciation –Fictitious assets.
3	Management Accounting: Need and Importance - Types of Financial Analysis- Techniques of financial Analysis - Inter and Intra firm – Analysis and Interpretation of Common Size Statement, Comparative Statements and Trend Analysis (Problems) Ratio Analysis:- Significance-,Types and Classification - Analysis and Interpretation of Profitability, Liquidity, Solvency, Leverage, Turnover and Stock Market Ratios (Problems)
4	*Funds Flow Statement:* Fund and flow of fund– Concept of Gross and Net Working Capital – Flow of Funds – Schedule of changes in Working Capital- funds from operation- Preparation of fund flow statement – analysis and interpretation. *Cash Flow Statement:*- cash and non-cash transactions - flow of cash – Cash from operation, Preparation of Cash Flow Statement and its analysis and interpretation.
5	*Cost Accounting:*- Cost –ClassificationandElementsofCost, costing-Objective –methods and Technique Costing, cost - PreparationofCost Sheet. Standard costing-variance analysis.-material,labour and overhead . *Marginal Costing*- Marginal Cost, Marginal Costing, Managerial Applications of Marginal Costing, CVP Analysis, Contribution, P/V Ratio, Break Even Analysis, Margin of Safety.

Text Books

1. Dearden J. and Bhattacharya S. K.*Accounting for Management – Text and cases 3rd edition*,Vikas Publishing House, New Delhi(2015)
2. Charles T. Horngren, Gary L. Sundem, William O. Stratton, Dave Burgstahler, Jeff Schatzberg,*IntroductiontoManagementAccounting*,14/e,PearsonPrenticeHall,2008
3. Gupta R. L. and Radhaswamy M., *Advanced Accounting*, Sultan Chand Publishers, NewDelhi
4. Maheshwari S. N., *Accounting for Management*, 3/e, Vikas Publishing House,New Delhi,2012

Reference Books

1. Jain S. P. and Narang K. L., *Advanced Cost Accounting*, Kalyani Publishers, NewDelhi
2. Shashi K. Gupta and R. K. Sharma, *Management Accounting*, Kalyani Publishers, NewDelhi
3. RNarayanaswamy,FinancialAccounting:AManagerialPerspective(2014),PHI Learnings (P) Ltd.
4. RobertN,Anthony,DavidHawkins,KennethMerchant,RobertAnthony,Accounting:Texts and Cases (11th Edition) Mc Graw Hill Education,(P)Ltd.
5. Anthony R. N. and Reece J. S.: Accounting Principles
6. Heitger L. E. & Matulich Serge: Financial Accounting
7. Gupta R. L. Advanced Accounting
8. Jain S. P. & Narang K. L. Advanced Accountancy
9. Nair N B. Advanced Accountancy ñ Volume I & II 6
10. Charles T. Horngren: Principles of Financial and Management Accounting
11. Bhattacharya S K and Dearden J. Accounting for Management - Text and Cases
12. Hingorani N. L. and Ramanathan A R. Management Accounting
13. B K Bhar. Cost Accounting ñ Methods and Problems
14. S P Gupta. Management accounting
15. Charles T Horngren and others. Cost Accounting - A Managerial Emphasis Khan M Y & Jain P K. Management Accounting

Course Content and Lecture Schedule

No	Topic	No. of Lectures
1	Module 1	
1.1	Accounting-Types of accounting Financial accounting process, concepts and Conventions -GAAP	2
1.2	accounting standards–IFRS- Journal-ledger	2
1.3	Trial balance- trading, profit and loss account and balance sheet	2
2	Module 2	
2.1	Company accounts-features- legal significance -Auditing-	2
2.2	Income statement and balance sheet -	2
2.3	EPS-DPS- profit prior to incorporation –depreciation –Fictitious assets	3
3	Module 3	
3.1	Types of Financial Analysis- Techniques of financial Analysis - Inter and Intra firm – Analysis and Interpretation of Common Size Statement, Comparative Statements and Trend Analysis	2
3.2	Ratio Analysis:- Significance-,Types and Classification - Analysis and Interpretation of Profitability, Liquidity, Solvency,	3
3.3	Leverage, Turnover and Stock Market Ratios, Balance sheet from ratios	3
4	Module 4	
4.1	Fund and flow of fund– Concept of Gross and Net Working Capital – Flow of Funds – Schedule of changes in Working Capital.	2
4.2	Funds from operation- Preparation of fund flow statement – analysis and interpretation.	3
4.3	cash and non-cash transactions - flow of cash – Cash from operation, Preparation of Cash Flow Statement and its analysis and interpretation	3
5	Module 5	
5.1	Cost –ClassificationandElementsofCost, costing- Objective –methods and Technique Costing, cost - PreparationofCost Sheet.	2
5.2	Standard costing-variance analysis.-material,labour and overhead . *Marginal Costing*- Marginal Cost, Marginal Costing, Managerial Applications of Marginal Costing.	3
5.3	CVP Analysis, Contribution, P/V Ratio, Break Even Analysis, Margin of Safety.	2

20MBA113	ETHICS, GOVERNANCE AND CORPORATE RESPONSIBILITY	CATEGORY	L	T	P	CREDIT
		CORE THEORY	3	0	0	3

Preamble: sensitize the student on the various ethical aspects concerning the functioning of business enterprises. The course aims to equip the students to be honest and be responsible to the society. The knowledge of the subject will improve ethical reasoning by correlating moral concepts to business practices. The course aims to create awareness among students on the importance of Corporate Governance and social responsibility.

Prerequisite: None

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

CO 1	Examine the importance of ethics in business
CO 2	Apply ethical decision making in business management
CO 3	Analyze the importance of corporate governance
CO 4	Assess the developments in Corporate governance
CO 5	Create the sense of corporate social responsibility within oneself

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	3	3	3
CO 3	3	3	3	3	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	*Introduction to Ethics*: Meaning & Nature of Business Ethics, Characteristics; Causes of unethical behaviour; Theories of Ethics; Indian Ethos and Values system- Indian Work Ethics; Law and Ethics *Ethics Programme* – code of ethics – ethics training – ethics committee – ethics officer, Ethics Audit, Transparency International - Whistle Blowing – classification – legal support to Whistle-Blower – Tips to successful Whistle Blowing
Module 2	*Ethics in functional areas of business*: Financial Management (Window dressing, misleading financial analysis, insider trading, churning) –Human Resource Management – (Discrimination– age, gender, race) sexual harassment, ethics at work place, issues affecting privacy of employees, fairness of employment contracts, occupational safety–Marketing Management – Pricing issues like Price discrimination, Price fixing, Price skimming, Ethics in advertising (surrogate, deceptive advertising), Distribution issues like tying arrangement, black market Production Management – Process issues like effluents, optimisation of resources like power & water, Product issues like additive & intrinsically hazardous products, genetically modified products, flawed products– Ethics in Information Technology – Ethics in customer and vendor relationship
Module 3	*Corporate Governance:* - Definition - need for corporate governance –elements of good corporate governance - evidence of corporate governance from Arthashasthra -corporate governance theories -Agency Theory - Shareholder Theory - Stake Holder Theory -Stewardship Theory; Codes and guidelines for corporate governance
Module 4	*Developments in corporate governance* – in UK, US and India – board effectiveness - issues and challenges - role and types of directors - corporate board committees – corporate disclosure - emerging trends in corporate governance – corporate board duties - responsibilities and liabilities. Legal framework for corporate governance Companies Act
Module 5	*Corporate Social Responsibility*: Definition- Evolution- Need for CSR; Theoretical perspectives; Corporate citizenship; Business practices; Strategies for CSR; Challenges and implementation

Text Book

1. Boatright, John, R, and Smith,Jefferey,D, *Ethics and Conduct of Business*, Pearson Publications, NewJersey 2016

References and Suggested Readings

1. Balachandran,V, and Chandrasekharan,V, *Corporate Governance, Ethics and Social Responsibility*,PHI Learning Pvt Ltd, New Delhi (2011)
2. Crane, Andrew, Matten, Dirk, Glozer, Sarah and Spenc, Laura, *Business Ethics*, Oxford University Press, Oxford (2019)
3. Gupta, Ananda, D, *Business Ethics: Texts and Cases form Indian Perspective*,Springer India, New Delhi ,(2013)
4. Rezaee, Zabihollah, *Business Sustainability, Corporate Governance, and Organizational Ethics*, John Wiley & Sons, New Jersey(2019)
5. Shaw ,William, H, *Business Ethics:Text Book with Cases*, Cengage Learning, Boston (2014) Spinallo,Richard,A, *Business Ethics: Contemporary Issues and Cases*,Sage Publications, California (2019)

Course Content and Lecture Schedule

No	Topic	No. of Lectures
1	Business Ethics	
1.1	Introduction to ethics and its ancillary concepts	2
1.2	Theories of ethics	3
1.3	Ethical audit mechanisms-whistle-blowing	2
2	Ethics in Functional Areas	
2.1	Ethics in Finance	2
2.2	Ethics in HR and Marketing	3
2.3	Ethics in HR and Marketing, customer and vendor relationship	2
3	Corporate Governance	
3.1	Need and relevance of Corporate Governance	2
3.2	Corporate Governance Theories	3
3.3	Discussion on Arthashasthra	2
4	Corporate governance Trends	
4.1	Practices in the UK, the US and India	3
4.2	Discussion on Board of Directors	2
4.3	Legal frameworks	3
5	CSR	
5.1	History and Evolution of CSR	2
5.2	Corporate Citizenship	3
5.3	Limitations and Challenges	2

20MBA115	LEGAL SYSTEMS FOR BUSINESS	CATEGORY	L	T	P	CREDIT
		CORE THEORY	3	0	0	3

Preamble: The course provides the student with basic information about the Indian legal system and dispute resolution, and their impact on business. The understanding of legal system is a prerequisite for better decision making. The course gives exposure to students in the areas of legal principles of business contract, aspects in the formation, running and winding up of business, the scope and the issues associated with partnerships, negotiable instruments and cyber law, application of sale of goods act and consumer protection act and different labour regulations in India.

Prerequisite: NIL

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

CO1	Examine fundamental legal principles of business contracts
CO2	Analyse the legal aspects in the formation, running and winding up of business
CO3	Analyze the scope and the issues associated with partnerships, negotiable instruments and cyber law
CO4	Evaluate and analyse the scope and application of sale of goods act and consumer protection act.
CO5	Equip the students with insights on different labour regulations in India

Mapping of course outcomes with program outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	2	3
CO2	3	3	3	3	3
CO3	3	3	2	3	3
CO4	3	3	3	3	3
CO5	3	2	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

Syllabus	
Module 1	**Sources of Law -** Classification of Law, Natural Justice, History of Indian Judicial system, Indian Contract Act 1872: Definition (Sec 2); Essential elements of a contract - Offer, acceptance, Competency to enter in contracts (Sec 11 &12); Consent- free consent, coercion, undue influence, fraud, misrepresentation, mistake (Sec 13-23); Legality of object & consideration; Types of contracts; Performance of contracts; Void agreement (Sec 24-30); Quasi contracts, Discharge of contracts; Consequences of breach of contract (Sec 73-75) Bailment(S.148 - S.171 & S.180. Salient features of E-contract, Formation of E-contract and Types.
Module 2	**The Companies Act 2013** - Characteristics of a company ;Kinds of companies; Types of Companies, Formation-S.3, Promoter, Remuneration, Rights & Liabilities of a Promoter, Memorandum of Association (S.4, S.10, S.13), Form, Purpose, Clauses, Alteration. Articles of Association (S.5, S.10, S.14,) Provisions for Membership, Share & Share capital - Distinction between Memorandum & Articles, Incorporation (S.7, S.9, S.12),Prospectus - Public Offer S.25 - S.27, S.30 - S.40;& S.181) Pledge (S.173 - S.179) - Indemnity & Guarantee(S.124, 125 128 - 147) Distinguish Indemnity & Guarantee Laws of Agency Private Offer S.42- Meetings & proceedings; S.173 -S.195 Directors S. 149 - 152,164, 165. Boards powers and restrictions; S. 179, 180. Lifting of Corporate Veil. Doctrine of Ultra Vires, Winding up of companies – Modes S.270, 271, 304,
Module 3	**The Indian Partnership Act, 1932-** Types of Partnerships and types of Partners, Test of Partnership, Partnership deed, and Property of the firm, Limited Liability Partnership. **Negotiable instrument -** Characteristics of Negotiable Instrument Presumption; Promissory Notes, Bills of Exchange &Cheques- Negotiation (Sec 46 to 60); Crossing of cheque&dishonour of cheque (Sec 138 to 142). **Cyber Law** - Overview of cyber law, Salient features of the IT Act, 2000, Cybercrime, Intellectual Property Rights.
Module 4	**Sale of Goods Act (1930)**, (Sec 2 - 11) Conditions and warranties; (Sec12 - 17, 59) Rights of an unpaid seller. (S.45 - S.58) Title to goods - (S.27 - 30)-Rights &Duties of Buyer & Seller; (S.31 - 44). **Consumer Protection Act (1986)**: Consumer dispute, restrictive trade practices, unfair trade practices; Central Consumer Protection Council, State Consumer Protection Council; Consumer Redressal Forum.
Module 5	**Industrial Disputes Act, 1947**,- Award and settlement- industrial Dispute- Workman Strikes and Lock-out:Lay-off - Retrenchment-Closure - Unfair Labour Practices and Role of Government. **The Minimum Wages Act, 1948**- Fixation of minimum rates of wages- working hours and determination of wages and claims. **Factories Act, 1948**- essential features, Safety, Health and Welfare measures. **The Sexual Harassment of Women at Workplace** (Prevention, Prohibition, and Redressal) Act, 2013- overview.

Text Book
1. Kapoor, N.D. *Elements of Mercantile Law*, Sultan Chand & Sons, New Delhi (2019).
References and Suggested Readings
1. Gulshan, S.S. and Kapoor, G.K. *Business Law Including Company Law* (12/e), New Age International, New Delhi (2020).
2. Majundar, A.K. and Kapoor, G.K. *Company Law & Practices,* Sultan Chand& Sons, New Delhi.(2017).
3. Malik, P.L. *Industrial law*, Eastern Book Company, LalbaghLucknow (2017).
4. Ramaiya, and Ramaiya, A. *Guide to the Companies Act (18/e*), Wadhwa Book Company, Vikaspuri New Delhi.(2015).
5. Singh,Avatar. *Company Law*, Eastern Book Company, New Delhi (2018).
6. Singh,Avatar. *Labour and Industrial* Laws, Lexis Nexis, (2016).
7. Wild,Charles, Weinstein, Stuart Smith and Keenan, *Company Law*, Pearson Longman, United Kingdom (2019).

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	INTRODUCTION TO LAW AND INDIAN CONTRACT ACT	
1.1	Introduction and Essential elements of a Contract	2 Hours
1.2	Types of Contract, Breach of Contract	2 Hours
1.3	Law of Indemnity and Guarantee, Bailment and Pledge, Law of Agency	3 Hours
2	COMPANIES ACT 2013	
2.1	Types of Companies, Formation of a Company	2 Hours
2.2	Memorandum of Association, Articles of Association	2 Hours
2.3	Prospectus,Meetings,Winding up of Companies	3 Hours
3	PARTNERSHIP ACT, NEGOTIABLE INSTRUMENTS and CYBER LAW	
3.1	Partnership Act	2 Hours
3.2	Negotiable Instruments	3 Hours
3.3	Cyber Law	2 Hours
4	SALE OF GOODS ACT and CONSUMER PROTECTION ACT	
4.1	Conditions and Warranties, Rights of an unpaid seller	2 Hours
4.2	Rights and Duties of buyer and seller	3 Hours
4.3	Consumer Protection Act, Consumer Protection Councils, Consumer Redressal Forums	2 Hours
5	INDUSTRIAL DISPUTES ACT, LAW OF MINIMUM WAGES and FACTORIES ACT	
5.1	Different kinds of Industrial disputes, Unfair labour practices	3 Hours
5.2	Kinds of Wages, Law of Minimum Wages	2 Hours
5.3	Factories act and the Sexual Harassment of Women at Workplace	3 Hours

20MBANC1	EMPLOYABILITY ENHANCEMENT PROGRAMME	CATEGORY	L	T	P	CREDIT
		THEORY	0	0	2	0

Preamble

Employability skills denote attributes, competencies and technical skills possessed by an individual which would facilitate practical decision making and success at the workplace. The objective of the course is to provide training to participants to groom their critical soft skills, general business skills and technical skills.

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

CO 1	Enhance the skills of communication and problem solving
CO 2	Develop job searching, CV writing, interview skills and enterprenurial skills
CO 3	Practicing Interpersonal skills, Negotiation and Self-Management
CO 4	Develop Team building & Leadership skills through practice
CO 5	Attain hands on experience in the areas of Creativity and Critical Thinking

Syllabus

Module 1	**Communication skills- verbal expression, body language, presentation skills, listening skills, writing skills** Extempore, Just a minute exercises, prepared speech, practice exercises on voice accent, clarity, modulation and intonation, phone etiquettes, short presentations using power point, writing letters, news paper/magazine article preparation on business and economy **Problem solving skills- coordination and analysis** Short sessions on solving puzzles involving all in the team
Module 2	**Job searching, Interview skills, additional skills outside curriculum** Job search- registering in portals/placement unit, exploring other resources for job search, CV preparation, mock group discussion, mock interviews, feedback and confidence building exercises to face interviews, individual strength/weakness analysis, planning and executing activities for strengthening one's own resume **Entrepreneurship skills** Idea generation techniques through practice, Survey of different schemes facilitating entrepreneurship, Business plan preparation, Exercises on how to pitch a brilliant idea
Module 3	**Self –management- self-awareness, adaptability, time management** Personality assessment tests- MBTI, Big Five; in-basket exercises, goal setting games **Interpersonal skills-relatedness, cooperativeness, empathy** Role plays, presenting scenarios to give hands on feel of what stand to take **Negotiation skills- persuasion, rapport building, consensus** Role plays, bargaining, art of converting win-lose to win-win situations

Module 4	**Team work skills: collaboration, respect, trust, tolerance** Team based activities- planning, organizing and executing small events, team projects **Multi-Cultural Environment-** Managing and surviving in multi-cultural environment **Leadership skills: motivation, influencing others, positivity** Discussion on leadership styles of Indian Tycoons and their success
Module 5	**Creative thinking skills: lateral thinking, creativity and innovation** Brain storming exercise, six thinking hats exercise, group discussions **Critical thinking skills: applying sound reasoning, criteria to explore specific concerns in the contemporary business arena** Debates, article reviews, class room activities

RECOMMENDED BOOKS (Latest Editions)

1. Kimberly Elsbach, How to pitch a brilliant idea?, Harvard Business Review, September 2003.
2. Philips R. Hunsaker, "Training in Interpersonal Skills", Tata McGraw Hill
3. Butterfield, "Soft Skills for Everyone", Cengage Learning
4. Career Development Centre, "Soft Skills", Green Pearl Publications
5. Alex K, "Soft Skills – Know Yourself & Know the World", S.Chand & Company Ltd
6. Matt, Symonds, 7 Tips For Pitching Your Entrepreneurial Idea, Whether To Angels Or Sharks, Forbes Website, 2013, https://www.forbes.com/sites/mattsymonds/2013/10/24/7-tips-for-pitching-your-entrepreneurial-idea-whether-to-angels-or-sharks/#99c1a0c35a27, Accessed on May 15, 2020.
7. Bill Murphy Jr, The Intelligent Entrepeneur, Educational Audio Book, 2010, Audible, Amazon Company

REFERENCE BOOKS (Latest Editions)

1. B N Ghosh, "Managing Soft Skills for Personality Development", McGraw HillEducation
2. Raman/Upadhyay, "Soft Skills – Key to Success in Workplace and Life", Cengage Learning
3. Monippally, Matthukutty. M, "Business Communication Strategies", Tata McGraw-Hill
4. M Ashraf Rizvi, "Effective Technical Communication", McGraw Hill Education
5. Peter W Cardon, Business Communication, McGraw Hill Education
6. Suzanne C. Janasz, Karen O. Dowd, Beth Z. Schneider, "Interpersonal Skills in Organisation", Tata McGraw Hill Education
7. Gopalaswami Naresh, "The Ace of Soft Skills", Pearson

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.
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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

	Syllabus
Module 1	**Concepts of Marketing**: 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	**Buyer Behaviour & Marketing Ecosystem:** 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	Creating Value: 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	Distribution as a part of Value Delivery – Multi-channel marketing – Channel Functions & Flows – Channel Levels – Channel Design Decisions – Channel Management - Introduction to Retailing & 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)
Module 5	Concept, Process & Types of Marketing Control – Marketing Audit: Concepts, Components & Types – Marketing Challenges in Globalized Era – Marketing through Social Network & Digital platforms – Social Marketing – Elements of Social Marketing Plan – Green Marketing – Consumerism – Red Ocean Strategy – Blue Ocean Strategy - Introduction to Marketing Analytics. (12 Hours)

Text Book
1. Kotler, Philip and Gary Armstrong, Principles of Marketing, 17th Edition. Pearson, 2019. 2. Kotler, Philip, et al. Marketing Management: A South Asian Perspective, 15th 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 thesources of business finance and their significance.
CO 3	Analyzeprojects 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
Module 1	*Introduction to Finance and Financial management:* Finance, objective and functions-role of finance manager -sources of finance, capital market andmoney market - instruments. *Time Value of Money*: 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.*Risk & Return:* Introduction to risk & return, relationship between risk & return-estimation of beta.
Module2	*FinancingandCapitalStructureDecision: E*xternalandinternal financing. Capitalization-types of capitalization-Capitalstructuredecisions- ploughing back of profit–leverage-operating, financialandcompositeleverage,overviewofcapitalstructure theories(NI,NOI,TraditionalandMMonly)andvalueofafirm.Optimumcapital structure. Cost of bankruptcy and financialdistress.
Module3	*InvestmentDecisions:*-Capitalbudgeting–processofcapitalbudgeting-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
Module4	*Working Capital:* 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 ofworking capital – cash management, receivables management and inventory management.
Module5	*Dividend Decisions:* 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. *Other Sources of Finance:* 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, Randolf 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 *Introduction to Finance and Financial management:*	
1.1	Finance, objective and functions- role of finance manager -sources of finance, capital market andmoney market - instruments	2
1.2	*Time Value of Money*: 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	*Risk & Return:* Introduction to risk & return, relationship between risk & return-estimation of beta.	3
2	Module 2 *FinancingandCapitalStructureDecision*	
2.1	*E*xternalandinternal financing. Capitalization-types of capitalization-Capitalstructuredecisions- ploughing back of profit–	2

2.2	leverage-operating, financialandcompositeleverage,overviewof capital structure theories	4
2.3	capitalstructure theories(NI,NOI,TraditionalandMMonly)andvalueofafirm.Optimumcapital structure. Cost of bankruptcy and financialdistress.	2
3	Module 3*InvestmentDecisions:*	
3.1	Capitalbudgeting–processofcapitalbudgeting-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	Module 4*Working Capital:*	
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 ofworking capital –	4
4.3	Cash management, receivables management and inventory management.	3
5	Module 5 *Dividend Decisions:*	
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. *Other Sources of Finance*	3
5.3	Leasing, Hire Purchase and Venture capital funding-emerging areas in finance-merger –acquisition-takeover – financial engineering.	3

		CATEGORY	L	T	P	CREDIT
20MBA106	**HUMAN RESOURCE MANAGEMENT**	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	*Introduction to Human Resource Management (HRM):* 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 & A Line Manager's Human Resource Duties, Impact of HRM on Organizational Performance *Job Design*: Concept of Job Design, Job Characteristics Model, Significance of Job Design, Approaches to Job Design – Job Rotation, Job Enlargement, Job Enrichment *Job Analysis:* Concept of Job Analysis, Process of Job Analysis, Purpose of Job Analysis
Module 2	*Human Resource Planning (HRP):* Objectives of HRP, Importance of HRP, Factors affecting HRP, Process of HRP *Recruitment:* Concept of Recruitment, Objectives of Recruitment, Factors influencing Recruitment, Process of Recruitment, Sources of Recruitment. *Application Form:* Purpose and Contents *Selection:* Concept of Selection, Outcomes of a Selection Decision, Process of Selection: Preliminary Interview, *Selection Tests* – Types of Tests, Choosing a Test, *Employment Interview* – Types of Interviews, Merits & 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 *Induction / Orientation:* Purpose of Orientation, Types of Orientation, Process of Orientation, *Placement*
Module 3	*Training & Development:* Concept & Significance of Training, The Training Process, Methods of Training, Difference between Training & Development, Concept of Management Development, Methods of Development *Performance Management (PM):* Concept & Objectives of PM, Process of PM, Performance Management Vs Performance Appraisal
Module 4	*Talent Management (TM):* Concept & Significance of TM, TM Life Cycle, TM Initiatives *Compensation Management (CM):* Concept & Significance of CM, Components of Compensation, Factors influencing Compensation
Module 5	*Managing Employee Benefits & Services:* Concept of Employee Benefits, Types of Employee Benefits *Employee Relations (ER):* Concept & Significance of ER, Role of Trade Unions, Process of Collective Bargaining *Grievance Handling:* Sources of Grievance, Grievance Redressal Procedure *Employee Discipline:* Acts of Indiscipline, Handling Employee Indiscipline *Employee Safety & Health:* Managing Health & Safety at Workplace, Importance of Health & Safety at Workplace

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
	Module-1	
1.1	**Introduction to Human Resource Management**	3
1.2	**Job Design**	4
1.3	**Job Analysis**	3
	Module-2	
2.1	**Human Resource Planning**	3
2.2	**Recruitment & Selection**	4
2.3	**Induction**	3
	Module-3	
3.1	**Training & Development**	4
3.2	**Performance Management**	3
	Module-4	
4.1	**Talent Management**	4
4.2	**Compensation Management**	4
	Module-5	
5.1	**Managing Employee Benefits & Services**	3
5.2	**Employee Relations**	3
5.3	**Grievance Handling & Employee Discipline**	4
5.4	**Employee Safety & Health**	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, andBehaviour. PHI.,2010
2. Aswathappa, K and SridharaBhat. 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,ByronJ.OperationsNow:SupplyChainProfitabilityandPerformance.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.OperationsManagement:TheoryandPractice.PearsonEducationIndia, 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	Introduction to Operations Research: Origin and growth of OR, importance of OR in managerial decision making, scope & applications of OR, models and modelling in OR. Linear programming problems: Formulation of the problem, solution by graphical method & simplex algorithm, degeneracy in LPP. Special cases in OR, Duality in LPP, Sensitivity analysis of optimal LP solutions. .
Module 2	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. Assignment problems: formulation, methods of solution, Hungarian method, multiple optimal solutions, unbalanced problems, maximization problems.
Module 3	Decision theory: Concepts of decision making, decision making environments, Decision making under uncertainty – Decision making under risk, decision tree analysis. Queuing model structure, Kendall Lee notation - M/M/1 queues – standard problems.
Module 4	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 disadvnatages-Back order-Fill rate, service level Replacement analysis: items that deteriorate over time- items that fail suddenly, optimum replacement policies for both cases.
Module 5	Concepts of network analysis, project network models, Critical Path Method, PERT, project time-cost trade off, resource scheduling Game Theory: Two-person zero-sum game, saddle point games, principle of dominance, graphical solution.

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 intrepretation
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	**Introduction to business research**	
1.1	Need for business research	2
1.2	Classification of research	2
1.3	Business research in functional areas	3
2	**General research process**	
2.1	Identifying and formulating research problem	2
2.2	Research design	3
2.3	Measurement scales	3
3	**Sampling design**	
3.1	Sampling methods	2
3.2	Data collection	3
3.3	Questionnaire design	2
4	**Data analysis and interpretation**	
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	**Reporting and thesis writing**	
5.1	Guidelines for Structure and process of report writing	2
5.2	Presentation and visual aids	2
5.3	Citation	1

20MBA114	ENTREPRENEURSHIP DEVELOPMENT	CATEGORY	L	T	P	CREDIT
		CORE THEORY	3	0	0	3

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

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

Mapping of course outcomes with program outcomes

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

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 KVICschemes.
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, trainingrequirements,ExtensionTrainingInstitute,Legalframeworks,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: *Entrepreneurial Development* : S. Chand & Company Pvt.Ltd,Revised edition, 2012 2. .Robert D.Hisrich, Mathew J Manimala, Michael P. Peters and Dean A.Shephered: *Entrepreneurship*: McGraw Hill Education India (P) Ltd, Chennai, 9e (2014)	

3. Gita Piramal, Business Legends, Penguin Books
References and Suggested Readings
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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	INTRODUCTION TO ENTREPRENEURSHIP	
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
2	ENTREPRENEURSHIP IDEATION AND DECISION PROCESS	
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
3	MICRO SMALL AND MEDIUM ENTERPRISES	
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
4	MSME PRODUCTION AND REHABILITATION OF SICK UNITS	
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
5	E-COMMERCE AND RURAL ENTREPRENEURSHIP	
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

20MBANC2	INTEGRATED DISASTER MANAGEMENT	CATEGORY	L	T	P	CREDIT
		No Credit Course	1	0	1	0

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

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

Course Plan

Module	Topics	Mode of Teaching
1	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. Demarcate disaster vulnerable zones of Kerala due to various disaster threats in varying colors/intensity and prepare a map	Lecture/Practical

2	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. Arranging awareness programs to avoid panic in vulnerable areas. Preparing video clips on use of special equipment including tips for survival	Lecture/Practical
3	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; Preparing survey instrument to assess difficulties faced in the past during various disasters and to prepare reports on ways to mitigate intensity of hardship	Lecture/ Social Responsibility Project
4	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. Project on improved preparedness in terms of emotional stability, handling psychological stress, supply chain distribution systems, medical assistance and spreading of diseases Projects on applying modern technologies for Disaster Recovery Planning andManagement Projects on Business Continuity Planning	Lecture/ Social Responsibility Project
5	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;	Lecture/ Social Responsibility Project

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

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

SEMESTER -3

Course Code	Course Name	Category	L	T	P	Credit
20MBA201	INTERNATIONAL BUSINESS	Core	4	0	0	4

Preamble: The course on International Business provides a holistic view of business environment for organizations doing business in the international markets and their interrelationships with multi-lateral agencies that have a bearing on performing their business operations. This course is designed to prepare the students for global as well as domestic markets. It would help students to become familiar with the core aspects of international business and apply emerging concepts to real business situations. Students will understand how strategies are developed based on international business environments and firm characteristics.

Prerequisite: Nil

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

CO 1	Recall various concepts of the International Business Environment for an Enterprise.
CO 2	Explain the Importance of socio-cultural environments in international business.
CO 3	Identify various International market entry strategies.
CO 4	Analyze various trends in global trade and growth of foreign trade in India
CO 5	Evaluate the foreign investment and technological development in international business.

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	2	2	1	3	1
CO 3	3	2	1	2	2
CO 4	3	2	1	2	2
CO 5	2	3	2	2	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.

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA201- INTERNATIONAL BUSINESS

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. State the concept of international business.
2. List out the Indian laws affecting international business.
3. What are mergers and acquisitions?
4. Recall the composition of merchandise trade.
5. Mention the factors influencing international investments.

(5x2 marks = 10 marks)

PART B

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

6. Illustrate the indicators of growth of international business.
7. Critically evaluate the strategies used by various international firms for developing their business.
8. Suggest the most suitable market entry strategy in Indian market applicable to a business of your choice. Give valid reasons for your choice and suggestion.
9. Compare and contrast the trends regarding the growth of global merchandise and service trades.
10. "The recent pandemic attack of Covid 19 adversely affected the technological environment of international business." How far this statement is true according to you? Recommend a remedial plan for overcoming this crisis.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. You are assigned to develop an international business proposal by a business giant in the field of electronics and communications. The organizations is having several years of business experience in this filed especially in Asia and the Middle East, but lacks exposure in European countries and other regions. Being a global business consultant how will you handle your client in this regard?

(1x20 marks = 20 marks)

Syllabus	
Module 1	**International Business** - Nature, Importance and Scope of International Business - Types of International Business; Reasons for companies going International; Major decisions in International Business; Factors influencing International Business decisions; Indicators of growth of International Business - Trade/GDP ratio; FDI/GDP ratio, FDI/Capital formation ratio, Growth of International production, Growth of global supply chains and Global sourcing.
Module 2	**International Business Environment** - Importance of socio-cultural environments in international business; Regulatory bodies and Legal environment of International Business - Kinds of legal systems, Categories of laws, Indian laws affecting International Business; Double taxation avoidance treaties; Trade barriers – Tariff and non-tariff barriers. Regional Economic Integration Schemes - Objectives, Types, EU, Euro; NAFTA, SAARC/SAFTA, ASEAN and AIFTA, India–Sri Lanka FTA, Comprehensive economic partnership, Cooperation agreements involving India. Types of international firms and their strategies – International corporation, Multinational corporation, Global corporation, Transnational corporation; International orientations – Ethnocentric, Polycentric, Regio centric and Geocentric orientations.
Module 3	**Market Selection Process and Market Entry Strategies** - International market selection process; Market entry strategies- Exporting, Licensing, Franchising, Strategic alliance, Contract manufacturing, Management contracting, Assembly operations, Joint ownership ventures, Wholly owned subsidiaries, Mergers and acquisitions; Market entry strategies of Indian companies.
Module 4	**Global Trade** - Trends in growth of merchandise trade; Composition of merchandise trade; Regional pattern and Distribution of merchandise trade. Trends in growth of services trade; Composition of services trade; Regional pattern and distribution of services trade. Trade of developing countries; South – South trade. Analysis of foreign trade of India; Trade policy and promotion.
Module 5	**Foreign Capital and Technology** - Theories of foreign investment; Factors affecting International investment; Advantages and disadvantages of foreign investment; Trends in foreign investment, FDI and production linkages; Portfolio investments; Foreign investment by Indian companies. Technological environment of international business; Transfer of technology.

Text Book

1. Ajeet N. Mathur (2016). *Strategies for Future: Understanding International Business*, Indian Institute of Management (IIM), Ahmadabad.
2. Francis Cherunilam (2010). *International Business: Text and Cases*, PHI Learning Pvt. Ltd., New Delhi.
3. Rakesh Mohan Joshi (2009). *International Business*, Oxford University Press India;

4. J. Stewart Black and Anant K. Sundaram (1994). *International Business Environment*, Pearson Education.

References and Suggested Readings

1. Ray A. August (2012). *International Business Law Text, Cases and Readings*, (4th Edition) Prentice Hall.
2. Helen Deresky (2017). *International Management: Managing Across Borders and Cultures*, International Edition, Pearson Education.
3. F. Adhikary, Manab (2000). *Global Business Management*, Macmillan, New Delhi
4. Aswathappa K. (2020). *International Business*, McGraw Hill Education India Pvt. Ltd.
5. Carole Murray, Schmothoff (2012). *The Law and Practice of International Trade*, Sweet & Maxwell Publishers
6. Fred Luthans, Jonathan Doh (2017). *International Management: Culture, Strategy and Behavior*, McGraw Hill Education India Private Limited, New Delhi.
7. Hill C, Arun K (2017). *International Business: Competing in the Global Marketplace*. (10th ed) McGraw Hill Education India Private Limited
8. UNCTAD, World Investment Report (Annual)
9. WTO, World Trade Report (Annual).

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**International Business**	
1.1	Nature, Importance, Scope/Type	3 Hours
1.2	Reasons for Companies going International; major decisions in an International Business; Factors influencing International Business decisions	4 Hours
1.3	Indicators of growth of International Business; global sourcing	3 Hours
2	**International Business Environment**	
2.1	Socio-cultural Environment; Regulatory bodies and Legal Environment;	2 Hours
2.2	Kinds of legal systems	2 Hours
2.3	Regional economic Integration	2 Hours
2.3	Types of International Firms and their strategies	4 Hours
3	**Market selection Process and Market entry Strategies**	
3.1	International Market selection Process	2 Hours
3.2	Market entry strategies	4 Hours
3.3	Market Entry strategies of Indian Firms	2 Hours
4	**Global trade**	
4.1	Merchandise Trade	3 Hours
4.2	Services Trade	2 Hours
4.3	Trade of Developing countries	2 Hours
4.4	Foreign trade of India- Analysis; Policy	3 Hours
5	**Foreign Capital and Technology**	
5.1	Theories of Foreign Investment	4 Hours
5.2	FDI and Production Linkages	1 Hour
5.3	Portfolio Investment	2 Hours
5.3	Foreign Investments by Indian Companies	1 Hour

5.4	Technological environment and technology transfer	2 Hours
	Total	48 Hours

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Course Code	Course Name	Category	L	T	P	Credit
20MBA203	BUSINESS ANALYTICS	Core	4	0	0	4

Preamble: This course Business Analytics offers a perspective to the business needs and trends in analytics space. The objective of the course is to assist the student in gaining a basic understanding of Business Analytics and its application in various functional areas.

Prerequisite: NIL

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

CO 1	Recall various business analytical models and concepts.
CO 2	Explain business analytical tools and techniques in Finance and Operations Management.
CO 3	Apply business analytical tools and techniques in Human Resource Management.
CO 4	Analyze business analytical tools and techniques in Marketing and Web Analytics.
CO 5	Evaluate business situations using predictive models and analytics.

Mapping of course outcomes with program outcomes

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

20MBA203 – BUSINESS ANALYTICS

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. State the concept of business intelligence.
2. Define credit risk analysis.
3. Mention the relationship between performance and skill gap analysis.
4. Recall the importance of customer profiling.
5. What are multiple time period models?

(5x2 marks = 10 marks)

PART B

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

6. Discuss the various tools incorporated for data visualization.
7. Elucidate the role played by make/buy decisions in business analytics.
8. "Evaluation of reliability and validity of selection models are in vain." How far this opinion is true?
9. Illustrate the part played by web analytics in modern marketing.
10. Depict the applications of business analytics in the different fields of business.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. You were working as the Business Analysist in the telecom industry, Mumbai. Due to the recent pandemic situations, as a part of work arrangement by the same business group you are forced to join in the same position of their CPG company located at Pune. What are the precautions that you should consider with respect to your job profile and how will you manage this crisis as a professional in the field of business analytics?

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Business Analytics:** Business Analytics, evolution and scope, Business Analytics process, Business Intelligence. Decision models. Spreadsheets modelling, Datasets, data cleaning, outliers and outliers diagnostics. Data Visualization -Tools and techniques, Applications. Big Data Analytics, Machine learning algorithms, Data Mining process, Quality of predictions, Optimizing complex decisions, Challenges in data driven decision making.
Module 2	**Financial Analytics and Operations Analytics:** Understanding Risk, credit risk analysis, fraud detection and prevention analytics, analytics in banking and financial services - analytics in retail banking and wealth management Demand Planning – Forecasting, Model building, Supply chain analytics- Supply planning - Procurement and Strategic Sourcing, Inventory Modeling - Aggregate planning and resource allocation decisions, Make/Buy decision.
Module 3	**Human Resource Analytics:** Basics of HR analytics, HR Metric and HR Analytics, Intuition versus analytical thinking; People analytics, Recruitment Analytics- Evaluating Reliability and validity of selection models, Finding out selection bias, Predicting the performance and turnover, On Boarding Analytics, Staffing Analytics, Performance & Skill Gap Analytics, Compensation & Benefit Analytics, Training & Learning Analytics, Promotion and Succession Planning Analytics, Compliance Analytics, Attrition & Retention Analytics, HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM:21 Model.HR dashboards, Power BI.
Module 4	**Marketing Analytics:** Basics of marketing analytics, marketing decisions models, characteristics, types and benefits of marketing decisions models, Market Intelligence, Text analysis and search analysis, Customer profiling, Statistical programming, Choice Models and Logistic Regression, data mining and visualization, Response Models Concept, Factor segmentation, clustering algorithms, perceptual maps, Use of Excel to solve business problems, Google Analytics. **Web Analytics**: Click stream analytics, anonymous vs. registered users analysis, Social Media Analytics - User generated content – Page tagging, Server log files, Data abstractions. Sentiment Analysis, Analytics in digital decoding consumer intent, decoding customer sentiments from comments, Text mining from opinion platforms.
Module 5	**Predictive Analytics and Application of Analytics in Business:** Logic driven predictive models – single-period purchase decisions, multiple time period models, overbooking decisions. Data Driven predictive models - retail pricing markdowns, modeling relationships and trends Models involving uncertainty - what-if analysis, scenario manager, goal-seek. Applications in other business areas - Analytics in telecom and location-based intelligence marketing, analytics in consumer-packaged goods (CPG), analytics in utilities, analytics in healthcare, analytics in online retail.

Text Book

1. Evans, J.R. (2013). *Business Analytics: Methods, Models, and Decisions*, 3rd ed. Pearson India.
2. Malhotra, N.K. and Dash, S. (2011). *Marketing Research*, 6th ed. Pearson India
3. Baesens, B., Vlasselaer, V.V. and Verbeke, W. (2015). *Fraud Analytics Using Descriptive, Predictive and Social Network Techniques*, (1st ed). Wiley India,
4. Prasad R.N. & Acharya S. (2011). *Fundaments of Business Analytics*, (1st ed.) Wiley.
5. Davenport, T.H. and Harris, J.G. (2007). Competing on Analytics: The New Science of Winning, 1st ed. Harvard Business Review Press
6. Damodharan, A. (2007). Strategic Risk Taking, 1st ed., FT Press
7. Davenport, T.H., Harris, J.G., and Morison, R. (2010). Analytics at Work: Smarter Decisions, Better Results, 1st ed., Accenture

References and Suggested Readings

1. Raman, A and Fisher, M. (2010). How Analytics Are Transforming the Supply Chain and Improving Performance, 1st ed. HBS Press
2. Fitz-enz, J. (2010). The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, 1 st ed., American Management Association
3. Peterson, E. (2004). Web Analytics Demystified: A Marketer's Guide to Understanding How Your Web Site Affects Your Business, 1st ed. Celilo Group Media & Café Press
4. Lilien, G.L. and Rangaswamy, L. (2004), Marketing Engineering: Computer Assisted Marketing Analysis and Planning, 2nd ed. Revised, Trafford Publishing.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Business Analytics:**	
1.1	Business Analytics	3 Hours
1.2	Decision models and Spreadsheet modeling	3 Hours
1.3	Data Visualization	3 Hours
2	**Financial Analytics and Operations Analytics**	
2.1	Financial analytics	3 Hours
2.2	Fraud analytics	3 Hours
2.3	Demand planning and supply chain analytics	3 Hours
3	**Human Resource Analytics:**	
3.1	Human resource analytics, Recruitment analytics	3 Hours
3.2	On boarding analytics, Skill Gap analytics	3 Hours
3.3	Attrition and retention analytics	3 Hours
4	**Marketing Analytics**	
4.1	Marketing analytics basics	3 Hours
4.2	Tools and models, Factor segmentation	4 Hours
4.3	4B and web analytics	3 Hours
5	**Predictive Analytics and Application of Analytics in Business:**	
5.1	Predictive modelling	3 Hours
5.2	Problems	4 Hours
5.3	Case study with industry data	4 Hours
	Total	48 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA351	INTERNSHIP	Core	0	0	6	3

Preamble

Internship will be considered as a core course in the third semester. Every student is expected to do the Summer Internship Training (SIT) outside the college/ institution for a duration of 6 to 8 weeks. The Summer Internship Training is to be conducted in a Public/Private/Cooperative sector organisation during the summer period after the second semester. The internship helps the student to get an understanding of business functions like Marketing, Finance, Operations and Information Systems with special emphasis on management functions like planning, organising, controlling, coordinating and budgeting of business activities.

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

CO 1	Apply knowledge and skill sets acquired from the internship in organisational functions
CO 2	Develop real-world problem-solving skills by analysing work environment
CO 3	Build professional capabilities including right work attitude, self-confidence, interpersonal skills and team work

Mapping of course outcomes with program outcomes

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

Assessment Pattern

The external evaluation will be conducted by the examiners appointed by the University and the internal evaluation by a panel constituted by the college/institute. The criteria for evaluation will be as detailed below:

Internal Evaluation 40 marks (by an internal committee)

Criteria	Marks
Progress of work	10
Log Book/Work Diary	10
Internship Presentations	20
Total	**40**

External Evaluation 60 marks (by the University)

Criteria	Marks
Final Report	30
Internship Viva Voce	30
Total	**60**

SEMESTER -3

ELECTIVES

Course Code	Course Name	Category	L	T	P	Credit
20MBA231	FINANCIAL MARKETS AND SERVICES	Elective	3	0	0	3

Preamble:

This course helps at providing detailed understanding of the nature and scope of financial system and innovations in financial services sector. The objective of this course is to provide an understanding of the structure, operations and trends in the Capital market and Money market. This will also help the student to understand the various financial products and their innovations in the financial markets.

Prerequisite: Nil

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

CO 1	Recall all the concept of Indian Financial System
CO 2	Illustrate the role of financial services in economic development
CO 3	Identifying the structure of merchant banking firms
CO 4	Analysing various approaches & process of credit rating
CO 5	Determine various financial service instrument

Mapping of course outcomes with program outcomes

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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
Estd. 2014

Syllabus

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA231- FINANCIAL MARKETS AND SERVICES

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. What are the different capital market instruments?
2. Define two kinds of financial services?
3. Differentiate between credit cards and debit cards?
4. What is the specific role of CRISIL?
5. What is a venture capital?

(5x2 marks = 10 marks)

PART B

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

6. What are the features of Money market?
7. Discuss the Challenges faced by the Financial Services Sector.
8. Define Merchant Banking? Explain the scope of merchant banking in India.
9. Explain the functions of credit rating agencies in India.
10. Discuss the factors influencing rapid growth of leasing in India.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. a) What do you mean by new issue market? Explain its functions and methods of floating new issues. (10 marks)

    b) Discuss the present state of the mutual funds in India and outline the causes of their slow growth. (10 marks)

Module 1	**Indian financial system** – an overview. Money market – call money market – commercial paper market – commercial bill market – certificates of deposits – treasury bill market – gilt edged securities market. Capital market – an overview - capital market instruments - capital market reforms –primary markets – methods of raising funds from primary market- public issue global markets – issue of American depository receipts and global depository receipts – guide lines on their issue – emerging trends.
Module 2	**Financial services**- nature – characteristics – role of financial services in economic development – relevance of the study of financial services – factors influencing the growth and development of financial services industry – types of financial services. Financial innovation- causes of financial innovation- Innovative Financial Instruments- Challenges Facing the Financial Services Sector.
Module 3	**Merchant banking** – historical perceptive – nature of services provided by Merchant bankers – structure of merchant banking firm – setting up and managing a merchant bank – SEBI regulations on merchant banks – under writing – stock broking – depositories – tax planning services – portfolio management services – factoring services and practices – card business – credit cards and debit cards.
Module 4	**Credit rating:** approaches and process of rating – credit rating agencies – CRISIL and ICRA, CARE ratings for financial instruments – methodology of rating. Stock exchange business and practices – insurance – role of insurance in financial frame work – general insurance – life insurance – marine insurance and others.
Module 5	**Leasing:** concepts and classification of leasing – present legislative frame work of leasing – lease evaluation (lessor's and lessee's point of view)- tax aspects of leasing. Hire purchase: introduction – concepts and characteristics – legal aspects and tax implications – financial evaluation. Bill discounting and Factoring-Forfeiting- Securitization- Mutual Funds-Venture capital funds

Text Book

1. Pandian P., (2009). *Financial Services & Markets,* Vikas publishing.
2. Gordon. E and Natarajan K., (2016). *Financial Markets and Services,* Himalaya Publishing House.

References and Suggested Readings

1. Batra G.S. (2002). *Financial Services & Markets*, Deep & Deep Publications Pvt. Ltd.
2. Khan M.Y. (2007). *Financial Services*, Tata McGraw Hill, New Delhi.
3. Chandra P. (2011). *Financial Management: Theory and Practice,* Tata McGraw Hill, New Delhi.
4. Kothari C. R. (1991). *Investment Banking and Customer Service,* Arihand Publishers.
5. Fama E. F., *Foundations of Finance*, Basic Books Inc., New York.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Indian financial system**	
1.1	Money market	3 Hours
1.2	Capital market	2 Hours
1.3	Primary market	2 Hours
2	**Financial Services**	
2.1	Nature and characteristics	3 Hours
2.2	Factors, Types, Financial Innovations	2 Hours
2.3	Financial Innovations & Challenges	2 Hours
3	**Merchant Banking**	
3.1	History, Nature and Structure	2 Hours
3.2	SEBI regulation	2 Hours
3.3	Portfolio management	2 Hours
3.4	Factoring, Cards	2 Hours
4	**Credit Rating**	
4.1	Approaches and process	3 Hours
4.2	Stock exchanges & Business	2 Hours
4.3	Insurance	2 Hours
5	**Leasing**	
5.1	Leasing	2 Hours
5.2	Hire purchase	1 Hour
5.3	Factoring, forfeiting, Securitization	2 Hours
5.4	Mutual funds & Venture capital	2 Hours
	Total	36 Hours

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Course Code	Course Name	Category	L	T	P	Credit
20MBA233	PROJECT FINANCE	Elective	3	0	0	3

Preamble:

The primary objective of this course is to help the students develop competencies to manage the financial side of a project execution effectively and efficiently. The course helps identify the necessary elements critical to project financing which includes risk identification and mitigation, methods of project appraisal, required financial projections and varied sources of funding.

Prerequisite: NIL

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

CO 1	Recall the various concept of a project finance.
CO 2	Illustrate project risk analysis.
CO 3	Identify the financial estimates and projections.
CO 4	Analyze the most appropriate financing structure to achieve financial closure.
CO 5	Assess the various sources of funding for different types of projects.

Mapping of course outcomes with program outcomes

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

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THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA233- PROJECT FINANCE

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define project finance?
2. Outline Sensitivity analysis?
3. What is CFADS?
4. Distinguish between IRR and NPV?
5. State various Developmental Financial Institutions?

(5x2 marks = 10 marks)

PART B

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

6. List out the parties involved in Project finance?
7. Illustrate Decision tree analysis and Scenario analysis?
8. Explain the importance of PLCR and LLCR?
9. Examine key project finance ratios?
10. Differentiate between ADR and GDR?

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. a. Explain the various sources of financing? Give examples? (10 marks)

    b. Discuss the present state of the International funding agencies? (10 marks)

Syllabus	
Module 1	**Introduction to Project Finance:** Concept of project, types of projects, objectives, selection of project, project lifecycle; detailed project report (DPR); project finance; role of advisors in project finance, infrastructure projects, PPP models, parties involved in project finance – project company / borrower, sponsors /shareholders, banks, multilateral and export credit agencies, insurers, construction companies, operator and government. **Assessing risks in project finance** - Understanding risk allocation, mitigating and managing project Risk – entity risk, country and political risks, legal risk, industry risks, project risks, environment risks, construction risks, offtake - sales

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	and supply risks, funding risks, refinancing risk, foreign exchange risk and interest rate risks.
Module 2	**Project risk analysis:** Sensitivity analysis, Scenario analysis, Simulation analysis, Decision tree analysis. **Project Appraisal:** Market & Demand Analysis, Technical Analysis, Competitive status of a project, Economic appraisal, Social cost benefit analysis, Environmental impact analysis.
Module 3	**Financial estimates and projections:** Estimation of cost of project & means of financing, estimates of sales and production, projected balance sheets, projected cash flow statement - net operating cash flow, free cash flow and discounted cash flow. Seniority and cash flow waterfall – cash flow available for debt service (CFADS) – debt service coverage ratios (DSCR), project life cover ratios (PLCR), loan life cover ratio (LLCR), cash flow before funding, cash flow available for debt service reserve account (DSRA), cash flow available to equity to calculate distributions, net cash flow.
Module 4	**Structuring Project Finance:** Repayment profiles and coverage ratio, key project finance ratios – sponsor's perspective, investors gearing benefits, key project finance ratios – lenders perspective, Capital Budgeting Decisions – IRR, NPV, higher order decisions – mutually exclusive projects, unequal life, inflation, working capital decisions, financial closure, credit risk ratings.
Module 5	**Source of Financing:** Internal accruals, equity capital (IPO, right issue, private placement, preference capital, debentures), term loan, securitization. Working capital financing. Funding agencies – commercial banks, development financial institutions, private equity, venture capital, crowd funding. International Funding – multilateral agencies (ADB & AFIC), external commercial borrowing (ECB), FCCBs, Foreign currency options, Depository Receipts – GDRs, ADRs.

Text Book

1. Chandra Prasanna. (2019). *Projects: Planning, Analysis, Selection, Financing, Implementation and Review.* Tata McGraw Hill, New Delhi.
2. Srivastava Vikas and Rajaraman V. (2017). *Project and Infrastructure Finance: Corporate Banking Perspective.* Oxford University Press, New Delhi.

References and Suggested Readings

1. Bodmer Edward, (2014). *Corporate and Project Finance Modelling: Theory and Practice*. John Wiley and Sons, New Delhi.
2. Esty Benjamin, (2003). *Modern Project Finance: A Casebook*, John Wiley & Sons, New Delhi.
3. Gatti Steffano, (2014). *Project Finance in Theory and Practice.* Academic Press, London.
4. Gupta Ambrish, (2017). *Project Appraisal and Financing.* PHI Learning, New Delhi.
5. Lester Albert, (2017). *Project Management, Planning and Control*. Butterworth-Heinnemann Elseiver Limited, Oxford.
6. Machiraju H.R., (2001). *Introduction to Project Finance – An Analytical Perspective*. Vikas Publishing House, New Delhi.
7. Pandey I. M., (2017) *Financial Management*. Vikas Publishing House, Noida.
8. Vanhorne James C. and Wachowicz Jr, John, (2018). *Fundamentals of Financial*

Management. Pearson Education, New Delhi.
9. Yescombe E.R., (2013). *Principles of Project Finance*. Academic Press, California.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to Project Finance:**	
1.1	Concept of project finance	3 Hours
1.2	Role of advisors in project finance	2 Hours
1.3	Assessing risks in project finance	3 Hours
2	**Project risk analysis**	
2.1	Sensitivity analysis, Scenario analysis.	2 Hours
2.2	Project appraisal	2 Hours
2.3	Competitive status of a project	2 Hours
3	**Financial estimates and projections:**	
3.1	Estimation of cost of project & means of financing	2Hours
3.2	Net operating cash flow	2 Hours
3.3	Cash flow available for debt service	2 Hours
3.4	Cash flow available for debt service reserve account (DSRA)	2 Hours
4	**Structuring Project Finance:**	
4.1	Key project finance ratios	3 Hours
4.2	Capital Budgeting Decisions	2 Hours
4.3	Working capital decisions	2 Hours
5	**Source of Financing:**	
5.1	Working capital financing.	2 Hours
5.2	Funding agencies	1 Hour
5.3	International funding	2 Hours
5.4	ADR and GDR	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA235	COST ACCOUNTING AND BUDGET CONTROL	Elective	3	0	0	3

Preamble: The course on cost accounting and budget control will help students to have a good understanding of how corporate value creation is measured in practice, how business plans models are developed and what day-to-day business process looks like with respect to cost.

Prerequisite: Nil

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

CO 1	Recall all the concepts pertaining to Cost accounting and budget control covered in the course syllabus.
CO 2	Explain the basic concepts and processes in determination of cost of products and services
CO 3	Apply marginal costing in decision making
CO 4	Analyse the concept of Standard Costing for variance analysis
CO 5	Estimate various activities of the organisation on the basis of budgets.

Mapping of course outcomes with program outcomes

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

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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.

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Model Question paper

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THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA235- COST ACCOUNTING AND BUDGET CONTROL

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define Integrated accounting system?
2. What is process costing?
3. Define Cost Volume Profit Analysis?
4. Differentiate fixed and flexible budget?
5. State the meaning of material variance?

(5x2 marks = 10 marks)

PART B

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

6. State the differences between Cost Accounting and Financial Accounting.
7. List out the advantages and disadvantages of standard costing?

8. XYZ furnishes you the following data relating to the year 2017 Particulars:

Particulars	First half of the year	Second half of the year
Sales	45000	50000
Total cost	40000	43000

Assuming that there is no change in prices and variable cost and the fixed expenses are incurred equally in the two half year periods.

Calculate for the year 2017:

a. P/V Ratio
b. Fixed Expenses
c. Break-Even Sales
d. Percentage of Margin of Safety

9. Prepare a flexible budget at 80% and 100% activity on the basis of following information:

Production at 50% capacity	5000 units
Raw materials	Rs.80 per unit
Direct labour	Rs.50 per unit
Expenses	Rs.15 per unit
Factory expenses	Rs.50,000 (50%variable)
Administrative expense	Rs.60,000 (60%variable)

10. Data relating to a job are as follows:

Standard rate of wages per hour	Rs.6
Standard hours	300
Actual rate of wages per hour	Rs.7
Actual hours paid	280 (out of which 20 hours are abnormal)

Calculate labour variances?

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. The accounts of a machine manufacturing company disclose the following information for the six months ending 31st Dec., 2013.

Materials used	1,50,000
Direct wages	1,20,000
Factory overhead expenses	24,000
Office expenses	17,640

Prepare a Cost Sheet of the machines and calculate the price which the company should quote for the manufacture of a machine requiring materials valued at 1,250 and expenditure on productive wages of 750, so that the price may yield a profit of 20% on the selling price. For the purpose of price quotation, charge factory overhead as a percentage of direct wages and charge office overhead as a percentage of works cost.

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Nature and Scope of Cost accounting:** meaning, importance & limitations of cost accounting, Costing- An Aid to management, distinction between Cost and Financial accounting, Costing system- characteristics of an ideal costing system, steps for installation, difficulties while installation and how to overcome these difficulties, role of cost accountant.
Module 2	**Methods / Types of Costing:** Unit or Output costing – Statement of Cost; Tender price, Quotation price and Estimation price - Estimation of tender price; Contract costing; Job and batch costing; Process costing – valuation of work-in progress; Operating costing.
Module 3	**Marginal Costing:** Calculation of marginal cost – make or buy decisions – product-mix decisions – pricing decisions – market expansion decisions – Divesting decisions; Breakeven analysis – cost-volume-profit analysis-P/V ratio-Margin of safety.
Module 4	**Budgeting and budgetary control:** budgeting and budgetary control – Classification of budgets – Sales budget, production budget, raw material budget, labour budget, overhead budget, cash budget - Fixed and flexible budget – zero based budgeting –responsibility accounting.
Module 5	**Standard costing:** Advantages and limitations of standard costing – application of standard costing – standard costing and budgetary control. Variance Analysis: Managerial uses of variance analysis –causes of variances – computation of material cost variances, labour cost variances.

Text Book

1. Jain S.P. & Narang K.L. (2012). *Cost and Management Accounting*; Kalyani Publishers, New Delhi.
2. Maheshwari S.N., (2016). *Cost Accounting - Theory & Problems (27th Edn.)*, Mahavir Publications.
3. Arora M.N., *Cost and Management Accounting: Theory, Problems and Solutions*, Himalaya Publishing House, Mumbai.

References and Suggested Readings

1. Gupta M. P., (2007). *Cost Accounting Text and Problems*, S Chand & Co.
2. Saxena V.K. & Vashist C.D., (2011). *Cost and Management Accounting*, Sultan Chand & Sons.
3. Jaya Prakash Reddy R., *Cost Accounting and Control Systems*, APH publishing Corporation, Delhi
4. Ashish K. Bhattacharya, *Principles and Practices of Cost Accounting*, A. H. Wheeler publisher.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Nature and Scope of Cost accounting:**	
1.1	Definition, Scope, objectives and significance of cost accounting, its relationship with financial accounting and management accounting	3 Hours
1.2	Cost Objects, Cost centres and Cost Units	2 Hours
1.3	Elements of cost	2 Hours
2	**Methods / Types of Costing:**	
2.1	Unit costing/output costing	3 Hours
2.2	Estimation of tender price	2 Hours
2.3	Job costing, Batch costing, contract costing, process costing	2 Hours
3	**Marginal Costing:**	
3.1	Application of marginal costing	3 Hours
3.2	Break even analysis	2 Hours
3.3	Cost Volume profit analysis, Margin of safety	3 Hours
4	**Budgeting and budgetary control:**	
4.1	budgeting and budgetary control	2 Hours
4.2	Types of budgets	2 Hours
4.3	Zero based budgeting, Responsibility accounting.	3 Hours
5	**Standard costing:**	
5.1	Advantages and limitations of standard costing	2 Hours
5.2	Application of standard costing	2 Hours
5.3	Variance analysis	3 Hours
	Total	36 Hours

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Course Code	Course Name	Category	L	T	P	Credit
20MBA237	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	Elective	3	0	0	3

Preamble: The course Security Analysis and Portfolio Management provides the basic knowledge and techniques to evaluate the stock performance in the security market and to enable the students to evaluate and give recommendations about the performance of stock to the various investing communities

Prerequisite: Nil

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

CO 1	Recall all the concepts of Security Analysis
CO 2	Choose the various tools of Technical Analysis for stock valuation
CO 3	Understand the concepts of Efficient market Hypothesis
CO 4	Examine various model relating to portfolio selection
CO 5	Evaluate various models of Revising and Evaluating portfolio

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.

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Model Question paper

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THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA237- SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Max. Marks: 60 Duration: 3 Hours

PART A

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

1 What do you mean by present value?

2 What is EMA?

3 What is weak form of market efficiency?

4 What is feasible set of portfolio?

5 Explain portfolio evaluation?

(5x2 marks = 10 marks)

PART B

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

6 What are the various tools and techniques used in security analysis?

7 Efficient market theory repudiates both the fundamental and technical analysis. Discuss.

8 Distinguish between constant growth model and multiple growth models.

9 What are the various portfolio revision strategies and what are the various factors affecting portfolio revision?

10 Two securities A and B generate an expected return of 15% and 20% and standard deviation of 50% and 30% respectively. Construct a portfolio with 40% fund invested in security A and 60% fund in Security B if the correlation coefficient between A and B is -0.6.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11 a) Calculate Sharpe ratio and Treynor ratio from the following. If the risk-free rate of return is 7 percent, also evaluate the performance of Fund 'A' and 'B' based on the market index.

Fund	Rate of return	Standard deviation	Systematic risk (Beta)
A	12	18	0.7
B	19	25	1.3
Market index	15	20	1.0

(10)

b) What is the significance of risk-free return in portfolio evaluation? (10)

Syllabus	
Module 1	**Introduction to SAPM** Meaning and Relevance of Investment –Various Investment Avenue - Security Market –various types of security –Equity share, Government Security and Mutual Funds -Security Analysis –Fundamental Analysis - concept of intrinsic value –calculation of EPS and PE ratio –Share valuation model –Constant Growth model –Multiple Growth Model.
Module 2	**Technical Analysis of Security** Introduction to Dow Theory, Relevance of Elliot wave theory in Technical Analysis –Various tools and technique of Technical Analysis -line charts, bar charts – Japanese candlestick –EMA - Oscillators-Rate of Change Indicators – Relative Strength Index- calculation of Support and Resistance level -The On-Balance-Volume indicator-Average Directional Index.
Module 3	**Efficient Market Theory** Efficient market Hypotheses - Random walk theory - forms of market efficiency –weak form, semi-strong form and strong form of market efficiency – empirical tests of market efficiency-comparison of Efficient Market Hypothesis and Fundamental Analysis-Efficient Market Hypothesis and Repudiation of Technical Analysis.
Module 4	**Portfolio analysis and selection** Measurement of return and risk of portfolios – two assets model of portfolio – Risk reduction through portfolio diversification – Relationship between portfolio –Covariance and Correlation coefficient- portfolio selection – Markowitz Portfolio Theory (MPT) – feasible set – efficient frontier – Sharpe's single index model – Capital Asset Pricing Model (CAPM) – pricing of securities with CAPM and Security Market Line – multifactor models – Arbitrage Pricing theory.
Module 5	**Portfolio Revision and Evaluation** Portfolio revision – need –factors affecting portfolio revision – Portfolio revision strategies – Formula plans - portfolio evaluation – need – benchmarks-Relationship between security return and market return expressed in terms of Beta- concept of Risk-free return and Risk Adjusted Return -Sharpe ratio or Reward to variability ratio and Treynor ratio or Reward to volatility ratio – Differential return using Jensen's measure – Fama's decomposition model.

Text Book

1. Kevin S., (2006). *Security Analysis and portfolio Management*, PHI, New Delhi.
2. Punithavathy Pandian, (2012) *Security Analysis and Portfolio Management*, Vikas Publications
3. Donald E. Fischer and Ronald E. Jordan, (2018). *Security Analysis and Portfolio Management*, Pearson Education

References and Suggested Readings

1. Avadhani V. A. *Securities Analysis and Portfolio Management*, Himalaya Publishing.
2. Graham B., & David Dodd, *Security Analysis*, Whittlesey House, McGraw-Hill.
3. Farrell James L., *Portfolio Management: Theory and Application*, McGraw- Hill.
4. Prasanna Chandra, *Investment Analysis and Portfolio Management*, TMH.
5. Francis J. C., *Investment Analysis and Management*, McGraw- Hill, New York.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to SAPM**	
1.1	Meaning and Relevance of Investment –Various Investment Avenue	1 Hours
1.2	Security Market –Equity share, Government Security and Mutual Funds	2 Hours
1.3	Security Analysis –Fundamental Analysis - concept of intrinsic value	1 Hours
1.4	EPS and PE ratio –Share valuation model –Constant Growth model – Multiple Growth Model	3 Hours
2	**Technical Analysis of Security**	
2.1	Introduction to Dow Theory, Relevance of Elliot wave theory in Technical Analysis	2 Hours
2.2	Line charts, bar charts – Japanese candlestick –EMA	2 Hours
2.3	Oscillators-Rate of Change Indicators –Relative Strength Index	2 Hours
2.4	Support and Resistance level -The On-Balance-Volume indicator-Average Directional Index	2 Hours
3	**Efficient Market Theory**	
3.1	Random walk theory - forms of market efficiency –weak form, semi-strong form and strong form of market efficiency	3 Hours
3.2	empirical tests of market efficiency	2 Hours
3.3	Fundamental Analysis-Efficient Market Hypothesis and Repudiation of Technical Analysis	2 Hours
4	**Portfolio Analysis and Selection**	
4.1	Measurement of return and risk of portfolios – two assets model of portfolio	2 Hours
4.2	Relationship between portfolio –Covariance and Correlation coefficient	1 Hours
4.3	portfolio selection –Markowitz Portfolio Theory (MPT) – feasible set efficient frontier - Sharpe's single index model	2 Hours
4.4	Capital Asset Pricing Model (CAPM) – pricing of securities with CAPM and Security Market Line and – Arbitrage Pricing theory	3 Hours
5	**Portfolio Revision and Evaluation**	
5.1	Need –factors affecting portfolio revision – Portfolio revision strategies – Formula plans	3 Hours
5.2	Portfolio evaluation – need – benchmarks, calculation of Beta, Risk Adjusted Return -Sharpe ratio and Treynor ratio	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA239	MANAGING BANKS AND FINANCIAL INSTITUTIONS	Elective	3	0	0	3

Preamble: The course on Managing Banks and Financial Institutions provides basic knowledge of banking and its regulatory aspects. The course gives an insight to the students with the latest banking landscape and understand the banking products and services. It helps in understanding the risks involved in banking operations and the methods of mitigation. This course also introduces the all-India financial institutions and merchant banking.

Prerequisite: Nil

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

CO 1	Explain the concepts of Banking system and its functions
CO 2	Study the functions of commercial banks
CO 3	Understand the role of technology in Banking
CO 4	Analyse the risks involved in banking sector
CO 5	Assess the newer developments in banking business

Mapping of course outcomes with program outcomes

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

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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.

Estd. 2014

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA239- MANAGING BANKS AND FINANCIAL INSTITUTIONS

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Explain priority sector lending.
2. What is Garnishee Order.
3. Compare NEFT and RTGS.
4. Define Credit Risk
5. What are the activities in 'Universal Banking'?

(5x2 marks = 10 marks)

PART B

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

6. Explain the structure of Banking in India.
7. Briefly explain the functions of Commercial Banks.
8. 'Technology has given a new route to Banking Business in India'. Analyse this statement.
9. Explain the 'three pillars' of Basel II norms. Why they are important?
10. What are the major functions of Merchant Bankers? Substantiate their presence in India

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. (a) Explain Income Recognition and Asset Classification (IRAC) norms.

    (b) Various asset categories need different provisions. Explain with an imaginary example.

(1x20 marks =20marks)

Syllabus	
Module 1	**Banking System in India** Overview of Banking System in India: Evolution of banks–Structure of Banking in India–Whole sale banking–Retail banking –Fund based and Non-Fund Based Income –Ancillary Services – Agency Services –Credit Creation –Priority Sector Lending –Regulatory Provisions governing Banks, Important Provisions of Banking Regulation Act and RBI Act. Role of RBI- Constitution, Objectives, Functions of RBI; Tools of Monetary Control; Regulatory measures- Restrictions on Lending.
Module 2	**Functions of Commercial Banks** Functions of Commercial Banks- Agency Services – General utility services- Credit Creation- Banker Customer Relationship-Bankers as a Trustee & an Agent-Appropriation of Payment- Right of Lien & Set off–Garnishee Order-Law of Limitation. Different Deposit Products & Services offered to Customers. Bankers' Special Relationship Mandate; POA; KYC/ AML norms, PMLA Act; KYC Norms Garnishee Orders; Banker's Lien; Right of Set off; Opening accounts of various types of customers, Operational Aspects of opening and Maintaining Accounts of different types of customers; Banking Ombudsman Scheme; Cash Operations, Cash Management Services and its Importance.
Module 3	**Technology in Banking** Evolution of technology in bank operation: Bank computerization, Banking Software, Core Banking – Opportunities and Challenges, Any Where Banking, ATM, Cashless Banking – Tele Banking, SMS Banking, Internet Banking and Mobile Banking, ECS, CTS Cheque, Plastic Money, Remittance Facilities & Clearing System, Fund Transfer – NEFT/RTGS/SWIFT. E wallet, White Label ATM.
Module 4	**Risk Management and Credit Monitoring** Evaluating Banking Performance – ROE Model – CAMEL Rating-GAAP Probability Analysis- Balance Score Card- Risk Management Various risks in Banking- credit risk, market risk and operational risk, Asset Liability Management- Non-Performing Assets (NPA) – IRAC Norms BASEL Norms. CIBIL Rating, Principles of Lending, Working Capital Assessment and Credit Monitoring-Cardinal Principles; Non-fund Based Limits; WC; Term Loans; Credit Appraisal Techniques; Credit Monitoring & Its Management; Base Rate, MCLR.
Module 5	**Trends in Indian Banking Sector** Recent trends in Indian Banking Sector: Financial inclusion- Branchless banking, Universal Banking, Small Finance Banks and Payment Banks, Fee Based Income – Banking: changing dynamics in banking industry Role and functions of Financial institutions- SIDBI, NABARD, NHB, HDFC, LIC Housing Corporation, EXIM Bank; Import-Export finance – LCs, Forfaiting, Pre shipment and Post shipment finance; Role and functions of Merchant Banks.

Text Book

1. Gorden E. and Natarajan K., (2019). *Banking Theory, Law and Practice*, Himalaya Publishing House, Mumbai.
2. Indian Institute of Banking and Finance, (2017). *Principles and Practices of Banking*, 3rd edition, MacMillan Education, Mumbai.
3. Dutta Vinay and Singh Kanhaiya, (2013). *Commercial Bank Management*, Tata McGgraw- Hill Education India, Mumbai.

References and Suggested Readings

1. Muraleedharan D., (2014). *Modern Banking: Theory and Practice*, PHI Learning Pvt. Ltd., Mumbai.
2. Shekhar K.C. and Lekshmy Shekhar, (2013). *Banking- Theory and Practice*, 21st edition, Vikas Publishing House Pvt. Ltd.
3. Suresh Padmalatha & Paul Justin, (2017). *Management of Banking and Financial Services*, Person Education, Mumbai.
4. Shelagh, Hefernan, (2004). *Modern Banking*, Wiley Publications, London.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Banking System in India**	
1.1	Overview of Banking System in India: Evolution of banks	3 Hours
1.2	Regulatory Provisions governing Banks,	2 Hours
1.3	Functions of RBI; Tools of Monetary Control	2 Hours
2	**Functions of Commercial Banks**	
2.1	Banker Customer Relationship	3 Hours
2.2	Different Deposit Products & Services offered to Customers	2 Hours
2.3	Cash Management Services and its Importance	3 Hours
3	**Technology in Banking**	
3.1	Evolution of technology in bank operation	2 Hours
3.2	Opportunities and Challenges	3 Hours
3.3	Remittance Facilities & Clearing System	2 Hours
4	**Risk Management and Credit Monitoring**	
4.1	Evaluating Banking Performance	3 Hours
4.2	Risk Management Various risks in Banking	2 Hours
4.3	Working Capital Assessment and Credit Monitoring	2 Hours
5	**Trends in Indian Banking Sector**	
5.1	Recent trends in Indian Banking Sector	3 Hours
5.2	Changing dynamics in banking industry	2 Hours
5.3	Role and functions of Merchant Banks	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA241	ENTREPRENEURIAL FINANCE	Elective	3	0	0	3

Preamble: To provide intermediate-level understanding of how to create, finance, manage and evaluate start-ups as well as investing in other companies as a venture capitalist.

Prerequisite: NIL

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

CO 1	Develop a unique understanding of Entrepreneurial finance fundamental concepts
CO 2	Learn how to effectively finance the business requirements.
CO 3	Acquire knowledge on financial modelling and strategic planning.
CO 4	Learn to estimate the financial requirements and evaluate Govt schemes.
CO 5	Explore the international sources of funds and their methods.

Mapping of course outcomes with program outcomes

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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA241- ENTREPRENEURIAL FINANCE

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. List out the types of entrepreneurial Finance.
2. Define Angel Financing.
3. Compare Venture Finance and Corporate Finance.
4. Explain Special Zone Financing
5. What is FCCB?

(5x2 marks = 10 marks)

PART B

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

6. Explain the various sources of Seed Finance.
7. Briefly explain the regulatory framework related to Crypto currency.
8. What are the different venture capital valuation methods?
9. Bring out the various initiatives and financial schemes of Government for entrepreneurs.
10. What ADR and GDR? Explain the procedure for issuing the same.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. If Investment proposal is Rs 45,00,000 and risk-free rate is 5%, Calculate net present value under certainty equivalent technique.

Year	Expected Cash flow (INR)	Certainty Equivalent coefficient
1	10,00,000	0.90
2	15,00,000	0.85
3	20,00,000	0.82
4	25,00,000	0.78

(1x20 marks = 20 marks)

Syllabus	
Module 1	Introduction and overview of entrepreneurial process - entrepreneurial finance-types, stages –traditional and modern sources of financing- Developing the Business Idea – sources of seed finance-different kinds of business models and their suitable finances- Organizing and Financing a New Venture-financial requirements and their sources for MSMEs, Partnership business, Social entrepreneurship, LLP, Private company, Public company and MNCs.
Module 2	Angel capital, process, features and legal environment, private equity-IPO-FPO-ICO-crypto currency, features, types, legal frame work and trading mechanism, -crowd funding-P2P loans, lending platform and regulations-public and private financing-financial statements of a venture, -cash flow statement-Calculation of the value of a venture. Factors determining choice of the sources of fund.
Module 3	Managing cash flow - types and costs of financial capital - valuing early-stage ventures - venture capital valuation methods - real estate investment ventures-differences between new venture finance and corporate finance-finance of large public corporations- means of testing assumptions, validating, learning, measuring, signaling - recognize the importance of financial modeling and strategic planning -venture capital industry - contracts that are used in the industry-potential challenges faced by entrepreneurial initiatives.
Module 4	Estimation of future financial needs using financial Statements- Evaluating operating and financial performance for determining working capital requirements- Venture Capital method, Chicago method, discounted cash flow using either risk-adjusted discount rate or certainty equivalent approach, relative value-Govt initiatives and financial schemes for entrepreneurs-tax benefits-special zone financing- export financing-Bank guarantee- retained earnings.
Module 5	International Capital Markets - American Depository Receipts (ADR's) - Global Depository Receipts (GDR's) - Foreign Currency Convertible Bonds (FCCB's) etc.-state based start-up funding-procedures and limits-subsidies-bank loans-Factoring-Leasing-Revenue based financing-initial investment decision - costs and benefits of the various exit alternatives, including IPO and merger- relevant capital structures- Value options- mezzanine financing and buy-outs-corporate and strategic venture funds -exiting the entrepreneurial phase-financial distress and understand the options

Text Book

1. Philip J. Adelman and Alan M. Marks (2013). *Entrepreneurial Finance* (6th Edition). Pearson Education.
2. Steven Rogers and Roza Makonnen (2014). Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur (3rd Edition). McGraw-Hill Education.

References and Suggested Readings

1. Janet Kiholm Smith and Richard L. Smith (2019). Entrepreneurial Finance: Venture Capital, Deal Structure & Valuation (2nd Edition). Stanford Business Books.
2. Lee (2019). Entrepreneurial Finance: A Practical Approach (binder-ready loose-leaf). Chicago Business Press.
3. Frank J. Fabozzi (2016). Entrepreneurial Finance and Accounting for High-Tech Companies. MIT Press.
4. J. Leach and Ronald Melicher (2017). Entrepreneurial Finance. South-Western College Publishing.
5. Luisa Alemany and Job J. Andreoli (2018). Entrepreneurial Finance: The Art and Science of Growing Ventures. Cambridge University Press.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Module 1**	
1.1	Introduction and overview of entrepreneurial process - entrepreneurial finance- types, stages –traditional and modern sources of financing- Developing the Business Idea.	2 Hours
1.2	Sources of seed finance-different kinds of business models and their suitable finances- Organizing and Financing a New Venture.	2 Hours
1.3	Financial requirements and their sources for MSMEs, Partnership business, Social entrepreneurship, LLP, Private company, Public company and MNCs.	3 Hours
2	**Module 2**	
2.1	Angel capital, process, features and legal environment, private equity-IPO-FPO-ICO-crypto currency, features, types, legal frame work and trading mechanism,	2 Hours
2.2	Crowd funding-P2P loans, lending platform and regulations-public and private financing-financial statements of a venture, -cash flow statement.	2 Hours
2.3	Calculation of the value of a venture. Factors determining choice of the sources of fund.	3 Hours
3	**Module 3**	
3.1	Managing cash flow - types and costs of financial capital - valuing early-stage ventures - venture capital valuation methods - real estate investment ventures-differences between new venture finance and corporate finance-	2 Hours
3.2	Finance of large public corporations- means of testing assumptions, validating, learning, measuring, signaling -	2 Hours
3.3	Recognize the importance of financial modeling and strategic planning -venture capital industry - contracts that are used in the industry-potential challenges faced by entrepreneurial initiatives.	3 Hours
	Module 4	

4.1	Estimation of future financial needs using financial Statements- Evaluating operating and financial performance for determining working capital requirements.	2 Hours
4.2	Venture Capital method, Chicago method, discounted cash flow using either risk-adjusted discount rate or certainty equivalent approach, relative value.	2 Hours
4.3	Govt initiatives and financial schemes for entrepreneurs-tax benefits-special zone financing- export financing-Bank guarantee- retained earnings.	3 Hours
5	**Module-5**.	
5.1	International sources of finance- International Agencies and Development Banks- International Capital Markets- American Depository Receipts (ADR's)- Global Depository Receipts (GDR's)- Foreign Currency Convertible Bonds (FCCB's) etc.-	2 Hours
5.2	State based start-up funding-procedures and limits-subsidies-bank loans-Factoring-Leasing-Revenue based financing-initial investment decision**.**	3 Hours
5.3	Costs and benefits of the various exit alternatives, including IPO and merger- relevant capital structures- Value options- mezzanine financing and buy-outs-corporate and strategic venture funds -exiting the entrepreneurial phase-financial distress and understand the options.	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA243	INTERNATIONAL FINANCE	Elective	3	0	0	3

Preamble: The course International Finance provides the basic knowledge and techniques to evaluate the importance of Foreign Exchange in International business. It enables the students to evaluate and give recommendation about International Financial Environment.

Prerequisite: Nil

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

CO 1	Remember the concepts of International Financial Environment
CO 2	Apply the concepts of Foreign Exchange Market
CO 3	Understand the fixed and floating exchange rate
CO 4	Explain the concept of Purchasing power parity and Interest rate parity
CO 5	Understand the concept of International Financial Markets

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

20MBA243- INTERNATIONAL FINANCE

Max. Marks: 60 Duration: 3 Hours

PART A

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

1 What do you mean by Balance of Payment?
2 What is Nostro account?
3 What are the different types of Exchange rates?
4 Explain the term Arbitrageurs.
5 Explain Forward margins.

(5x2 marks = 10 marks)

PART B

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

6 Explain the functions of International Financial Manager.
7 Discuss the evolution of foreign exchange market and foreign exchange system.
8 Explain International Monetary system.
9 Explain the types of Forex market participants.
10 Explain the participants of International Financial Markets

(3x10 marks = 30 marks

PART C

Compulsory question. This question carries 20 marks

11 a. Explain the RBI intervention in Forex market. 10

b. Explain the concept of Purchasing Power Parity Theory. 10

Syllabus	
Module 1	**Introduction to International Financial Environment** Global economy-Financial Globalization experiences from India- Functions of International Financial Manger-International financial transaction – Balance of payment, meaning and structure-Emergence of International Banks- Euro banks- Banks for International settlements (BIS) – IMF its functions- Special schemes of lending – IMF role in providing international liquidity SDR's
Module 2	**Foreign Exchange Market** Evolution of foreign exchange market and foreign exchange system-Foreign exchange rates- Types of foreign exchange transaction- Types of Forex market participants- Hedger- Speculator- Arbitrageurs – Foreign exchange markets in India- RBI intervention in Forex market- Vostro and Nostro accounts- forward markets – Forward margins- Factors affecting forward rates- Exchange rate Quotations
Module 3	**International Monetary System** Introduction to International monetary system- Gold standard – Paper currency standards- Bretton woods system- Exchange rate- Fixed and Floating – Theories of Exchange rate- Currency Board system- Basket system- Currency Risk Management- Macro economic factors affecting exchange rates- Foreign exchange operations of banks
Module 4	**Purchasing Power Parity and Interest rate Parity** Fisher effect- International Parity conditions and Indian foreign exchange market integration- Exchange rate forecasting- Foreign exchange contract- Spot forex transaction- Forward forex transaction – Forex future contract- Foreign currency swap – Foreign currency option – Forex transaction in India
Module 5	**International Financial Markets** Introduction – Participants of International Financial Markets- International Financial institutions- Euro market- International Equity market and Indian ADRs and GDRs- International Bond market- Types of International Bond market- Bonds issued by Indian companies- Financing international trade- Letters of Credit- Pre and Post Shipment Export Finance- Export Credit Insurance

Text Book

1. Jain P.K., Josette Peyrard, Surendra S. Yadav, (2016). *International Financial Management*, Macmillan India Ltd.
2. Sharan V., (2012). *International Financial Management*, PHI, New Delhi.
3. Madhu V.I.J., (2010). *International Financial Management*, Excel books, New Delhi.
4. Apte P. G., (2006). *International Financial Management*, Tata McGraw-Hill.

References and Suggested Readings

1. Borio C., McCauley R., McGuire P., Sushko V., *Bye-bye covered interest parity*, Voxeu.org, 28 September 2016.
2. Borio C., McCauley R., McGuire P. and Sushko V., (2016), "*Covered interest parity lost: understanding the cross-currency basis", BIS Quarterly Review*, September 2016.
3. Adolfo Barajas, Andrea Deghi, Salih Fendoglu, and Yizhi Xu, *Global Financial*

Stability Notes: The Strains in Offshore US Dollar Funding during the COVID-19 Crisis: Some Observations, Monetary and Capital Markets. IMF July 2020.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to International Financial Environment**	
1.1	Global economy-Financial Globalization experiences from India-Functions of International Financial Manger-International financial transaction	3 Hours
1.2	Balance of payment, meaning and structure-Emergence of International Banks- Euro banks- Banks for International settlements (BIS)	2 Hours
1.3	IMF its functions- Special schemes of lending – IMF role in providing international liquidity SDR's	3 Hours
2	**Foreign Exchange Market**	
2.1	Evolution of foreign exchange market and foreign exchange system-Foreign exchange rates- Types of foreign exchange transaction	3 Hours
2.2	Types of Forex market participants- Hedger- Speculator-Arbitrageurs – Foreign exchange markets in India	2 Hours
2.3	RBI intervention in Forex market- Vostro and Nostro accounts forward markets – Forward margins- Factors affecting forward rates.- Exchange rate Quotations	2 Hours
3	**International Monetary System**	
3.1	Introduction to International monetary system- Gold standard – Paper currency standards- Bretton woods system	2 Hours
3.2	Exchange rate- Fixed and Floating –Theories of Exchange rate - Currency Board system- Basket system	2 Hours
3.3	Currency Risk Management- Macro economic factors affecting exchange rates- Foreign exchange operations of banks	3 Hours
4	**Purchasing Power Parity and Interest rate Parity**	
4.1	Fisher effect- International Parity conditions and Indian foreign exchange market integration- Exchange rate forecasting	3 Hours
4.2	Foreign exchange contract- Spot forex transaction- Forward forex transaction – Forex future contract- Foreign currency swap	2 Hours
4.3	Foreign currency option – Forex transaction in India	2 Hours
5	**International Financial Markets**	
5.1	Introduction – Participants of International Financial Markets-International Financial institutions- Euro market- International Equity market and Indian ADRs and GDRs	3 Hours
5.2	International Bond market- Types of International Bond market-Bonds issued by Indian companies- Financing international trade	3 Hours
5.3	Letters of Credit- Pre and Post Shipment Export Finance- Export Credit Insurance	2 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA245	STATISTICS METHODS FOR FINANCIAL ANALYTICS	Elective	3	0	0	3

Preamble: This course prepares the student to apply state of the art technologies with analytics to solve business problems.

Prerequisite: Nil.

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

CO 1	Develop a unique understanding of time series concepts and techniques
CO 2	Learn how to use R effectively in finance.
CO 3	Acquire knowledge on Python for Financial Applications.
CO 4	Learn the Practical Aspects of Database Design for finance.
CO 5	Explore applied Statistics with Applications in Finance.

Mapping of course outcomes with program outcomes

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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY KTU Estd. 2014

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA245- STATISTICS METHODS FOR FINANCIAL ANALYTICS

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define data modelling.
2. Recall the data structure and Loops self – defined functions.
3. What is the basic concepts of NumPy?
4. In R programming, how missing values are represented?
5. What is financial engineering?

(5x2 marks = 10 marks)

PART B

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

6. a. Illustrate the time series with applications to finance. (5)
   b. How to estimate financial data model and predict using time series models-? (5)

7. a. Summarise the regression models. (6)
   b. Explain the data important in R language. (4)

8. a. Summarise the basics python languages. (3)
   b. Explain the financial and economic data application of Python. (7)

9. a. Explain the practical aspects of database design. (5)
   b. Compare the financial data quality issues and scrubbing. (5)

10. a. Explain the Poisson Processes and Jump Diffusion (7)
    b. Explain the process for valuation of Debt securities. (3)

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. Explain financial time series. Demonstrate how is the decision tree used in stock trading with the help of suitable example?

(1x20 marks =20marks)

Syllabus	
Module 1	**Introduction** to Bloomberg- Data processing and knowledge management- Machine learning-Data modelling and visualization-Optimization for general financial problems-Project management and decision communication. Time Series with Applications to Finance- estimate financial data model and predict using time series models- linear time series (ARIMA) models, conditional heteroskedastic models (ARCH type models
Module 2	**Introduction to R basics**- Data structures & Loops- Self-defined functions "apply" functions- Generating random variables Discreet distribution & Sampling- Date and time objects Plots- Data downloading packages in R: rblpapi & quantmod- Returns and Moments- Linear regression models Stepwise selection & goodness criteria- Bisection method, Newton's method and gradient descent-Realized Volatility & Implied Volatility. GBM and BS Model-Optimization in R- Interpolation Numerical integration - R markdown and Basic LaTeX.
Module 3	**Introduction to Python for Financial Applications**- Installing Python and IPython Notebook- Basic Python Language I- Basic Python Language II- Intro to useful standard library- NumPy Basics- Getting Started with pandas- Pandas II- Plotting and Visualization- Financial and Economic Data Applications.
Module 4	**Foundations of Data Science**- Practical Aspects of Database Design-*Introduction* to Financial Data Science-Data Science Process- Sample Data Processing- The Basic Data Types- Financial Data Quality Issues and Data Scrubbing-Data Preparation-Feature Extraction and Portability-Data Cleaning-Data Reduction and Transformation-Handling Missing Entries-Handling Incorrect and Inconsistent Entries-Sampling for Static Data and Data Streams-Dimensionality Reduction Intro- Financial Time Series-Using Decision Tree to Trade Stock-Building a Trading Strategy-Handling Time-Dependent Data in R - The Prediction.
Module 5	**Applied Statistics with Applications in Finance**- Introduction to Financial Engineering- Corporate Finance & Valuation- Equity Analysis- Valuation of Debt Securities- General Principles of Credit Analysis- Poisson Processes and Jump Diffusion- Converting unstructured data to structured data- Predictive modelling- Graphical Models

Text Book

1) David Ruppert and David S. Matteson (2015). *Statistics and Data Analysis for Financial Engineering with R Examples*. Springer.
2) Anderson (2011). *The Statistical Analysis of Time Series*. Wiley India Pvt Ltd.
3) David Doane and Lori Seward (2012). *Applied Statistics in Business and Economics*. McGraw-Hill Education.

References and Suggested Readings

1) Yves Hilpisch (2018). *Python for Finance: Mastering Data-Driven Finance*. O'Reilly Media.
2) Jonathan D. Cryer and Kung-Sik Chan (2009). *Time Series Analysis: With Applications in R*. Springer.
3) Hamilton (2012). *Time Series Analysis*. Levant Books.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction**	
1.1	Introduction to Bloomberg-Data processing and knowledge management-Machine learning-Data modelling and visualization-Optimization for general financial problems-Project management and decision communication.	3 Hours
1.2	Time Series with Applications to Finance- estimate financial data model and predict using time series models.	2 Hours
1.3	Linear time series (ARIMA) models, conditional heteroskedastic models (ARCH type models.	2 Hours
2	**Introduction to R**	
2.1	Introduction to R basics. Data structures & Loops- Self-defined functions "apply" functions- Generating random variables Discreet distribution & Sampling- Date and time objects Plots-	2 Hours
2.2	Data downloading packages in R: rblpapi & quantmod- Returns and Moments- Linear regression models Stepwise selection & goodness criteria- Bisection method, Newton's method and gradient descent	3 Hours
2.3	Realized Volatility & Implied Volatility GBM and BS Model- Optimization in R- Interpolation Numerical integration- Rmarkdown and Basic LaTeX	2 Hours
3	**Introduction to Python for Financial Applications**	
3.1	Introduction to Python for Financial Applications- Installing Python and IPython Notebook-	3 Hours
3.2	Basic Python Language I- Basic Python Language II- Intro to useful standard library- NumPy Basics-	2 Hours
3.3	Getting Started with pandas- Pandas II- Plotting and Visualization-Financial and Economic Data Applications.	2 Hours
4	**Data Science**	
4.1	Foundations of Data Science- Practical Aspects of Database Design-Introduction to Financial Data Science-Data Science Process- Sample Data Processing- The Basic Data Types-	3 Hours
4.2	Financial Data Quality Issues and Data Scrubbing-Data Preparation-Feature Extraction and Portability-Data Cleaning-Data Reduction and Transformation-Handling Missing Entries-Handling Incorrect and Inconsistent Entries-Sampling for Static	2 Hours
4.3	Data and Data Streams-Dimensionality Reduction Intro- Financial Time Series-Using Decision Tree to Trade Stock-Building a Trading Strategy-Handling Time-Dependent Data in R-The Prediction	3 Hours
5	**Applied Statistics with Applications in Finance**	
5.1	Applied Statistics with Applications in Finance- Introduction to Financial Engineering- Corporate Finance & Valuation-	3 Hours
5.2	Equity Analysis- Valuation of Debt Securities- General Principles of Credit Analysis- Poisson Processes and Jump Diffusion-	2 Hours
5.3	Converting unstructured data to structured data- Predictive modelling-Graphical Models	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA247	FINANCIAL TECHNOLOGIES	Elective	3	0	0	3

Preamble: The elective course Fintech helps the students for making effective business decisions by incorporating technology with finance. The purpose is to improve understanding of advanced technologies in finance and their implications in all the areas of Financial Management.

Prerequisite: NIL

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

CO 1	Develop a unique understanding of Fintech fundamental concepts and techniques.
CO 2	Learn how to work effectively with big data in finance.
CO 3	Acquire knowledge on fintech applications in business.
CO 4	Learn how to apply blockchain technology to solve business problems
CO 5	Explore the domestic and international legal framework of fintech.

Mapping of course outcomes with program outcomes

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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

III SEMESTER MBA DEGREE EXAMINATION

20MBA247– FINANCIAL TECHNOLOGIES

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. List out the types of Financial Markets.
2. Define Big data Analytics.
3. What is digital wallet?
4. Explain block chain
5. What is GDPR?

(5x2 marks = 10 marks)

PART B

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

6. Explain the legal guidelines related to Fintech start-ups.
7. Briefly explain the role of big data to transform business operations.
8. What are the different innovative fintech business models?
9. Explain the difference between Blockchain ETFs and Bitcoin ETFs.
10. What is the role of fintech in international business?

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. (a) Briefly explain the legal, social and ethical issues in the digital regulatory environment.

    (b) What are the threats and risks within FinTech companies?

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Introduction to fintech**-Evolution-Types of fintech market-blockchain-cryptography essential, crypto currencies and smart contracts-bitcoin-litecoin-namecoin-Initial Coin Offerings (ICOs)- zcash -payment gateway-: crowdfunding-financial innovation -sharing economy -fintech ecosystem future of a digital economy, Fintech start-ups-legal guidelines-limitations, fintech and financial service sector, fintech patents-fintech stakeholders.
Module 2	**Fintech and big data**- datafication-big data analytics-big data in finance-relevance-tools for data collection-storage-analysis, data analytics models, economics of big data, application of big data to transform business operations-big data and machine learning, tools/software used to extract information from big data- big data analytics and monetization opportunities, big data and economy**.**
Module 3	**Fintech technologies** –innovative fintech business models- Alternative credit scoring- Alternative insurance underwriting- Transaction delivery- Small ticket loans- Payment gateways- Digital wallets-Asset Management-Digital banking-Digital insurance, DLT-Alternative finance- Fintech in finance and investment, operations and risk management-payment and infrastructure, peer-to-peer (P2P) lending-Theoretical model- Role and responsibility of lending platform, RBI regulation on P2P lending-Indian scenario`- business financing, payments and retail transactions, equity, trading and investment applications.
Module 4	**Fintech and block chain** - blockchain technology-history-block chain and industry-blockchain and economy-banking-Blockchain vs. Bitcoin-blockchain practical application- blockchain based bonds- blockchain and crypto currency-healthcare uses -property record uses- pros and cons of blockchain- Blockchain ETFs- Investments in Blockchain Subsector-Blockchain ETF Risks- difference between blockchain ETFs & bitcoin ETFs- AI & automation, consumer tech innovations.
Module 5	**Fintech technology and regulation**. Regtech-smart contracts- threats and risks within FinTech companies- legal, social and ethical issues in the digital regulatory environment- data security-legal framework- data breach-data and IT law, GDPR-international scenario and regulations- Role of fintech in international business-FinTech Implications for Established Business- FinTech Compliance with corporate governance: Objectives, guidelines, & policy- disaster recovery plan.

Text Book

1. Susanne Chishti & Janos Barberis, (2016), *The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries*, Wiley.
2. Janos Barberis, Douglas W. Arner, Ross P. Buckley. (2019). *The REGTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries in Regulation*, Wiley.
3. Vivek Sethi, (2019). Fintech & Regtech – Your definitive guide on the convergence of finance, Technology and Regulation, Max Krish Publishers.

References and Suggested Readings

1. Jared Norton, (2016). *Blockchain: Easiest Ultimate Guide to Understand Blockchain (Blockchain Programming, Smart Contracts, Fintech, Blockchain Revolution Book 1)*, Createspace Independent Pub.
2. Dinis Guarda, Rais Hussin, Michael DaCosta Babb *et. al*. (2019). *4IR AI Blockchain Fintech IoT - Reinventing a Nation,* Kindle Edition.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to fintech**	
1.1	Evolution-Types of fintech market-blockchain-cryptography essential- crypto currencies and smart contracts-bitcoin-litecoin-namecoin-Initial Coin Offerings (ICOs)- zcash	3 Hours
1.2	Payment gateway-: crowdfunding-financial innovation -sharing economy -fintech ecosystem future of a digital economy.	2 Hours
1.3	Fintech start-ups-legal guidelines-limitations, fintech and financial service sector, fintech patents-fintech stakeholders	2 Hours
2	**Fintech and big data-**	
2.1	Datafication-big data analytics-big data in finance- relevance-tools for data collection-storage-analysis, data analytics models	2 Hours
2.2	Economics of big data, application of big data to transform business operations	3 Hours
2.3	Big data and machine learning, tools/software used to extract information from big data- big data analytics and monetization opportunities, big data and economy**.**	2 Hours
3	**Fintech technologies**	
3.1	Innovative fintech business models- Alternative credit scoring-Alternative insurance underwriting- Transaction delivery- small ticket loans- Payment gateways-	3 Hours
3.2	Digital wallets-Asset Management-Digital banking- Digital insurance, DLT-Alternative finance- Fintech in finance and investment, operations and risk management-payment and infrastructure, peer-to-peer (P2P) lending-Theoretical model-	3 Hours
3.3	Role and responsibility of lending platform, RBI regulation on P2P lending-Indian scenario`- business financing, payments and retail transactions, equity, trading and investment applications	2 Hours
4	**Fintech and block chain**	
4.1	Blockchain technology-history-block chain and industry-blockchain and economy-banking-Blockchain vs. Bitcoin.	3 Hours
4.2	Blockchain practical application- blockchain based bonds-blockchain and crypto currency- healthcare uses -property record uses- pros and cons of blockchain- Blockchain ETFs.	2 Hours
4.3	Investments in Blockchain Subsector-Blockchain ETF Risks-Difference Between Blockchain ETFs and Bitcoin ETFs- AI and automation, consumer tech innovations	2 Hours
5	**Fintech technology and regulation**.	
5.1	Regtech-smart contracts- threats and risks within FinTech companies- legal, social and ethical issues in the digital regulatory environment- data security.	2 Hours
5.2	Legal framework- data breach- data and IT law, GDPR-international scenario and regulations- Role of fintech in international business-Implications for Established Business.	3 Hours
5.3	FinTech Compliance with corporate governance: Objectives, guidelines, & policy- disaster recovery plan.	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA249	NBFCs & MICRO FINANCE	Elective	3	0	0	3

Preamble: The course on NBFCs and Micro Finance helps the students to familiarize with the concepts of Non-Banking Financial Companies (NBFCs), Financial Inclusion. The course equips students with a balanced exposure in Micro finance and its implication on the economy. Also gives an understanding of emerging trends in financial inclusion plans of the government.

Prerequisite: Nil

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

CO 1	Understanding the structure, Organisation, and the legal frame work of NBFCs
CO 2	Identifying the various services offered by NBFCs in India
CO 3	Applying and evaluating the methodologies and models of Micro finance
CO 4	Analysing the various financial services offered by the micro finance clients in India
CO 5	Analysing the need of alternate suppliers of capital and importance of Financial inclusion in India.

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.

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY KTU Estd. 2014

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA249- NBFCs & MICRO FINANCE

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. What is financial inclusion?
2. What are the sources of finance for NBFCs?
3. List the services offered by micro finance institutions in India
4. Differentiate between formal and informal financial system.
5. What are the constraints on MFI growth?

(5x2 marks = 10 marks)

PART B

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

6. Distinguish between banks and NBFCs
7. Explain the Classifications of NBFCs
8. Discuss the features of the products offered by micro finance institutions?
9. Explain the implementation and monitoring credit delivery methodologies of Micro finance intermediaries in India.
10. Explain the procedure for credit rating of MFI's.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. What is Financial Inclusion? Explain the significance and role of Microfinance in the financial inclusion scenario in India

(1x20 marks =20marks)

Syllabus	
Module 1	**Introduction to NBFCs** Indian financial system - Structure of Indian Financial System– Formal Financial System and Informal Financial System–Evolution of Financial Services-Financial markets-Financial Institutions-Role of financial institutions - History of Non-Banking Financial Companies– Evolution of NBFCs in India-Classification of Non-Banking Companies –Classification of Activities of Non-Banking Finance Companies - Fund Based Activities – Fee Based Activities – Concepts, Growth and Trends of Fee Based And Fund Based Activities.
Module 2	**Sources of Finance of NBFCs** Difference Between Banks and NBFCs- Sources of Finance- Functions of NBFCs -Investment Policies of Non-Baking Financial Institutions in India- RBI Guidelines on NBFCs- Products offered by different NBFCs in India-Features of these Financial Products-Prospects of NBFCs in India- Trends- Legal frame work Procedure of application to the Reserve Bank for NBFC Registration-Section 45-IA of the RBI Act,1934 - Companies Act Section3.
Module 3	**Meaning and models of Micro finance** Meaning of Micro finance-The nature of credit policies in India- Relevance and needs of micro finance in India-products offered by micro finance-Savings, credit, insurance, pension, micro-remittance, micro securitisation, franchising-Income generating activities of Micro Finance- Micro finance Models - Grameen model, co-operative model, SIDBI model, NMDFC model, urban primitive model-credit lending models and associations (Bank grantee, community banking, co-operatives, credit unions, SHG
Module 4	**Demand and supply of Micro finance** Demand and supply of Micro finance- Micro enterprise market analysis-financial analysis, Technological analysis, Socio-economic analysis, environmental analysis-Logical framework-implementation and monitoring credit delivery methodologies of Micro finance intermediaries in India.
Module 5	**Analysing the performance of MFI** Analysing the performance of MFI- Social and performance Matrix, Fund structure, value-added services, Financial Viability of MFIs - Sustainability of MFIs- Commercial micro finance-Credit rating of MFIs - Management of MFIs transforming of Micro Finance Industry- Constraints on MFI growth. Social relevance of Micro finance activities-Emerging practices of micro finance in India- Emerging global micro finance practices

Text Books
1) Rana O.C. and Hem Raj (2016). *Microfinance*, Himalaya Publishing House, Mumbai. 2) Khan M. Y. (2017). *Financial Services*. Tata McGraw-Hill, New Delhi.
References and Suggested Readings
1) Beatriz Armendáriz and Jonathan Morduch (2010). *The Economics of Micro Finance*. MIT Press, Cambridge. 2) *Statutory Guide for NBFCs* (2020). Taxmann Publications Pvt. Ltd, New Delhi.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to NBFCs**	
1.1	Structure of Indian Financial System	3 Hours
1.2	Evolution of NBFCs in India	2 Hours
1.3	Concepts, Growth and Trends of Fee Based and Fund Based Activities.	2 Hours
2	**Sources of Finance of NBFCs**	
2.1	Difference Between Banks and NBFCs	2 Hours
2.2	Products offered by different NBFCs in India	2 Hours
2.3	Legal frame work Procedure of application to the Reserve Bank for NBFC Registration	3 Hours
3	**Meaning and models of Micro finance**	
3.1	The nature of credit policies in India	3 Hours
3.2	Products offered by micro finance	2 Hours
3.3	Credit lending models and associations	3 Hours
4	**Demand and supply of Micro finance**	
4.1	Micro enterprise market analysis	3 Hours
4.2	Technological analysis, Socio-economic analysis, environmental analysis-	2 Hours
4.3	Implementation and monitoring credit delivery methodologies of Micro finance intermediaries in India.	2 Hours
5	**Analysing the performance of MFI**	
5.1	Social and performance Matrix	2 Hours
5.2	Credit rating of MFIs	2 Hours
5.3	Emerging practices of micro finance in India	3 Hours
	Total	36 Hours

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.

GENERAL

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.

GENERAL

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).

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

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.

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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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

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.

KTU Estd. 2014

GENERAL

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

GENERAL

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.

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY KTU Estd. 2014

GENERAL

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.

GENERAL

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.

GENERAL

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

GENERAL

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

GENERAL

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.

GENERAL

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.

GENERAL

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 Hours
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

Course Code	Course Name	Category	L	T	P	Credit
20MBA211	DYNAMICS OF TRAINING AND EXECUTIVE DEVELOPMENT	Elective	3	0	0	3

Preamble: This course is designed to examine and develop theoretical and applied perspectives of training and development, needs assessment, design, development, delivery and evaluation of training and development in the organization. Emphasis is given in specific development of learning and performance outcomes throughout the training and development process.

Prerequisite: NIL

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

CO 1	Examine the training need of the organisations in the light of established theories
CO 2	Analyse the various models of Training and Development
CO 3	Design the appropriate training programmes
CO 4	Apply different kinds of training evaluation techniques
CO 5	Use the possibilities of modern technology in training and development

Mapping of course outcomes with program outcomes

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

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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.

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA211- DYNAMICS OF TRAINING AND EXECUTIVE DEVELOPMENT

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define Training and Development.
2. State various aspects of learning cycle.
3. Interpret the concept 'Learning Organization'.
4. What is CIPP Model?
5. State the relevance of Learning Management System.

(5x2 marks = 10 marks)

PART B

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

6. Discuss Training Need Analysis and explain various processes and approaches of TNA.
7. Explain learning process and detail the influence of various factors on learning process.
8. 'Designing an effective training Programme demands lot of physical and intellectual measures' Explain various dimensions of training design.
9. Elaborate on the significance of training evaluation. Explain in detail any two training evaluation models you consider as effective.
10. 'Information technology has revolutionized the training and development scenario" Justify it with suitable IT applications in different elements of training system.

(3x10 marks = 30 marks)

PART C

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

11. Kochi Metro Rail Ltd is performing reasonably well but they planning to elevate its service standards to the international level. You are the training consultant of Kochi Metro how will you go ahead with this project Prepare a plan for TNA, Training Design, Delivery and Evaluation.

(1x20 marks = 20 marks)

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Syllabus	
Module 1	**Overview of Training & Development:** Overview, the changing organizations, employee training scenario – India, Asia and global; strategic training; training as a tool for employee performance enhancement; T&D from a change model perspective; models of training - systematic model, the transitional model; understanding learning concepts. Role, competencies of training professionals; training investment leaders, role of HR department in in-house training; organizational characteristics that influence training, role of employees and managers in training; diversity training; cross-cultural training. Training needs analysis: the process and approaches of TNA, team work for conducting training needs analysis, TNA and training process design.
Module 2	**T&D Methods & Models:** Traditional training methods – presentation methods, lecture, audiovisual techniques, hands-on methods, OJT, self-directed learning, apprenticeship, simulations, case studies, business games, role plays, behaviour modelling, adventure learning, team training, action learning; e-learning, MOOCs (Massive Open Online Course), Platforms; Employee development – issues and challenges in Training & Development. Models of organizing training – Faculty model, customer model, matrix model, corporate university model, business embedded model. Learning theories – Reinforcement theories, social learning theory, goal theories – goal setting theory, goal orientation; Need theories – expectancy theory, adult learning theory, information processing theory; Learning process – mental and physical process, the learning cycle, Kolbe's Learning inventory, Age influence on learning, instructional emphasis for learning outcomes.
Module 3	**Training Program designing:** Understanding & developing the objectives of training, facilitation of training with focus on trainee (motivation of trainee, reinforcement, goal setting), training with focus on training design (learning environment, pre-training communication etc); Designing effective training programs – selecting and preparing the training site, training room, seating arrangements, choosing trainers, designing document, course or lesson plan; Applications of transfer of training theory – Theory of identical elements, stimulus generalization approach, cognitive theory of transfer; Factors influencing transfer, climate for transfer, manager support, peer support, opportunity to perform, technological support; Organizational environments that encourage transfer – The Learning Organization, knowledge and knowledge management – keys for effective knowledge management.
Module 4	**Training Evaluation:** Formative evaluation, summative evaluation, evaluation process, Outcomes used in the evaluation of training program; Reaction outcome, Learning or cognitive outcomes, behaviour and skill based outcomes; affective outcomes, results, ROI, Models and approach - Kirkpatrick's model, Jack J Philips Training evaluation model, COMA Model, CIPP Model, IPO Model, TVS approach; evaluating the outcomes; relevance, reliability, discrimination, practicality; evaluation practices; Myers-Briggs Type indicators; evaluation designs – types, calculating ROI, Determining costs, benefits, cost-benefit analysis; measuring human capital and training activity.

Module 5	**Modern technology utilization for Training:** Computer-based teaching and learning, web-based training, e-learning and learning portals; Advantages of online learning, effectiveness of online learning; blended learning, simulation, virtual reality, virtual worlds, advantages and disadvantages of virtual learning; mobile technology and training, use of Smartphone in learning; Intelligent tutoring systems; expert systems, group wave, electronic performance support systems; technology for training administration – interactive voice technology, imaging; Learning management systems (LMS).

Text Book

1. Noe, R. A., & Kodwani, A. D. (2018). *Employee training and development*, 7e. McGraw-Hill Education.
2. Blanchard, P. N. (2006). *Effective Training, Systems, Strategies, and Practices*, 4/e. Pearson Education India.
3. Buckley, R., & Caple, J. (2009). *The theory and practice of training*. Kogan Page Publishers.
4. Lynton, R. P., & Pareek, U. N. (1990). *Training for Organizational Transformation*. Sage Publications.

References and Suggested Readings

1. Thorne, K., & Mackey, D. (2004). *Handbook of Training*. Crest Publishing House.
2. RAE, L. (1991). *How to measure Training Effectiveness*. Gower. Hampshire.
3. Sutton, R. I., Rao, H., & Rao, H. (2016). *Scaling up excellence: Getting to more without settling for less*. Random House.
4. Saks, A. (2015). *Managing Performance Through Training & Development*, (Canadian ed.). Nelson Education.
5. Kruse, K., & Keil, J. (2000). *Technology-based training: The art and science of design, development, and delivery*. Pfeiffer
6. VanLehn, K. (2006). *The behavior of tutoring systems. International journal of artificial intelligence in education*, International Journal of Artificial Intelligence in Education Volume, 16(3), 227-265.
7. Shute V.J. & Psotka, J. (1994). *Intelligent Tutoring Systems: Past, Present, and Future.*

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Overview of Training & Development**	
1.1	The changing organizations, employee training scenario – India, Asia and Global; Strategic training; Training as a tool for employee performance enhancement; T&D from a change model perspective.	2 Hours
1.2	Models of Training - Systematic Model, The Transitional Model; Understanding Learning Concepts. Role, competencies of training professionals; Training investment leaders, Role of HR department in In-house training; organizational characteristics that influence training.	3 Hours
1.3	Role of employees and managers in training; Diversity training; cross-cultural training. Training Needs Analysis: The process and approaches of TNA, Team Work for conducting, Training Needs Analysis, TNA and	2Hours

	Training Process Design.	
2	**T&D Methods and Models**	
2.1	Traditional training methods – presentation methods, lecture, audio-visual techniques, hands-on methods, OJT, self-directed learning, apprenticeship, simulations, case studies, business games, role plays, behaviour modelling, adventure learning, team training, action learning.	2Hours
2.2	E-learning, MOOCs (Massive Open Online Course) Platforms; Employee development, issues & challenges in training & development. Models of organizing training - faculty model, customer model, matrix model, corporate university model, business embedded model.	2 Hours
2.3	Learning theories – Reinforcement theories, social learning theory, goal theories – goal setting theory, goal orientation; Need theories – expectancy theory, adult learning theory, information processing theory; Learning process – mental and physical process, the learning cycle, Kolbe's Learning inventory, Age influence on learning, instructional emphasis for learning outcomes.	3 Hours
3	**Training Program and Designing**	
3.1	Understanding & developing the objectives of training, facilitation of training with focus on trainee (motivation of trainee, reinforcement, goal setting), training with focus on training design.	2 Hours
3.2	Designing effective training programs – selecting and preparing the training site, training room, seating arrangements, choosing trainers, designing document, course or lesson plan; Applications of transfer of training theory – Theory of identical elements, stimulus generalization approach, cognitive theory of transfer.	3 Hours
3.3	Factors influencing transfer, climate for transfer, manager support, peer support, opportunity to perform, technological support; Organizational environments that encourage transfer- The learning organization, knowledge and knowledge mgmt.- keys for effective knowledge mgmt.	2 Hours
4	**Training Evaluation**	
4.1	Formative evaluation, summative evaluation, evaluation process, Outcomes used in the evaluation of training program; Reaction outcome, Learning or cognitive outcomes, behaviour and skill based outcomes; affective outcomes, results, ROI.	2 Hours
4.2	Models and approach - Kirkpatrick's model, Jack J Philips Training evaluation model, COMA Model, CIPP Model, IPO Model, TVS approach; evaluating the outcomes; relevance, reliability, discrimination, practicality; evaluation practices.	3 Hours
4.3	Myers-Briggs Type indicators; evaluation designs, types, calculating ROI, Determining costs, benefits, cost-benefit analysis; measuring human capital and training activity.	2 Hours
5	**MODERN TECHNOLOGY UTILIZATION FOR TRAINING**	
5.1	Computer-based teaching and learning, web-based training, e-learning and learning portals; Advantages and effectiveness of online learning	3 Hours
5.2	Blended learning, simulation, virtual reality, virtual worlds, advantages and disadvantages of virtual learning; mobile technology and training, Smartphone in learning; Intelligent tutoring systems	3 Hours
5.3	Expert systems, group wave, electronic performance support systems; technology for training administration – interactive voice technology, imaging; Learning management systems (LMS).	2 Hours
	Total	36 hours

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Course Code	Course Name	Category	L	T	P	Credit
20MBA213	DISCOVERY OF SELF & OTHERS	Elective	3	0	0	3

Preamble: The goal of this course is to understand how the effective manager should be in an organization in order to improve both efficiency and quality of employee life. The course will give the students insight into the psychological factors of employee which will directly and indirectly impact their work life or personal Life

Prerequisite: NIL

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

CO 1	Analyse the competencies that constitute an effective manager
CO 2	Examine and develop the framework for effective time management
CO 3	Apply and perceive emotional intelligence at the workplace
CO 4	Manage stressors and subsequent stress
CO 5	Evaluate and facilitate change and crisis management

Mapping of course outcomes with program outcomes

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

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THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA213– DISCOVERY OF SELF & OTHERS

Max. Marks: 60 Duration: 3 Hours

PART A

Answer all questions. Each question carries 2 marks.

1. 1.Define Effectiveness and Efficiency.
2. What is urgency priority matrix?
3. What is emotional quotient?
4. What is the Concept of employee wellness?
5. Relate assertiveness with managerial effectiveness?

(5x2 marks = 10 marks)

PART B

Answer any three questions. Each question carries 10 marks

6. Explain Personality structure and levels of consciousness as interpreted in Transactional Analysis.
7. Elaborate on the significance of time management skills for a manager? What are useful tools that can be used for better time management?
8. 'Emotional Intelligence and Interpersonal skills are essential to be an effective person' justify with suitable explanation?
9. 'Managing employee stress is extremely important' explain the concept of stress and its management.
10. 'Crisis management and disaster management are gaining more importance these days' Explain the skills and competencies associated with them?

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. 'Remaining relevant throughout our professional life is the biggest challenge professionals face'. Discuss few methods and techniques which can be used to remain relevant?

(1x20 marks = 20 marks)

Syllabus	
Module 1	Concept of self, Carl Rogers self-concept, Managerial effectiveness-characteristics of an effective manager- basic managerial skills, productivity, effective decision making, effective communication, participation, interpersonal skills-Transactional Analysis-, ethical managers.
Module 2	Importance of time management- analysis of time, urgency –priority matrix, planning time and resource, setting goals and objectives, planning to achieve goals, creativity, importance of being Creative, developing creativity, enhancing creativity.
Module 3	Emotional intelligence in management**;** the nature of emotional intelligence; evolution of emotional intelligence; components of emotional intelligence; analyzing the impact of emotions in the workplace; applications of emotional intelligence in the workplace; emotional intelligence in Indian organization; improving emotional intelligence; Interpersonal skill; concept and relevance, introduction to interpersonal skills; methods for developing interpersonal skills.
Module 4	Stress management; kinds of stress- sources of stress, effects of stress strategies for coping with stress maintaining work –life balance spiritually and stress management -managing stress-burnout management-yoga and meditation, trends in stress management- Concept of employee wellness.
Module 5	Remaining relevant: Techniques for Updating Knowledge, Updating Skills Change management skills- assertiveness skills- leadership skills- project management skills-crisis and disaster management skills- teaming skills, identifying and preventing a crisis- resolving the crisis-communication in crisis management.

Text Book

1. Schermerhorn Jr. J. R., Hunt, J. G. & Osborn, R. N. (1991). *Managing organizational behavior*. Wiley.
2. Luthans, F., (2005). *Organizational Behaviour*, McGraw Hill International Edition.
3. Daniel Goleman, (2005). *Working with Emotional Intelligence*. USA: Bantam Books.

References and Suggested Readings

1. Prasad, Colonel V.R.K. (2006). *Managerial Effectiveness-Concepts and Cases*, ICFAI University Press.
2. Rastogi, P. N. (1996). *Managing creativity for corporate excellence*. Macmillan India Ltd.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Managerial Effectiveness**	
1.1	Concept of Self - Managerial Effectiveness- Characteristics of an Effective Manager- Basic Managerial Skills.	2Hours
1.2	Productivity, Effective Decision –Making, Effective Communication, Participation.	3 Hours
1.3	Interpersonal Skills-Transactional Analysis-Personality structure, Ego states, transactions, life positions, Ethical managers.	2Hours
2	**Time Management**	
2.1	Importance of Time Management- Analysis of Time, urgency –priority matrix, Planning Time and Resource.	3 Hours
2.2	Setting Goals and Objectives, planning to Achieve Goals, Creativity, importance of being creative, developing creativity, enhancing creativity.	2 Hours
2.3	Creativity, Importance of Being Creative, Developing Creativity, Enhancing Creativity.	2 Hours
3	**Emotional Intelligence**	
3.1	The nature of emotional intelligence; evolution of emotional intelligence; components of emotional intelligence.	3 Hours
3.2	Analyzing the impact of emotions in the workplace; applications of emotional intelligence in the workplace; emotional intelligence in Indian organization.	2 Hours
3.3	Improving emotional intelligence; interpersonal skill; introduction to interpersonal skills; Developing interpersonal skills.	2 Hours
4	**Stress Management**	
4.1	Kinds of stress- sources of stress, effects of stress strategies for coping with stress maintaining.	3 Hours
4.2	work –life balance spiritually and stress management -managing stress-burnout management.	2 Hours
4.3	Yoga and meditation, Employee wellness.	2 Hours
5	**Change Management**	
5.1	Remaining relevant: Techniques for Updating Knowledge, Updating Skills Change management skills-	2 Hours
5.2	Assertiveness skills- leadership skills- project management skills- - teaming skills,	3 Hours
5.3	Crisis and disaster management skills- Identifying and preventing a crisis- resolving the crisis- communication in crisis management	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA215	ORGANIZATIONAL CHANGE AND DEVELOPMENT	Elective	3	0	0	3

Preamble: This course will examine change in the workplace from multiple perspectives. There will be a review of forces and factors shaping today's workplace. This course will attempt to increase the student's awareness and capabilities in operating as a change agent.

Prerequisite: NIL

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

CO 1	Facilitate the organization development and change process in organizations
CO 2	Analyse the organization development process
CO 3	Evaluate different OD Interventions
CO 4	Assess organizational change at various stages business cycle and transform the organization into a learning organization
CO 5	Devise methods to mobilize support and execute change

Mapping of course outcomes with program outcomes

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

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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.

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA215– ORGANIZATIONAL CHANGE AND DEVELOPMENT

Max. Marks: 60 Duration: 3 Hours

PART A

Answer all questions. Each question carries 2 marks.

1. Define Organizational Inertia
2. What is Weisbord's Six Box Model?
3. How work life balance is all the more relevant today?
4. Relate Technology and Strategic Change
5. How psychology of persuasion is applied in Change Management?

(5x2 marks = 10 marks)

PART B

Answer any three questions. Each question carries 10 marks

6. Explain different OD techniques and elaborate on the roles and competencies of an OD practitioner.
7. Distinguish organizational change and OD, Outline the process of OD with the steps involved.
8. Elaborate Organizational transformation? What are the steps involved in changing the culture of the organization?
9. What is organizational Learning? Elaborate the 5 elements of Learning organization according to Peter Senge.
10. Illustrate the framework of change implementation, what are the major challenges faced at the time of executing change?

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. Ever since Amazon went online in 1995, the e-commerce juggernaut has undergone a slew of changes — despite being led by the same man, Jeff Bezos, during the ensuing two-plus decades. When the Seattle-based company first launched its website, all it sold was books. Gradually, Bezos and his team expanded Amazon's offerings to include things like CDs and DVDs. But Amazon never really stopped changing the inventory it sold.

Bezos said he wanted his store to become the world's largest, so he worked hard toward meeting that goal — whether that meant offering new products, launching Amazon Prime, launching Amazon Instant Video ... the list goes on and as on Today, Amazon sells more than 200 million products to customers all over the world. Though for years, Amazon's detractors insisted that the company wasn't making enough profits to justify any investments, that all changed in 2015 when the company posted back-to-back successful quarters. The market responded kindly, and today, Amazon boasts a market valuation of more than $440 billion.

But Bezos isn't anywhere close to done yet. There are talks of Amazon delivering packages via drone. And if that wasn't enough, Bezos recently said he hopes Amazon can produce as many as 16 feature films each year. In 2017, Bezos & his team took home three Oscars. Indeed, it appears as though Amazon is a company that can be characterized as changing constantly. To date, they've been successful, probably because the company is always putting its customers first.

1. Identify the forces operated to have such amazing changes in the company? (6)
2. What are the factors according to you, lead to the successful implementation of the changes? (7)
3. What is the role of leadership in the successful journey of the company? (7)

Syllabus	
Module 1	**Overview of Organization, Development and change:** Organization– Overview, different perspectives- the strategic design perspective, the political perspective, and the cultural perspective. Organization development, growth and relevance, history and evolution; Theories of planned change, general model of planned change, different types of planned change and critique of planned change; employee behavior and motivation; implications for managing change and OD; The human relations, social; OD and reinventing the organization. Change - Diagnosing change, open systems theory and systems thinking, socio-technical systems theory and work redesign; Red Queen effect, Organizational Inertia; Change levers and organizational change and OD; human performance and the implications for managing change; the role of communication and information in change and OD. Greenfields and Green fielding; OD practitioner role, competencies and professional ethics.
Module 2	**OD Process:** Initiating OD relationship, contracting and diagnosing the problem; Diagnosing models, open systems, individual level group level and organizational level diagnosis; collection and analysis for diagnostics information, feeding back the diagnosed information. Envisioning change and OD - Organization renewal, planned change; OD and changing organizational culture - Strong and weak organizational cultures and their implications for change; Stakeholder analysis, force field analysis and action research; Weisbord's six box model and creating organizational change for dignity, meaning and community.
Module 3	**Designing OD Interventions:** Human process interventions – coaching, training and development, process consultation, business process reengineering, third party intervention, and team building; Organization confrontation meeting, intergroup relations intervention and large group intervention, involvement, socio technical systems approach. HRM and Strategic interventions – Performance management, goal setting, performance coaching, appraising and rewarding; career planning, workforce diversity interventions, wellness and work-life balance; Strategic interventions – competitive strategies, collaborative strategies, organizational transformation, culture change, self-designing organizations, learning and knowledge management. Applications of OD – OD in health care organizations, family-owned business, educational institutions.
Module 4	**Appreciating Change:** External environment as drivers of change, business cycles, industry cycles, technology and strategic change, industry evolution and concentration, developing a change agenda; Cognition and organizational change, mental models, organizational learning, Senge's five disciplines, business models and value propositions, refining the change agenda.

Module 5	**Mobilizing support and executing change:** Four approaches to change, parallel organization, ownership and involvement in change, dealing with political aspects of change, the psychology of persuasion, communicating to influence, targeting influence efforts, framing change, making difficult choices, negotiating change; Executing change – challenges of execution, execution framework, developing cross functional linkages, aligning policies, and removing structural impediments, developing new routines for innovation and improvement, considering human element.

Text Books

1. Weisbord, M. R. (2004). *Productive workplaces revisited: Dignity, meaning, and community in the 21st century*. John Wiley & Sons.
2. Brown, D. R., & Harvey, D. (2006). *Organization development*. Seven Edition, Pearson Education,
3. D. L. (2019). *Organization development: The process of leading organizational change*. Sage Publications.

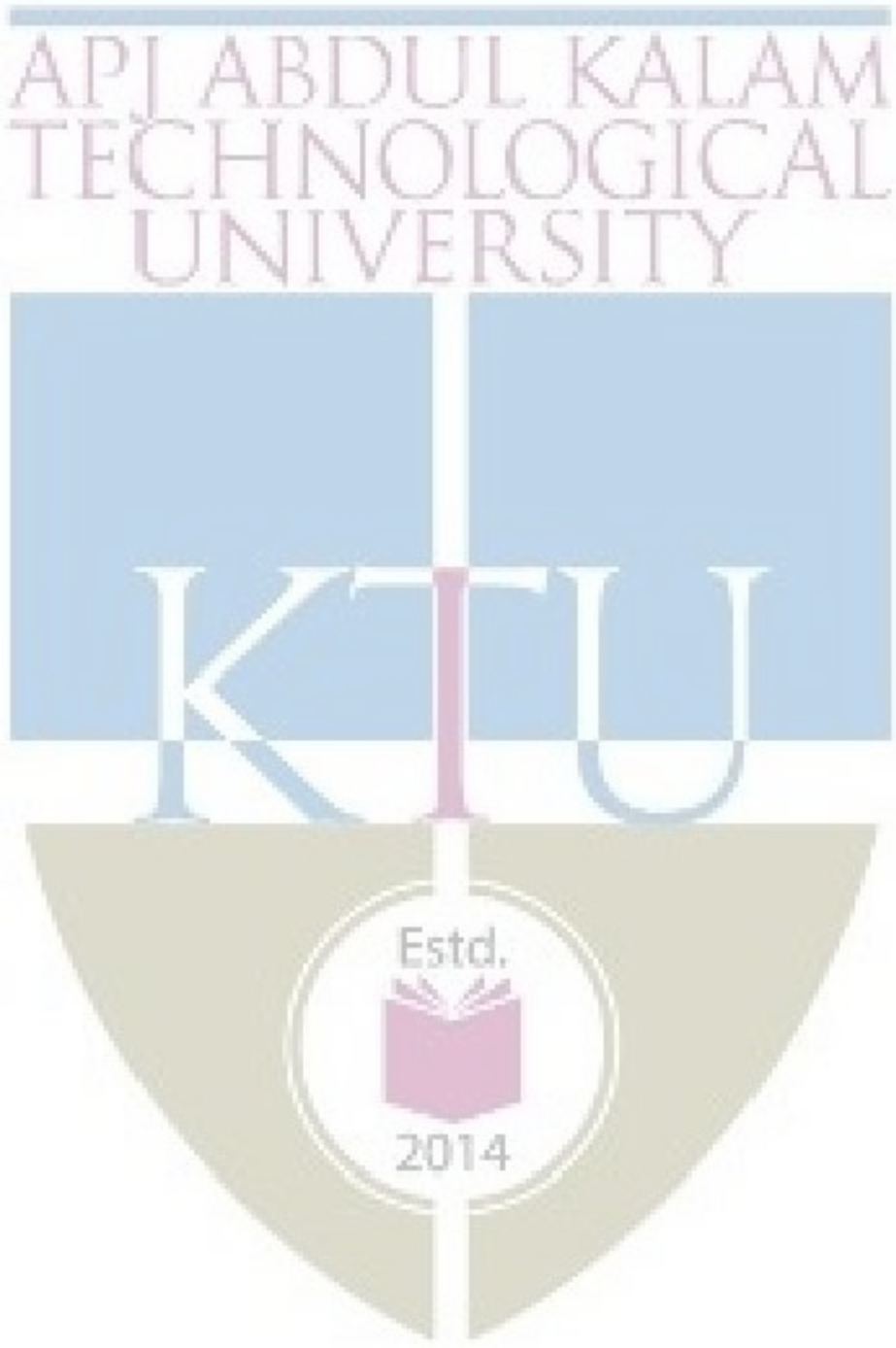
References and Suggested readings

1. Ralphs, L. T. (1996). *Organization Development: A Practitioner's Tool Kit*. Crisp Pub Incorporated.
2. Cummings, T. G., & Worley, C. G. (2014). *Organization development and change*. Cengage learning.
3. C.S.G Ramakrishnan and Lalitha Krishnamacharayulu, (2014) *Organization Development*, Kindle Edition, PHI Learning Private Limited, India.
4. Zimmermann, N. (2011). *Dynamics of drivers of organizational change*. Springer Science & Business Media.
5. Bell, C. H., French, W. L., & Zawacki, R. A. (2000). *Organizational development and transformation: Managing effective change*. Boston, MA: McGraw-Hill.
6. Ramnarayan, S., Rao, T. V., & Singh, K. (1998). *Organization development: Interventions and strategies*. SAGE Publications Pvt. Ltd
7. Vogelsang, J. (Ed.). (2013). *Handbook for strategic HR: Best practices in organization development from the OD network*. Amacom Books.
8. Cheung-Judge, M. Y., & Holbeche, L. (2011). *Organization development: A practitioner's guide for OD and HR*. London: Kogan Page.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Overview of organisation; development & change**	
1.1	Organization – Overview, different perspectives - the strategic design perspective, the political perspective, and the cultural perspective. Organization development.	2 Hours
1.2	Theories of planned change, general model of planned change, different types of planned change and critique of planned change; employee behavior and motivation; implications for managing change and OD; The human relations, social; OD and reinventing the organization.	2 Hours

1.3	Change - Diagnosing change, open systems theory and systems thinking, socio-technical systems theory and work redesign; Red Queen effect, Organizational Inertia; Change levers and organizational change and OD; human performance and the implications for managing change; the role of communication and information in change and OD. Greenfields and Green fielding; OD practitioner role, competencies and professional ethics.	3 Hours
2	**OD Process**	
2.1	Initiating OD relationship, contracting and diagnosing the problem; Diagnosing models, open systems, individual level group level and organizational level diagnosis.	2 Hours
2.2	Collection and analysis for diagnostics information, feeding back the diagnosed information. Envisioning change and OD - Organization renewal, planned change; OD and changing organizational culture - Strong and weak organizational cultures and their implications for change.	3 Hours
2.3	Stakeholder analysis, force field analysis & action research; Weisbord's six box model & creating organizational change for dignity, meaning & community.	2 Hours
3	**Designing and Interventions**	
3.1	Human process interventions – coaching, training and development, process consultation, business process reengineering, third party intervention, and team building.	2 Hours
3.2	Organization confrontation meeting, intergroup relations intervention and large group intervention, involvement, socio technical systems approach; HRM and Strategic interventions – Performance management, goal setting, performance coaching, appraising and rewarding; career planning, workforce diversity interventions, wellness and work-life balance.	3 Hours
3.3	Strategic interventions – competitive strategies, collaborative strategies, organizational transformation, culture change, self-designing organizations, learning & knowledge management; Applications of OD, OD in healthcare organizations, family-owned business, educational institutions.	2 Hours
4	**Appreciating Change**	
4.1	External environment as drivers of change, business cycles, industry cycles, technology and strategic change, industry evolution and concentration, developing a change agenda.	3 Hours
4.2	Cognition and organizational change, mental models, organizational learning, Senge's five disciplines.	2 Hours
4.3	Business models and value propositions, refining the change agenda.	2 Hours
5	**Mobilizing support and executing change**	
5.1	Four approaches to change, parallel organization, ownership and involvement in change, dealing with political aspects of change.	2 Hours
5.2	The psychology of persuasion, communicating to influence, targeting influence efforts, framing change, making difficult choices, negotiating change.	3 Hours
5.3	Executing change – challenges of execution, execution framework, developing cross functional linkages, aligning policies, and removing structural impediments, developing new routines for innovation and improvement, considering human element.	3 Hours
	Total	36 Hrs


APJ ABDUL KALAM
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Estd.
2014

Course Code	Course Name	Category	L	T	P	Credit
20MBA217	HRM POLICIES & STRATEGIES	Elective	3	0	0	3

Preamble:

HR policies provide guidelines on how key aspects of people management should be handled. Such guidelines facilitate properly designed efforts to accomplish the strategic intent. The aim is to ensure that any HR issues are dealt with consistently in accordance with the values of the organization in line with certain defined principles. All organizations have HR policies. Policy is not a strategy or a tactic. Policy relates to general character or nature which an enterprise intends to adapt while Strategy is used in bringing about such intended features. This course exposes the students to different aspects of managing the organization's human assets, and teaches what needs to be done to implement these policies and to achieve competitive advantage.

Prerequisite: NIL

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

CO 1	Understand business strategies and HRM strategies in global context
CO 2	Evaluate strategic management approaches in human resource management
CO 3	Develop competency models that can be integrated into HRM systems
CO 4	Appraise performance and reward management practices
CO 5	Design HR Information and Management System to compute HR costs

Mapping of course outcomes with program outcomes

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

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA217- HRM POLICIES & STRATEGIES

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Explain the concept of global strategic management.
2. What is 360-degree feedback system?
3. Define strategic human resource management.
4. What do you mean by strategic fit?
5. Comment on cost of absenteeism.

(5x2 marks = 10 marks)

PART B

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

6. Explain how performance management systems are linked to the strategic planning process of an organization?
7. What are the considerations in developing and implementing competency framework?
8. a) Define HR Policies

   b) Explain the purpose of HR policies.
9. Distinguish between business strategy and HR strategy.
10. Explain types of the information systems in HRM.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. People are McDonald's most important asset. The company's success depends on the satisfaction of its customers, which begins with workers who have the attitudes and abilities required to work efficiently and provide good customer service. To execute its growth strategy, McDonald's has identified people as one of its three global corporate strategies. Donald's claims that as an employer, it wants "to be the best employer in each community around the world". It also makes a "people Promise" to its employees that "we value you, your growth, and your contributions". Its five "people principles" reflected by its human resource strategy are: respect and

recognition; values and leadership behaviours; competitive pay and benefits; learning, development, and personal growth; and ensuing that employee have the resources needed to get the job done.

McDonald's has executed its operational excellence strategy well by tracking key indicators of product and service quality, speed, and accuracy. The company has also identified its people practices and approaches that substantially impact the firm's turnover, productivity, customer satisfaction, sales and Profitability. This has allowed it to develop a business model that emphasizes not only financial and operational factors but also people factors that improve the company's results by improving employee commitment, retention, productivity and customer loyalty.

Because its business strategy relies on providing customers quality, cleanliness, quick service, and value, Mc Donald's works hard at hiring people who want to excel in delivering outstanding service. Many of its restaurant employees are teenagers, and McDonald's is their first employer. The company tries to recruit and hire the best people, retain them by offering them ongoing training, and then promote from within to fill its managerial positions. To ensure that its recruiting the right people, the company has identified important skills and behaviours that it looks for in applicants. McDonald's has found that the best way of hiring quality crewmembers is to advertise inside the restaurant and attract local people and/or friends of existing employees. McDonald's also recruits at local job centres and career fairs, using hiring material with a clear message targeted at its intended audience.

Questions:

a) How would you describe McDonald's business strategy? What are the foundations of its competitive advantage?
b) How has McDonald aligned its business, human resource and staffing strategies?
c) What are some of the talent related threats that could eat away at McDonald's competitive advantage? Would higher turnover or a tight labour market in which it is difficult to find talented people be a problem?
d) What would you recommend the company to do to maintain its competitive advantage over the next five years?

(1x20 marks =20marks)

Syllabus	
Module 1	**Business Strategy and HR Strategy Concepts:** Understanding of strategic management concepts, strategy development process, peculiarities of global strategic management, organizational and HRM strategies, formulation of alternative business unit level strategies, collaborative strategies, strategic planning & HR planning steps, MNC's business strategies and HRM strategies; Paradigm Shifts (post-recession) – Shifts in global business, shifts in HRM, shifts in industrial relations; downsizing and rightsizing.
Module 2	**Strategic Human Resources Management:** Concept of SHRM-objectives, scope, functions; strategic role of SHRM; difference between traditional HRM and SHRM; essential elements of SHRM; approaches to SHRM; strategic fit; strategic HRM Models; HRM structures and policy, HR Policy formulation in alignment with business strategy; strategic staffing -business and staffing strategies, legal context of staffing strategic, identifying recruits, recruiting, assessing external candidates , assessing internal candidates, choosing and hiring candidates, managing workforce flow, staffing system evaluation and technology and outsourcing.
Module 3	**Competency based HRM:** Types of competencies, coverage and content of competency framework, competency models used to enhance HRM system, developing a competency model, validating competency models, integrating competency models into HRM systems; competency assessment centre (CAC), establishing CAC, communicating and implementing competency models.
Module 4	**Strategic Performance Management (PM)and reward practices:** PM system, characteristics of an ideal PM system; six-step performance management process, linkage of PM systems to the strategic planning process of an organization; performance and approaches to the measurement of performance, performance dimensions, behaviour, results, and traits approaches to measuring performance; measuring results vs. behaviours ; comparative systems vs. absolute systems; recording of performance information is gathered; various forms and characteristics of performance appraisal documents; 360 degree feedback systems; prevention of rating distortion through rater training and appeals process
Module 5	**HR Information and Management System (HRIMS):** HRIMS – need, benefits, types of HRIMS data; productive HRIMS; calculation of turnover, computing the turnover rate, computing absenteeism rates, costs of absenteeism.

Text Book

1. Phillips, J.M. and Gully, S.M., (2019). *Strategic Staffing*. Pearson 4th edition.
2. James N. Baron and David M. Kreps, (2009). *Strategic Human Resources- Frameworks for General Managers,* Wiley.

References and Suggested Readings

1. Scott Snell, George Bohlander and Veena Vohra, (2010). *Human Resources Management – A South Asian Perspective*, Cengage Learning.
2. Merchant A. K. & Van der Stede W. A., (2011). *Management Control Systems: Performance Measurement, Evaluation and Incentives*, Financial Times/ Prentice Hall.

3. Tanuja Agarwala, (2007). *Strategic Human Resource Management*, Oxford.
4. Charles R Greer, (2000). *Strategic Human Resource Management – A General Managerial Approach*, Pearson Education.
5. Appa Rao C., (2014). *Strategic Human Resource Management*, Dreamtech Press.
6. Lipe, M. G. & Salterio, S., A *note on the Judgmental Effects of the Balanced Scorecard´s Information Organization*, Accounting, Organization and Society 27, 2002, 531 – 540.
7. *Five Levers of Effective Change in HR*, http://www.bsherman.net/change.htm.
8. Taking HR to Next Level, Deloittehttp://public.deloitte.com /media/0524 us_bnet_takinghrnextlevel_Feb08.pdf.

ABDUL KALAM TECHNOLOGICAL UNIVERSITY

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Business Strategy and HR Strategy Concepts**	
1.1	Understanding of strategic management concepts	2 Hours
1.2	organizational and HRM strategies	3 Hours
1.3	Paradigm Shifts (post-recession) – Shifts in global business, shifts in HRM	2 Hour
2	**Strategic Human Resources Management**	
2.1	Approaches to SHRM, Strategic HRM Models	3 Hours
2.2	HRM structures and Policy	2 Hours
2.3	Strategic Staffing, Managing Workforce Flow	3 Hours
3	**Competency based HRM**	
3.1	Competency framework	2 Hours
3.2	Developing a competency model, Validating competency models	2 Hours
3.3	Competency Assessment Centre (CAC) – establishing, communicating and implementing competency models	3 Hours
4	**Strategic Performance Management (PM)and reward practices**	
4.1	Linkage of PM systems to the strategic planning process of an organization	2 Hours
4.2	Measuring results vs. behaviors; comparative systems vs. absolute systems	2 Hours
4.3	Performance appraisal, 360-degree feedback systems	2 Hours
5	**HR Information and Management System (HRIMS)**	
5.1	HRIMS - need, benefits	2 Hours
5.2	Types of HRIMS data	3 Hours
5.3	Calculating HR costs	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA219	INDUSTRIAL RELATIONS AND LABOUR LAW	Elective	3	0	0	3

Preamble: This course provides insights on all the dimensions of industrial relations and labour laws. The course focuses on the history and theories relating to the industrial relations and provides detailed on specific provisions of labour laws being enforced in India.

Prerequisite: NIL

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

CO 1	Evaluate the significance of industrial relations and trade union
CO 2	Differentiate between Strikes- Lockout and Lay-off and Retrenchment
CO 3	Asses and apply various mechanisms of dispute settlement machineries
CO 4	Examine Social justice and welfare issues and its management
CO 5	Appraise and practice various Acts and Laws related to industrial relations

Mapping of course outcomes with program outcomes

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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

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.

KTU Estd. 2014

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA219– INDUSTRIAL RELATIONS AND LABOUR LAW

Max. Marks: 60 Duration: 3 Hours

PART A

Answer all questions. Each question carries 2 marks.

1. What are the different forms of trade unions?
2. Differentiate lock out and closure.
3. How structure and functions of labour court is different from that of Industrial tribunal?
4. What are the roles of Labour welfare officer?
5. List out the objectives of the trade union act 1926?

(5x2 marks = 10 marks)

PART B

Answer any three questions. Each question carries 10 marks

6. Explain the role of ILO in the labour movement: Illustrate the functions of the various wings of ILO.
7. Differentiate layoff and retrenchment in the context of application.
8. Classify the dispute settlement machineries into bipartite and tripartite; explain the advantages and disadvantages of each one of them?
9. Labour welfare is a collective effort: Who all are the key players of labour welfare? Explain their roles and functions.
10. What are the provisions attached to strike and lockout in ID act 1947? How strikes and lock outs become illegal?

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. a. "Industrial peace, Industrial harmony and Industrial democracy are the essential ingredients of a successful organization". Comment on the above statement. (5)

    b. List out and explain the proactive and reactive measures available in Indian context for Industrial peace. (15)

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Industrial Relations and Trade Unions** Concept of Industrial Relations - Factors affecting industrial relations, importance of Industrial Relations, Collective bargaining; International Labour Organisation: Genesis, development and dimensions, aims and objectives, Organs of the International Labour Organisation; Role of the Trade Unions in Modern Industrial Society of India - Trade Union of Employers and Workers, their forms and types in India.
Module 2	**Strikes, Lockout, Lay-off and Retrenchment** Strike and Lockout - Legal and illegal strikes and lockouts, Justified and unjustified strikes and lockouts, Strike and lockout in public utility services and other industries, Distinction between lockout and closure, strike and lockout. Lay-off and Retrenchment –difference between lay-off and Retrenchment their application, necessary preconditions for their application, lay-off and retrenchment compensation, special provisions relating to lay-off, retrenchment and closure in certain establishments, penalty and punishment for illegal lay-off or retrenchment, consequences of illegal lay-off or retrenchment.
Module 3	**Dispute settlement machineries** Reference of industrial disputes for settlement - Settlement machinery for Industrial Disputes, Conciliation Officer, Board of Conciliation, Court of Enquiry, Labour Court, Industrial Tribunal and National Tribunal and Arbitration, their composition, powers, and duties, different modes of settlement, Distinction between conciliation arbitration and adjudication, their merits and demerits, compulsory and voluntary arbitration.
Module 4	**Social justice and welfare** Concept of Social Justice, Working conditions in Organised and Unorganised sectors; Origin and growth of concept of Labour Welfare; Scope of Labour Welfare within and outside Factory premises; Theories of Labour Welfare; Role of Government, employers and worker trade union vis-a-vis Labour Welfare; Role of Labour Welfare Officer.
Module 5	**Acts and Laws (objectives and key provisions)** The Industrial Disputes Act,1947 The Industrial Employment (Standing Orders) Act,1946 The Maternity Benefit Act,1961 The Payment of Bonus Act,1965 The Payment of Gratuity Act,1972 The Payment of Wages Act,1936 The Trade Unions Act,1926 The Employees Provident Fund and Miscellaneous Provisions Act,1952 The Employees Compensation Act,1923 The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act,2013 The new Indian Labour Code 2020

Text Book

1. Ghosh, P., & Nandan, S. (2015). *Industrial Relations and Labour Laws*. McGraw-Hill Education.
2. Srivastava, S. C. (2012). *Industrial relations and labour laws*. Vikas Publishing House.

References and Suggested Readings

1. Mamoria, C. B., Mamoria, S., & Gankar, S. V. (2008). *Dynamics of industrial relations*. Himalaya Publishing House.
2. Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. (2017). *Industrial Relations, Trade Unions and Labour Legislation*. Pearson Education India.
3. Mishra, S. N. *Labour and Industrial Laws*, 25th Edn.-2009., Central Law Publication.
4. Ratnam, C. V. (2003). Industrial Relations and Increasing Globalization: A Case Study of India. In *The Knowledge Economy in India* (pp. 214-259). Palgrave Macmillan, London.
5. Ministry of Labour and Employment, India,http://labour.nic.in/
6. *Making India a Better workplace for All*, Ebook, Ministry of Labour and Employment, India
7. International Labour Organization, www.ilo.org

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Industrial Relations and Trade Unions**	
1.1	Concept of Industrial Relations - Factors affecting industrial relations, importance of Industrial Relations.	2 Hours
1.2	Collective bargaining; International Labour Organisation - Genesis, development and dimensions, aims and objectives, Organs of the International Labour Organisation.	3 Hours
1.3	Role of the Trade Unions in Modern Industrial Society of India - Trade Union of Employers and Workers, their forms and types in India.	2 Hours
2	**Strikes, Lockout, Lay-Off and Retrenchment**	
2.1	Strike and Lockout - Legal and illegal strikes and lockouts, Justified and unjustified strikes and lockouts, Strike and lockout in public utility services and other industries, Distinction between lockout and closure, strike andlockout.	3 Hours
2.2	Lay-off and Retrenchment –difference between lay-off and Retrenchment their application, necessary preconditions for their application, lay-off and retrenchment compensation.	2Hours
2.3	Special provisions relating to lay-off, retrenchment and closure in certain establishments, penalty and punishment for illegal lay-off or retrenchment, consequences of illegal lay-off or retrenchment.	2 Hours
3	**Dispute settlement machinery**	
3.1	Reference of industrial disputes for settlement - Settlement machinery for Industrial Disputes, Conciliation Officer, Board of Conciliation, Court of Enquiry, Labour Court.	2 Hours
3.2	Industrial Tribunal and National Tribunal and Arbitration, their composition, powers, and duties.	2 Hours

3.3	Different modes of settlement, Distinction between conciliation arbitration and adjudication, their merits and demerits, compulsory and voluntary arbitration.	3 Hours
4	**Social justice and welfare**	
4.1	Concept of Social Justice, Working conditions in Organised and Unorganised sectors.	2 Hours
4.2	Origin and growth of concept of Labour Welfare; Scope of Labour Welfare within and outside Factory premises.	3 Hours
4.3	Theories of Labour Welfare; Role of Government, employers and worker trade union vis-a-vis Labour Welfare; Role of Labour Welfare Officer.	2 Hours
5	**Acts and laws (objectives & key provisions)**	
5.1	The Industrial Disputes Act,1947 The Industrial Employment (Standing Orders) Act,1946 The Maternity Benefit Act,1961 The Payment of Bonus Act,1965 The Payment of Gratuity Act,1972 The Payment of Wages Act,1936	2 Hours
5.2	The Trade Unions Act,1926 The Employees Provident Fund and Miscellaneous Provisions Act,1952 The Employees Compensation Act,1923 The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act,2013	3 Hours
5.3	The new Indian Labour Code 2020	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA221	GLOBAL HRM	Elective	3	0	0	3

Preamble:

The role of HR professionals is coming to the fore as firms continue to globalize at a pace. Information and communication technologies are transforming organizational structures and business processes, breaking down organizational and geographic boundaries. Businesses have realized that without attention to foreign markets and competitors their prosperity and very survival may be at stake. Anytime a company expands internationally, they are faced with a number of challenges. A strong global human resources team is a vital component of international expansion. Some people have the misconception that HR is similar in every country. While there are similarities from one country to the next, there are a number of differences that need to be considered. This course will enable the students to recognize the impact of political, economic and cultural forces on HR practices of an organization and how it will impact on the role of an HR manager.

Prerequisite: NIL

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

CO 1	Apply conceptual frameworks for assessing human resources management (HRM) systems in different cultural / national settings.
CO 2	Examine the policies and operations of HR practices in multinational enterprises.
CO 3	Analyse the influence of international forces on HRM discipline.
CO 4	Assess contemporary issues and future trends of HRM in an international context.
CO 5	Assess the viability of transferring HRM practices across countries.

Mapping of course outcomes with program outcomes

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

TIHIRD SEMESTER MBA DEGREE EXAMINATION

20MBA221 GLOBAL HRM

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Mention objectives of Global HRM.
2. What is repatriation?
3. What are multi-cultural teams?
4. Explain differences between PCN's and TCN's.
5. How does Global HR planning differ from HR planning?

(5x2 marks = 10 marks)

PART B

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

6. Enumerate the major factors that influence international HRM.
7. Explain the recruitment and selection methods followed in acquiring talent for international operations?
8. Discuss the new approaches to compensation and correlate how these have a bearing on international compensation.
9. Why should MNCs provide training to their employees even after employing more competent people? Discuss.
10. Suggest criteria for performance appraisal of subsidiary staff.

(3x10 marks = 30 marks)

PART C

Compulsory question. This section carries 20 marks

11. Imagine you're the Vice-President of human resources for a Fortune 500 company. You've spent your entire career attempting to enhance the workplace for employees to support their productive work in the organization. You aligned the hiring process to serve the strategic needs of the organization, as well as implemented an effective performance management system. However, the performance management process is

becoming less effective because managers are inflating employee ratings. Under this system, managers are evaluated as a 1, 2, 3 or 4, with 1 being the highest rating and 4 the lowest. In many cases, managers are required to give a 4 rating to the lowest 10 percent of employees each year. Those individuals receiving a rating of 4 for two consecutive years are often let go from the organization. The intent behind this system is that throughout the two-year process, evaluators are to meet frequently with the employees, counsel them, and provide necessary development opportunities.

Based on the above answer following questions:

a) What type of evaluation process would you say is being used in this case? Explain.

b) Do you see these effects as positive or negative? Defend your position.

(1x20 marks = 20 marks)

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Syllabus	
Module 1	**Globalization in HR Perspective** - Introduction to global HRM drivers of globalization, Difference between HRM and global HRM — Role of culture in global HRM, Domestic & MNC Perspectives, Global HRM trends and future challenges, HR practices and standards in SAARC nations, Gulf Cooperation Council Countries, BRIC Nations, ASEAN, Multi cultural orientation to employees - Careers in International Business.
Module 2	**HR Policies and Operations in a Global Setting** - Recruitment function and selecting staff for international assignment: issues in staff selection, factors - head hunters, cross-national advertising, e Recruitment, types of international assignments, Training & development of international staff, types of expatriate training, developing staff through international assignment - Approaches of international compensation, key components of International compensation, executive compensation – Reporting Relationships – Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, country specific performance management practices. Grievance Handling - Expatriate Management.
Module 3	**Employee and Labor Relations** - Key issues in International Industrial Relations, The global legal and regulatory context of MNE, The International framework of Ethics and Labor standards Employment policies and practices, discrimination, affirmative action and equal employment opportunity, Diversity in the workforce as an enhancer of learning and effectiveness within groups and organizations.
Module 4	**Resolving disputes and complaints** - Understanding of selected laws and acts governing employment relationships in US – Fair Labor Standards Act of 1938 (FLSA), Family and Medical Leave Act of 1993 (FMLA), Occupational Safety and Health of 1970 (OSHA), Consolidated Omnibus Budget Reconciliation Act (COBRA), Health Insurance Portability and Accountability Act of 1996 (HIPPA) and Employee Retirement Income Security Act of 1974 (ERISA).
Module 5	**HR issues and challenges** - Safety and security of employees, surveillance and privacy concerns, prevention of workplace violence, sexual harassments, Protection from retaliation, illegal harassment (expat and locals), HR data security, maintaining appropriate and required HR records in different countries. HRM in cross border mergers and acquisitions - Motives behind mergers and acquisitions, HR Interventions.
Text Book	

1. Punnett Betty Jane (2009). *International perspectives on Organizational Behavior and Human Resource Management*. Routledge.
2. Monir Tayeb (2005). *International HRM*. Oxford University Press.
3. Dowling & Welch (1999). *International HRM: Managing people in Multinational*, Cengage Learning.
4. James N. Baron and David M. Kreps (2009). *Strategic Human Resources – Frameworks for General Managers*. Wiley.
5. Scott Snell, George Bohlander and Veena Vohra (2010). *Human Resources Management – A South Asian Perspective*. Cengage Learning.
6. Arup Varma, Pawan S. Budhwar (2013). *Managing Human Resources in Asia-Pacific*. Routledge.
7. K. Aswathappa (2020). *International Business*. McGraw Hill Education India Private Limited.
8. P. SubbaRao (2020). *International Human Resources Management*. Himalaya Publishing House.
9. Vikas Banger (2013). *Human Resource Management Global Trends and Essence*. Enkay Publishing.

References and Suggested Readings

1. Ruth V. Aguilera, John C. Dencker (2004). *The role of human resource management in cross-border mergers and acquisitions*, The International Journal of Human resource Management, Volume15, Issue 8 Pages 1355-1370.
2. Hugh Scullion, Paula M. Caligiuri, David G. Collings (2018). *Specifications of Global Talent Management*. Routledge.
3. Liza Castro Christiansen, Michal Biron, Elaine Farndale, Bård Kuvaas (2017). *Global Human Resource Management Casebook*. Routledge.
4. The Fair Labor Standards Act of 1938, as amended.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Globalization in HR Perspective**	
1.1	HRM drivers of globalization, Cultural differences affect HRM	2 Hours
1.2	HR practices and standards in SAARC, BRIC, ASEAN, GCC	2 Hours
1.3	Trends in challenges in Global HRM	2 Hours
2	**HR Policies and Operations in a Global Setting**	
2.1	Recruitment & Selection in international staffing	2 Hours

2.2	Training & Development in International Assignment	2 Hours
2.3	Approaches of International compensation	2 Hours
2.4	Performance Management and Expatriate Management	2 Hours
3	**Employee & labour Relations**	
3.1	Legal and regulatory content	2 Hours
3.2	Framework of Ethics and labour standards	2 Hours
3.3	Managing workforce diversity	3 Hours
4	**Resolving disputes and complaints**	
4.1	Fair Labor Standards Act of 1938 (FLSA), Family and Medical Leave Act of 1993 (FMLA)	2 Hours
4.2	Occupational Safety and Health of 1970 (OSHA), Consolidated Omnibus Budget Reconciliation Act (COBRA)	2 Hours
4.3	Health Insurance Portability and Accountability Act of 1996 (HIPPA) and Employee Retirement Income Security Act of 1974 (ERISA)	3 Hours
5	**HR issues and challenges**	
5.1	Safety and Security of employees, prevention of workplace violence	2 Hours
5.2	HR data security and maintenance of HR records	3 Hours
5.3	Mergers and Acquisitions – HR interventions	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA223	HUMAN RESOURCE ANALYTICS	Elective	3	0	0	3

Preamble:

With advances in technology and cloud computing, there are now numerous data sources available to guide decision-making and drive organizational success. Harvesting the right kind of data requires that HR teams possess strong analytical skills. People working in HR should be able to identify the metrics and data sources that deliver organizational insights. In order to do so, HR must ensure that metrics and measures are used effectively to achieve strategic goals. This course focuses on identifying effective data sources, developing meaningful metrics, designing long-term measures, and applying results in support of organizational strategy and tactics. This course will provide students data-backed insight on how to measure HR processes and drive organizations to better performance.

Prerequisite: Nil

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

CO 1	Understand the role and importance of analytics for better HR decision making.
CO 2	Develop, track, store, retrieve and analyze human resources information.
CO 3	Apply quantitative and qualitative analysis to describe and predict HR outcomes.
CO 4	Evaluate the effectiveness of HR measures using different statistical methods.
CO 5	Create metrics to connect HR results to business results.

Mapping of course outcomes with program outcomes

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

TIHIRD SEMESTER MBA DEGREE EXAMINATION

20MBA223 – HUMAN RESOURCE ANALYTICS

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Why do you think succession planning analytics is important?
2. Define HR metrics.
3. What are data visualization tools?
4. What is meant by an HR scorecard? Where is it used?
5. Distinguish between Workplace health programs and Employee assistance programs.

(5x2 marks = 10 marks)

PART B

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

6. Explain the steps in creating a HR scorecard.
7. Detail the different statistical tools available in the market for HR analytics and data visualization.
8. Describe the steps involved in predictive analytics and determine the key performance indicators.
9. What are the challenges in quantifying HR processes?
10. Describe the various methods used in training analytics. Highlight the importance of leaning analytics.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. A large company named XYZ employs, at any given point of time, around 4000 employees. However, every year, around 15% of its employees leave the company and need to be replaced with the talent pool available in the job market. The management believes that this level of attrition (employees leaving, either on their

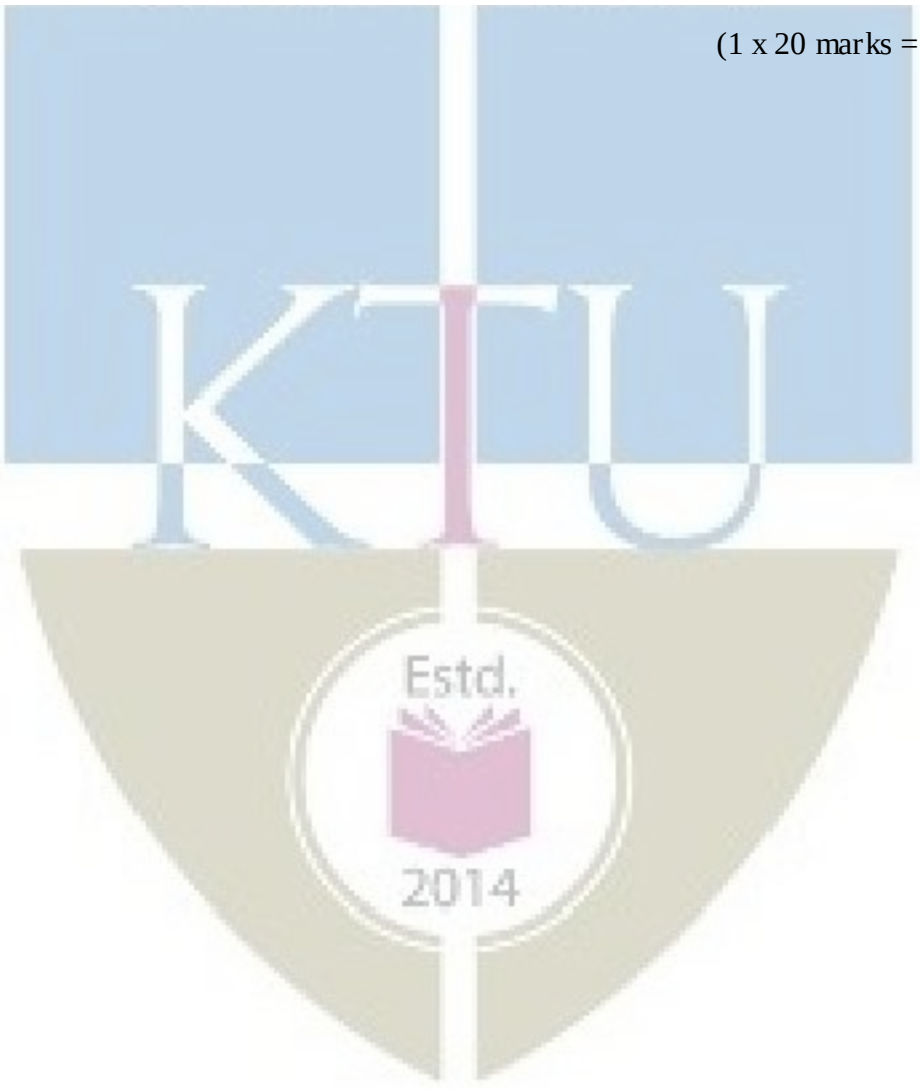
own or because they got fired) is bad for the Company, because of the following reasons.

i. The former employees' projects get delayed, which makes it difficult to meet timelines, resulting in a reputation loss among consumers and partners.
ii. A sizeable department has to be maintained, for the purposes of recruiting new talent.
iii. More often than not, the new employees have to be trained for the job and/or given time to acclimatize themselves to the company.

a) What factors do you think the management should focus on to curb attrition?

b) What methods can be used to analyze the attrition and retention statistics?

(1 x 20 marks = 20 marks)



Syllabus	
Module 1	**Introduction to HR analytics –** Human resource (HR) measures and organizational effectiveness - Evolution of HR Analytics - Analytic value chain, HR Metrics - Data requirements; identifying data and gathering data; HR data quality, validity and consistency; Data exploration; Describing data, Data visualization - Role of Descriptive analytics & Prescriptive analytics in HR – HR Analytics Framework: LAMP framework, HCM - 21 Framework, Talentship Framework.
Module 2	**Utility Models & Staffing Decisions** - Analysis of Labor Market Behavior. Analyzing Turnover trends, Workforce planning metrics, The Logic of Utility Analysis, Utility Models and Staffing Decisions, The Taylor-Russell Model, The Naylor-Shine Model, The Brogden- Cronbach-Gleser Model.
Module 3	**Performance and Compensation Analytics** - Steps in Predictive analytics, identifying performance drivers**,** Identifying and developing Key Performance areas (KPA), Key Performance Indicators (KPI) - create, build and maintain a HR Scorecard, Linking HR Data to operational performance, Regression analysis and Causation.
Module 4	**Qualitative and Quantitative HR outcome metrics -** Attrition and Retention, Absenteeism, Job satisfaction, Employee Engagement, Perceptions and Attitude, HRD climate, Training cost, Performance and skill gaps, Compensation and Benefits, Promotion and succession planning, Training and Learning analysis.
Module 5	**Employee Health Wellness and Welfare** - Logic of Workplace Health Programs (WHP), Analytics for Decisions about WHP Programs, Measures: Cost Effectiveness, Cost-Benefit and Return-on-Investment Analysis, Cost-Effectiveness Analysis, Cost- Benefit and Return-on-Investment Analysis, Employee Assistance Programs (EAPs), Future of Lifestyle Modification, WHP, and EAPs.

Text Book

1. Edwards Martin R, Edwards Kirsten (2016). *Predictive HR Analytics: Mastering the HR Metric*. Kogan Page Publishers.
2. Fitz-enz Jac (2010). *The new HR analytics: predicting the economic value of your company's human capital investments*. AMACOM.
3. Fitz-enz Jac, Mattox II John (2014). *Predictive Analytics for Human Resources*. Wiley.
4. Moore, McCabe, Duckworth, and Alwan (2008). *The Practice of Business Statistics: Using Data for Decisions*. W. H. Freeman.
5. Gene Pease, Boyce Byerly, Jac Fitz-enz (2012). *Human Capital Analytics*. Wiley.
6. Wayne F. Cascio, John W. Boudreau (2015). *Investing in people: Financial Impact of Human Resource Initiatives*. Pearson Education.

References and Suggested Readings

1. Brian E. Becker (2001). *The HR Scorecard: Linking People, Strategy, and Performance*. Harvard Business Review Press.
2. Tracey Smith (2013). *HR Analytics: The What, Why and How*. Create space Independent Pub.
3. Laurie Bassi, Rob Carpenter, Dan McMurrer (2012). *HR Analytics Handbook*. Mc Bassi & Company.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to HR Analytics**	
1.1	Evolution of HR Analytics and Analytic Value chain	2 Hours
1.2	Data cleaning, exploration, visualisation	2 Hours
1.3	Analytic framework models	3 Hours
2	**Utility Models & Staffing Decisions**	
2.1	Analyzing labour market behaviour	2 Hours
2.2	Analyzing turnover trends, workforce planning	2 Hours
2.3	Utility Models and Staffing Decisions	2 Hours
3	**Performance and Compensation Analytics**	
3.1	Predictive Analytics, Regression and its types	2 Hours
3.2	Identifying KPA, KPI	3 Hours
3.3	Create HR Scorecard	3 Hours
4	**Qualitative and Quantitative HR outcome metrics**	
4.1	Attrition, Retention, Absenteeism	1 Hour
4.2	HRD climate	1 Hour
4.3	Performance and compensation analytics	2 Hours
4.4	Training and Learning Analytics	2 Hours
4.5	Promotion and Succession Planning	2 Hours
5	**Employee Health Wellness and Welfare**	
5.1	Analytics for Workplace Health Programs	2 Hours
5.2	Analytics for Employee Assistance Programs	2 Hours
5.3	Cost-Benefit and Return-on-Investment Analysis	3 Hours
Total		36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA225	LEADERSHIP, INFLUENCE & POWER	Elective	3	0	0	3

Preamble: In contemporary business landscape marked by technological disruption and rapid change, industry leaders play an increasingly important role in shaping an environment that ensures continuous growth. This course exposes students to the skills to lead with power and influence, through the opportunity to investigate different leadership styles and frameworks. The course will also help them to explore new perspectives and strategies of high impact leadership in the individual, team, and organisational contexts. The syllabus is designed with the intention to impart leadership traits among students and to equip them to successfully navigate the challenges and dynamics of leadership in their career.

Prerequisite: NIL

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

CO 1	Understand the nature of Leadership and compare the theories of leadership.
CO 2	Apply ethical leadership and value- based decision making.
CO 3	Identify crisis management strategies.
CO 4	Analyse the sources of power, influence and women leadership in organizations.
CO 5	Develop team building and problem-solving skills.

Mapping of course outcomes with program outcomes

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

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA225 – LEADERSHIP, INFLUENCE & POWER

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. "Management is doing things right; leadership is doing the right things". Elaborate the statement by highlighting the major differences between a leader and a manager.
2. Explain Value- Based Decision making.
3. Define Stewardship.
4. Define Power and discuss different forms of power.
5. Define System Thinking and list major system thinking Models.

(5x2 marks = 10 marks)

PART B

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

6. Compare and contrast Blake and Mouton's managerial grid theory to the Ohio State and Michigan studies.
7. (a) Explain the factors governing ethical leadership decisions.
   (b) Explain about Value- Based Decision making.
8. (a) Evaluate the various problems that influence Crisis Management planning and execution process?
   (b) "It takes years to build a reputation and five minutes to ruin it" explain the major dimensions of reputational crisis.
9. What it takes to be a great leader? Analyse with special reference to leadership in 21st century organizations.
10. (a) Outline in detail the important problem - solving skills required for a leader.
    (b)'Employee engagement determines as to why people should work for the organization' Discuss various employee engagement strategies.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. When women move forward, the family moves, the village moves and the nation moves".
    a) Illustrate the important characteristics required for a successful women leader?
    b) Critically examine the problems faced by women leaders in present scenario?
    c) Examine any five successful women leaders and analyse their respective women leadership styles?

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Leadership** - Definition of Leadership, Leader vs. Manager, Trait Approach to Leadership, Behavioural / style Approach to Leadership, Situational Approaches to Leadership, Emerging Leadership Approaches- Charismatic, Transformational, Servant, Team, Psychodynamic and Emergent.
Module 2	**Leadership and ethics** - values at a personal level, organizational level, Value-Based Decision Making, Approaches to Ethics Management, The Moral Development of Organizations, Cultural and Team Manifestations. Cross cultural Leadership - Leadership and Dimensions of Culture, Universally Desirable and Undesirable Leadership Attributes.
Module 3	**Stewardship and crisis Management** - Stewardship – Governance and Leadership – Ensuring rational result- Collective Serving vs. A Self-Serving Agent. Risk - Break-Even Analysis – Organizational views on risk, Trust-Vulnerability and Performance, Important Characteristics Crisis handling - Crisis Management and Leadership, Business Continuity Team, Immediate Response - Physical Crisis, Reputational Crisis.
Module 4	**Influence and Power** - Styles of Influence, Influence tactics, Unethical Influence Styles Organizational politics. Power- Definition and forms of power, Leadership and organizational learning and adaptation, Woman Leadership - Leadership styles and effectiveness, The Glass Ceiling, Leadership in 21st century organizations.
Module 5	**Leadership - Decision making and problem-solving skills** - Decision Making Frameworks, Skilful Discussion, Team building, Focusing, Storytelling, System Thinking Models. Driving Accountability, Engaging People, empowering people, Building Personal Strengths, Problem Solving Skills, Leadership and change management.

Text Book

1. Northouse. P. G. (2010). *Leadership: Theory and Practice*. 5th edition, Sage Publications.
2. Daft, R L. (2018). *Leadership Experience*. 7th edition Cengage Learning.

References and Suggested Readings

1. Dorfman, P W, Mobley W. (2003). *Advances in Global Leadership*. (Vol. 3) Emerald Group Publishing.
2. Kouzes, J. M., & Posner, B. Z. (2017). *The leadership challenge* (3rd edn) John Wiley & Sons.
3. Lubar K., Halpern B. L. (2004). *Leadership Presence*. Penguin Publishers.
4. Pedler, Mike, Burgoyne, John, Boydell, Tom (2010). *A Manager's Guide to Leadership*. 2nd edition McGraw-Hill Education.
5. Yukl, G. A. (2013). *Leadership in organizations*. 8th edition, Pearson Education India.
6. Burns, J M, (1978). *Leadership*. 1st edn., Harper and Row.
7. Ciulla, J B. (2003). *The Ethics of Leadership*. Cengage Learning.
8. Rost, J.C. (1991). *Leadership for the twenty- first century*. Praeger.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Leadership**	
1.1	Definition of Leadership, Leader vs. Manager	2 Hours
1.2	Trait Approach to Leadership, Behavioural/style Approach to Leadership, Situational Approaches to Leadership	2 Hours
1.3	Emerging Leadership Approaches- Charismatic, Transformational, Servant, Team, Psychodynamic and Emergent.	2 Hours
2	**Leadership and ethics**	
2.1	Values at a personal level, organizational level, Value-Based Decision Making	2 Hours
2.2	Approaches to Ethics Management, The Moral Development of Organizations, Cultural and Team Manifestations.	3 Hours
2.3	Cross cultural Leadership - Leadership and Dimensions of Culture, Universally Desirable and Undesirable Leadership Attributes	3 Hours
3	**Stewardship and crisis Management**	
3.1	Stewardship – Governance and Leadership – Ensuring rational result- Collective Serving vs. A Self-Serving Agent.	2 Hours
3.2	Risk- Break-Even Analysis – Organizational views on risk, Trust-Vulnerability and Performance, Important Characteristics	2 Hours
3.3	Crisis handling- Crisis Management and Leadership, Business Continuity Team, Immediate Response - Physical Crisis, Reputational Crisis.	3 Hours
4	**Influence and Power**	
4.1	Influence- Styles of Influence, Influence tactics, Unethical Influence Styles Organizational politics.	2 Hours
4.2	Power- Definition and forms of power, Leadership and organizational learning and adaptation	3 Hours
4.3	Woman Leadership - Leadership styles and effectiveness, The Glass Ceiling, Leadership in 21st century organizations	3 Hours
5	**Leadership- Decision making and problem-solving skills**	
5.1	Decision Making Frameworks, Skilful Discussion, Team building, Focusing, Storytelling	2 Hours
5.2	System Thinking Models. Driving Accountability, Engaging People, empowering people, Building Personal Strengths, Problem Solving Skills	3 Hours
5.3	Leadership and change management	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA227	REWARD MANAGEMENT	Elective	3	0	0	3

Preamble: The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skills in designing and analyzing and restructuring reward management systems, policies and strategies

Prerequisite: Nil

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

CO 1	Examine compensation framework in the light of different theories of compensation
CO 2	Analyse wage and pay systems
CO 3	Evaluate wage fixation methods
CO 4	Formulate Expatriate compensation
CO 5	Assess social security and retirement benefits and design pay structures

Mapping of course outcomes with program outcomes

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

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA227- REWARD MANAGEMENT

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define living wage
2. What are the different systems of Payment?
3. List out various methods of wage fixation in India.
4. What is expatulator?
5. Define Social Security.

(5x2 marks = 10 marks)

PART B

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

6. Discuss various theories of wage which act as the foundation of different wage systems? Comment on the advantages of each
7. 'Job Evaluation is a method that give us solid base for fixing compensation' Explain, What are the various method and processes involving?
8. Explain New wage code 2021, Compare it with the existing wage related labour laws.
9. What are the challenges in compensating expats? Explain the popular approaches adopted in compensating expats?
10. 'The code on social security 2020 is considered as a revolution' explain the salient features of it?

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. 'Fixing a suitable pay structure is a challenge these days.'

    a. Critically examine various pay structures adopted by organizations. (8)

    b. Explain the various internal and external factors affecting the pay scale of an organization. (7)

    c. What are the current trends in executive compensation? (5)

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Compensation Framework and Theories:** Conceptual Framework of Compensation Management: Meaning of wage, Minimum wage, Fair wage, Living wage, Money wage, Take home pay, Difference between wages and salary, Concept and Components of Wages; Components of compensation; Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Residual claimant theory, Bargaining theory.
Module 2	**Wage and Pay systems:** Principles of wage and salary administration, Job Evaluation - meaning, principles, methods, limitations, importance, Systems of payment: Time rate system, piece rate system, Incentive payments. Fringe benefits, Fringe benefits tax (FBT); Cost to the company (CTC) – calculation and computing.
Module 3	**Wage Fixation:** Criteria of wage fixation. Methods of Payment, Broad- banding, Performance based pay systems, Knowledge based pay system, market based pay system, Incentive based pay system, Types of incentive plans; Executive compensation; Wage Policy in India, Methods of wage determination in India, The Pay Commission, Wage Boards and Tribunals: Structure, Scope and functions, Role of Collective bargaining in wage determination, Minimum Wages Act 1948; Wage Code 2021, Emerging trends of compensation management in IT industries.
Module 4	**Expatriate Compensation:** Expatriate assignment approaches - Fringe benefits, Career management of expatriates, Job pricing, Expatriate reward models, Cost-of-living data, expatulator and calculations, Taxation and the expatriate, Repatriation and reintegration; Expatriate management systems; success factors.
Module 5	**Social Security and Retirement Benefits:** Social Security, definition, concept, approaches, Employees' Provident Fund Scheme, Employees' Deposit Linked Insurance Scheme, Employees' Pension Scheme, Pension Fund, Payment of gratuity, Participatory/Contributory Pension; Employee State Insurance Corporation (ESIC). Code on Social Security 2020. **Design of Pay structures:** Pay structures – concept, measuring the Market; Pay Mechanics (Structure Design) - Pay mechanics; Number of grades - career bands, broad grades and narrow bands; Pay ranges - Pay slopes -Pay overlap (current practices)- Smoothing the pay curve - Positioning Staff in the Pay Scale - Options for employees below minimum of pay scale, Options for employees above maximum of pay scale, Reviewing the Pay Scale & Pay structure - Timing and frequency, Impact of market movement and inflation, other factors – External & Internal factors that affects the pay scale of an organization.
Text Book	
1. Armstrong, Michel and Murlis, Helen, Reward Management: *A Handbook of Salary Administration*, Kogan Page Ltd, 1988 2. S.S. Upadhyay, *Compensation Management: Rewarding Performance*, Global India Publications, 2009 3. Mark Bussin, Expatriate Compensation: *A practical and informative textbook for managing expatriate compensation, mobility, and international assignments in the*	

world of work, Knowres Publishing, 2015

References and Suggested Readings

1. A.M. Sharma, *Understanding Wage and Compensation System*, Himalaya Pub. House, 2014.
2. Designing Pay Levels, Mix and Pay Structures. http://business.uni.edu/mitra/chap08.pdf
3. How to build Pay Grades and Salary Ranges, http://resources.payscale.com/rs/payscale/images/2013-How-to-Build-Pay-Grades-and Salary - Ranges.pdf
4. How to Set Competitive Compensation Structures, http://downloads.erieri.com.s3.amazonaws.com/pdf/How_to_Set_Competitive_Compensation_Structures.pdf
5. Hendorson, Richard I. *Compensation Management: Rewarding Performance in Modern Organization*, Prentice Hall, 1988.
6. Lance Berger and Dorothy Beger, *The Compensation Handbook, Sixth Edition: A State-of-the-Art Guide to Compensation Strategy and Design*, McGraw-Hill Professional, 2015.
7. A.K. Sharma, *Labour Economics*, Anmol Publications Pvt. Ltd, 2006
8. K.N. Subramoniam, *Wages in India*, McGraw-Hill Inc, 1977.
9. A.I. Fonseca, *Wage Issues in a Developing Economy: An Indian Experience*, Oxford University Press, 1964.
10. B.D. Singh, *Compensation and Reward Management*, Excel Books, 2012
11. Richard I. Henderson, *Compensation Management in a Knowledge Based World*, Pearson Education, 2007
12. Ten Steps for Building a Salary Structure, http://internationalhrforum.com/2010/07/29/ten-steps-for- building-a-salary-structure.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Compensation frame work and theories**	
1.1	Conceptual Framework of Compensation Management: Meaning of wage, Minimum wage, Fair wage, Living wage, Money wage, Take home pay	2 Hours
1.2	Difference between wages and salary, Concept and Components of Wages; Components of compensation	3 Hours
1.3	Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Residual claimant theory, Bargaining theory.	2 Hours
2	**Wage and Pay systems**	
2.1	Principles of wage and salary administration, Job Evaluation - meaning, principles, methods, limitations, importance.	2 Hours

2.2	Systems of payment: Time rate, piece rate system, Incentive payments.	2 Hours
2.3	Fringe benefits, Fringe benefits tax (FBT); Cost to the company (CTC) – calculation and computing.	3 Hours
3	**Wage Fixation**	
3.1	Criteria of wage fixation. Methods of Payment, Broad- banding, Performance based pay systems, Knowledge based pay system, market based pay system, Incentive based pay system, Types of incentive plans;.	2 Hours
3.2	Executive compensation; Wage Policy in India; Methods of wage determination in India, The Pay Commission	2 Hours
3.3	Wage Boards and Tribunals: Structure, Scope and functions, Role of Collective bargaining in wage determination, Minimum Wages Act 1948; Emerging trends of compensation management in IT industries	3 Hours
4	**Expatriate Compensation**	
4.1	Expatriate assignment approaches - Fringe benefits, Career management of expatriates, Job pricing	3 Hours
4.2	Expatriate reward models, Cost-of-living data, expatulator and calculations.	2 Hours
4.3	Taxation and the expatriate, Repatriation and reintegration; Expatriate management systems; success factors.	2 Hours
5	**Social security and Pay structure design**	
5.1	Social Security, Employees' Provident Fund Scheme, Employees' Deposit Linked Insurance Scheme, Employees' Pension Scheme, Pension Fund, Payment of gratuity, Participatory/Contributory Pension; Employee State Insurance Corporation (ESIC).	3 Hours
5.2	Pay structures – concept, measuring the Market; Pay Mechanics (Structure Design) - Pay mechanics; Number of grades - career bands, broad grades and narrow bands; Pay ranges - Pay slopes -Pay overlap (current practices)	3 Hours
5.3	Smoothing the pay curve; Positioning Staff in the Pay Scale; Reviewing the Pay Scale & Pay structure - Timing and frequency, Impact of market movement and inflation, other factors – External & Internal factors that affects the pay scale of an organization.	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA229	NEGOTIATIONS & CONFLICT RESOLUTIONS	Elective	3	0	0	3

Preamble: The purpose of this course is to understand how to be more effective in negotiating to help you secure more of what you want in life. A basic premise of the course is that while a manager needs analytic skills and a psychological approach to discover optimal solutions to problems, negotiation expertise opens the way for these solutions to be implemented.

Prerequisite: NIL

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

CO 1	Assess the various principles of Negotiation.
CO 2	Analyse the strategies and tactics involved in different types of negotiation.
CO 3	Apply the requisite skills used in Bargaining
CO 4	Assess the tactics of conflict resolution and maintenance of industrial relations
CO 5	Adapt and modify to the trends in Industrial conflicts.

Mapping of course outcomes with program outcomes

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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

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.

KTU Estd. 2014

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA229- NEGOTIATIONS & CONFLICT RESOLUTIONS

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. What are the different types of Conflicts?
2. Define integrative and distributive negotiation.
3. List out usual causes of Industrial Disputes in India.
4. Recall the Johari Window frame work
5. Find the key differences in conflict management in MNCs and Public sector companies.

(5x2 marks = 10 marks)

PART B

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

6. Discuss the nature of conflicts in the organization. What are the different views on conflicts?
7. Explain the preparations required for an effective negotiation? What are the different elements of communication critical in negotiation?
8. Illustrate the effectiveness of Collective bargaining as a preventive mechanism for industrial unrest. Explain the nature, functions and types of collective bargaining
9. 'A consolidation of labour laws related to industrial Relation has happened in the new Labor code on Industrial relations' explain, what are the salient features of this new code?
10. A seen change in the trends of conflict management has emerged by the entry of MNCs, digitalization of work place and Covid 19 strategies like 'Work from Home', explain with suitable examples and illustrations?

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. 'It is said that 24% of the executive time is spent on conflict management so conflict management skills constitute a significant part of managerial success. A conflict not managed on time can be expensive at times'
    a. What are the popular conflict management strategies?
    b. Explain the levels of conflict intensity.
    c. How conflicts can be converted in to functional conflicts?

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Intergroup Relations and Conflicts:** Overview, History of negotiations, Common elements of negotiations, Nature of conflict in organisations, Changing view of conflict, Types of Conflicts in organisations- Interpersonal, intrapersonal, Intergroup, Inter-organisational.
Module 2	**Negotiations:** Negotiation - Definition, Nature of Negotiation, Efficient and Effective Negotiators, Distributive Negotiation, Integrate negotiation – The Harvard Method, Obstacles in negotiation, international negotiation, cross cultural negotiation, rationality and cognition, multi-party negotiation, negotiation strategies; Third party negotiation. Multilateral and Coalition Negotiations - Epistemic communities, ratification, constituencies, multi-stakeholder frameworks; Problem-Solving Negotiations - Interests, assumptions and perceptions, alternatives, options development BATNA / WATNA, Circle Chart analysis; Issues in Negotiation - Gender, Culture and other factors. Interest based Negotiations - Active listening, communication skills, interest assessment, body language, information flow, and needs assessment.
Module 3	**Collective Bargaining and Distributive Bargaining:** Causes of Industrial Disputes, their Settlement & Prevention Mechanism, Formulas, types of agreements, and role of legal advisors; Role of Tripartism, Current Trends in Collective Bargaining, Industrial Democracy and Industrial Peace, Collective bargaining: Concept, Nature, functions and Types of; Collective bargaining in the Indian context; Negotiating a collective bargaining agreement. Distributive Bargaining - Concessions, bargaining range, resistance point, tactics, games, avoiding, yielding, contending, problem-solving.
Module 4	**Conflict and Disputes Resolution:** Conflicts; Conflict management - Conflict Management Strategies, improving group, organizational or team dynamics when conflict occurs– Collaborating, Compromising, Accommodating, Competing, Avoiding, Johari window. Industrial Relations Machinery in India; Provisions under the Industrial Disputes Act, 1947, Authorities under the Act, Reference of disputes to boards, courts or Tribunals, Procedures, Methods of industrial disputes resolution; Code on Industrial relation 2020, Forms of industrial conflicts; Labour turnover; workplace practices and cooperation.
Module 5	**Trends in industrial conflict:** Dynamics of conflict and collaboration; Nature, causes and types of recent industrial disputes, handling interest and rights disputes, Impact of Public Sector disinvestments, Emergence of MNCs, IT enabled work environment, Work from home strategy, Surveillance and privacy issues.

Text Book

1. Wheeler, M. (2010). *Harvard Business Essentials: Guide to Negotiation*.
2. Fisher, R., Ury, W. L., & Patton, B. (2011). *Getting to yes: negotiating agreement without giving in*. Pengin.
3. Malhotra, D., & Bazerman, M. (2007). *Negotiation genius: How to overcome*

obstacles and achieve brilliant results at the bargaining table and beyond. Bantam.

References and Suggested Readings

1. Schuster, M. H. (1984). *Union-Management Cooperation. Structure, Process, Impact*. WE Upjohn Institute for Employment Research, 300 South Westnedge Avenue, Kalamazoo, MI 49007.
2. Mnookin, R. H., Peppet, S. R., & Tulumello, A. S. (2000). *Beyond winning: Negotiating to create value in deals and disputes*. Harvard University Press.
3. Dwivedi, R. S. (2002). *Managing human resources & industrial relations in Indian Enterprises*. Galgotia Publishing Company
4. Druckman, D. (2009). *Intuition or counterintuition? The science behind the art of negotiation.* Negotiation Journal, *25*(4), 431-448.
5. Ury, W. L., Brett, J. M., & Goldberg, S. B. (1988). *Three approaches to resolving disputes: interests, rights and power.*
6. Funken, K. (2001). *The Pros and Cons of Getting to Yes-Shortcomings and Limitations of Principled Bargaining in Negotiation and Mediation*. Available at SSRN 293381.
7. Hopmann, P. T. (1995). Two paradigms of negotiation: Bargaining and problem solving. *The Annals of the American Academy of Political and Social Science*, *542*(1), 24-47

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Intergroup relations and Conflicts**	
1.1	Overview, History of negotiations, Common elements of negotiations.	2 Hours
1.2	Nature of conflict in organizations , Changing view of conflict.	2 Hours
1.3	Types of Conflicts in organisations- Interpersonal, intrapersonal, Intergroup, Inter- organizational.	3 Hours
2	**Negotiations**	
2.1	Negotiation - Definition, Nature of Negotiation, Efficient and Effective Negotiators, Distributive Negotiation, Integrate negotiation –The Harvard Method, Obstacles in negotiation, international negotiation, cross cultural negotiation, rationality and cognition, multi-party negotiation, negotiation strategies.	3 Hours
2.2	Third party negotiation; Multilateral and Coalition Negotiations - Epistemic communities, ratification, constituencies, multi-stakeholder frameworks; Problem-Solving.	2 Hours

	Negotiations - Interests, assumptions and perceptions, alternatives, options development BATNA / WATNA.	
2.3	Circle Chart analysis; Issues in Negotiation - Gender, Culture and other factors. Interest based Negotiations - Active listening, communication skills, interest assessment, body language, information flow, and needs assessment.	2 Hours
3	**Collective bargaining and distributive bargaining**	
3.1	Causes of Industrial Disputes, their Settlement & Prevention Mechanism, Formulas, types of agreements, and role of legal advisors; Role of Tripartism, Current Trends in Collective Bargaining.	2 Hours
3.2	Industrial Democracy and Industrial Peace, Collective bargaining: Concept, Nature, functions and Types of; Collective bargaining in the Indian context.	2 Hours
3.3	Negotiating a collective bargaining agreement; distributive bargaining - concessions, bargaining range, resistance point, tactics, games, avoiding, yielding, contending, problem-solving.	3 Hours
4	**Conflicts and dispute resolution**	
4.1	Conflicts; Conflict management - Conflict Management Strategies, Improving group, organizational or team dynamics when conflict occurs– Collaborating, Compromising, Accommodating, Competing, Avoiding, Johari window.	3 Hours
4.2	Industrial Relations Machinery in India; Provisions under the Industrial Disputes Act, 1947, Authorities under the Act, Reference of disputes to boards, courts or Tribunals, Procedures, Labor code on Industrial Relations 2020.	3 Hours
4.3	Methods of industrial disputes resolution; Forms of industrial conflicts; Labour turnover; workplace practices and cooperation.	2 Hours
5	**Trends in Industrial conflicts**	
5.1	Dynamics of conflict and collaboration	2 Hours
5.2	Nature, causes and types of industrial disputes	2 Hours
5.3	Handling interest and rights disputes, Influence of disinvestment, MNC and IT enabled work environment	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA251	STRATEGIC MARKETING INTELLIGENCE	Elective	3	0	0	3

Preamble: The emphasis of this course is primarily to understand advanced marketing strategy issues and processes that determine the competitiveness of marketing in diverse customer and organizational markets. A significant aim of the course is to enhance the skills to predict and integrate the competitive marketing tactics of rivals through effective market research tools. The course also aims to understand how consumer behaviour impacts marketing actions and strategies of companies through decision making tools and software that shape a broad understanding of marketing analytics to support marketing and managerial decision making.

Prerequisite: NIL

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

CO 1	Elucidate the importance of Strategic Market Intelligence through effective market research.
CO 2	Appraise the Quantitative methods of market research
CO 3	Assess Strategic intelligence through comprehending consumer behaviour
CO 4	Evaluate the Cognitive drivers of market strategies through measurement and modelling tools in Marketing Intelligence
CO 5	Appraise the marketing strategy implementation systems to effectively convert marketing intelligence

Mapping of course outcomes with program outcomes

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

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2014

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

20MBA251- STRATEGIC MARKETING INTELLIGENCE

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. What are primary data sources?
2. List out the steps in a simple regression analysis.
3. Define Customer Lifetime Value. What are its uses?
4. How is perceptual mapping used in marketing?
5. How are digital marketing metrics important in marketing intelligence?

(5x2 marks = 10 marks)

PART B

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

6. a. Explain the different qualitative methods of data collection used in marketing research.

   b. Demonstrate using examples how strategic marketing intelligence aids managerial decision making.

7. a. Distinguish between Factor analysis and Cluster Analysis in terms of their purpose, operational steps and outcomes.

   b. Show how they are useful in aiding marketing actions of companies.

8. a. Examine the importance of an STP strategy in obtaining strategic intelligence

   b. Explain how psychographic segmentation is carried out.

9. a. Compare and contrast the models of consumer buying behaviour with diagram.

   b. Why are customer choice models preferred in recent times by marketers to judge consumer actions?

10. a. Outline the various software options used to develop marketing intelligence.

    b. Show with examples how digital media monitoring is relevant to marketers in their social media campaigns?

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. Office Improvements is a marketing company offering a wide range of office products and services on behalf of its clients to a wide range of businesses and organizations. The firm defines its business as finding ways of making offices in organizations more efficient, more employee-friendly and more economical to run. John Grant, the CEO of Office Improvements, believes that this gives the firm the widest scope possible in terms of the kinds of products he can market. 'Of course,' he says, 'this means we have two kinds of customers. Those whose products and services we market and those who buy the products and services which we market.' The firm does not experience too much difficulty finding businesses which would like to make use of Office Improvements' marketing skills. The main difficulty encountered by the firm is in its marketing to organizations that want to make use of the products and services it has to offer. As John Grant says: 'When you are a small company trying to make your way in the world, you encounter all kinds of problems when it comes to getting new contracts. In our case it isn't a case of hiring sales people to call on wholesalers or retailers, you have to actually get out yourself and talk to your customers. Finding the right person to talk to can often be a nightmare. We define our business as that of helping firms to create healthy working environments for their employees. This means that we actually sell industrial solvents and cleaning materials as well as a variety of different types of equipment—ranging from fans and air extractor units to heating appliances for offices and workshops. We are essentially a marketing outfit and get our products from a variety of sources both in this country and abroad. We do not sell in small quantities but aim to equip other organizations as comprehensively as we can. 'Our major difficulty is locating the decision makers. When you want to get a local authority as one of your customers, whom do you approach? I can tell you it is not that easy. It is not always straightforward when you are dealing with a central buying office. Often the person you approach cannot make the decisions and has to consult with other people. You have a real job on your hands I can tell you.'

    a. Develop the marketing research process that needs to be carried out to help Mr Grant understand his customers' needs. (10 marks)

    b. For the two sets of customers he has identified, what data collection tools and analysis techniques are best suited? Justify. (10 marks)

Syllabus	
Module 1	**Introduction to Strategic Marketing Intelligence**: Strategic Marketing Intelligence Framework, SMI for decision Making; Market Research Process: Problem, Design, Data Collection and Proposals; Primary and Secondary Data Resources; Qualitative Methods of Market Research: Ethnographies, Focus Groups and Depth Interviews, Data Preparation and Descriptive Statistics.
Module 2	**Quantitative Methods of Market Research**: Regression & Analysing Behavioural/Transactional Data, Analysing Behavioural/Transactional Data & Analysing Survey Data, Factor & Key Driver Analysis, Correspondence Analysis, Cluster Analysis, Multiple Discriminant Analysis and Conjoint Analysis, Building Regression Based Models, Market Response Models, Causal Methods (Marketing Response/Marketing Mix Models).
Module 3	**Strategic intelligence through comprehending consumer behaviour:** Strategic intelligence & understanding and measuring consumers; Measuring trends in consumer behaviour; Intelligence on changes in customer behaviour, consumer groups and Associations; Customer Segmentation, Targeting and Positioning: Segmenting by behaviours, values and attitudes; Customer based marketing and value metrics; Forecasting: Pricing and Elasticity, Using Linear Regression to Forecast; Customer Lifetime Value.
Module 4	**Cognitive drivers of consumer behaviour:** Models of consumer buyer behaviour; Analytical tools in gaining customer insight; Measurement & Modelling; Perceptual Mapping; Customer Choice Modelling; Sales force size determination; Sales force allocation.
Module 5	**Marketing strategy implementation systems**: Market Intelligence on competitors and Strategic Profiling: Measuring competitive reactions; Various Software in the development of strategic marketing intelligence; Digital Media Monitoring; Digital Marketing Metrics.

Textbooks

1. Managing Strategic Intelligence: Techniques and Technologies. (2007). United Kingdom: Information Science Reference.
2. Mathur U.C., (2008) *Strategic Marketing*, Macmillan Publishers India Limited.
3. Malhotra, Naresh (2012), *Basic Marketing Research (4th ed.)*, Prentice Hall.

References and Suggested Readings

1. Hedin H., Vaarnas, M., Hirvensalo, I. (2014). *The Handbook of Market Intelligence: Understand, Compete and Grow in Global Markets.* Germany: Wiley.
2. Aaker, D. A., Kumar, V., & Day, G. S. (2008). *Marketing research*. John Wiley & Sons.
3. Jenster, P. V., Søilen, K. S. (2009). *Market Intelligence: Building Strategic Insight.* United States: Copenhagen Business School Press.
4. Liebowitz, J. (2006). *Strategic Intelligence: Business Intelligence, Competitive Intelligence, and Knowledge Management*. Ukraine: CRC Press.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to Strategic Marketing Intelligence**	
1.1	Overview of Strategic Marketing Intelligence Framework	2 Hours
1.2	Interpret the market research process	2 Hours
1.3	Illustrate the qualitative methods of market research	3Hours
2	**Quantitative Methods of Market Research**	
2.1	Analysing Behavioural/Transactional Data	2 Hours
2.2	Explain Cluster Analysis, Multiple Discriminant Analysis and Conjoint Analysis	2 Hours
2.3	Building Regression Based Models	3 Hours
3	**Strategic intelligence through comprehending consumer behaviour**	
3.1	Measuring trends in consumer behaviour	2 Hours
3.2	Segmenting by behaviours, values, and attitudes	2 Hours
3.3	Applying Linear Regression to Forecast	3 Hours
4	**Cognitive drivers of consumer behaviour**	
4.1	Assess the Models of consumer buyer behaviour	2 Hours
4.2	Elucidate the importance of Analytical tools in gaining customer insight	2 Hours
4.3	Interpreting the importance of Perceptual Mapping in Market Intelligence	3 Hours
5	**Marketing strategy implementation systems**	
5.1	Applying Market Intelligence on competitors and Strategic Profiling	2 Hours
5.2	Measuring competitive reactions	3 Hours
5.3	Assessing Digital Marketing Metrics in interpreting market scenarios	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA253	B2B MARKETING	Elective	3	0	0	3

Preamble: The course enables the student to have a thorough understanding of the industrial market, its consumer buying behaviours and means to segment, target and position the business users to develop the most appropriate marketing communications depending upon the product life cycle.

Prerequisite: NIL

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

CO 1	To identify the distinction between B2B and B2B Product and Services
CO 2	To classify different form of B2B demand patterns
CO 3	To identify the role of Partnering/Relationship in business marketing and select suitable firms for B2B collaboration
CO 4	To develop an understanding about Industrial Marketing Communication and choose an appropriate training programme for sales force performance
CO 5	To examine the special meaning of price in industrial marketing and also know the product life cycle theory and its application to marketing strategies.

Mapping of course outcomes with program outcomes

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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

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.

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA253- B2B MARKETING

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define industrial marketing.
2. Explain the concept of Modified rebuy?
3. Briefly explain the need for a CRM in a B2B scenario?
4. Identify the relevance of transfer pricing?
5. Compare and contrast between personal selling and advertising?

(5x2 marks = 10 marks)

PART B

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

6. Compare and contrast on consumer and industrial marketing.
7. Elucidate on the concept of Buy grid model and the relevant buying phases.
8. Elaborate on the essential requirements for effective segmentation?
9. What steps would you follow for developing product strategies for existing products? What alternative strategies are available to industrial marketers for existing products?
10. Outline the reasons for channel conflicts and how they can be managed?

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. Vodafone Idea Ltd (VIL) launches 5G-ready IoT solutions for enterprises. Internet of Things (IoT) solutions comprising connectivity, hardware, network, application, analytics, security and support for enterprises that seek to digitize their businesses. You are currently designated as a business development manager VIL. Hence it is required that you develop appropriate strategy for its b2b market expansion.

a) Explain the different aspects of management of sales force. Give a brief account of the different approaches to organizing sales force?
b) Discuss the major decisions involved in designing a promotion strategy?

(1x20 marks=20 Marks)

	Syllabus
Module 1	**Overview of B2 B Marketing** Meaning and scope of B2B Marketing; classification of business goods; industrial customers; components of industrial market; comparison between industrial and consumer market/marketing - why and what of business marketing; product and demand characteristics; customer characteristics; product/service mix characteristics; market characteristics; marketing mix characteristics.
Module 2	**Demand for Industrial Goods and Buyer Behaviour** Demand for Industrial Goods - derived demand; joint demand; price insensitivity; price sensitivity; reverse elasticity; cross elasticity. Industrial Buying and Buyer Behaviour - purchasing practices of industrial customers, purchasing objectives of industrial buyer, purchasing activities of industrial buyers, Factors affecting industrial buying decision; environmental factors; organizational environment; buying centre factors; roles in buying process; structural dimensions; individual factors; buying objectives/criteria; non-economic objectives; Webster-Wind model; Sheth model; the Buygrid model; buy classes; buy phases; appropriate marketing strategies over various buying situations and phases; business buying process complexity, modern purchasing activities
Module 3	**Industrial Market Segmentation, Targeting & Positioning and Relationship Marketing** Industrial Market Segmentation - requirements for effective segmentation; macro and micro segmentations; intermediate segmentation; nested approach to segmentation; other bases of segmentation; benefits of market segmentation; criteria for segmentation variables; market targeting; differentiation; positioning. Partnering/Relationship Marketing and CRM - Characteristics of adversarial and partnership models; lifecycle models of buyer-supplier relationship; stages of buyer seller relationship models; selection of firms for collaboration; production linkages and industrial marketing; CRM.
Module 4	**Industrial Marketing Communication and Logistics** Industrial Marketing Communication - Communication mix; salient features of business marketing communication; major decisions in industrial marketing communication; trade fairs and exhibitions. Personal Selling - Types of industrial salesmen; management of sales force; knowledge/training for sales force; organising sales force; personal selling process; summary. Industrial Marketing Logistics - Components of logistics; importance of logistic; business-to-business logistical services; supply chain management; types of distribution; channel systems; multi-channel marketing system; channel conflicts; factors influencing channel design.
Module 5	**Industrial Product and Pricing Decisions** Product Decisions – Industrial product; product lifecycle; new product development; classification of new products; product revitalisation/ elimination. Industrial Pricing - Characteristics of industrial prices; factors affecting pricing; pricing objectives; costs in industrial pricing; pricing methods/approaches approaches; new product pricing; pricing over the PLC; pricing policies; geographic pricing; transfer pricing; leasing.

Text Book
1. Havaldar, K. K. (2005). *Industrial marketing: text and cases*. Tata McGraw-Hill Education. 2. Cherunilam, F. (2011). *Industrial Marketing.* Himalayan Books.
References and Suggested Readings
1. Peter M. Chisnall (1985), *Strategic Industrial Marketing*, Prentice-Hall International. 2. Woodruffe, Helen (2000), *Service Marketing: Operation, Management and Strategy,* Macmillan India Limited, New Delhi. 3. Robert R. Reeder, Edward G. Brierty & Betty H. Reeder (2001), *Industrial Marketing (2nd ed.)*, Prentice-Hall of India Private Limited, New Delhi.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Overview of B2B Marketing**	
1.1	Meaning and scope of B 2 B Marketing; classification, Comparison between B2B and B2C	2 hours
1.2	Components of industrial market	1 hour
1.3	Product and demand characteristics; customer characteristics	2 hours
1.4	Marketing mix characteristics	1 hour
2	**Demand for Industrial Goods and Buyer Behaviour**	
2.1	Demand for Industrial Goods & Factors affecting industrial buying decision	2 hours
2.2	buying centre factors; roles in buying process	1 hour
2.3	buying objectives/criteria; non-economic objectives	1 hour
2.4	Webster-Wind model, Sheth model, the buygrid model	1 hour
2.5	Buy classes; buy phases, appropriate marketing strategies over various buying situations and phases	2 hours
2.6	Business buying process complexity, modern purchasing activities	1 hour
3	**Industrial Market STP and Relationship Marketing**	
3.1	Market Segmentation – Meaning, benefits, requirements for effective segmentation	1 hour
3.2	Macro and micro segmentations; intermediate segmentation; nested approach to segmentation	1 hours
3.3	Criteria for segmentation variables; market targeting; differentiation; positioning.	1 hours
3.4	Adversarial and partnership models & lifecycle models of buyer-supplier relationship	1 hours
3.5	Stages of buyer seller relationship models; selection of firms for collaboration;	2 hours
3.6	Production linkages and industrial marketing	1 hour
4	**Industrial Marketing Communication and Logistics**	
4.1	Industrial Marketing Communication mix; salient features of business marketing communication	1 hours
4.2	major decisions in industrial marketing communication; trade fairs	1 hours

	and exhibitions.	
43	Personal Selling - Types of industrial salesmen; management of sales force;	1 hour
4.4	knowledge/training for sales force; organising sales force; personal selling process	1 hour
4.5	Industrial Marketing Logistics - Components; importance of logistic; business-to-business logistical services;	1 hours
4.6	Supply chain management; types of distribution; channel systems; multi-channel marketing system;	1hours
4.7	channel conflicts; factors influencing channel design.	1 hour
5	**Industrial Product and Pricing Decisions**	
5.1	Industrial Product Decisions; product lifecycle	1 hours
5.2	new product development; classification of new products; product revitalisation/elimination	1 hours
5.3	Industrial pricing - Characteristics; factors affecting pricing; pricing objectives;	2 hours
5.4	Costs in industrial pricing; pricing methods/approaches; new product pricing;	2 hours
5.5	Pricing over the PLC; pricing policies; geographic pricing; transfer pricing; leasing;	2 hours
	Total	36 Hours

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Course Code	Course Name	Category	L	T	P	Credit
20MBA255	CONSUMER BEHAVIOUR	Elective	3	0	0	3

Preamble: The objective of the course is to acquaint the students with latest trends in consumer behaviour. The different paradigms discussed in the course are careful blend of several theories and practices propagated by behavior theorists in understanding the contemporary practices of consumer behavior. The course also gives due importance in discussing the various models of consumer behavior which shall be helpful in building a concrete basement for the student understanding.

Prerequisite: Nil

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

CO 1	Understand the concepts of consumer behaviour and its application in marketing management
CO 2	Assess the environmental and individual determinants of consumer behaviour.
CO 3	Analyse the intricacies of consumer buying behaviour and strategies of consumer attitude formation and change
CO 4	Explain the concept of diffusion of innovation
CO 5	Appraise the various consumer decision making models.

Mapping of course outcomes with program outcomes

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

20MBA255- CONSUMER BEHAVIOUR

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. List the various qualitative methods of consumer behaviour research.
2. Define subculture.
3. What is tri-component model of attitude?
4. Recall the meaning of consumer adoption.
5. What is the economic model of consumer behaviour?

(5x2 marks = 10 marks)

PART B

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

6.	a.	Outline the scope and application of consumer behaviour.	(5)
	b.	Explain psychographic segmentation with examples.	(5)
7.	a.	Summarise the traits and characteristics of opinion leaders.	(6)
	b.	Explain the influence of culture on consumer behaviour.	(5)
8.	a.	Illustrate the various stages involved in the consumer decision making process with suitable examples.	(5)
	b.	Outline the various perspectives to consumer decision making.	(5)
9.	a.	Explain the diffusion process.	(5)
	b.	Outline the profile of consumer innovator.	(5)
10.	a.	Explain the Howard Sheth Model of consumer behaviour with suitable example.	(5)
	b.	Summarise the limitations of Nicosia Model.	(5)

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. You are the Vice President (Marketing) of a large retail chain. Your company's advertising agency is in the process of hiring a film star to promote the retail chain. Describe the reference group factors that you would consider before the celebrity is hired.

(1x20 marks =20marks)

Syllabus	
Module 1	**Introduction to Consumer Behaviour:** Consumer Behaviour-Scope and Application of Consumer Behaviour, Evolution of Consumer Behaviour as a Field of Study and its relationship with Marketing, The Interdisciplinary Nature of Consumer Behaviour. **Market Research and Consumer Behaviour:** Approaches to Consumer Behaviour Research, Quantitative Research, Qualitative Research; **Market Segmentation and Positioning:** Demographics and Market Segmentation, Lifestyle and psychographic segmentation, Usage Segmentation, Benefit Segmentation, Product Positioning
Module 2	**Environmental Influence on Consumer Behaviour:** Culture, Subcultures, Social Class, Reference Groups, Opinion leadership- Dynamics of Opinion Leadership Process - Measurement of Opinion Leadership - Traits and Characteristics of Opinion Leaders -Relevance of Opinion Leadership for a Marketer, Celebrity Endorsement, Family **Individual Determinants of Consumer Behaviour:** Consumer's Needs & Motivation, Emotions and Mood, Consumer Involvement, Consumer Learning, Personality, Self-concept and Self-image, Consumer Perception, Risk and Imagery.
Module 3	**Consumer Attitude Formation and Change:** Structural Models and Theories, Attitude Formation, Strategies of Attitude Change. **Consumer Decision Making Process:** Problem Recognition- Search and Evaluation – Purchasing Process- Post Purchase Behaviour; Buying Motives, Buying Roles, Types/levels of Consumer Decision Making, Perspectives to Consumer Decision Making, Online buying behaviour
Module 4	**Diffusion of Innovation:** Diffusion Process, Adoption Process, Categories of adopters, Consumer Innovators, Profile of Consumer Innovator, Buying Decision Process towards new Products.
Module 5	**Models of Consumer Behaviour:** The Economic model, Learning model, Psychoanalytic model, The sociological model, The Howard Sheth model, The Nicosia model, EBM Model, Consumer Black Box Model

Textbook

1. Schiffman L.G., Kanuk, L. L. & Kumar S. R (2015). *Consumer Behaviour (10th edn)*. Prentice Hall.
2. Loudon D. L., Della Bitta A. (1992). *Consumer Behaviour*, Tata McGraw-Hill
3. Batra S, K. & Kazmi S.H.H. (2009). *Consumer Behaviour*, Excel Books.
4. Nair Suja R. (2015). *Consumer Behaviour*, Himalaya Publishing House, Mumbai.

References and Suggested Readings

1. Majumdar R., (2010). *Consumer Behaviour: Insights from Indian Market*. Prentice Hall India.
2. Hawkins Del I., Best R. J. and Mothersbaugh D. L. (2007) *Consumer Behaviour – Building Marketing Strategy*, Tata McGraw-Hill.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to Consumer Behaviour, Market Research & Market Segmentation**	
1.1	Consumer Behaviour-Scope and Application of Consumer Behaviour, Evolution of Consumer Behaviour as a Field of Study and its relationship with Marketing, The Interdisciplinary Nature of Consumer Behaviour.	2 Hours
1.2	Approaches to Consumer Behaviour Research, Quantitative Research, Qualitative Research	2 Hours
1.3	Demographics and Market Segmentation, Lifestyle and psychographic segmentation, Usage Segmentation, Benefit Segmentation, Product Positioning	3 Hours
2	**Consumer Behaviour - Environmental Influence & Individual Determinants**	
2.1	Culture, Subcultures, Social Class, Family	2 Hours
2.2	Reference Groups, Opinion leadership- Dynamics of Opinion Leadership Process - Measurement of Opinion Leadership - Traits and Characteristics of Opinion Leaders -Relevance of Opinion Leadership for a Marketer, Celebrity Endorsement	2 Hours
2.3	Consumers Needs & Motivation, Emotions and Mood, Consumer Involvement, Consumer Learning,	2 Hours
2.4	Personality, Self-concept and Self- image, Consumer Perception, Risk and Imagery.	2 Hours
3	**Consumer Attitude Formation & Consumer Decision Making Process**	
3.1	Consumer Attitude Formation and Change: Structural Models and Theories, Attitude Formation, Strategies of Attitude Change.	2 Hours
3.2	Consumer Decision Making Process: Problem Recognition- Search and Evaluation – Purchasing Process- Post Purchase Behaviour;	3 Hours
3.3	Buying Motives, Buying Roles, Types/levels of Consumer Decision Making, Perspectives to Consumer Decision Making, Online buying behaviour	2 Hours
4	**Diffusion of Innovation**	
4.1	Diffusion Process, Adoption Process, Categories of adopters,	2 Hours
4.2	Consumer Innovators, Profile of Consumer Innovator,	2 Hours
4.3	Buying Decision Process towards new Products.	2 Hours
5	**Models of Consumer Behavior**	
5.1	The Economic model, Learning model, Psychoanalytic model, The sociological model	3 Hours
5.2	The Howard Sheth model, The Nicosia model,	2 Hours
5.3	EKB Model, EBM Model, Consumer Black Box Model	3 Hours
Total		**36 hours**

Course Code	Course Name	Category	L	T	P	Credit
20MBA257	SERVICES MARKETING	Elective	3	0	0	3

Preamble: Services marketing is increasingly assuming importance in today's world as marketers have identified whether its products or services, relationship is the key to making profits in business. Services marketing focus on how to make such relationships and every point of contact with customers meaningful and generate opportunities. So the course holds a prominent place both in academia as well as in business. Service sector accounts for 60% of GDP in India and 54% globally (Statisticstimes.com, 2020). So this has to be taught at much deeper level in a service dominant economy like ours. The course thus exposes the students to understanding the service products, consumers and markets how to apply the 4Ps of marketing to services, manage the customer interface and implement profitable service strategies.

Prerequisite: Nil

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

CO1	Apply knowledge of management theories and practices to solve business problems
CO2	Foster Analytical and critical thinking abilities for data-based decision making.
CO3	Develop Value based Leadership ability
CO4	Understand, analyze and communicate global, economic, legal, and ethical aspects of business
CO5	Develop the ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

Mapping of course outcomes with program outcomes

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

20MBA257 – SERVICES MARKETING

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. List any two characteristics of services
2. What is meant by Role and script?
3. What is the relevance of 'flower of service'?
4. Explain any two types of servicescapes.
5. What is service guarantee?

(5x2 marks = 10 marks)

PART B

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

6.	a.	Illustrate the challenges of people processing services	(4)
	b.	How is it different from mental stimulus processing services?	(6)
7.	a.	What is meant by a positioning strategy?	(5)
	b.	How can a positioning map help managers to better understand and respond to competitive dynamics?	(5)
8.	a.	What are the three components of a service concept?	(3)
	b.	Illustrate a service offering for a motel	(7)
9.	a.	Explain the service blueprint and its use. Develop a service blue print for a restaurant experience.	(10)
10.	a.	What is the role of Franchising in services?	(5)
	b.	How does the nature of service product affect the distribution?	(5)

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. Consider your own recent experiences as an online banking customer. On which dimensions of service quality have you most often experienced a large gap between your expectations and your perceptions of the service performance? What do you think the underlying causes might be? What steps should the management take to improve quality? How can you use SERVQUAL to measure the service quality here?

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Understanding Service Products:** New perspective on marketing in service industry- Four board categories of services, Traditional marketing mix applied to Services, The extended services marketing mix for managing the customer interface, Characteristics of services- Product vs Services- Tangibility Spectrum; Services Sector in Indian Economy- Characteristics of Services Sector Industries.
Module 2	**Consumer Behaviour in Services Context**- Three stage model of Service consumption- Servuction Model - Expectation Development by Consumers- Zone of Tolerance- Determinants of Maximum Service Level, Minimum Service Level, Maximum and Minimum Service Levels, Service Perception; Market Segmentation in Services Sector – Undifferentiated marketing, differentiated marketing, Bases of Market Segmentation- Services Attributes and levels- Developing and effective positioning strategy.
Module 3	**Service Demand Management:** Demand Situation- Demand Patterns, Demand Variations- Demand Forecasting Methods- Demand Management –Capacity Management; Developing service products: Planning and creating service products- The flower of service - Branding service products and experiences - New Service Development-Steps in development of a New Service. The Service Product Mix- Service Differentiation-Service Lifecycle Management
Module 4	**Managing the Customer Interface:** Flowcharting customer service process- Service Blue prints – Physical Evidence- Servicescapes- Types of Servicescapes- Mehrabian-Russell Stimulus Response Model- Russel's Model of Affect Servicescape Model- Dimensions of Service Environment- Service Quality Management- Service Perception – Determinants of Service Quality- Service Quality Audit- GAP Model of Service Quality- SERVQUAL- Total Quality Services Marketing- Service Excellence
Module 5	**Delivery of Services:** Delivering Service through intermediaries-distribution growth options- Internationalization in distribution. Service Failures and Recovery: Types of service encounters- Deviations in services - Types of service encounters - Customer response to failures - Service Failures - Failure types - Complaint Management- Service Recovery – Service Guarantee.

Text Book

1. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: *Services Marketing*: *People, Technology and Strategy*, Pearson Education, 2011

References and Suggested Readings

1. K. Rama Mohana Rao, *Services Marketing*, Pearson Education, 2011.
2. Harsh V Verma, *Services Marketing: Text and Cases*, Pearson Education, 2011
3. Rajendra Nargundkar, *Services Marketing: Text and Cases*, McGraw Hill Education India Private Limited, 2003

4. John E.G. Bateson and K. Douglas Hoffman, *Services Marketing*, Cengage Learning, 2012
5. C Bhattacharjee, *Services Marketing: Concepts, Planning and Implementation*, Excel Books, 2010
6. V. Zeihthaml, Mary JB, Dwyane DG and Ajay Pandit, *Services Marketing: Integrating Customer Focus Across the Firm*, McGraw Hill Education India Private Limited, 2013
7. Leonard L Berry, *On Great Service: A Framework for Action*, The Free Press, 1995
8. Jauhari and Dutta, *Services: Marketing, Operations and Management*, Oxford University Press India, 2009
9. Lusch and Vargo, *The Service - Dominant Logic of Marketing: Dialog, Debate and Directions*, PHI Learning Private Limited, 2006...

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Understanding Service Products: New perspective on marketing in service industry**	
1.1	Four board categories of services, Traditional marketing mix applied to Services	2 Hours
1.2	The extended services marketing mix for managing the customer interface	3 Hours
1.3	Characteristics of services- Product vs Services, Tangibility Spectrum	1 Hour
1.4	Services Sector in Indian Economy- Characteristics of Services Sector Industries.	1 Hour
2	**Consumer Behavior in Services Context**	
2.1	Three stage model of Service consumption- Servuction Model	2 Hours
2.2	Expectation Development by Consumers- Zone of Tolerance	1 Hour
2.3	Determinants of Maximum Service Level, Minimum Service Level, Maximum and Minimum Service Levels, Service Perception	2 Hours
2.4	Market Segmentation in Services Sector – Undifferentiated marketing, differentiated marketing, Bases of Market Segmentation- Services Attributes and levels	2 Hours
2.5	Developing and effective positioning strategy	1 Hour
3	**Developing service products &Service Demand Management**	
3.1	Planning and creating service products-The flower of service, Branding service products and experiences	1 Hour
3.2	Steps in development of a New Service	1 Hour
3.3	The Service Product Mix, Service Differentiation	1 Hour
3.4	Service Lifecycle Management.	1 Hour
3.5	Demand Situation- Demand Patterns, Demand Variations	1 Hour
3.6	Demand Forecasting Methods	1 Hour
3.7	Demand Management, Capacity Management	1 Hour

4	**Managing the Customer Interface**	
4.1	Flowcharting customer service process- Service Blue prints –	1 Hour
4.2	Physical Evidence- Servicescapes- Types of Servicescapes	1 Hour
4.3	Mehrabian-Russell Stimulus Response Model- Russel's Model of Affect Servicescape Model- Dimensions of Service Environment	1 Hour
4.4	Service Quality Management- Service Perception – Determinants of Service Quality- Service Quality Audit- GAP Model of Service Quality- SERVQUAL	2 Hours
4.5	Total Quality, Services Marketing- Service Excellence	1 Hour
5	**Delivery of Services& Service Failures and Recovery**	
5.1	*Delivering* Service through intermediaries-distribution growth options	1 Hour
5.2	Internationalization in distribution.	2 Hours
5.3	Types of service encounters- Deviations in services - Customer response to failures - Service Failures.	2 Hours
5.4	Failure types - Complaint Management- Service Recovery	2 Hours
5.5	Service Guarantee.	1 Hour
	Total	36 Hours

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Course Code	Course name	Category	L	T	P	Credit
20MBA259	INTEGRATED MARKETING COMMUNICATIONS	Elective	3	0	0	3

Preamble: The objective of the course is to understand the principles and practices of marketing communications, which involves the tools used by marketers to facilitate a managerial framework for integrated marketing communications planning.

Prerequisite: Nil

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

CO 1	Explain the elements and planning process of integrated marketing communications.
CO 2	Evaluate the Integrated Marketing Communication Mix and establish monitoring, evaluation and control measures.
CO 3	Analyse the characteristics of Advertisements and Advertising Agency operations, and to assess the ethical and social impact of Marketing Communication.
CO 4	Compare the various media management styles and evaluate the importance of message strategy and message design in marketing communication.
CO 5	Elucidate the concepts of other elements of Marketing Communications Strategy and International Marketing communications and its influences on promotional activities.

Mapping of course outcomes with program outcomes

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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA259 – INTEGRATED MARKETING COMMUNICATIONS

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Discuss the importance of Media Reach.
2. Explain the role of e-commerce in marketing communication.
3. Give an account of the Elements of media strategy.
4. Briefly explain components of AIDA Model.
5. Enumerate the factors to be taken care of while designing an Advertisement Copy.

(5x2 marks = 10 marks)

PART B

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

6.	a.	Explain in detail Economic, Social and Legal implications of Advertising.	(6)
	b.	Describe the basic philosophy underlying integrated marketing communications (IMC), and discuss reasons why firms have not practiced IMC all along and why there is a reluctance to change.	(4)
7.	a.	Distinguish between communication strategy and promotional strategy.	(4)
	b.	Discuss the various elements in the planning process of promotional strategy taking the example of any consumer durable product of your choice.	(6)
8.	a.	Explain the different types of media and their characteristics available to advertisers.	(6)
	b.	Briefly explain the Message strategy design considerations for specialty goods.	(4)
9.	a.	Compare and contrast the major differences between internet advertising and conventional form of mass advertising? Explain giving suitable examples.	(6)
	b.	Elucidate the criteria of selection and evaluation of advertising agency?	(4)
10.	a.	Discuss the importance & factors affecting communication mix in present Indian Scenario with suitable examples.	(4)
	b.	Choose one of the following marketing communication functions, describe its features, processes, strengths and weaknesses, and its role in the field of integrated marketing communications. a. Sales promotions b. Personal selling c. Direct marketing d. Sponsorship	(6)

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. Read the following case carefully and answer the questions given at the end:

M/S ABC, a major automobile firm in India and a leader in passenger car segment has recently launched an entry level car at a price of Rs. 2.50 Lakhs. The other two main competitors had also launched similar models earlier. These companies are coming out in mass media with comparative advertising suggesting how these models are superior to ABC's new launch. These companies are also offering attractive exchange offers and freebies corresponding to the festive season. Such aggressive moves by the competitors have negatively affected the expected sales of ABC's new launch.

Questions:

a. Suggest a sales promotion strategy for ABC and give reasons for your recommendations. (10)

b. Also suggest the other Marketing communication tools to ABC so as to build its market share. (10)

Syllabus	
Module 1	**Introduction to Integrated Marketing Communication (IMC):** Marketing Communication, Objectives of Marketing Communication, Factors contributing to IMC, Participants in IMC; Planning and organizing the Integrated Marketing Communication Processes.
Module 2	**Developing a Theoretical understanding of Marketing Communications:** Marketing Communications Mix; Factors Affecting Marketing Communications Mix; Marketing Communication Process; Models of Marketing Communications; Planning and Budgeting Process of Marketing Communications; Marketing Communications Research; Monitoring, Evaluation and Control of Integrated Marketing Communications; Measuring the Effectiveness of Marketing Communication elements; Role of E-Commerce in Marketing Communication;
Module 3	**Advertising:** Definition, Importance and Scope; Types of Advertising (Online & Offline); Advertising Planning and Objective; Budgeting; Creative Strategy, Tactics and Format Advertising Appeals, Advertising Execution Styles, Advertising campaigns; Ad Agency Functions; Types of Ad Agencies; Selection and Compensation of Ad Agencies; Advertising Research; Role of Ad Agencies and other Marketing Communication organizations, Client Agency Relationship; Advertising Management: Preparation and Choice of Methods of Advertising Budget. **Regulation of Advertising and Promotion:** Self and State regulation, Social, Ethical and economic aspects of Marketing Communication; Legal and Regulatory Aspects of IMC;
Module 4	**Message Strategy:** Creativity, The Creative Process, Creative strategy development- Copy Platform, Creative Strategy, Implementation and Evaluation; **Message Design:** The Creative concept development; the creative processes of the different forms of IMC; AIDA model; Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Evaluation of Creative Strategy/work. Campaign Planning: Message Creation, Copywriting. **Media Management:** Media Types and their characteristics; Setting Media objectives; Considering key media concepts; Media planning; Media strategy; Emerging Concepts and Issues in Marketing Communications Sponsorship;
Module 5	**Other elements in Marketing Communications Strategy:** Below-the-line Communications, Sales Promotion, Public Relation, Event management, Publicity, Corporate Communication. Corporate Advertising, Direct Marketing, Personal Selling; **International Marketing Communication:** Role of international marketing communication in international marketing, Cultural and other differences, Global Vs. localized marketing communications, Organizing for international marketing communication;

Text Book

1. Purani, K., Belch, G. E., & Belch, M. A. (2013), *Advertising and Promotion: An Integrated Marketing Communications Perspective*. Tata McGraw-Hill.
2. Dutta K. (2016), *Integrated Marketing Communications*. Oxford University Press

References and Suggested Readings

1. Blair, M., Armstrong, R. and Murphy, M. (2003), *The 360 Degree Brand in Asia: Creating More Effective Marketing Communications,* Singapore: John Wiley & Sons.
2. Clow, K. E. (2004). *Integrated advertising, promotion, and marketing communications*. Pearson Education India.
3. Smith, P. R., & Taylor, J. (2004). *Marketing communications: an integrated approach*. Kogan Page Publishers.
4. Andrews, J. C., & Shimp, T. A. (2017). *Advertising, promotion, and other aspects of integrated marketing communications*. Cengage Learning.
5. Jain, S. (2008). *Integrated Marketing Communication: Trends and Innovations*. Global India Publications.
6. Kazmi, S. H. H., & Batra, S. K. (2009). *Advertising and sales Promotion*. Excel Books India.
7. Shah, K., & D'Souza, A. (2009). *Advertising & Promotions an IMC Perspective*. Tata McGraw-Hill
8. Jethwaney, J. N., & Jain, S. (2012). *Advertising management*. Oxford University Press.

Course Contents and Lecture Schedule

No.	Topic	No. of Lectures
1	**Introduction to Integrated Marketing Communication (IMC)**	
1.1	Marketing Communication, Objectives of Marketing Communication	2 Hours
1.2	Factors contributing to IMC, Participants in IMC	2 Hours
1.3	Planning and organizing the Integrated Marketing Communication Processes	2 Hours
2	**Developing a Theoretical understanding of Marketing Communications**	
2.1	Marketing Communications Mix; Factors Affecting Marketing Communications Mix	1 Hour
2.2	Marketing Communication Process; Models of Marketing Communications; Planning and Budgeting Process of Marketing Communications	2 Hours
2.3	Marketing Communications Research; Monitoring, Evaluation and Control of Integrated Marketing Communications	2 Hours
2.4	Measuring the Effectiveness of Marketing Communication elements; Role of E-Commerce in Marketing Communication	1 Hour
3	**Advertising**	

3.1	Importance and Scope; Types of Advertising (Online & Offline); Advertising Management: Preparation and Choice of Methods of Advertising Budget	2 Hours
3.2	Advertising Planning and Objective: Creative Strategy, Tactics and Format Advertising Appeals, Advertising Execution Styles, Advertising campaigns;	2 Hours
3.3	Ad Agency Functions; Types of Ad Agencies; Selection and Compensation of Ad Agencies; Advertising Research; Role of Ad Agencies and other Marketing Communication organizations, Client Agency Relationship	2 Hours
3.4	**Regulation of Advertising and Promotion:** Self and State regulation, Social, Ethical and economic aspects of Marketing Communication; Legal and Regulatory Aspects of IMC	2 Hours
4	**Message Strategy and Media Management**	
4.1	Creativity, The Creative Process, Creative strategy development- Copy Platform, Creative Strategy, Implementation and Evaluation	2 Hours
4.2	The Creative concept development; the creative processes of the different forms of IMC; AIDA model; Creative planning, creative strategy development, Communications appeals and execution,	2 Hours
4.3	Message strategy design considerations, Source of the message, Message integration, Evaluation of Creative Strategy/work. Campaign Planning: Message Creation, Copywriting	2 Hours
4.4	Media Types and their characteristics; Setting Media objectives; Considering key media concepts; Media planning; Media strategy; Emerging Concepts and Issues in Marketing Communications Sponsorship	2 Hours
5	**Other elements in Marketing Communications Strategy**	
5.1	Sales Promotion, Public Relation, Direct Marketing, Personal Selling	2 Hours
5.2	Event management, Publicity, Corporate Communication. Below-the-line Communications Corporate Advertising,	2 Hours
5.3	**International Marketing Communication:** Role of international marketing communication in international marketing, Cultural and other differences,	2 Hours
5.4	Global Vs. localized marketing communications, Organizing for international marketing communication;	2 Hours
	Total Hours	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA261	MARKETING RESEARCH	Elective	3	0	0	3

Preamble: Marketing Research is a powerful mechanism that helps to provide key insights and information to the business decisions. The majority of product or company failures come from the fact that little to no marketing research was done beforehand. Marketing Research is the process of gathering, recording, analysing and reporting qualitative and quantitative data in the domain of marketing. This course will provide a platform for the students to learn and implement the methodologies and techniques in the field of marketing research. The syllabus is designed with the intention to practice the students to be successful marketing researcher.

Prerequisite: Nil

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

CO 1	Explain the fundamentals of Marketing Research
CO 2	Identify the research design and techniques
CO 3	Classify the sampling techniques, scales and measurement
CO 4	Justify the data collection instrument and hypotheses
CO 5	Apply the research tools and techniques in the area of marketing

Mapping of course outcomes with program outcomes

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

20MBA261– MARKETING RESEARCH

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define Marketing Research.
2. Write short note on research design.
3. Define sampling.
4. What is data instrument?
5. List the importance of project report.

(5x2 marks = 10 marks)

PART B

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

6	a. Explain the role of marketing research in decision making.	(5)
	b. Illustrate the marketing information system.	(5)
7	a. Determine the role of secondary data in marketing research.	(4)
	b. Explain the qualitative research techniques.	(6)
8	a. Describe the types of scaling.	(5)
	b. Explain the components of measurement	(5)
9	a. Explain the process of questionnaire design.	(4)
	b. Illustrate non-parametric tools for testing hypotheses.	(6)
10	a. Explain the elements of quality project report.	(5)
	b. Describe the layout of report writing.	(5)

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. You have been appointed as marketing researcher in a Luxury Goods company. Apply tools and techniques to conduct research on social media marketing and develop research report.

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Fundamentals of Marketing Research** Marketing Research–Meaning and Definition, Scope, Importance, Classification, Functions, Marketing Research Process, Role of Marketing Research in Decision Making – Marketing Information System, Marketing Decision Support System, Marketing Research Industry, Status of Marketing Research Industry in India, The International Marketing research, Challenges.
Module 2	**Research Design and Data Source** Research Design – Concept, Types of Research Design- Exploratory Research, Descriptive Research, Causal Research Design, Qualitative Research Techniques. Sources of Data–Secondary Data–Internal Sources, External Sources, International Secondary Data, Role of Secondary Data in Marketing Research, Primary Data – Survey and Observation, Experimentation.
Module 3	**Sampling and Scaling** Sampling – Meaning, Basic Concepts, Methods – Probability Sampling Methods, Non– probability Sampling Methods, Online Sampling Techniques, Determination of Sample Size. Scaling – Definition, Types of Scaling, Measurement – Concept, Scale of Measurement, Components of Measurement, Measurement Development
Module 4	**Data Instrument and Hypotheses Testing** Data Instrument – Questionnaire – Meaning, Nature, Designing Questionnaire, Questions Content, Question Phrasing, Response Format, Questions Sequence, Physical Characteristics of the Questionnaire, Pre-test. Hypotheses Testing - Meaning, Setting Hypothesis, Techniques for Testing Hypotheses – Parametric Tests and Non-Parametric Tests, Statistical Software.
Module 5	**Research Report and Applications** Research Report – Concept, Importance of Report Presentation, Elements of Quality Report, Report Layout. Applications of Marketing Research – Product Research, Advertising Research, Market and Sales Analysis Research, Marketing Research and Social Media Marketing, Branding Research, Recent Trends in Marketing Research

Text Books

1. Alvin C. Burns, Ann Z Veek, Ronald F. Bush (2017). *Marketing Research, Eighth Edition,* Pearson Publication.
2. Naresh K Malhotra, Saty Abhusan Dash. (2017). *Marketing Research- An Applied Orientation*, Pearson Publication

References and Suggested Readings

1. Donald S Tull, Dell I. Hawkins. (2011). *Marketing Research- Measurement and Method, 6e*, PHI Learning Private Ltd.
2. Paul E. Green and Donald S. Tull, *Research for Marketing Decisions*, PHI Learning Private Limited.
3. Harper W. Boyd, Ralph Westwall, Stanley F. Stasch (2014), *Marketing Research – Text and Cases*, AITBS Publishers, India.
4. Rajendra Nargundkar (2008), *Marketing Research:Text and Cases*, McGraw-Hill Edn.
5. Mustafa A., (2012), *Marketing Research – Text and Cases*, AITBS Publishers.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Fundamentals of Marketing Research**	
1.1	Marketing Research	3 Hours
1.2	Role of Marketing Research in Decision Making	2 Hours
1.3	Marketing Research Industry	2 Hours
2	**Research Design and Data Source**	
2.1	Research Design- concept, types of research design	3 Hours
2.2	Secondary Data- sources of data, role in marketing research	2 Hours
2.3	Primary Data- survey and observation, experimentation	2 Hours
3	**Sampling and Scaling**	
3.1	Sampling- Concept, Methods of sampling	3 Hours
3.2	Scaling – Definition, Types of scaling	2 Hours
3.3	Measurement- concept, components, measurement development	2 Hours
4	**Data Instrument and Hypotheses Testing**	
4.1	Data Instrument – Questionnaire	2 Hours
4.2	Hypotheses Testing	3 Hours
4.3	Statistical Software	2 Hours
5	**Research Report and Applications**	
5.1	Research Report	2 Hours
5.2	Applications of Marketing Research	3 Hours
5.3	Marketing Research and Social Media Marketing	3 Hours
	Total	36 hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA263	RETAIL MANAGEMENT	Elective	3	0	0	3

Preamble: The objective of this course is to familiarize the students with basic operational practices and concepts associated with modern retail organizations. The course also intends to ensure that the students understand the importance of total retail experience, customer service, and relationship retailing.

Prerequisite: NIL

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

CO1	Recall the basic concepts pertaining to retail and its operations
CO2	Explain the strategies and decisions involved in locating a retail store and its operations
CO3	Analyze the various decision relating to the operations of retail store
CO4	Evaluate the retail strategy involved in successful store operations pertaining to Indian concepts
CO5	Develop the merchandise management plans and pricing strategies

Mapping of course outcomes with program outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	2	3	2	2	3
CO2	3	3	2	2	3
CO3	3	3	2	3	3
CO4	3	3	2	3	3
CO5	2	3	2	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.

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY KTU Estd. 2014

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

TIHIRD SEMESTER MBA DEGREE EXAMINATION

20MBA263 – RETAIL MANAGEMENT

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define life cycle in Retail
2. E-Retailing
3. What is the relevance of visual merchandising in retail?
4. What are the key drivers of retail chain in India?
5. Define Wheel of retailing

(5x2 marks = 10 marks)

PART B

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

6. a. Illustrate the challenges faced by retailers worldwide. (5)
   b. How will you outline strategies to overcome them? (5)
7. "Explain a non-store-based strategy adopted by Fashion boutique (10)
8. Discuss the elements of store design (10)
9. Develop a retail promotion mix for each of the following,
   a. A new fast-food chain
   b. An exclusive luxury furniture brand (10)
10. Discuss the various factors to be considered for selecting a location for starting a retail store. (10)

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. Kohl's is a popular general merchandise retailer capitalizing on its quality goods. Key components of its approach include: the sale of moderately priced private–label merchandise; exclusive and national brand apparel; and footwear and accessories for women, men & children. Kohl's has a consistent merchandise mix across all its stores. At Kohl's they believe their purpose is to inspire and empower families to lead fulfilled lives. They want their customers to support the causes they care about, and Kohl's in-turn makes it easy for them.

Kohl's works hard to provide low prices on this Site as well as in Kohl's stores. However, merchandise and promotional offers available online at Kohls.com may vary from those offered in Kohl's stores. Prices and availability are subject to change without notice. "Sale" prices and percentage savings offered by Kohl's are discounts from Kohl's "Regular" or "Original" prices. The "Regular" or "Original" price of an item is the former or future offered price for the item or a comparable item by Kohl's or another retailer. Actual sales may not have been made at the "Regular" or "Original" prices, and intermediate markdowns may have been taken. "Original" prices may not have been in effect during the past 90 days or in all trade areas. Merchandise on this Web site could be offered at the same or lower "Sale" prices during future promotional events beginning on or after the last day of this advertised event.

Questions

1. Examine the type of pricing strategy adopted by Kohl's.
2. Examine the retail strategy adopted by Kohl's, leveraging the retail mix to increase the foot fall.

(1x20 marks =20 marks)

Syllabus	
Module 1	Retail Management: Rise of the retailer, Growth of global retail market, Challenges Faced by Retailers World Wide; Theories of Retail Development: Evolution of Retail Formats, Theories of Retail Development, Lifecycle in Retail, Understanding Retail Formats, Non- store and Non-Traditional Retail Formats, Service Retail.
Module 2	*Retailing in India:* Evolution of Retail in India, Traditional business models in Indian Retail, Drivers of Retail Change in India, Size of Retail in India, Key sectors in Indian Retail, Foreign Direct Investment in Indian Retail, Rural Retailing in India. *Strategic Planning in Retailing*: Situational Analysis, Objectives, Identification of Consumer Characteristics and Needs, Overall Strategy, Control & Feedback.
Module 3	*Retail Institution by Ownership:* Independent, Chain, Franchising, Leased Department, Vertical Marketing System, Consumer Cooperative, Horizontal Marketing System. Retail Institution by Store-Based Strategy Mix: The Wheel of Retailing, Scrambled Merchandising, The Retail Life Cycle. Web, Non-Store Based, and other Forms of Traditional Retailing: Direct Marketing, Direct Selling, Vending Machines, E-Retailing, Other Non-Traditional Forms of Retailing. Targeting Consumers and Gathering Information – Identifying and Understanding Consumers, Consumer needs and desires, Shopping Attitudes and Behaviour
Module 4	*Choosing a Store Location:* Trading- Area Analysis, Characteristics of Trading Area; *Site Selection* – Types of Location, Location and Site Evaluation; Store design objectives, Store design elements, Visual merchandising, Creating an appealing store atmosphere, Strategic advantage through customer service, Customer service quality, Service recovery *Store Management*: Retail Business –HRM in Retail Organization, Financial Management in Retailing-Profit Planning, Asset Management and Budgeting, , Compensating and rewarding store employees.
Module 5	*Merchandise Management and Pricing:* Merchandising Philosophy, Buying organization format and process, Devising Merchandising Plans, Category Management, Implementing Merchandise Plans, Logistics, Inventory Management, External Factors Affecting Retail Price Strategy, Developing a Retail Price Strategy. Promotional Strategy: Elements of Retail Promotional Mix, Planning a Retail Promotional Mix

Text Books

1. Barry Berman, Joel Evans and Mini Mathur, (2016). *Retail Management: A Strategic Approach,11th Edn.*, Pearson
2. Swapna Pradhan, (2012). *Retail Management: Text and Cases,4th Edn.* McGraw-Hill

References and Suggested Readings

1. Bajaj, Tuli and Srivastava, *Retail Management*, New Delhi: Oxford University Press.
2. Gibson G. Vedamani, *Retail Management*, Mumbai: Jaico Publishing House.
3. Lewison, D. M. and Delozier, W. M., *Retailing*, Columbus: Merrill Publishing Co.
4. Dunne Patrick M., Lusch Robert F, Griffith David A, (2002) *Retailing*, 4th Ed, Thomson South Western
5. Levy Michael, Weitz Barton A. (2001) *Retailing Management*, (5thEdn) McGraw-Hill.
6. Sinha Piyush Kumar and Uniyal Dwarika, (2005) *Retail Management - An Asian Perspective*, Thomson Learning, Singapore.
7. Gerasimos Marketos, Evangelos E. Kotsifakos and Yannis Theodoridis, *Rethinking Decision Making: Measuring and Managing Performance*, http://infolab.cs.unipi.gr/pubs/confs/NTmarketing07.pdf
8. *Types of Retail Locations*, http://retail.about.com/od/location/a/retail_location.htm
9. *Retail Location Strategies*, http://www.ccim.com/cire-magazine/articles/retail-location-strategies
10. *Ethical and Legal Issues in Retailing*, http://www.icmrindia.org/courseware/Retail%20Management/Ethical-Legal%20Issues-Retailing.htm

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to Retail Management**	
1.1	Rise of the retailer, Growth of global retail market	2 Hours
1.2	Challenges Faced by Retailers World Wide, Theories of Retail Development: Evolution of Retail Formats, Theories of Retail Development, Lifecycle in Retail,	3 Hours
1.3	Understanding Retail Formats, Service Retail	2 Hours
2	**Retailing in India**	
2.1	Evolution of Retail in India, Traditional business models in Indian Retail, Drivers of Retail Change in India, Size of Retail in India, Key sectors in Indian Retail	3 Hours
2.2	Foreign Direct Investment in Indian Retail, Rural Retailing in India.	2 Hours
2.3	Strategic Planning in Retailing: Situational Analysis,	3 Hours
3	**Retail Institution**	
3.1	Ownership	2 Hours
3.2	Store Based, and other Forms of Traditional Retailing	3Hours
3.3	Non-Store Based	2Hours
4	**Choosing a Store Location:**	
4.1	Store design elements, Visual merchandising	2 Hours
4.2	Customer service quality, Service recovery	2 Hours
4.3	Store Management -HRM in Retail Organization, Financial Management in Retailing	2 Hours
5	**Merchandise Management and Pricing**	
5.1	Merchandising Philosophy, Buying organization format and process	2 Hours
5.2	Logistics, Retail Price Strategy.	3 Hours
5.3	Retail Promotional Strategy	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA265	SALES & DISTRIBUTION MANAGEMENT	Elective	3	0	0	3

Preamble: The main objective of the course is to impart skills and knowledge needed to manage sales force and distribution function so as to gain a competitive advantage. As a successful marketer, the sales and distribution function need to be properly managed which incorporates understanding of various concepts the course aims to provide to the student participants. The unique mixture of theory and practice incorporated in the course helps the students to understand the different paradigms and to practically implement it during their stint as a sales person. On completion of the course, the students are expected to be familiar with the concepts and framework of Sales and Distribution and a conceptual clarity on selling process, distribution system which shall be a value addition.

Prerequisite: NIL

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

CO1	Apply knowledge of management theories and practices to solve business problems
CO2	Foster Analytical and critical thinking abilities for data-based decision making.
CO3	Ability to develop Value based Leadership ability
CO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business
CO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

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	1	3	1	2	2
CO 3	1	2	2	-	1
CO 4	1	1	2	2	-
CO 5	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

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA265 SALES & DISTRIBUTION MANAGEMENT

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. List any two objectives of sales management
2. What is meant by Line and Staff sales organization?
3. What is the relevance of sales quotas?
4. Enumerate the steps in Personal selling
5. What is Logistics?

(5x2 marks = 10 marks)

PART B

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

6. a. Illustrate the challenges of sales managers (4)
   b. How is it different from other departmental roles? (6)
7. a. What is meant by top down approach in budgeting (5)
   b. How can one choose among the right approach for budgeting? (5)
8. a. What is a sales territory? (3)
   b. Good territorial designs help in low selling expenses. Substantiate (7)
9. a. Explain the role of intermediaries (4)
   b. What is Channel conflict? (6)
10. a. What is the role of Physical distribution in sales? (5)
    b. How can logistics take a customer centric approach? (5)

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. **Eureka Forbes - Moving beyond Direct Selling:** According to a report, members of India's top socio-economic class spent an average of 87 minutes each day on the Internet et Eureka Forbes's digital initiative in motion, compelling Shroff's (Marzin Shroff, CEO of direct sales and senior vice-president of marketing) team to consider two strategic initiatives. "[First,] how do we stay relevant to the consumer of tomorrow and, second, how do we expand our presence in person-to-person selling?" Shroff says. "There was definite need to imbibe new technology." Until then, all the

consumer durables company had was a basic website. Eureka Forbes focused solely on its direct sales model with its iconic Eurochamp, "the friendly man from Eureka Forbes," going door-to-door selling the firm's primary products - water purifiers and vacuum cleaners, which respectively account for 75% and 22% of the company's sales.

Eureka Forbes, a Shapoorji Pallonji Group company (the younger son has recently been appointed heir to Tata Group chairman Rata Tata), was started in 1982 as a joint venture between Electrolux of Sweden and the Forbes Group of India. Goklaney, who has been with the company since 1987, spearheaded the then floundering firm's growth story from a single office in Mumbai with 20 sales representatives to a US$250 million organization with a presence in 590 cities and towns across India. Its 7,500-strong sales force, the largest direct-selling sales force in Asia, knocks on over 60 million doors a year. But EFL's traditional model needed a digital impetus. "We needed to generate more demo requests for our Eurochamps, reach out to the younger generation as they are spending an increasing amount of time on the Internet and ride the e-commerce wave coming into the country," says Siddhartha Singh, Senior manager of marketing.

1. Justify the applicability of the direct marketing model to the household appliances category vis-a-vis the traditional retail channels.
2. Explain your views on the Internet being a perfect complement to EFL's direct-selling model?

(1x20 marks =20marks)

Syllabus	
Module 1	**Overview of Sales Management & Understanding Personal Selling and Sales Force Management** Overview of Sales Management - Role of Sales Management in Marketing, Role of Sales Management in Marketing Strategy Development, Nature and Responsibilities of Sales Management, Careers in Sales Management, Modern Roles and Required Skills for Sales Managers Understanding Personal Selling and Sales Force Management: Approaches to Personal Selling, Process of Personal Selling, Automation in Personal Selling, Organization Design and Staffing, Sales Planning, Time and Territory Management, Managing the Sales Force
Module 2	**Selling Process and Sales Organization & Channel management**: Selling Process and Sales Organization: Prospecting, Pre approach, Approach, Presentation, Objection Handling, Sales Close, Sales Organization Design Channel management- Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels
Module 3	**Sales force control system & New Trends in Sales Management:** Sales force control system**:** Sales Quota setting, Sales Territory, Sales Budget, Sales Analysis and Audit and evaluating sales person performance New Trends in Sales Management- Sales Management Information System, Relationship Marketing, Role of Ecommerce in Selling, International Sales Management, Challenges Faced by International Sales Managers
Module 4	**Distribution Planning and Control**: Role and Function of Intermediaries; Selection and Motivation of Intermediaries; Distribution Analysis; Control and Management; Channel Dynamics – Vertical Marketing Systems; Horizontal Marketing Systems; Multichannel Marketing Systems; Channel Conflict and Management
Module 5	**Distribution System and Logistics**: Physical Distribution System – Decision Areas; Different Modes of Transport in India; Their Characteristics; Logistics-Functional Areas of Logistics; Logistics Integration for Customer Satisfaction; Distribution Costs; Control and Customer Service; Supply Chain Management (SCM); Integration of Sales and Distribution Strategy.

Text Book

1. Still, R. R. & Cundiff, E. W., Govoni, N. A. P. *Sales Management*. Pearson Education, 2007

References and Suggested Readings

1. Pingali Venugopal, *Sales and Distribution Management*, SAGE Response, 2008
2. Tapan K Panda and Sunil Sahadev*: Sales and Distribution Management:* Oxford University Press, 2011
3. Coughlan A.T., Anderson E., Stern L.W and Ansary A.E. (2001), *Marketing Channels*, Pearson Education, 2007
4. Still, Cundiff and Govoni: *Sales Management*, PHI, 2008

5. Rosann Spiro, Stanton, William J. and Gergory Rich, *Management of Sales Force*. McGraw Hill Education India Private Limited, 2003
6. Spiro, R, *Management of a Sales Force*, McGraw Hill Education India Private Limited, 2015
7. Gary Gagliardi and Sun Tzu, *Sales Management Strategy: Sun Tzu's The Art of War for Sales Force Success, (Kindle edition)*, Clearbridge Publishing, 2012
8. Tony Carter, *Sales Force Management: A Contemporary Approach*, Jaico Publishing House, 2008
9. Mukesh Bhatia, S*ales Force Management: Creating & Controlling Winning Sales Teams*, Regal Publications, 2014

A.P.J. ABDUL KALAM TECHNOLOGICAL UNIVERSITY

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Overview of Sales Management & Understanding Personal Selling and Sales Force Management**	
1.1	Role of Sales Management in Marketing, Role of Sales Management in Marketing Strategy Development, Managers	1 Hour
1.2	Nature and Responsibilities of Sales Management	1 Hour
1.3	Careers in Sales Management	1 Hour
1.4	Modern Roles and Required Skills for Sales	1 Hour
1.5	Three stage model of Service consumption- Servuction Model	1 Hour
1.6	Approaches to Personal Selling, Process of Personal Selling, Automation in Personal Selling,	1 Hour
1.7	Organization Design and Staffing	1 Hour
1.8	Sales Planning, Time and Territory Management, Managing the Sales Force	1 Hour
2	**Selling Process and Sales Organization & Channel Management**	
2.1	Prospecting, Pre approach, Approach	1 Hour
2.2	Presentation, Objection	1 Hour
2.3	Handling, Sales Close	1 Hour
2.4	Sales Organization Design	1 Hour
2.5	Marketing Channels, Designing Channels	1 Hour
2.6	Selection and Recruitment of Channel Partners, Channel Motivation	1 Hour
2.7	Channel Relationships Management, Channel Evaluation, Information Systems for Channels	1 Hour
3	**Sales force control system & New Trends in Sales Management**	
4.1	Sales Quota setting, Sales Territory	1 Hour
4.2	Sales Budget, Sales Analysis and Audit	1 Hour
4.3	Evaluating sales person performance	1 Hour
4.4	Sales Management Information System, Relationship Marketing, Role of Ecommerce in Selling	1 Hour
4.5	International Sales Management	1 Hour
4.6	Challenges Faced by International Sales Managers	1 Hour
4	**Distribution Planning and Control**	

5.1	Role and Function of Intermediaries; Selection and Motivation of Intermediaries	2 Hours
5.2	Distribution Analysis; Control and Management	2 Hours
5.3	Channel Dynamics – Vertical Marketing Systems; Horizontal Marketing Systems; Multichannel Marketing Systems	2 Hours
5.4	Channel Conflict and Management	2 Hours
5	**Distribution System and Logistics**	
4.1	Physical Distribution System – Decision Areas; Different Modes of Transport in India; Their Characteristics	1 Hour
4.2	Logistics- Functional Areas of Logistics; Logistics Integration for Customer Satisfaction	1 Hour
4.3	Distribution Costs; Control and Customer Service	1 Hour
4.4	Supply Chain Management (SCM)	2 Hour
4.5	Integration of Sales and Distribution Strategy.	2 Hour
	Total	36 Hours

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Course Code	Course Name	Category	L	T	P	Credit
20MBA267	BRAND MANAGEMENT	Elective	3	0	0	3

Preamble: This course intends to create awareness so as to enable the use of branding as a key differentiator. This course is designed to get familiarized with the different contemporary branding theories and practices.

Prerequisite: Nil

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

CO 1	Explain the Branding concepts and the various implications of Strategic Brand decisions
CO 2	Examine the methods for choosing brand elements and in building and assessing brand equity models
CO 3	Evaluate Brand Positioning and values, and to appraise the planning and implementation strategies of Brand Marketing Programmes
CO 4	Assess the various methods of measuring and interpretation of Brand Performance and the applications of sustaining Brand Equity in Organizations
CO 5	Analyze global business opportunities and its implications on a firm's product and branding strategy and to identify the concepts and tools for managing brands over time

Mapping of course outcomes with program outcomes

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

SEMESTER MBA DEGREE EXAMINATION

20MBA267 – BRAND MANAGEMENT

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. What are the different types of co-branding?
2. Differentiate between revitalization and reinforcement of the brands.
3. What are the various symbols used in branding? What should be the elements of good symbol?
4. Identify the steps in the strategic brand management process.
5. How would you select brand elements and their role in brand building?

(5x2 marks = 10 marks)

PART B

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

6. (a) Define the different types of brand extensions.
   (b) Summarize how consumers evaluate extensions and how extensions contribute to parent brand equity.
7. (a) What is Brand Equity? Explain with examples how brand equity is built through different brand management methods.
   (b) Elucidate on how effective launching brand extensions can be done by parent brands.
8. (a) Positioning the image of brand in the mind of customers is an art “do you agree with the statement?
   (b) Discuss with examples how would you differentiate it with re-launch of brand?
9. (a) Critically examine the branding strategies for global markets in detail.
   (b) Outline the main advantages and disadvantages of developing a standardized global marketing program.
10. (a) Summarize the guidelines for developing a good brand portfolio.
    (b) Discuss what factors contribute to the success or failure of a brand in the marketplace by picking up one example each from an FMCG and Consumer Electronics your choice.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. Case Study:

Mother Dairy Fruits & Vegetables, a company with a billion dollar (Rs. 4,200 crore) turnover, has been a well-established player in NCR. known for products the firm has been largest seller of milk in NCR, with 65% of the revenue being contributed by milk. Amul entered Delhi market five years back and in 2011 with in a span on 4 years it defeated mother dairy in terms of market share. Amul procures fresh milk and packages it. Mother dairy adds powder milk in its products to the tune of 40%. This spoils the taste of the product. Also, Amul is credited with more awareness and knowledge about its products amongst consumers. Amul is a leader in the ice cream segment of the country. Their capacity to develop products and gain market leadership helped them gain substantial share in the NCR region in the milk segment raising question marks on the brand equity of the company. Mother Dairy has been market leader in NCR for 35 years. Losing ground to Amul in 2011 in the milk segment is forcing company to rethink its strategy. They plan to increase their capacity and also expand procurement of the milk. One of the regions because consumer shifted to Amul has been difference in the taste of the milk. Amul milk is fresh whereas a portion of mother dairy milk is reconstituted. Mother dairy sells through its own outlets and home delivery is not possible whereas Amul used channel and home delivery of the milk is possible. Mother dairy milk price has been less than the price of Amul milk, still a huge number of mother dairy loyal moved to Amul. Now, 'Mother dairy' is restructuring its strategy and systems to combat Amul.

Questions:

a) Explain the brand strategy of Mother Dairy and what challenges you foresee for the firm. (10 Marks)

b) What suggestions can you offer to revitalize its brand equity? Apply the different approaches and which strategies would seem to work best? (10 Marks)

Syllabus	
Module 1	**Introduction to Brand Management:** Brand, Brand elements, Branding Challenges and Opportunities; Brand equity concepts; Brand concepts: Brand value, Brand Identity, Brand personality, Brand image; Strategic brand Management Process. **Brand strategy decisions:** Sustaining a brand long-term, Branding at different stages of market; Brand Architecture, Multi-Brand Portfolio.
Module 2	**Managing Brand Equity:** Choosing brand elements to build brand equity – Building a strong brand: The four steps of brand building, Customer based brand equity – Understanding and Measuring brand equity using Aaker, Keller, Kapferer, Young and Rubicum, Interbrand methodologies (methods of brand valuation); Monitoring brands; Sources of brand equity (Brand Awareness, Brand personality, Brand loyalty, perceived quality, brand associations); The Brand Report Card; Managing Brand Extensions.
Module 3	**Identifying and Establishing Brand Positioning and Values:** Sources of brand equity, Identifying and establishing brand positioning, Defining a brand mantra, Brand repositioning; Brand resonance and the brand value chain. **Planning & Implementing Brand Marketing Programs:** Criteria for Choosing Brand Elements, Options & tactics for Brand Elements, Use of Integrated Marketing Communication for Brand Building, Leveraging Secondary Brand Associations to Brand building.
Module 4	**Measuring & Interpreting Brand Performance:** Developing A Brand Equity Measurement & Management System, Measuring Sources of Brand Equity & Outcome of Brand Equity; Measures – The Brand Equity Ten, Brand value based upon future earnings. **Growing and Sustaining Brand Equity:** Designing and Implementing Branding Strategies, Launching Brand Extensions Products, Co-branding; Brand revitalizing; Brand Systems Audit.
Module 5	**Managing brands across geographical boundaries:** Global branding strategies – global brand planning process, creating cross-country synergy; Special branding categories: Service brands, Private labels, Industrial brands, Luxury brands, Heritage brands, Internet brands, TOM (Top of mind recall) brands; Brand building in Indian context; Brand building on the web, e-branding, online vs. offline brand building.

Text Book

1. Keller, K. L., Parameswaran, M. G., & Jacob, I. (2011). *Strategic brand management: Building, measuring, and managing brand equity*. Pearson Education India.
2. Johansson, J. K., & Carlson, K. A. (2014). *Contemporary brand management*. Sage Publications.

References and Suggested Readings

1. Kapferer, J.N. (2012) *The New Strategic Brand Management: Advanced Insights and Strategic Thinking*. 5th Ed. Kogan Page
2. Aaker, D.A. (2010) *Building Strong Brands*. Simon & Schuster.
3. Aaker, D. A. (2011). *Brand relevance: Making competitors irrelevant*. John Wiley & Sons.
4. Sengupta, S. (2005). *Brand positioning: Strategies for competitive advantage*. Tata McGraw-Hill Education.
5. Elliott, R. H., Rosenbaum-Elliott, R., Percy, L., & Pervan, S. (2015). *Strategic brand management*. Oxford University Press, USA.
6. Roper, S. & Fill, C. (2012.) *Corporate Reputation; Brand and Communication*. Pearson Education Ltd.
7. Aaker, D. A., & Joachimsthaler, E. (2000). *Brand leadership: the next level of the brand leadership*. Free Press.

Course Contents and Lecture Schedule

	Topic	No. of Lectures
1	**Introduction to Brand Management:**	
1.1	Brand, Brand elements, Branding Challenges and Opportunities; Brand equity concepts	2 Hours
1.2	Brand concepts: Brand value, Brand Identity, Brand personality, Brand image; Strategic brand Management Process	2 Hours
1.3	**Brand strategy decisions:** Sustaining a brand long-term, Branding at different stages of market; Brand Architecture, Multi-Brand Portfolio	3 Hours
2	**Managing Brand Equity**	
2.1	Choosing brand elements to build brand equity – Building a strong brand: The four steps of brand building,	2 Hours
2.2	Customer based brand equity – Understanding and Measuring brand equity using Aaker, Keller, Kapferer, Young and Rubicum, Interbrand methodologies (methods of brand valuation);	2 Hours
2.3	Monitoring brands; Sources of brand equity (Brand Awareness, Brand personality, Brand loyalty, perceived quality, brand associations); The Brand Report Card; Managing Brand Extensions.	3 Hours
3	**Identifying and Establishing Brand Positioning and Values:**	
3.1	Sources of brand equity, Identifying and establishing brand positioning, Defining a brand mantra, Brand repositioning; Brand resonance and the brand value chain.	2 Hours
3.2	**Planning & Implementing Brand Marketing Programs:** Criteria for Choosing Brand Elements, Options & tactics for Brand Elements	2 Hours
3.3	Use of Integrated Marketing Communication for Brand Building,	3 Hours

	Leveraging Secondary Brand Associations to Brand building.	
4	**Measuring & Interpreting Brand Performance**	
4.1	Developing A Brand Equity Measurement & Management System, Measuring Sources of Brand Equity & Outcome of Brand Equity;	2 Hours
4.2	The Brand Equity Ten, Brand value based upon future earnings.	2 Hours
4.3	**Growing and Sustaining Brand Equity:** Designing and Implementing Branding Strategies, Launching Brand Extensions Products, Co-branding; Brand revitalizing; Brand Systems Audit.	3 Hours
5	**Managing brands across geographical boundaries:**	
5.1	Global branding strategies – global brand planning process, creating cross-country synergy;	2 Hours
5.2	Special branding categories: Service brands, Private labels, Industrial brands, Luxury brands, Heritage brands, Internet brands,	3 Hours
5.3	TOM (Top of mind recall) brands; Brand building in Indian context; Brand building on the web, e-branding, online vs. offline brand building.	3 Hours
Total Hours		36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA269	HOSPITALITY AND TOURISM MARKETING	Elective	3	0	0	3

Preamble: This course offers an understanding of marketing theory and practice in the hospitality and tourism industry. It highlights with the fundamental principles of the marketing of tourism along with the principles of marketing planning. Understanding the approaches associated with market segmentation and the marketing mix is given significant attention. Focus is also imposed on the purchasing behaviour and to study suitability of latest marketing methodologies, to formulate marketing plans and promotional schemes in tourism and other related organizations.

Prerequisite: NIL

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

CO 1	Elucidate the characteristics of the tourism and hospitality industry and how it is affected by Hospitality and Tourism Marketing environment at different scale and scope.
CO 2	Assess the Consumer markets and consumer buying behaviour of Hospitality and Tourism sector
CO 3	Evaluate the Cognitive factors of Measuring and Forecasting Tourism Demand in relation to the STP strategies of hospitality and tourism markets
CO 4	Assess the aspects of marketing plan and marketing mix elements in designing and managing products in Tourism and Hospitality.
CO 5	Appraise the new marketing approaches and paradigms in hospitality and Tourism sector

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	3	2	3	2
CO 2	3	3	2	3	2
CO 3	3	3	2	2	2
CO 4	3	3	2	3	3
CO 5	3	3	3	3	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 (CIE) 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 (ESE) Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question 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

20MBA269 HOSPITALITY AND TOURISM MARKETING

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define service characteristics of hospitality industry.
2. How are relationship marketing strategies used in tourism sector?
3. What are determinants of tourism demand?
4. Show how roles of different travel intermediaries affect tourism sector.
5. List and explain social media marketing options for the tourism sector

(5x2 marks = 10 marks)

PART B

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

6. a. In the present context of COVID illustrate how micro and macro environments impact tourism industry. (6)
   b. What changes in travel marketing system can be done to overcome this? (4)
7. a. Explain the differences in buyer decision process with respect to travellers, group business markets and meeting planners. (6)
   b. How can customer satisfaction of travellers be improved by internal and external marketing? (4)
8. a. Outline the sales process in the hospitality and tourism sector. (6)
   b. Compare and contrast the possible positioning strategies for tourism products. (4)
9. a. Explain the contents and steps of a marketing plan in the hospitality sector with specific reference to home stay owners. (6)
   b. Show how online travel services have boosted home stay sector in Kerala Tourism. (4)
10. a. Demonstrate how the following tourism concepts- Ayurvedic Tourism, Backwater Tourism and Wildlife tourism have been successfully implemented in the Kerala context. (10)

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. **Case Study: Coronavirus scare hits Kerala's tourism sector, triggers wave of cancellations.** One of the most sought after tourist destinations in Asia, "the God's Own Country" Kerala has been hit by coronavirus scare just when it was on the recovery path after the Nipah outbreak and back-to-back flood havoc in the past three years. Kerala's serene beaches, tranquil stretches of backwaters, lush hill stations and exotic wildlife offer an enchanting experience to travellers worldwide and the tourism industry is a major contributor to the state's economy. The industry was gearing up to beckon more visitors to

showcase its unexplored inland locales, trekking trails and new romantic destinations in 2020, when it suffered the latest setback with all three positive cases of coronavirus in India being reported from the state, triggering "mass cancellations" of bookings.

Key players in the field have claimed that mass cancellations of hotel bookings and tour packages have already begun across the state. After the Kerala government declared the coronavirus outbreak as a 'state calamity', as the three positive cases were detected from Thrissur, Alapuzha and Kasaragod, the sector had aggressively launched promotional advertisements in the domestic and international markets after the floods to revive the sector. However, all the efforts took a beating as there has been mass cancellations of hotel bookings after the outbreak of the infection in the state was reported.

According to the Tourism department sources, during the 2019 calendar year, it was projected that there would be an 18 % growth in the domestic and 8 % in foreign tourist arrivals. In the first nine months of 2019, (January to September) domestic visitors to the southern state touched 16.48 % against 4.8 % in the foreign tourist arrivals. The peak season for foreign tourists is from November- February while for the domestic guests it is during April-May, August-September (Onam festival) and December-January. Tour programmes& packages are being cancelled widely from the state.

Industry experts said “We completely appreciate the steps taken by the government to protect the infected persons, create awareness among the public and tackle the situation. But, as far as the tourism industry is concerned, such measures will scare the people. Not only tourism but all the business activities of the state will be affected. The state's reputation of having a robust healthcare system would help in such situations. Though people were worried about the development, the state generally has a reputation that the safest place to be in India, especially during the time of a health calamity, is Kerala, We have a reputation that we will put travellers' health first before commercial interest”

As of now, the exact numbers are not available. But industry sources said that many hotel bookings, including that of KTDC (Kerala Tourism Development Corporation) have been cancelled. The help desks of Kerala tourism at various centres were receiving several enquiries from people wanting to know the situation in the state. Many confirmed hotel bookings, event, conferences got cancelled. The industry is extremely worried about the business. There is uncertainty looming over the industry.

Managing Director of the Bekal Resorts Development Corporation (BRDC), said that despite the floods and Nipha, they had recorded a remarkable increase in tourist arrivals. There was a 40 per cent growth in foreign tourist arrivals in 2019 (upto September) in North Kerala districts of Kasaragod and Kannur. Malabar Tourism was expected to record an uptrend though more efforts have to be put in. Kerala Tourism attracting international and domestic tourists played a significant role in the economy of the state by contributing to over 10 % of GSDP and providing employment to over 1.5 million people in the State.

(Credits: India today Live TV, Feb 6,2020)

QUESTIONS:

a) Summarize the case study about the effect of COVID 19 on the tourism sector with your perspectives on the situation. – the major stakeholder groups, issues facing them in the long and short term and the long-term prospects of the industry- Suggest any four tactical marketing actions to help the sector. (10)

b) Develop a modified sales process for Kerala tourism department that considers the health based needs and macro and micro environment changes in the sector. (10)

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Syllabus	
Module 1	**Overview of Hospitality and Tourism Marketing**: Role of Hospitality and tourism marketing, Service characteristics of the hospitality and tourism industry; Hospitality and Tourism Marketing Environment (Micro and Macro Environment): Internal and external environment affecting the hospitality and tourism industry; Hospitality and travel marketing system
Module 2	**Consumer markets and Consumer Buying behaviour**: Buyer decision process of travellers, group business markets and meeting planners; Customer satisfaction and related strategies in internal and external marketing, Interactive and relationship marketing; Service characteristics of tourism.
Module 3	**Measuring and Forecasting Tourism demand**: Forecasting Methods; Market Segmentation, Targeting and Positioning (STP): Marketing Segmentation and the Hospitality Industry, Positioning in Line with Consumer Preferences. Managing Capacity and Demand: Determinants of tourism demand, Visitor segments, Tourism strategies for creating and investing in tourism attractions; Unique features of tourist demand and tourism product, Sales process in the hospitality and tourism industry.
Module 4	**Designing and Managing products**: Hospitality and Tourism Marketing Mix and Marketing Plan, New product development, Product life cycle; Strategic and tactical marketing planning; Contents and steps of a marketing plan in hospitality and tourism industries; Distribution Mix: Types of distribution channels, The travel trade, Online travel services, Global distribution channel, Roles of different travel intermediaries; Competitive strategies: Competitive differentiation, competitive marketing strategies.
Module 5	**Applying key Marketing methodologies, the New Paradigm**: Sustainable Development -Prospects, Problems and Challenges; Destination Marketing and its Importance; Technology and Marketing in Perspective: Database Marketing, Electronic Marketing, Interactive and Relationship Marketing.

Textbooks

1. Kotler, P., Makens, J. C., Bowen, J. T. (2008). *Marketing for Hospitality and Tourism*, 4/E. India: Pearson Education.
2. Chaudhary, M. (2010). *Tourism Marketing. India*: Oxford University Press.

References and Suggested Readings

1. Kotler, P., Makens, J. C., Baloglu, S., Bowen, J. T. (2016). *Marketing for Hospitality and Tourism, Global Edition. United Kingdom*: Pearson Education Limited.
2. Hernández-Mogollón, J. M., Folgado-Fernández, J. A. (2018). *Best Practices in Hospitality and Tourism Marketing and Management*: *A Quality-of-Life Perspective. Germany*: Springer International Publishing.
3. Shukla U. N. and Sharad Kumar (2019). *Emerging Trends in Indian Tourism and Hospitality: Transformation and Innovation.* Copal Publishing Group.
4. Wang, Y., Frochot, I., Fyall, A., Legohérel, P. (2019). *Marketing for Tourism and Hospitality: Collaboration, Technology and Experiences. United Kingdom*: Taylor & Francis.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Overview of Hospitality and Tourism Marketing**	
1.1	Role of Hospitality and tourism marketing	2 Hours
1.2	Hospitality and Tourism Marketing Environment	3 Hours
1.3	Hospitality and travel marketing system	2 Hours
2	**Consumer markets and Consumer Buying behaviour**	
2.1	Buyer decision process of travellers	2 Hours
2.2	Customer satisfaction and related strategies	3 Hours
2.3	Service characteristics of tourism	2 Hours
3	**Measuring and Forecasting Tourism demand**	
3.1	Forecasting Methods	3 Hours
3.2	Market Segmentation, Targeting and Positioning	3 Hours
3.3	Determinants of tourism demand	2 Hours
4	**Designing and Managing products**	
4.1	Hospitality and Tourism Marketing Mix	3 Hours
4.2	Distribution Mix	2 Hours
4.3	Competitive strategies	2 Hours
5	**Applying key Marketing methodologies, the New Paradigm**	
5.1	Sustainable Development	2 Hours
5.2	Destination Marketing and its Importance	2 Hours
5.3	Technology and Marketing	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA271	SUPPLY CHAIN MANAGEMENT	Elective	3	0	0	3

Preamble: The course on Supply Chain Management helps the students to comprehend the concepts of supply chain with reference to the recent trends. The course equips students to apply the concept of strategic fit, delineate the supply chain drivers and the supply chain metrics, appraise supply chain network decisions, analyse the impact of uncertainty in supply chain and decipher the importance of demand and supply planning in supply chain with reference to the global and Indian context.

Prerequisite: NIL

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

CO 1	Evaluate the importance of Supply Chain Strategic Framework.
CO 2	Analyse the Supply Chain Network Decisions.
CO 3	Appraise the significance of planning demand and supply in Supply Chain.
CO 4	Explain the impact of uncertainty in a Supply Chain.
CO 5	Evaluate the impact of Transportation, Sourcing and Pricing Decisions in Supply Chain Success.

Mapping of course outcomes with program outcomes

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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

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.

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA271- SUPPLY CHAIN MANAGEMENT

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. List out the drivers of supply chain management
2. State the factors influencing decisions regarding network design.
3. Interpret the term 'Bull whip effect'.
4. State the role of cycle inventory in a supply chain.
5. State the relevance of fourth party logistics.

(5x2 marks = 10 marks)

PART B

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

6. Discuss the goal of a supply chain and explain how supply chain decisions affect the success of a firm.
7. Interpret the term Global Supply Chain. Demonstrate how you will implement global supply chain decisions in the post Covid Indian Scenario.
8. Demonstrate the role forecasting plays in the supply chain of a build-to-order manufacturer like Dell.
9. Why is it important to consider uncertainty while evaluating supply chain design decision? Explain.
10. Compare the different transportation network design options in supply chain.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. Critically examine how supply chain flows affect the success or failure of a firm like Flipkart? Recommend some supply chain decisions that have a significant impact on the supply chain Profitability.

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Supply chain strategic framework**– Concept of Supply Chain, Objectives and Importance of Supply Chain, Supply Chain Process, Supply Chain Decisions, Competitive and Supply Chain Strategies, Achieving Strategic Fit, Expanding Strategic Scope, Obstacles to achieving strategic Fit, Achieving and Maintaining Strategic Fit in the current Indian Scenario, Supply Chain Drivers and Metrics.
Module 2	**Designing the supply chain network** - Role of Distribution in the Supply Chain, Factors influencing Distribution Network Design Decisions, Design Options for a Distribution Network, Distribution Decisions in Indian FMCG Sector. Network Design – Components of Network Design, Factors affecting Network Design Decisions, Impact of Uncertainty on Network Design, Global Supply Chain – Making Global Supply Chain Design Decisions with reference to Indian Scenario.
Module 3	**Planning demand and supply in a supply chain** – Role of Forecasting in a Supply Chain, Characteristics of a Forecast, Forecasting Methods, Role of Aggregate Planning in Supply Chain, Aggregate Planning Problem, Aggregate Planning Strategies, Managing Supply and Demand, Predictive Variability in Practice, Lack of Supply Chain Coordination and Bull Whip Effect, Obstacles to Supply Chain Coordination, Managerial levers to achieve coordination.
Module 4	**Planning and managing uncertainty in supply chain** – Role of Cycle Inventory in a Supply Chain, Cycle Inventory Optimisation with reference to Indian Distribution Channels, Role of safety Inventory in a Supply Chain, Impact of Supply Chain Uncertainty on Safety Inventory, Impact of Aggregation on Safety Inventory, Impact of Replenishment Policies on Safety Inventory, Managing Uncertainty in Supply Chain through Postponement, Role of IT in Inventory Management, Supply Chain IT Framework and Transaction Management Foundation.
Module 5	**Designing and planning transportation, sourcing and pricing decisions in a supply chain** - Role of Transportation in Supply Chain, Modes of Transportation and their performance characteristics, Transportation Network Design Options in Supply Chain, Transportation Decisions in Practice. Role of Sourcing in Supply Chain, In-house or Outsource, 3PL and 4PL, Pricing and Revenue Management in a Supply Chain.

Text Book

1. Sunil Chopra, Peter Meindl, Kalra D.V. (2018). Supply Chain Management: Strategy, Planning and Operation (7th edition). Pearson Education Ltd.
2. Donald J. Bowersox, David J Closs, Bixby Cooper M. (2014). Supply Chain Logistics Management. McGraw Hill Education.
3. Nada R. Sanders (2013). Supply Chain Management: A Global Perspective. John Wiley & Sons.

References and Suggested Readings

1. Sahay B.S. (2012). Supply Chain Management for Global Competitiveness. MacMillan India Ltd.
2. David N Burt, Donald W. Dobler, Stephen L Starling (2012). World Class Supply Chain Management: The Key to Supply Chain Management. McGraw Hill Education.
3. Sople V.V. (2013). Logistics Management: Supply Chain Imperative. Pearson Education.
4. Alan. E. Branch (2008). Global Supply Chain Management and International Logistics. Routledge.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to supply chain**	
1.1	Enumerate the objectives and concepts of Supply Chain	2 Hours
1.2	Interpret the fundamental concepts in Strategic fit	2 Hours
1.3	Compare Supply Chain Drivers and Impact on Supply Chain Performance	2 Hours
2	**Designing the supply chain network**	
2.1	Illustrate the Distribution Network Design Options	3 Hours
2.2	Factors affecting Network Design	2 Hours
2.3	Compare and contrast the Domestic and Global Supply Chain	2 Hours
3	**Planning demand and supply in a supply chain**	
3.1	Enumerate the forecasting methods	3 Hours
3.2	Describe the Aggregate Planning Problem and Strategies.	3 Hours
3.3	Demonstrate the effects of Lack of Supply chain coordination.	2 Hours
4	**Planning and managing uncertainty in supply chain**	
4.1	Relate the Cycle Inventory Optimisation in Indian Distribution Channels	3 Hours
4.2	Appraise the Impact of Uncertainty on Safety Inventory.	3 Hours
4.3	Appraise the IT Supply Chain framework and TMF	2 Hours
5	**Designing & planning transportation, sourcing and pricing decisions in a SC**	
5.1	List down the various Transportation Network Design Options	3 Hours

5.2	Describe the Sourcing Strategies	2Hours
5.3	Appraise the Pricing and Revenue Management in a Supply Chain.	2 Hours
	Total	36 Hours

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Course Code	Course Name	Category	L	T	P	Credit
20MBA273	FACILITIES & LOCATION MANAGEMENT	Elective	3	0	0	3

Preamble: The objective of this course is to develop an in-depth understanding of product, process and schedule design as well as facilities location, layout design and material handling. The course is expected to provide a balanced exposure in facility management, layout design and material handling. After successful completion of the course, the students will be able to define and analyse product, process and schedule design interactions by studying the functions involved in the product development cycle.

Prerequisite: NIL

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

CO 1	Identify the elements of facility management and various transformation processes
CO 2	Design and improve existing and new layouts
CO 3	Understand techniques of location and facility planning
CO 4	Explore technology enabled designs and facility layouts
CO 5	Understand basics of maintenance and safety measures in industry

Mapping of course outcomes with program outcomes

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

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA273 - FACILITIES & LOCATION MANAGEMENT

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Interpret the term 'lifecycle analysis' with respect to facility management.
2. Define the term 'business transformation'.
3. Elucidate 'office 2.0'.
4. Define 'facility audit'.
5. What is an 'energy flow diagram'?

(5x2 marks = 10 marks)

PART B

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

6. Evaluate the factors influencing the location of warehouses.
7. Why is designing a proper layout for a new or existing facility is important? Compare the different types of facility layout.
8. Explain the term 'facility condition assessment'. "FCAs are an important tool to help support sustainable decisions." Justify the statement.
9. "Smart buildings have increased the productivity of the facility staff, supported sustainability efforts and enhanced decision-making across the organization". Critically evaluate the statement.
10. What is energy audit? What are the different types of energy audit?

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. The hospitals in Maharashtra had been flooded with Covid patients in the second wave of the novel pandemic. To help contain the spread of COVID-19 and to treat the large number of patients, the Government of Maharashtra wanted to set up temporary facilities including trains to treat Covid patients. If you are appointed as a facility consultant, how will you help the government in setting up the facilities?

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Facilities Management**: Principles and Theories, Organisational Models, Different Types of Facilities Layout– Product, Process, Benchmarking, Maturing, Survey Facilities and Asset Management, Facilities Asset Management, Life Cycle Analysis, different types of facilities–Product, Process, combination, fixed and cellular layouts. Production facilities location decisions factors; warehouse location decision methods.
Module 2	**Business Transformation and Facilities Management**: Changing Environment, Business Transformation process, Three Key Issues of Facilities Management Transformation, Three Obstacles of Facilities Management Transformation, comparison of layouts and the factors affecting the layout decisions.
Module 3	**Facilities Condition Assessment**: Facilities Audit, Technology for Capital Planning, Alternative Work Places, Rethinking Office 2.0, Business Centres, Changing Political and Economic Boundaries, Changing Technology, Changing Social and Environmental Awareness, Sustainable Designs-Occupant Health and Comfort, warehousing and employee services– office layout techniques and space requirements, environmental aspects like lighting, ventilation, dust control, humidity.
Module 4	**Smart and Intelligent Buildings**: Smart Building – Beyond Technology, Network and Central Management Systems, Smart Interior Systems, Smart HVAC Systems, Smart Lighting System, Lighting Ergonomics, Interior Lighting, Exterior Lighting, Lighting Analysis, Space Management, Energy in building design – Energy efficient and environment friendly building – Thermal phenomena – thermal comfort–Indoor Air quality–Climate, sun and Solar radiation, Psychometrics – passive heating and cooling systems.
Module 5	**Energy Management & Industrial Safety**: Energy management, Energy audit – Types of Energy audit – Analysis of results – Energy flow diagram – Energy Consumption, Unit Production – Identification of wastage Priority of conservative measures, Maintenance of energy management programme, Hazards and Health Standards, NIOSH Guidelines. Stress & Preventions, Pollution and Environmental Consideration, Occupational Safety.

Text Book

1. Tomkins J. A., White J. A., Bozer Y. A. and Tanchoco J., (2013). Facilities Planning, N J: John Wiley & Sons.
2. McGinnis F., Richard L. Francis and White, J.A., (2015). Facilities Layout and Location: An Analytical Approach, Pearson Education.
3. Agarwal G. K., (2008). Plant Layout and Material Handling, Jain Brothers.

References and Suggested Readings

1. Stevenson W. J., (2015). Operations Management, McGraw Hill Education India Private Limited.
2. Fred E. Meyers and Matthew P. Stephens, (2013). Manufacturing Facilities Design and Material Handling, Purdue University Press.
3. Eric Tiecholz, (2001). Facility Design and Management Handbook, McGraw-Hill Professional.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Facilities Management**	
1.1	Different Types of Facilities Layout	3 Hours
1.2	Different types of facilities	3 Hours
1.3	Location decisions factors	2 Hours
2	**Business Transformation and Facilities Management**	
2.1	Business Transformation process	3 Hours
2.2	Key Issues of Facilities Management	2 Hours
2.3	Obstacles of Facilities Management	2 Hours
3	**Facilities Condition Assessment**	
3.1	Facilities Audit	3 Hours
3.2	Rethinking Office2.0	2 Hours
3.3	Office layout techniques	2 Hours
4	**Smart and Intelligent Buildings**	
4.1	Smart Building	2Hours
4.2	Smart HVAC Systems	2 Hours
4.3	Thermal phenomena	3 Hours
5	**Energy Management & Industrial Safety**	
5.1	Energy audit	3 Hours
5.2	Maintenance of energy management programme	2 Hours
5.3	Stress & Preventions	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA275	QUALITY MANAGEMENT	Elective	3	0	0	3

Preamble: This course deals with primary tools and methods used to monitor and control quality in organizations and the ways in which quality can be improved. It comprises of historical development of quality management, the seven basic tools for quality improvement, and management strategies for implementing world class quality improvement strategies. Emphasis is also given to control chart analysis and process capability study. On successful completion of the course, the student should be able to identify concepts of quality management and improvement. It is aimed at developing abilities to apply tools and techniques of Total Quality Improvement including, statistical process control, control charts and quality function deployment techniques. It also builds the ability to utilize data gathering and analysis tools in process control and six sigma, benchmark organizations in Quality Management and helps understand the ethical issues in quality of services and products.

Prerequisite: NIL

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

CO 1	Correlate various concepts of quality management and its improvement in organizations.
CO 2	Examine primary tools and methods used to monitor and control quality in organizations.
CO 3	Develop abilities to apply tools and techniques of Total Quality Management for data gathering and its analysis.
CO 4	Manage application of analysis tools in process control and six sigma in quality management.
CO 5	Appraise the ethical issues if quality in products and services.

Mapping of course outcomes with program outcomes

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

20MBA275 - QUALITY MANAGEMENT

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Elucidate the term 'FMEA'.
2. State the functional significance of Cause-and-Effect diagram.
3. Define acceptance sampling.
4. Interpret the term 'root cause analysis'.
5. Define ISO 9001. State the current version of the ISO 9001 standard.

(5x2 marks = 10 marks)

PART B

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

6. Distinguish between customer satisfaction and customer perception of quality.
7. Discuss about 'Process Decision Program Chart'. Bring out when an organisation will use a PDPC and also describe the procedure of PDPC.
8. Identify the role of Benchmarking in Quality Management? Explain various approaches used for Benchmarking?
9. Justify how six sigma can be used for continuous quality improvement in service sector.
10. Develop a process for conducting quality audit in a hospital.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. You are appointed as the new manager for Quality Development in a premier PC and Laptop manufacturing Co at Chennai. Your CEO has recently Instructed you to submit a report on enabling, establishing and conducting innovative Quality Circle (QC) programs in your firm. As required, submit a comprehensive Action Plan Report on QC suggesting at least two ideal QC programs for your firm, duly highlighting the nature of the problems, QC Teams design, scouting for right solutions and implementation steps. Relevant data, if necessary, can be assumed.

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Quality:** Total quality, Rationale for total quality, key elements of total quality, quality circles, quality gurus. Concept of Costs of Quality, TQM strategies, Customer satisfaction, Employees participation- Quality function deployment, Failure mode Effect Analysis.
Module 2	**Quality Tools:** Check Sheet, Histogram, Pareto Chart, Cause and Effect diagram, Scatter diagram, Control chart, Graph, Affinity diagram, Tree diagram, Matrix diagram, Process decision program chart, Arrow diagram, Kaizen practice.
Module 3	**Acceptance Sampling and Bench Marking:** Single sampling, double sampling plans, Process capability studies, Benchmarking, Rationale of benchmarking, Approach and process, Prerequisites of benchmarking, Benefits of benchmarking, Obstacles to successful benchmarking, perpetual benchmarking.
Module 4	**Six Sigma**: Origin, Goals of six Sigma, Root cause Analysis, need for six sigma, levels of sigma, Role of Six Sigma green belts, Black belts, Master black belts, Champions in Six sigma implementation ,cost of quality at various levels of sigma, Competitive level- concept of world class, Six Sigma Methodology-DMAIC Approach, SIPOC concept, Voice of Customer, Calculation of DPMO and sigma, concept of sigma rating, Six sigma in Service sector- Successful implementation of six sigma in global companies
Module 5	**Quality Systems**: Quality management principles, ISO 9001, ISO 14000, Future of quality system audit, Audit objectives, types of quality audit, Quality Auditor, Audit performance

Text Book

1. David L. Goetsch and Stanley B. Davis. (2015). *Quality Management for Organizational Excellence: Introduction to Total Quality*, (7th Edn.) Pearson Education, Inc.
2. Eugene Grant, (2005). *Statistical Quality Control*, McGraw-Hill.
3. Juran, J. M. & Gryna, F.M., (1993). *Quality Planning and Analysis*, McGraw-Hill.
4. Joel E. Ross, Susan Perry (1999). *Total Quality Management: Text, Cases, and Readings*, Third Edition, CRC Press.
5. Charantimath, P.M., (2011). *Total Quality Management*, Pearson Education.

References and Suggested Readings

1. Crosby Philip B., (1979) *Quality Is Free*, (4th edn.) McGraw-Hill Books, NY.
2. Subburaj Rama Swamy, (2011). *Total Quality Management*, Tata McGraw-Hill, New Delhi.
3. Juran Joseph M., (1995), *A History of Managing for Quality: The Evolution, Trends, And Future Directions of Managing for Quality*, ASQC/Quality Press.
4. Gupta N. S. & Velamathi B., (2007). *Total Quality Management*, McGraw-Hill Publications.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Quality**	
1.1	TQM	3 Hours
1.2	Costs of Quality	2 Hours
1.3	QFD, FMEA	3 Hours
2	**Quality Tools**	
2.1	7 old tools	3 Hours
2.2	7 new tools	3 Hours
2.3	Kaizen	2 Hours
3	**Acceptance Sampling and Bench Marking**	
3.1	Acceptance Sampling	3 Hours
3.2	Process capability studies	2 Hours
3.3	Bench Marking	2 Hours
4	**Six Sigma**	
4.1	Root cause Analysis, Belts	2 Hours
4.2	Six Sigma Methodology	2 Hours
4.3	Cost of quality at various levels of sigma, Problems	3 Hours
5	**Quality Systems**	
5.1	ISO 9001, ISO14000	2 Hours
5.2	Quality audit	2 Hours
5.3	Audit performance	2 Hours
	Total	36 hours

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Course Code	Course Name	Category	L	T	P	Credit
20MBA277	SIX SIGMA & TQM	Elective	3	0	0	3

Preamble: The objective of this course is to understand the concept and culture of total quality management and to develop skills to use Statistical Quality Control techniques and other quality tools in solving quality-related problems. Approaches to achieve customer satisfaction at a competitive price are the core of lean concept. After successful completion of the course, the students will be able to understand the Total Quality Management and Six Sigma practices, able to prepare and analyse quality control techniques for better decision making.

Prerequisite: NIL

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

CO 1	To understand the concept of six sigma quality.
CO 2	To understand the implication of quality on business.
CO 3	Identify the requirements of quality improvement programs.
CO 4	To implement quality implementation programs.
CO 5	To manage quality improvement teams.

Mapping of course outcomes with program outcomes

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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

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.

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA277 - SIX SIGMA & TQM

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. What are the fundamental factors that affect quality?
2. List the applications of a Paretto chart.
3. Illustrate Taguchi's Quality Loss Function.
4. Define benchmarking process.
5. What is Kano analysis?

(5x2 marks = 10 marks)

PART B

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

6. Describe the principles of six sigma. Explain its application in a small organisation.
7. With the help of a diagram discuss the SIPOC process map for a car service centre.
8. Explain the building blocks of TQM.
9. Show all the seven basic tools for enabling Quality in Firms and explain any three of them with relevant charts or diagrams.
10. Discuss the various quality-documentation requirements for ISO 9000 certification.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. a) Distinguish between DMAIC and DMADV.

    b) A carpet manufacturer wants to set up a control chart for irregularities (Example, oil strains, shop soil, loose threads and tears) per 100 square meters of carpet. The following data were collected from a sample of fifteen 100 square meter pieces of carpet.

Sample	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
No of defects	16	14	24	10	12	17	16	15	12	13	11	14	16	17	10

Using the data, set up a C-chart and comment.

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Introduction**: Quality definitions and dimensions; Reliability and maintenance; Quality costs; Quality and productivity; Quality policies and goals, Six Sigma – Definition, Key Concepts of Six Sigma –Critical to Quality, Defect, Process Capability, Variation, Origin of Six Sigma, Myths about Six Sigma, Benefits of Six Sigma.
Module 2	**Six Sigma and Quality:** Key Elements in Six Sigma- Customers, processes, employees, Organisation- Leadership, Sponsors, Team Leaders, Methodology - DMADV Methodology, DFSS Methodology, Project Team Formation, SIPOC Process Map, Measure Phase, Analyse Phase, Improve Phase, Control Phase – Quality Control, Standardisation, Control Methods and Alternatives, Technical tools- Critical-to-quality tree, Process Map, Histogram, Pareto Chart.
Module 3	**Quality Philosophies and Practices**: Quality gurus and their contributions; Three major philosophies of quality management, Strategic QM; TQM and its building blocks; TQM vs. traditional organizations; Benefits and obstacles in TQM. Practices leading to TQM-QCs, QTs, TPM, 5S, ZDc, Poka-yoke, QFD, Taguchi's QF. Causes of variation in quality; Acceptance sampling; Inspection vs. acceptance sampling; Quality indices and operating characteristic curves; Single and double sampling plans; Control charts for attributes; Control charts for variables; Interpretation of control charts.
Module 4	**Basic Quality Tools and Techniques:** Seven tools- flow charts, check sheets, histograms, Pareto chart, scatter diagram, control chart, cause-and-effect diagram; Continuous improvement techniques; benchmarking process; Six-sigma approach.
Module 5	**Quality Awards and Certification**: Malcolm Baldrige award and its criteria, ISO-9000 principles, ISO-9000 series and certification., e-Six Sigma, Division Six Sigma Council, Global Six Sigma Council, KANO Analysis, Leading Six Sigma Training (LSS), Leading Teams Training (LT).

Text Book

1. Mikel Harry and Richard Schroeder, (2006). *Six Sigma: The Breakthrough Management Strategy Revolutionizing the World's Top Corporations*, RHUS.
2. Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield , Mary Besterfield-Sacre., (2018) Total Quality Management, Pearson Education.
3. Juran J.M. and Gryna F.M, (1993). *Quality Planning and Analysis*, McGraw-Hill Higher Education.
4. Schroeder R.G., (1999). *Operations Management: Contemporary Concepts and Cases*, McGraw- Hill Education (ISE Editions).

References and Suggested Readings

1. William J. Stevenson (2010). *Operations Management*, McGraw Hill Education (India) Private Limited.
2. Thomas Pyzdek (2015). *Six Sigma Handbook*, McGraw Hill Education India Pvt Ltd.
3. Kubiak T.M., (2009). *The Certified Six Sigma Black Belt Handbook*, Pearson Education.
4. Panneerselvam R. and Sivasankaran P. (2014). *Quality Management (Kindle Edition)*, PHI Learning.

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Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction**	
1.1	Quality and productivity	3 Hours
1.2	Key Concepts of Six Sigma	2 Hours
1.3	Process Capability, Variation	2 Hours
2	**Six Sigma and Quality**	
2.1	Elements in Six Sigma	3 Hours
2.2	Methodology	2 Hours
2.3	Tools	3 Hours
3	**Quality Philosophies and Practices**	
3.1	Quality gurus and their contributions	3 Hours
3.2	TQM and its building blocks	3 Hours
3.3	Acceptance sampling	2 Hours
4	**Non-statistical Quality Tools and Techniques**	
4.1	Seven tools	2 Hours
4.2	Benchmarking process	2 Hours
4.3	Six-sigma approach.	2 Hours
5	**Quality Awards and Certification**	
5.1	ISO-9000	3 Hours
5.2	e-Six Sigma	2 Hours
5.3	KANO Analysis	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA279	BUSINESS PROCESS REENGINEERING	Elective	3	0	0	3

Preamble: The objective of this course is to make the students understand the role of Business Process Reengineering technique in an organisation and to gain insight on BPR tools and techniques. Students who successfully complete this course will be able to get insight on Business Process Reengineering tools and techniques to focus on customer, innovation and quality management, to speed up the processes and improve the productivity of an organisation.

Prerequisite: NIL

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

CO 1	Understand the importance of processes and BPR in bridging the business operations and engineering of system
CO 2	Integrate technology-based information processing into business workflows
CO 3	To model current business processes and diagnose problems
CO 4	To model and develop improved business processes that require IT and organizational redesign
CO 5	To develop compelling business-value driven business cases for change

Mapping of course outcomes with program outcomes

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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

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.

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Model Question paper

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THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA279 - BUSINESS PROCESS REENGINEERING

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Express the benefits of business process reengineering.
2. State the three pillars of BPR.
3. Name the critical success factors of BPR.
4. Illustrate the term 'value chain analysis'.
5. What is AS-IS analysis?

(5x2 marks = 10 marks)

PART B

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

6. Discuss the pitfalls of BPR and how they can be overcome?
7. Explain how Business Process Reengineering can be integrated to Enterprise Resources Planning.
8. Discuss the strategies adopted to manage BPR success.
9. "Information Technology works as the soul of BPR". Describe the role of IT in BPR.
10. Discuss the change management tools which are used in BPR.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. What aspects would you keep in mind while reengineering a service organisation? How does it differ from reengineering a manufacturing organisation? Discuss various metrics that must be used for establishing the benefits of such a reengineering.

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Business Process Reengineering-** Need for reengineering, Benefits of BPR, Guiding Principles, BPR and Performance Improvement, Pitfalls in BPR and Myths of BPR, Business Process Redesigning.
Module 2	**BPR and Other techniques:** Total Quality Management, Kaizen, Just – in-Time, Six Sigma, Quality Function Deployment, ISO Standards and Certifications, Enterprise Resource Planning
Module 3	**BPR Implementation Methodology**: BPR Strategies, BPR Success and Failures, Factors Relating to BPR Success, Change Management, Culture, Leadership, Organisation Structure, Factors related to Business Process Failure – Communication and Organisational Resistance
Module 4	**BPR, TQM & IT:** Information Technology and Value Chain, IT Value and Business Alignment, IT Infrastructure, IT Networking Infrastructure, Key Elements of BPR, Establishing a Responsible Team, Redesigning the Business Process, BPR Methodologies – Implementation Phases.
Module 5	**Process Change Management**: Nature, Process of Change, Management of Change in BPR, Planning for Reengineering, Analyse AS-IS Process, Case studies.

Text Book

1. Radhakrishnan R. and Balasubramanian S., (2008). *Business Process Reengineering: Text & Cases,* PHI Learning Private Limited.
2. Dey B. R., (2004). *Business Process Reengineering and Change Management,* Dreamtech Press.
3. Vikram Sethi and William King, (1998). *Organisational Transformation through Business Process Reengineering*: *Applying the Lessons Learned,* Pearson Education.

References and Suggested Readings

1. Henry J. Johansson, Patrick McHugh, A. John Pendlebury and William A. Wheeler, (2007). *Business Process Reengineering: Break Point Strategies for Market Dominance,* Wiley Wiley.
2. John Jeston and Johan Nelis, (2008). *Business Process Management: Practical Guidelines to Successful Implementations*, Butterworth-Heinemann.
3. Joe P. and Philip R., (1995). *Essence of Business Process Reengineering*, Financial Times/ Prentice Hall.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Business Process Reengineering**	
1.1	Benefits of BPR	3 Hours
1.2	BPR and Performance Improvement	2 Hours
1.3	Business Process Redesigning	2 Hours
2	**BPR and Other techniques**	
2.1	Total Quality Management	2 Hours
2.2	Quality Function Deployment	3 Hours
2.3	Enterprise, Resource Planning	2 Hours
3	**BPR Implementation Methodology**	
3.1	BPR Strategies	3 Hours
3.2	Change Management	2 Hours
3.3	Communication and Organisational Resistance	2 Hours
4	**BPR, TQM & IT**	
4.1	Information Technology and Value Chain	3Hours
4.2	Key Elements of BPR	2 Hours
4.3	BPR Methodologies	3 Hours
5	**Process Change Management**	
5.1	Process of Change	2 Hours
5.2	Planning for Reengineering	2 Hours
5.3	Case studies.	3 Hours
	Total	36 Hours

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Course Code	Course Name	Category	L	T	P	Credit
20MBA281	SERVICES & OPERATIONS MANAGEMENT	Elective	3	0	0	3

Preamble: This course enlightens the concepts, principles, problems, and practices of successful service operations management. Emphasis is on preparing students to identify and apply appropriate management processes to ensure efficient, effective, and quality oriented service operations, while achieving operational excellence. Upon completion of this course, the students will be able to obtain an overview of the successful Service Operations Management (SOM) function through the introduction of the topics traditionally associated with the study of Service Operations Management and to formulate and describe the function of the Service Operations Management discipline in various sectors.

Prerequisite: NIL

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

CO 1	Understand the critical perspectives on the nature of service.
CO 2	Understand the demand and capacity issues in service systems.
CO 3	Explain and apply the principles, tools and techniques of service design.
CO 4	Implement statistical methods and management techniques to monitor, control and improve service processes of an organisation.
CO 5	Propose solutions with which a service organisation can improve its operations and achieve sustainable competitive advantage.

Mapping of course outcomes with program outcomes

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

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA281 - SERVICES & OPERATIONS MANAGEMENT

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define 'Service Positioning'.
2. Infer the meaning of 'Yield Management' in the context of service operations?
3. Interpret the term 'Data Envelope Analysis'.
4. Illustrate the term 'service guarantee'.
5. Summarize the meaning of the term 'Performance based logistics'.

(5x2 marks = 10 marks)

PART B

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

6. Design a service blueprint map for a hospital, mapping all the transactions constituting the service delivery process.
7. a. Identify few characteristics of service organizations that make forecast accuracy important?

   b. The first-week demand for a new mobile dealership agency at Kochi on daily basis is as follows:

Day	Monday	Tuesday	Wednesday	Thursday	Friday
Demand	22	27	38	32	34

   What is the demand forecast for next Monday using a smoothing constant $\alpha = 0.3$?
8. Evaluate the application of simulation in any two service scenarios of your choice.
9. Compare customer expectation and customer perception as in the SERVQUAL instrument.
10. A company wants to open a warehouse. The company distributes its products to 4 markets A, B, C & D. The coordinates of the markets are as follows:

Warehouse	A	B	C	D
Coordinates	(58,96)	(80, 70)	(30,120)	(90,110)

Plot the markets. Use centre of gravity method to identify the location of the warehouse.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. a. Illustrate the use of walk-through audit as a diagnostic instrument to evaluate the gaps in the service delivery system.

    b. Elaborate the different methods of managing capacity with the example of any industry you are familiar with.

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Understanding Services Economy:** Overview and imperatives of Services; Global trends in Services Sector; Changing paradigms in Competitiveness of services; Services – Manufacturing Continuum; Recent trends in manufacturing, increased role of services in manufacturing; Developing an overall vision for the service system; Developing a service strategy; Service Positioning & Implications for Service Delivery - Design Degree of customer contact, divergence, customization; Service blue printing; Service Enhancement using Internet; Pricing strategies in Services; Performance issues in service systems; value of self-service in an economy; roles of front-line employees, customers, operations, and marketing in the service innovation process.
Module 2	**Demand and Capacity issues in service systems:** Forecasting Capacity demand in services; - Smoothing Customer Demand In Services; Service Capacity Management; Yield management; Resource and Workforce Scheduling in Services; Capacity, Capacity build up strategies Capacity Vs System Performance; Introduction to Queuing System; Queuing Theory Applications in Service Systems; Characteristics of Queuing system; Queuing Models; Demand and capacity issues related to growth, expansion strategies, franchising. Offshore operations; Services Management in IT/ITES Sectors Capacity Management Issues.
Module 3	**Service Inventory and Supply Chain Management:** Service inventory management; Service supply chains; Processes in Service Supply Chain; Data Envelopment Analysis; Simulation as a tool for design of services; Use of simulation software for modeling; Nature of design issues addressed using simulation; Simulation Applications in Service System Design; Vehicle Routing and Scheduling; Inventory Pooling.
Module 4	**Dimensions in Quality**: Service Quality Five Gap Model; Kano's Model; Measuring Service Quality – SERVQUAL, Walk-through Audit; Service Recovery – Service Guarantees, Service encounter – triad, service culture, Service profit chain – Service consolidation; Critical Fractiles: The Newsvendor Model (Optimal Service Levels).
Module 5	**Process behaviour** – environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem; Ford's Auto collection concept; Product Support – Customer Centric strategy, repairable parts inventory management, Performance based logistics. **Service Improvement** – a mini-consulting project. It involves use of the methodologies introduced in class to analyze a real-life service operations system, diagnose its problems, identify opportunities for improvement and quantify potential costs, benefits, risks and service impacts (at a nearby service station or Car dealership or automobile workshop or the like).

Text Book

1. Fitzsimmons B., James A. and Mona J. Fitzsimmons, (2014). *Service Management: Operations, Strategy, and Information Technology*, McGraw Hill Education (India) Private Limited.
2. Robert Johnston, (2007). *Service Operations Management*, Pearson Education.
3. Haksever C. and Render B., (2013). *Service Management, Student Workbook: An Integrated Approach to Supply Chain Management and Operations*, Financial Times/Prentice Hall.
4. Richard D Metters, (2012). *Successful Service Operations Management*, Cengage.
5. Earl Sasser W. Jr., Leonard A. Schlesinger and James L. Heskett, (1997). *The Service Profit Chain*, Free Press.

References and Suggested Readings

1. Silei Shan, (2012). *Analysis of Hospital Pharmacy Inventory Consolidation Decision Using Multi- Echelon News vendor Inventory Model*, ProQuest, Umi Dissertation Publishing.
2. William J. Hollins, (2006). *Managing Service Operations: Design and Implementation*, Kindle Edition, SAGE Publications Ltd.
3. Nevan Wright J. and Peter Race (2003). *The Management of Service Operations*, Engage Learning EMEA.
4. Bitran G. and Lojo M. (1993). *A framework for analyzing service operations*, European Management Journal, 11(3),271 – 282.
5. Nambisan S. (2001). *Why service e-businesses are not product businesses*, MITS Sloan Management Review, Summer 2001, 72–80.
6. Sawhney M., Balasubramanian S. and Krishnan V.V. (2004). *Creating growth with services*, MIT Sloan Management Review, Winter 2004, 34–43.
7. Heskett J. L. (1991). *Lessons in the service sector in The Service Management Course: Cases & Reading*, Free Press, 47–64.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Understanding Services Economy**	
1.1	Overview and imperatives of Services	3 Hours
1.2	Service Positioning & Implications for Service Delivery	2 Hours
1.3	Performance issues in service systems	3 Hours
2	**Demand and Capacity issues in service systems**	
2.1	Forecasting Capacity demand in services;	3 Hours
2.2	Queuing System	2 Hours
2.3	Demand and capacity issues	3 Hours
3	**Service Inventory and Supply Chain Management**	
3.1	Service inventory management;	2 Hours
3.2	Use of simulation software for modelling	2 Hours
3.3	Vehicle Routing and Scheduling;	2 Hours
4	**Dimensions in Quality**	
4.1	Service Quality Five Gap Model	2 Hours
4.2	Service Recovery	2 Hours
4.3	The Newsvendor Model	2 Hours
5	**Process behaviour – Service Improvement**	
5.1	Service Facility Location	3 Hours

5.2	Product Support	2 Hours
5.3	Project	3 Hours
	Total	36 Hours

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Course Code	Course Name	Category	L	T	P	Credit
20MBA283	HEALTHCARE MANAGEMENT	Elective	3	0	0	3

Preamble: The course is designed to understand management of key activities in a hospital like front desk operation and to understand Health care systems and its features. It also helps in knowing more about different lab certifications and waste management. It is focused on how to establish and sustain global competitiveness in healthcare services. By completing the course, student should be able to understand and handle the functions at the front desk in an automated environment. It sheds light on lab certifications to go global for wider acceptance and standardization. Green Hospital Concept is stressed to save energy and proper waste management while designing new hospital layouts. Features of Hospital Information Systems and its benefits also form part of this course.

Prerequisite: NIL

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

CO 1	Provide an environment to learn the principles of Hospital Management.
CO 2	Demonstrate a clear understanding of concepts, information and techniques at the forefront of the hospital management.
CO 3	Recognize how operational problems and situations are handled in practice.
CO 4	Formulate ideas, and develop and participate in implementation of plans.
CO 5	Critically analyze the various components of health care delivery system.

Mapping of course outcomes with program outcomes

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

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA283 - HEALTHCARE MANAGEMENT

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Interpret the term 'tertiary hospital'.
2. Identify the qualities required for receptionist in hospitals.
3. Interpret 'EHR'.
4. Illustrate the need for hygiene in hospitals.
5. What is meant by a 'green hospital'? (5x2 marks = 10 marks)

PART B

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

6. Explain the functional areas in hospital service management.
7. Discuss duties and responsibilities of a Front Office in a Corporate Multi-specialty Hospital.
8. Develop a Hospital Information System (HIS) that automates clinical, electronic medical records (EMR), administrative and inventory functions.
9. Examine the procedure for obtaining ISO certification for medical laboratories.
10. Discuss the various automated patient handling and equipment handling systems used in modern hospitals.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. A leading corporate want to start a world class super speciality hospital in Kerala. As a consultant suggest suitable location, facilities needed with action plan for the construction of the hospital.

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Introduction:** Hospital types such as Government, Private, Corporate and public. Functional areas in hospital services management, services offered in hospitals, skills needed in Human capital in hospitals, Characteristic features of hospital services and Principles of hospital planning and execution.
Module 2	**Front office management**- outpatient and inpatient admissions and discharge – Admission and discharge procedures -Emergency services
Module 3	**Classification of medical records:** significance, their automation using EHR, its maintenance for Medical statistics, materials records, management of patient records and personnel records electronically, functionality of computerized hospital information systems (HIS), merits and demerits of CHIS, trends in HIS, Legal and other operational records including Discharge summaries.
Module 4	**Lab classification**: managing laboratories, their functions and management, accreditation of labs NABL, ISO certification of laboratory procedure and process. Maintaining hygiene in hospital environment. Basic and special cleaning, Odour control- solid, liquid waste disposal, Safety, Pest control, Interior decoration, outsourcing hospital housekeeping services.
Module 5	**Location decision and layout decision of hospitals**: Green hospital concept and designing for low energy consumption, Department allocation criteria in the building for improved productivity, Designing easy scale-up, Automated patient handling and equipment handling systems-e-alert systems with e-checking and e-checkout facility.

Text Books

1. Kunders G.D., *Designing for Total Quality in Healthcare* Prism Books Pvt. Ltd., Bangalore.
2. Goel S.L and Kumar R. (2004). *Hospital supportive services* Deep and Deep Publications, New Delhi.
3. NHS Guide to good *Practices in Hospital Administration* National Health Services, London.
4. Syed Amin Tabish, *Hospital and Health Services Administration*, Jaypee Brothers Medical Publishers, New Delhi.

References and Suggested Readings

1. Goel S.L., (2004). *Healthcare Management and Administration*, Deep & Deep Publications Pvt. Ltd. New Delhi.
2. Srinivasan, A.V. (2008). *Managing a Modern Hospital*, Response Books, New Delhi.
3. Liewellyne Davis and Macacaulay H.M., (2001). *Hospital Administration and Planning*, JP Brothers, New Delhi.
4. Arun Kumar (2002) *Encyclopaedia of Hospital Administration and Development*, Anmol Publications, Delhi.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction**	
1.1	Hospital types	3 Hours
1.2	Functional areas in hospital services management	2 Hours
1.3	Principles of hospital planning and execution	2 Hours
2	**Front office management**	
2.1	Outpatient and inpatient admissions	2 Hours
2.2	Admission and discharge procedures	2 Hours
2.3	Emergency services	2 Hours
3	**Classification of medical records**	
3.1	Medical statistics	3 Hours
3.2	Computerized hospital information systems (HIS)	3 Hours
3.3	Legal and other operational records	2 Hours
4	**Lab classification**	
4.1	Accreditation of labs	3Hours
4.2	ISO certification of laboratory procedure	3 Hours
4.3	Maintaining hygiene in hospital environment.	2 Hours
5	**Location decision and layout decision of hospitals**	
5.1	Green hospital concept	3 Hours
5.2	Automated patient handling and equipment handling systems	2 Hours
5.3	e-checking and e-checkout facility	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA285	DECISION ANALYSIS FOR MANAGEMENT	Elective	3	0	0	3

Preamble: The course on Decision Analysis for Management helps the students to comprehend the concept of decision analysis to aid managerial decision making. The course imparts knowledge about framing problems and performing logical analyses, and provides a foundation for ethical decision making. The course helps students to perform decision tree analysis, sensitivity analysis, risk analysis, comparative investment decision analyses through NPV and IRR concepts, determine optimal order quantities under uncertain demand and make or buy decisions.

Prerequisite: NIL

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

CO 1	Assess the styles and stages of business decision making.
CO 2	Evaluate the systems for decision support in varying business conditions.
CO 3	Analyse the decision-making environments and decision trees in practical situations.
CO 4	Examine break even, sensitivity, Monte Carlo and inventory analyses for managerial decisions.
CO 5	Evaluate the impact of decision making and analysis in various functional areas of management.

Mapping of course outcomes with program outcomes

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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

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.

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA285 - DECISION ANALYSIS FOR MANAGEMENT

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Interpret 'rational decision making'.
2. What is a web based DSS?
3. List the different decision-making environments.
4. Differentiate between NPV and IRR.
5. Outline the barriers to effective decision making. (5x2 marks = 10 marks)

PART B

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

6. Evaluate the different factors that influence a decision model.
7. Examine the application of DSS in decision making.
8. A confectionery shop in a hypermarket is faced with the problem of how many cakes to make in order to meet the day's demand. The bakery prefers not to sell day-old cakes; leftover cakes are therefore a complete loss. The past sales for a 100-day period are as shown in the table below:

Sales per day	250	260	270	280
No of days	10	30	50	10

Construct the payoff table and the opportunity loss table. What is the optimal number of cakes that should be bought each day? Apply both EMV and EOL criteria. Also find and interpret EVPI. A cake cost ₹. 80 and sells for ₹. 100.

9. A local distributor for a National Tyre company expects to sell approx. 9600 steel belted radial tyres of a certain size and tread design next year. Annual carrying cost is $16 per tyre, and ordering cost is $75. The distributor operates 288 days a year. a. What is EOQ? b. How many times per year does the store reorder? c. What is the length of an order cycle? d. What is the total annual cost if the EOQ quantity is ordered?
10. Evaluate the product mix decisions with reference to product width, length, depth and consistency

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. a. A property owner is faced with a choice of:

i. A large-scale investment A to improve her flats. This could produce a substantial pay-off in terms of increased revenue net of costs but will require an investment of ₹ 1,400,000. After extensive market research it is considered that there is a 40% chance that a pay-off of ₹2,500,000 will be obtained, but there is a 60% chance that it will be only ₹800,000.

ii. A smaller scale project B to re-decorate her premises. At ₹500,000 this is less costly but will produce a lower pay-off. Research data suggests a 30% chance of a gain of ₹1,000,000 but a 70% chance of it being only ₹500,000.

iii. Continuing the present operation without change C. It will cost nothing, but neither will it produce any pay-off. Clients will be unhappy and it will become harder and harder to rent the flats out when they become free.

How will a decision tree help in the taking of decision? (12 marks)

b. List the main advantages of group decision making. (8 marks)

Syllabus	
Module 1	**Decision making concepts:** Introduction to decision making- decision making styles-Stages of Decision making – decision making skills –Process of decision making – Types of managerial decisions – Models of decision making- Rational decision making-assumptions-decision making factors.
Module 2	**Systems for decision support:** MIS and decision making – Decision making styles at different levels of management- -decision support system (DSS)-purpose-components-types of DSS-advantages and disadvantages of DSS-Application of DSS in decision making-data driven decision making-decision support system examples-GDSS-EDSS
Module 3	**Decision theory and decision tree analysis:** Decision making environments-Decision making under certainty- Decision making under uncertainty – Decision making under risk- develop and evaluate risk profiles-risk preferences and biases--value of information-expected monetary value-expected value of perfect information- translating verbal description into a decision tree - decision tree analysis-influence diagram.
Module 4	**Managerial decision analysis:** Concept of decision analysis - Make or buy decisions — Breakeven analysis - pricing decisions – comparative investment decision analyses through NPV and IRR concepts - Monte Carlo analysis for estimating risk-Sensitivity Analysis-Determination of optimal order quantities under certain and uncertain demand.
Module 5	**Decision making applications:** Decision Making in the context of Human Resources-barriers to effective decision making-Understanding marketing decision making - product-mix decisions - market expansion decisions-divesting decisions - financial decision making –investment decisions-financing decisions - decision making areas in operations.

Text Book

1. Peter Macnamee and John Selona (2001). *Decision Analysis for the Professional*, Smartorg.Inc
2. Render Barry, Stair Ralph M., Hanna Michael E. (2011). *Quantitative Analysis for Management*– Prentice-Hall. Inc
3. Sharma J.K., (2009). *Operations Research*, Macmillan India Ltd.

References and Suggested Readings

1. Pratt John, Raiffa H., & Schlaifer R., (2008). *Introduction to Statistical Decision Theory*, MIT Press.
2. Charlesworth, David - *Decision Analysis for Managers: A Guide for Making Better Personal and Business Decisions* -Business Expert Press
3. Raiffa Howard- *Decision Analysis: Introductory Lectures on Choices Under Uncertainty*- McGraw Hill.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Decision making concepts**	
1.1	Introduction to decision making, decision making styles, Stages of Decision making.	3 Hours
1.2	Decision making skills, Process of decision making, Types of managerial decisions	2 Hours
1.3	Models of decision making, Rational decision making, decision making factors.	2 Hours
2	**Systems for decision support**	
2.1	MIS and decision making, Decision making styles at different levels of management, decision support system.	3 Hours
2.2	Types of DSS, advantages and disadvantages of DSS, Application of DSS in decision making, data driven decision making.	3 Hours
2.3	Decision support system examples, GDSS, EDSS.	2 Hours
3	**Decision theory and decision tree analysis**	
3.1	Decision making environments, Decision making under certainty, Decision making under uncertainty, Decision making under risk.	3 Hours
3.2	Develop and evaluate risk profiles, risk preferences and biases, value of information, expected monetary value, expected value of perfect information.	2 Hours
3.3	Translating verbal description into a decision tree, decision tree analysis, influence diagram.	2 Hours
4	**Managerial decision analysis**	
4.1	Concept of decision analysis, Make or buy decisions, Breakeven analysis.	3 Hours
4.2	Pricing decisions, comparative investment decision analyses through NPV and IRR concepts.	2 Hours
4.3	Monte Carlo analysis for estimating risk, Sensitivity Analysis, Determination of optimal order quantities under certain and uncertain demand.	2 Hours
5	**Decision making applications**	
5.1	Decision Making in the context of Human Resources, barriers to effective decision making.	3 Hours
5.2	Understanding marketing decision making, product-mix decisions, market expansion decisions, divesting decisions	2 Hours
5.3	Financial decision making, investment decisions, financing decisions, decision making areas in operations.	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA287	ADVANCED MAINTENANCE MANAGEMENT	Elective	3	0	0	3

Preamble: Reducing down time of machines by applying proper maintenance management tools and techniques forms the major objective of this course. Later developments like Reliability Centered Maintenance, Expert Systems applications in maintenance, Maintenance Management Information system, Predictive maintenance and signature analysis are included to make the student aware of the latest practices in Maintenance Management. The student should be able to suggest a suitable maintenance management technique to reduce cost arising out of machine down time for practical situation in an organization. Also, the student will be aware of computer-based maintenance management systems and contemporary techniques in maintenance management

Prerequisite: NIL

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

CO 1	Analyse the significance of maintenance on equipment's down time by applying proper maintenance management tools and techniques.
CO 2	Plan for assessing the reliability of an equipment.
CO 3	Arrive at better replacement decision.
CO 4	Decide on maintenance policies.
CO 5	Design the recent techniques in maintenance management.

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	3	2	3	3	3
CO 3	3	2	3	3	3
CO 4	2	2	3	3	3
CO 5	2	2	3	3	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.

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA287- ADVANCED MAINTENANCE MANAGEMENT

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Interpret the meaning of Five zero concept.
2. Define MTBF.
3. What do you understand by the term optimal overhaul?
4. Explain the concept of opportunity maintenance.
5. List the features of terotechnology. (5x2 marks = 10marks)

PART B

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

6. Discuss the key issues affecting maintenance organisation structure.
7. Illustrate the failure time distributions using Poisson, Exponential and Normal distributions.
8. Explain in detail the concept of group replacement with an example. In what circumstances group replacement is advised?
9. Compare condition-based maintenance and total productive maintenance.
10. Elaborate the process of signature analysis in maintenance management.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. a) A firm is considering replacement of a machine whose cost price is ₹. 180,000 and the scrap value is ₹. 10,000. The maintenance costs (in ₹.) are found from experience to be as follows:

Year	1	2	3	4	5	6	7	8
Maintenance cost	2000	3000	3500	12000	18000	24000	33000	45000

When should the machine be replaced? (10 marks)

b) “100% reliability of all the components of a machine or equipment is not always aimed to achieve”. Elucidate. Explain reliability centred maintenance with example. (10 marks)

Syllabus	
Module 1	**Maintenance**: Need/purpose, basic and composite functions of maintenance - Principles, objectives and benefits of maintenance – Preventive, Breakdown - Predictive Maintenance Strategies – Five Zero Concept - Organization for Maintenance
Module 2	**Reliability of equipment**: Time to Failure Analysis - Bath Tub Curve, MTBF, MTTF, Useful Life – Survival Curves – Failure Time distributions (Poisson, Exponential, and Normal) - Repair Time Distribution – Maintainability Prediction – Design for Maintainability – Availability.
Module 3	**Replacement Decision**: Overhaul and repair – meaning and difference – Optimal overhaul – Repair policies for equipment subject to break down – Group replacement. Optimal interval between preventive replacement of equipment subject to break down.
Module 4	**Maintenance Policies**: Fixed Time Maintenance – Condition based Maintenance -Operate to failure – Opportunity Maintenance – Design out maintenance – Total Productive Maintenance.
Module 5	**Recent Techniques**: Reliability Centered Maintenance (RCM) – Philosophy and implementation – Signature Analysis – CMMS – Concept of Terotechnology –Expert Systems-Maintenance Management Information Systems-Reengineering Maintenance process.

Text Book

1. Mishtra R.C. and Pathak K., (2012). *Maintenance Engineering and Management*, PHI.
2. Sushil Kumar Srivatsava (2005). *Industrial Maintenance Management*, S. Chand and Company.
3. Gopalakrishnan P. and Banerji, A. K., (1991). *Maintenance and Spare Parts Management*, Prentice Hall of India.

References and Suggested Readings

1. Jardine A.K.S., (2002) *Maintenance Replacement and Reliability*, Pitman Publishing.
2. Kelly A. and Harris M. J., (1978) *Management of Industrial Maintenance*, Butterworth and Company Limited.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Maintenance**	
1.1	Objectives and functions	3 Hours
1.2	Predictive Maintenance Strategies	2 Hours
1.3	Five Zero Concept	2 Hours
2	**Reliability of an equipment**	
2.1	Time to Failure Analysis	3 Hours
2.2	Bath Tub Curve	2 Hours
2.3	Design for Maintainability	2 Hours
3	**Replacement Decision**	
3.1	Overhaul and repair	3 Hours
3.2	Repair policies	2 Hours
3.3	Group replacement	2 Hours
4	**Maintenance Policies**	
4.1	Fixed Time Maintenance	3Hours
4.2	Condition based Maintenance	2 Hours
4.3	Total Productive Maintenance	3 Hours
5	**Recent Techniques**	
5.1	Reliability Centered Maintenance	3 Hours
5.2	Concept of Terotechnology	2 Hours
5.3	Reengineering Maintenance process.	2 Hours
	Total	36 Hours

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Course Code	Course Name	Category	L	T	P	Credit
20MBA289	ADVANCED PROJECT MANAGEMENT	Elective	3	0	0	3

Preamble: The objective of this course is to sensitize the students to apply the latest principles of advanced project management to explore problems, solutions, and best practices in diverse industrial settings. After successful completion of the course, the students will be able to focus on projects to create a learning organisation which foster excellence in project management by developing and justifying project management strategies.

Prerequisite: NIL

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

CO 1	Examine the various project management concepts.
CO 2	Compare and contrast the various roles of project managers, clients and project organisations.
CO 3	Justify the various project appraisals and budgeting methods.
CO 4	Estimate project scheduling through network models and importance of managing time, cost and quality in projects.
CO 5	Devise the best practices in project management and value the application of project management software.

Mapping of course outcomes with program outcomes

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

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA289- ADVANCED PROJECT MANAGEMENT

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define project lifecycle.
2. List out the various types of project organizations.
3. Identify the four categories of attributes on which DPCI is built.
4. Interpret the meaning of Goldratt's Critical Chain.
5. Illustrate the term 'Virtual team'.

(5x2 marks = 10 marks)

PART B

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

6. Explain the process of project portfolio and project formulation.
7. "In addition to the relevant technical skills, a project manager needs a combination of business management and leadership skills to ensure a project's success". Analyse the role and responsibilities of a project manager. Explain how a project manager is selected.
8. Discuss the concept of cost estimating and cost improvement in project budgeting.
9. The time and cost estimates and precedence relationship of the different activities constituting a project are given below:

Activity	Predecessor Activities	Time (in weeks)		Cost (in Rupees)	
		Normal	Crash	Normal	Crash
A	-	3	2	8000	19000
B	-	8	6	600	1000
C	B	6	4	10000	12000
D	B	5	2	4000	10000
E	A	13	10	3000	9000
F	A	4	4	15000	15000
G	F	2	1	1200	1400
H	C, E, G	6	4	3500	4500
I	F	2	1	7000	8000

(a) Draw a project network diagram and find the critical path. (5 marks)

(b) If a dead line of 17 weeks is imposed for completion of the project, what activities will be crashed, what would be the additional cost and what would be the critical activities of the network after crashing? (5 marks)

10. "Being good at managing projects is usually a matter of following project management best practices". Discuss some of the best practices in project management.

PART C

Compulsory question. This question carries 20 marks

11. A company wishes to start 'e -commerce' during the Covid time, so that their customers can buy their products online. Considering this as a project, answer the following questions:

a) Define the scope of the project. Conduct a feasibility study. (5 marks)

b) What are the problems expected? If you are the project manager, how will you solve them? (5 marks)

c) What are the risk factors in the project? (5 marks)

d) Which organization structure should be followed and why? (5 marks)

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Syllabus	
Module 1	**Introduction**: Project and Project Management, Categories, Project Management – Definition – Goal, Lifecycles. Project Selection Methods. Project Development Cycle, Project Selection Methods, Project Portfolio, Project Teams.
Module 2	**Project Organization:** Project Organization, Project Manager- Roles and Responsibilities, Selecting Project Manager, Project formulation, Types of Project Organizations, Conflict management, Resolving Conflicts, Client-Values & Expectations, - Application of Project Management software.
Module 3	**Project Planning and Budgeting**: Planning, Project Identification, Project Appraisal, - Technical, financial, Legal, Social Appraisal, Project Profiling Models, Darnall- Preston Complex Index, Project Budgeting Methods - Cost Estimating and Improvement - Budget uncertainty andrisk management.
Module 4	**Project Scheduling & Allocation:** Scheduling and Resource Allocation-PERT& CPM Networks- Crashing– Goldratt's Critical Chain, Time Management, Estimate Cost, Budget & Budgetary Control, Managing Project Risk, Project Management & Closure, Procurement Plan, Project Closure.
Module 5	**Emerging Issues**: Best Practices in Project Management, Fostering Excellence in PM, Project Management Office, Project Portfolio Management, Team Organisation and People Management, Complex Issues in Communication and Virtual Teams.

Text Book

1. Harold Kerzner (2015). *Project Management Best Practices*: *Achieving Global Excellence*, Wiley India Private Limited.
2. Cliffor G. and Larson E., (2014). *Project Management*, McGraw Hill Education (India) Private Limited.
3. Venkataraman K., (2007). *Maintenance Engineering and Management*, PHI Learning Private Limited.
4. Jack Gido and James Clements (2002). *Successful Project Management*, South-Western.

References and Suggested Readings

1. Meri Williams, (2008). *Principles of Project Management*, Site Point.
2. Subba Rao K. V., (2009). *Project Management*, Adhyayan Publishers & Distributors.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction**	
1.1	Project and Project Management	3 Hours
1.2	Project Selection Methods	2 Hours
1.3	Project Portfolio, Project Teams	2 Hours
2	**Project Organisation**	
2.1	Project Organisation	3 Hours
2.2	Types of Project Organisations	2 Hours
2.3	Application of Project Management software.	2 Hours
3	**Project Planning and Budgeting**	
3.1	Planning	3 Hours
3.2	Project Profiling Models	2 Hours
3.3	Cost Estimating and Budget uncertainty	2 Hours
4	**Project Scheduling & Allocation**	
4.1	PERT& CPM	3Hours
4.2	Crashing– Goldratt's Critical Chain	2 Hours
4.3	Project Management & Closure	3 Hours
5	**Emerging Issues**	
5.1	Best Practices in Project Management	3 Hours
5.2	Best Practices in Project Management	2 Hours
5.3	Complex Issues in Communication and Virtual Teams	2 Hours
	Total	36 Hours

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Course Code	Course Name	Category	L	T	P	Credit
20MBA291	SYSTEM ANALYSIS AND DESIGN	Elective	3	0	0	3

Preamble: This course has been designed to enrich the business management students with deeper understanding and practical wisdom on various aspects of system analysis and design (SAD) including the different methodologies, processes, techniques and tools in developing organizational information systems. Upon successful completion of the course a participant is expected to have deeper understanding on the theoretical concepts of SAD, and should be able to confidently apply their knowledge learned in an organizational context.

Prerequisite: Nil

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

CO 1	Explain the tools used for system analysis and design
CO 2	Illustrate methods for structured system analysis and design.
CO 3	Explain I/O design and object oriented system modeling.
CO 4	Outline the control measures for performance and security of information system
CO 5	Summarize the applications of system analysis and design in e-commerce

Mapping of course outcomes with program outcomes

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

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA291- SYSTEM ANALYSIS AND DESIGN

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Differentiate data and information
2. Point out the relevance of decision tables in an information system development process
3. What do you mean by validation of input data?
4. List out the different types of testing conducted during system analysis and design process
5. Explain digital signature.

(5x2 marks = 10 marks)

PART B

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

6. Discuss the concept of feasibility study with appropriate examples.
7. Explain the concept of Entity Relationship Model with suitable examples
8. Elaborate object-oriented systems modeling techniques from an information system development perspective
9. "Disaster recovery and business continuity has high relevance in organizational sustainability." Discuss the disaster recovery and business continuity practices followed and implemented by the corporate enterprises.
10. .How do you enhance the security of e commerce transactions? Discuss the legal implications of e commerce transactions.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. The three major stakeholders in an information system development projects are the end users, system/ business analysist and the management. Discuss the critical role of each of these stakeholders in the requirement identification and feasibility study stage of system development.

(1x20 marks =20marks)

Syllabus	
Module 1	**Overview of Data, Information, Systems Analysis and Design Life Cycle** Data and Information –Organizational need for information systems – qualities of information. Systems Analysis and Design Life Cycle -. Role of systems analyst – attributes of a systems analyst – Information gathering – system requirements specification – Feasibility analysis – Tools for systems analysts – data flow diagrams – leveling of DFDs – leveling rules – logical and physical. DFDs – software tools to create DFDs.
Module 2	**Structured systems analysis and design** Procedure specifications in structured English – examples and cases – decision tables for complex logical specifications – specification-oriented design vs procedure-oriented design; Data oriented systems design – entity relationship model – E-R diagrams – relationships cardinality and participation – normalizing relations – various normal forms and their need – some examples of relational data base design.
Module 3	**Data I/O methods and Object-oriented systems modeling** Data input methods – coding techniques – requirements of coding schemes – error detection of codes – validating input data – input data controls – interactive data input; Designing outputs – output devices – designing output reports – screen design – graphical user interfaces – interactive I/O on terminals – Object oriented systems modeling – composition and usefulness of objects– objects and their properties – classes – inheritance – polymorphism–how to identify objects in an application–how to model systems using objects – some cases of object-oriented system modeling.
Module 4	**Control** Control – audit and security of information systems – need for controls – objectives of control – techniques used in control – auditing information systems – auditing around, through and with the computer – testing information systems – types of tests – how to generate tests – security of information systems – disaster recovery – business process continuity.
Module 5	**Applications in e-commerce** Systems analysis and design in the era of electronic commerce – B2B, B2C and C2C e-commerce – advantages and disadvantages of e-commerce. E- commerce system architecture – physical networks, logical network, world wide web, web-services –html, XML; Electronic data interchange – EDI standards – virtual private networks – XML and EDI; Security of e-commerce transactions, firewalls – encryption methods – symmetric and asymmetric encryption – digital signature – certifying authorities for signatures – legal status of e-commerce transactions; software engineering and implementation - quality assurance through software engineering; Implementation of an information system.

Text Book

1. V Rajaraman. (2011), Analysis and Design of Information Systems, PHI Learning Private Limited
2. Preeti Gupta (2005), Structured System Analysis and Design, Firewall Media, Laxmi Publications Private Limited
3. J B Dixit and Rajkumar (2007), Structured System Analysis and Design, Laxmi Publications Private Limited

References and Suggested Readings

1. Tilley and Rosenblatt (2016), System Analysis and Design, Shelly Cashman series, Cengage Learning
2. Dennis, Wixom and Roth (2018), System Analysis and Design, Wiley
3. Charles S Wasson (2005), System Analysis, Design and Development: Concepts, Principles and Practices, John Wiley & Sons Inc.

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

Course Contents and Lecture Schedule

No.	Topic	No. of Lectures
1	**Overview of Data, Information, Systems Analysis and Design Life Cycle**	
1.1	Data and Information	1 Hour
1.2	Systems Analysis and Design Life Cycle	2 Hours
1.3	Information gathering & Requirement analysis	1 Hour
1.4	Feasibility analysis & Documentation	1 Hour
1.5	DFD	2 Hours
2	**Structured systems analysis and design**	
2.1	Decision tables for complex logical specifications	2 Hours
2.2	Specification-oriented design vs procedure-oriented design	2 Hours
2.3	Data oriented systems design	3 Hours
3	**Data I/O methods and Object-oriented systems modeling**	
3.1	Data input methods	2 Hours
3.2	Designing outputs	2 Hours
3.3	Object-oriented systems modelling	3 Hours
4	**Control**	
4.1	System Control and Audit	3 Hours
4.2	System Testing	2 Hours
4.3	System security and business process continuity	2 Hours
5	**Applications in e-commerce**	
5.1	E- commerce system architecture	2 Hours
5.2	Electronic data interchange	1 Hour
5.3	Digital signature	1 Hour
5.4	Legal status of e-commerce transactions	1 Hour
5.5	Software engineering and implementation	2 Hours
5.6	Implementation of Information systems	1 Hour
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA293	GLOBAL INFORMATION SYSTEM	Elective	3	0	0	3

Preamble: The course on Global Information Systems introduces the participants on various technological aspects that supports business excellence while operating in a digitalized economic scenario. The concepts related to Information Systems in Global Business, Strategic connectivity, Physical connectivity, Emerging technologies, Managing global systems and Outsourcing opportunities & challenges are discussed in detail to empower the participants to gain knowledge and acquire related skill sets. Upon completion of the program, a participant should be able to appreciate, analyze and assess global information systems

Prerequisite: Nil

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

CO 1	Explain the importance of information system in global business.
CO 2	Identify the challenges of data storage and security
CO 3	Outline the communication technologies required for physical connectivity in global business
CO 4	Analyse business requirements for selecting appropriate information systems to achieve organizational excellence.
CO 5	Assess outsourcing of organization's IT function from strategic and governance perspective.

Mapping of course outcomes with program outcomes

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

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Model Question paper

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THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA293- GLOBAL INFORMATION SYSTEM

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define e_business.
2. List out the benefits of Firewalls
3. What do you mean by Network Protocols
4. Give three examples for business requirements in information system projects
5. Give few benefits of Micro-sourcing.

(5x2 marks = 10 marks)

PART B

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

6. Discuss the challenges faced in the rollout of multi-site global information system projects.
7. Elaborate the implications of Moore's Law in information systems projects.
8. Critically examine the emerging technologies used in information system projects.
9. What are the major challenges faced while managing global information systems?
10. IT outsourcing has been always risky and challenging for corporate enterprises. Do you agree with this statement? Discuss your views with appropriate examples from the industry.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. ABC Inc., is a global market leader in COCOA industry and operates in 16 different countries in MENA region. In the recent board meeting the management decided to integrate the software solutions used in 16 different countries and develop a global information system. The Chief IT Officer (CITO) has been entrusted the responsibility to develop a strategic plan and explain the competitive advantage. Discuss in details about the various aspects that the CITO must consider while preparing his report to the board.

(1x20 marks =20marks)

Syllabus	
Module 1	**Information Systems in Global Business** Information Systems in Global Business Today – systems in businesses, why it's important; Global IT workforce vs Domestic Workforce; Global e- business and collaboration; obstacles in rollout, challenges in Multi site projects; tools and techniques to increase productivity; implications of poor global information systems management.
Module 2	**Data storage and security** Moore's Law; Law of Mass Storage; Implications of laws in reducing costs and improving performance; Cloud computing; Cloud in multinational enterprise; Firewalls, hacking, ethical hacking, role of systems managers, system administrators.
Module 3	**Technologies for physical connectivity in global business** Information Technology, Corporate Strategy, and Competitive Advantage (Interlinked Value Chains); Basic Communications Technology and Concepts, Local Area Networks, Wide Area Networks (Packet Networks), Network Protocols (ISO OSI); *Emerging technologies* Frame Relay, ATM, VOIP; ADSL, Cable Modem, wireless, Mobile technology.
Module 4	**Managing global systems** Key business drivers and challenges in the global environment; strategies for success in the global market; "connectivity" as a driver for global information system; software be designed to fit the business requirements Vs. business requirements be modified to fit existingsoftware.
Module 5	**Outsourcing** B2B Exchange Model; Micro-sourcing; Outsourcing from Service Provider Viewpoint; Producer/Consumer Perspective in Outsourcing; Voluntary/Involuntary Perspective in Outsourcing; Need to outsource; challenges and risks, advantages and disadvantages associated with outsourcing an organization's IT function; different kinds of outsourcing currently in use in today's global economy.

Text Book

1. Dorothy E Leidner and Tim Kayworth (2008), Global Information Systems: The Implications of Culture for IS Management, A Butterworth-Heinemann Title
2. Jawadekar. (2013) Management Information Systems: A Global Digital Enterprise Perspective, McGraw Hill Education (India) Private Limited
3. Yi chen Lan. (2006), Global Information Society: Operating Information Systems in a Dynamic Global Business Environment, Idea Group Publication.

References and Suggested Readings

1. Ash Bisaria, What's next for outsourcing? –http://outsourcemag.com/whats-next-for-outsourcing/
2. Nigel Chisnall, All sides are winners as IT outsourcing deals get shorter and less costly – http://outsourcemag
3. Arshdeep Bahga and Vijay Madisetti. (2014), Cloud Computing: A Hands-on Approach, Orient Blackswan Pvt Ltd,India.
4. Thorsten Blecker. (2007), Mass Customization Information Systems in Business, IGI Global.
5. Emily Nagle Green (2010), Anywhere: How Global Connectivity is Revolutionizing

the Way We Do Business, McGraw Hill Education (India) Private Limited.
6. Andrew S Tanenbaum and Herbert Bos (2015), Modern Operating Systems: Global Edition, Kindle Edition, Pearson Education.
7. Mary C. Lacity, Leslie P. Willcocks, Mary Cecelia Lacity, and Leslie Willcocks (2000), Global Information Technology Outsourcing: In Search of Business Advantage, John Wiley & Sons.
8. Erran Carmel and Paul Tjia (2005), Offshoring Information Technology: Sourcing and Outsourcing to a Global Workforce, Cambridge University Press.

Course Contents and Lecture Schedule

No.	Topic	No. of Lectures
1	**Information Systems in global business**	
1.1	Information Systems in global business today	1 Hour
1.2	Global e-business and collaboration	2 Hours
1.3	Tools and techniques to increase productivity	2 Hours
1.4	Implications of poor global information systems management;	2 Hours
2	**Data storage and security**	
2.1	Moore's Law	2 Hours
2.2	Cloud computing	2 Hours
2.3	Firewalls, hacking, ethical hacking	3 Hours
2.4	Role system managers and administrators	1 Hours
3	**Technologies for physical connectivity in global business**	
3.1	Corporate strategy, and Competitive advantage (Interlinked Value Chains)	3 Hours
3.2	Physical connectivity	2 Hours
3.3	Emerging technologies	2 Hours
4	**Managing global systems**	
4.1	Key business drivers and challenges in the global environment	1 Hour
4.2	Strategies for success in the global market	2 Hours
4.3	"Connectivity" as a driver for global information system	2 Hours
4.4	Software design for business requirement v/s business requirement modification for existing software	2 Hours
5	**Outsourcing**	
5.1	Outsourcing models	2 Hours
5.2	Outsourcing Organization's IT function	3 Hours
5.3	Outsourcing currently in use in today's global economy	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA295	BUSINESS DATABASE SYSTEM	Elective	3	0	0	3

Preamble: Developing and managing efficient and effective database applications requires understanding the fundamentals of database management systems, techniques for the design of databases, and principles of database administration. The objective of this course is to deliver the fundamentals of database. A variety of topics will be covered that are important for modern databases in order to prepare the students for real life applications of databases.

Prerequisite: Nil

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

CO 1	Explain the fundamental elements of business database environment.
CO 2	Demonstrate the ability to design Database models to represent business scenarios
CO 3	Examine File organization in DBMS
CO 4	Develop Conceptual data models
CO 5	Appraise on Distributed data models and security

Mapping of course outcomes with program outcomes

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

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Model Question paper

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THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA295– BUSINESS DATABASE SYSTEMS

Max. Marks: 60 **Duration: 3 Hours**

PART A

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

1. List the components of a database environment
2. Define a Relational databases
3. What is a hash index?
4. What are the different types of Entities?
5. What are the components of a DDBMS?

(5x2 marks = 10 marks)

PART B

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

6. a. Compare traditional File Systems with Database Management Systems (6 marks)
   b. Explain advantages and disadvantages of DBMS (4 marks)
7. a. Explain in details various data models (5 marks)
   b. Explain Data abstraction and schema architecture (5 marks)
8. a. Detail on Hashing Techniques (6 marks)
   b. Explain Buffering of blocks. (4 marks)
9. a. With an example, develop an ER Model with relevant components (7marks)
   b. What are database design challenges (3 marks)
10. a. Analyze on Distributed database design security and integrity violations (6 marks)
    b. Develop distributed database design concepts (4 marks)

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. Develop an ER diagram for keeping track of information about a company database taking into account atleast five entities. With a neat block diagram, represent the architecture of a typical DBMS required for the company.

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Database Environment**, functioning of a Simple Centralized Database System, Traditional File Systems vs. Modern Database Management Systems, Properties of Database, Types of Database Users, Advantages of DBMS, Applications
Module 2	**Data Model**, Schemas and Instances, three schema architecture, Languages and Interfaces, DBMS Components, Classification of Database Management Systems, DDL, DML and use of SQL in relational Databases and normalization.
Module 3	**File Organization**-Memory Hierarchy, Secondary Storage Devices, Buffering of Blocks, Placing File Records on Disk, Operation on Files, Files of Unordered Records (Heap Files), Files of Ordered Records, Hashing Techniques- primary index and clustering index
Module 4	**Conceptual Data model** - ER Model Concept using example, Components of an ER Model, Relationships, Roles and Structural constraints, Constraints on Relationship Types
Module 5	**Distributed DBMS Concepts**, Client-Server Model, Data Fragmentation, Replication, and Allocation Techniques for Distributed Database Design Security and Integrity Violations, Authorization, Granting of Privileges

Text Book

1. C. J. Date, A. Kannan and S. Swamynathan, An Introduction to Database Systems, Pearson Education.
2. Raghu Ramakrishnan, Johannes Gehrke, Database Management Systems, McGraw-Hill Higher Education

References and Suggested Readings

1. Abraham Silberschatz, Henry F. Korth and S. Sudarshan, Database System Concepts, McGraw-Hill Education (Asia).
2. Shio Kumar Singh, Database Systems Concepts, Designs and Application, Pearson Education.
3. Peter Rob and Carlos Coronel, Database Systems Design, Implementation and Management, Thomson Learning-Course Technology.
4. Patrick O'Neil and Elizabeth O'Neil, Database Principles, Programming and Performance, Harcourt Asia Pvt. Ltd

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Database Environment**	
1.1	Centralized Database System, Traditional File Systems vs. Modern Database Management Systems	2 Hours
1.2	Properties of Database, Types of Database Users, Advantages of DBMS,	3 Hours
1.3	Applications	2 Hours
2	**Data Model**	
2.1	Schemas, three schema architecture, Languages and Interfaces	2 Hours
2.2	DBMS Components, Classification of Database Management Systems	3 Hours
2.3	DDL, DML and use of SQL in relational databases and normalization	2 Hours
3	**File Organization**	
3.1	Memory Hierarchy, Secondary Storage Devices, Buffering of Blocks	2 Hours
3.2	Placing File Records on Disk, Operation on Files, Files of Unordered and Ordered Records,	3 Hours
3.3	Hashing Techniques- primary index and clustering index	2 Hours
4	**Conceptual Data model - ER Model**	
4.1	ER Model Concept using example	3 Hours
4.2	Components of an ER Model, Relationships,	3 Hours
4.3	Roles and Structural constraints, Constraints on Relationship Types	2 Hours
5	**Distributed DBMS Concepts**	
5.1	Client-Server Model, Data Fragmentation, Replication	2 Hours
5.2	Allocation Techniques for Distributed Database Design Security and Integrity Violations	3 Hours
5.3	Authorization, Granting of Privileges	2 Hours
	TOTAL	36 hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA297	KNOWLEDGE MANAGEMENT AND IT/ITES CONSULTING	Elective	3	0	0	3

Preamble: Knowledge management (KM) is the process of creating, sharing, using and managing the knowledge and information of an organization. It refers to a multidisciplinary approach to achieve organisational objectives by making the best use of knowledge. Knowledge management is important because it boosts the efficiency of an organization's decision-making ability. In making sure that all employees have access to the overall expertise held within the organization, a smarter workforce is built who are more able to make quick, informed decisions that benefit the company.

Prerequisite: Nil

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

CO 1	Define the concepts, theories, terminologies associated with knowledge management and knowledge creation
CO 2	Explain the organisational knowledge creation theories
CO 3	Apply the knowledge management assessment tools to solve business problems.
CO 4	Analyse strategies developed using knowledge management tools with the help of Information Technology
CO 5	Evaluate the application of knowledge management in IT and ITES for strategic development

Mapping of course outcomes with program

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

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA297 KNOWLEDGE MANAGEMENT AND IT/ITES CONSULTING

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define knowledge management
2. What is multi dimensional organisational learning?
3. Define GPO-WM implementation mode
4. What is content analysis.
5. What is system life cycle?

(5x2 marks = 10 marks)

PART B

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

6. Explain in detail technological vs pre technological knowledge.
7. Illustrate in detail about knowledge diversity and knowledge creation?
8. Explain in detail knowledge auditing and its impact.
9. Explain in detail regarding methods of structuring knowledge and Information.
10. Illustrate how knowledge management is done in a manufacturing company with an example.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. Imagine that you are having an online E-Commerce B2C market. Analyse how you will be utilising knowledge management with IT support to a) Increase the customer base b) Engaging customers and developing good customer relationship

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Overview of Knowledge Management** - Human cognition from the technology manager's perspective; Knowledge creation at the level of the individual, group and organization; The nature of technical problem solving, Formulating knowledge, Explicit and codified knowledge Tacit, implicit and sticky knowledge; Technological versus pre- technological knowledge; Experts and expertise.
Module 2	**Managing organizational knowledge, learning and intellectual capital**- Developing metrics for knowledge, learning and intellectual capital; Knowledge quality; Organizational knowledge creation theories and their application; Experimentation strategies for knowledge creation; Knowledge diversity and knowledge integration; Multi-dimensional organizational learning; Knowledge transfer; Value-of-ownership models
Module 3	**The knowledge management core process -** The Knowledge Management Design Fields; Business Process Oriented Knowledge Management – The GPO-WM Implementation Mode, KM Strategy, The GPO-WM Analysis of Business Process, KM Solutions, KM-Implementation Phase; The Fraunhofer Knowledge Management Audit (FKM Audit), Audit approaches for the evaluation of Knowledge Management – The Knowledge Audit (According to Liebowitz), Knowledge Management Assessment Tool (KMAT), Knowledge Management Diagnostic (KMD), Knowledge Audit (According to Pfeifer), Knowledge Management Maturity Model (KMMM)..
Module 4	**Knowledge Management Tools** - Diagnostic technologies and their value Structuring Knowledge and Information – Definition of knowledge structure, Search strategies and knowledge structures, methods of structuring knowledge and Information Data management, information technology and organizational productivity; Web-centric knowledge management, Global, joint, simultaneous problem solving in a value network; Content Analysis
Module 5	**Applications of knowledge management in IT & ITES** - Application - Information Technology – Intranets; Best Practices; Systems Analysis Techniques; Systems Lifecycle; Design & Evaluation; Knowledge management in manufacturing and the service sector; Knowledge Management: Retaining Knowledge in IT/ITES Companies – Dissatisfied customers – breaches in SLAs; Productivity challenges; Increased competition; Knowledge scarcity; KM Solution - Nephila.

Text Book

1. Kai Mertins, Peter Heisig and Jens Vorbeck (2003), *Knowledge Management – Concepts and Best Practices*, Springer.
2. Davenport, Thomas and Laurence Prusak. (2000), *Working Knowledge: How Corporations Manage What They Know.* Boston, Harvard Business School Press.
3. Kimiz Dalkir (2011), *Knowledge Management in Theory and Practice*, MIT Press.
4. Edna Pasher and Tuvya Ronen (2011), *Knowledge Management in Theory and Practice*, John Wiley & Sons.

References and Suggested Readings

1. Dr. Santwana Chaudhuri (2011), *Knowledge Management in Indian IT Industries*, 3rd International Conference on Information and Financial Engineering IPEDR vol.12, IACSIT Press, Singapore, http://www.ipedr.com/vol12/45-C115.pdf
2. Donald Hislop (2013), *Knowledge Management in Organizations: A Critical Introduction*, Oxford University Press.
3. Elias.M. Award and Hassan M. Ghaziri (2003), *Knowledge Management*, Pearson Education.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Overview of Knowledge Management**	
1.1	Human cognition from the technology manager's perspective; Knowledge creation at the level of the individual, group and organization	2 Hours
1.2	The nature of technical problem solving, Formulating knowledge, Explicit and codified knowledge	3 Hours
1.3	Tacit, implicit and sticky knowledge; Technological versus pre-technological knowledge; Experts and expertise.	2 Hours
2	**Managing organizational knowledge, learning and intellectual capital**	
2.1	Developing metrics for knowledge, learning and intellectual capital; Knowledge quality	3 Hours
2.2	Organizational knowledge creation theories and their application; Experimentation strategies for knowledge creation	2 Hours
2.3	Knowledge diversity and knowledge integration; Multi-dimensional organizational learning; Knowledge transfer; Value-of-ownership models	3 Hours
3	**The knowledge management core process**	
3.1	The Knowledge Management Design Fields; Business Process Oriented Knowledge Management – The GPO-WM Implementation Mode, KM Strategy, The GPO-WM Analysis of Business Process, KM Solutions, KM-Implementation Phase	2 Hours
3.2	The Fraunhofer Knowledge Management Audit (FKM Audit), Audit approaches for the evaluation of Knowledge Management	2 Hours
3.3	The Knowledge Audit (According to Liebowitz), Knowledge Management Assessment Tool (KMAT), Knowledge Management Diagnostic (KMD), Knowledge Audit (According to Pfeifer), Knowledge Management Maturity Model (KMMM).	3 Hours
4	**Knowledge Management Tools**	
4.1	Diagnostic technologies and their value - Structuring Knowledge and Information – Definition of knowledge structure	2 Hours
4.2	Search strategies and knowledge structures, methods of structuring knowledge and Information Data management, information technology and organizational productivity.	2 Hours
4.3	Web-centric knowledge management Global, joint, simultaneous problem solving in a value network; Content Analysis	2 Hours

5	**Applications of knowledge management in IT & ITES**	
5.1	Application - Information Technology – Intranets; Best Practices; Systems Analysis Techniques;	2 Hours
5.2	Systems Lifecycle; Design & Evaluation; Knowledge management in manufacturing and the service sector	3 Hours
5.3	Knowledge Management: Retaining Knowledge in IT/ITES Companies – Dissatisfied customers – breaches in SLAs; Productivity challenges Increased competition; Knowledge scarcity; KM Solution - Nephila	3 Hours
	Total	36 Hours

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
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Course Code	Course Name	Category	L	T	P	Credit
20MBA299	INFORMATION SECURITY AND RISK MANAGEMENT	Elective	3	0	0	3

Preamble: This course prepares the participant to appreciate and apply the theoretical and conceptual knowledge learned to improve their information security responsible behavior and further to develop skills in a work-related context in an organizational environment. The academic engagement of this course will discuss topics on information security management, risk assessment, risk management, ISMS, information security culture, information security governance, business continuity planning and the salient features of the Indian IT Act 2000. The participants of the course will be prepared to reflectively apply the learning from the course while working in an organizational environment.

Prerequisite: Nil

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

CO 1	Explain information management systems concepts and terminologies.
CO 2	Illustrate information security related risk assessment and management.
CO 3	Analyse organizational information security requirements in line with Information Security Management Systems (ISO 27001).
CO 4	Evaluate information security culture in an organization.
CO 5	Interpret the Indian cyber law and IT Act 2000 based on a digitalised business environment.

Mapping of course outcomes with program outcomes

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

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA299- INFORMATION SECURITY AND RISK MANAGEMENT

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. List out the different classification of information assets in an organization?
2. Define business continuity planning
3. What is the relevance of ISMS from an organizational perspective?
4. Recall three major challenges in maintaining good information security culture in the Indian organizations.
5. What are the major objectives of the Indian IT Act 2000?

(5x2 marks = 10 marks)

PART B

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

6. Discuss the inter relationship among vulnerability, threats and risk in an information security context, and its organizational business impact.
7. "Risk treatment is important, but risk assessment is critical". Discuss your views with suitable examples.
8. Explain ISMS (ISO 27001) domains in detail.
9. Sketch your strategies to raise information security awareness in a banking organization.
10. Discuss in detail the salient provisions of the Indian IT act 2000

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. ABCO Bank has recently appointed Ms. Niya as the chief information security officer. One of her key responsibilities is to prepare the organization for ISMS implementation. Discuss in detail those aspects she should consider for successful roll out of this project.

(1X20 marks =20marks)

Syllabus	
Module 1	**Information Security Management** Introduction-Information-Value of Information – Information Asset Classification-Information Security- Vulnerability- Threats- Risks- Security Objectives- Organisational Business Impact, Case Study on Information Security Management
Module 2	**Risk Assessment & Management** Security Risk – Nature of Risk – Nature of Information Security Risk – Risk Assessment- Risk Assessment Process – Risk Assessment Approaches - Risk Management Process – Risk Treatment – Risk Management System – Information Security Measures – Business Continuity Management
Module 3	**Information Security Management Systems (**ISMS (ISO 27001)) ISMS Process Model - Information Security Policy – Organisation of Information Security- Asset Management - Human Resource Security – Physical and Environmental Security – Communications and Operations Management – Access Control - Information System Accusation, Development and Maintenance – Information Security Incident Management – Business Continuity Management – Compliance
Module 4	**Organisational Information Security Governance**– Management of Information Security -Organisational Issues – Information Security Awareness - Information Security Culture – Information Security Governance
Module 5	**Cyber Law in India and IT Act 2000** Need for strong cyber law in India- Objectives of IT Act 2000-Cyber Offences under IT Act 2000- Important Definitions under IT Act 2000- Salient Provisions of IT Act 2000- Emergence of IT Amendment Act (ITAA) 2008

Text Book

1. Manish Agrawal, Alex Campoe, Eric Pierce (2014), Information Security and Risk Management, 2nd edition Wiley India.
2. Mark Stamp (2011), Information Security: Principles and Practice, 2nd edition Wiley India
3. David Alexander, Amanda Finch, David Sutton, Andy Taylor (2013), Information Security Management Principles, 2nd edition, BCS
4. Evan Wheeler, Security Risk Management: Building an Information Security Risk Management Program from the Ground Up, 1st edition Syngress

References and Suggested Readings

1. Sari Greene (2014), Security Program and Policies: Governance and Risk Management, 2nd edition Pearson
2. Venkatraman Rajendran, IT Security, Indian Institute of Banking & Finance, Taxmann Publications Pvt. Ltd
3. Geetha, Swapna Raman, Cyber Crimes and Fraud Management, Indian Institute of Banking & Finance, Macmillan Publications India Ltd
4. Steve G Watkins, An Introduction to Information Security and ISO27001: 2013: A Pocket Guide, IT Governance Publishing
5. Bel G. Raggad, Information Security Management: Concepts and Practice, CRC Press, ISBN 9781420078541

Course Contents and Lecture Schedule

No.	Topic	No. of Lectures
1	**Information Security Management**	
1.1	Introduction to Information Security Management	2 Hours
1.2	Information Asset Classification	2 Hours
1.3	Information Security- Vulnerability- Threats- Risks- Security Objectives- Organisational Business Impact	3 Hours
2	**Risk Assessment & Management**	
2.1	Risk and Risk Assessment	3 Hours
2.2	Risk Management Process and Systems	2 Hours
2.3	Business Continuity Management	2 Hours
3	**Information Security Management Systems**	
3.1	ISMS Process Model	3 Hours
3.2	Communications and Operations Management	2 Hours
3.3	Business Continuity Management	2 Hours
4	**Organisational Information Security Governance**	
4.1	Management of Information Security in organisations and related issues	3 Hours
4.2	Information Security Culture	2 Hours
4.3	Information Security Governance	2 Hours
5	**Cyber Law in India and IT Act 2000**	
5.1	Need for Cyber Law in India	1 Hour
5.2	Introduction to IT Act 2000	1 Hour
5.3	Important Definitions under IT Act 2000	2 Hours
5.4	Salient Provisions of IT Act 2000	2 Hours
5.5	Emergence of IT Amendment Act (ITAA) 2008	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA301	BUSINESS INTELLIGENCE AND DATA WAREHOUSING	Elective	3	0	0	3

Preamble: Business intelligence (BI) is a collection of applications and techniques used to transform data into actionable information. BI involves enterprise-level data analysis that pinpoints areas for operational improvement and external expansion. In addition, business intelligence can incorporate data visualization, which further facilitates strategic business decisions. Data mining is a branch of data science that searches through vast datasets, mining for nuggets of wisdom. Data mining exposes patterns in massive datasets that can provide valuable business intelligence.

Prerequisite: Nil

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

CO 1	Define all the concepts, theories, terminologies associated with warehousing and warehouse architecture mining
CO 2	Explain all the conceptual models of data mining and datamining systems
CO 3	Understand the logic and algorithm in data mining to solve various business scenario
CO 4	Analyse various classifications and prediction methods in business intelligence
CO 5	Evaluate the various business scenarios in retail industry, telecommunications industry, banking & finance and CRM

Mapping of course outcomes with program outcomes

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

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA301- BUSINESS INTELLIGENCE AND DATAWAREHOUSING

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define Data warehouse.
2. What is data mining?
3. Define incremental ARM.
4. Define CART.
5. What is Web mining?

(5x2 marks = 10 marks)

PART B

Answer any three questions. Each question carries 10 marks

6. Explain in detail about building blocks of data warehousing. How OLAP servers help in data warehousing?
7. Illustrate the difference between business intelligence and data mining. What are the various classifications of DM systems?
8. Explain in detail regarding data generalisation and summarisation. How appriori algorithm is useful in plotting data?
9. Explain in how linear and non-linear regression is used in prediction. How case-based reasoning is used in business?
10. Explain in detail web usage mining. How data mining can be used for balanced score card?

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. Analyse how a company can utilise data mining for click streaming and market segmentation if it wants to expand its business to a entirely new market place.

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Overview and concepts of Data Warehousing (DW) and Business Intelligence (BI)** Analyzing data, Raw data to valuable information-Lifecycle of Data - What is Business Intelligence - BI and DW in today's perspective - What is data warehousing - The building Blocks: Defining Features - Data warehouses and data marts, Virtual Warehouses - Overview of the components - Metadata in the data warehouse - Need for data warehousing - Basic elements of data warehousing, Architectures, OLAP and OLAP Servers – recent trends in data warehousing, Dynamic Warehousing.
Module 2	**The Architecture of BI and Introduction to data mining (DM)** BI and DW architectures and its types - Relation between BI and Data Mining. Motivation for Data Mining - Data Mining- Definition and Functionalities Classification of DM Systems - DM task primitives - Integration of a Data Mining system with a Database or a Data Warehouse - Issues in DM. KDD Process- Various Models and their significance.
Module 3	**Concept Description and Association Rule Mining** Concept description - Data Generalization and summarization-based characterization - Attribute relevance - class comparisons Association Rule Mining: Market basket analysis - basic concepts - Finding frequent item sets: Apriori algorithm - generating rules – Improved Apriori algorithms, FP Growth Algorithm – Incremental ARM – Associative Classification – Rule Mining, ARCS.
Module 4	**Classification and Prediction** Issues regarding Classification and prediction; Various Classifiers and Classification methods - Decision tree, Bayesian Classification, Rule Based Classifiers, CART, Neural Network, Nearest Neighbour, Case Based Reasoning, Rough Set Approach. The role of Genetic Algorithm and fuzzy logic; Prediction methods - Linear and nonlinear regression, Logistic Regression.
Module 5	**Web mining and Data Mining for Business Intelligence Applications** Web Mining - Web mining introduction, Web Content Mining, Web Structure Mining, Web Usage mining, Automatic Classification of web Documents. Data Mining for Business Intelligence Applications - Data mining for business Applications like Balanced Scorecard, Fraud Detection, Clickstream Mining, Market Segmentation, retail industry, telecommunications industry, banking & finance and CRM.

Text Book

1. William H. Inmon, (2005). *Building the Data Warehouse*, Wiley India Private Limited.
2. Michael J.A. Berry and Gordon S. Linoff, (2012) *Data Mining Techniques: for Marketing, Sales and Customer Relationship Management*, Wiley India Private Ltd.
3. Jiawei Han, Micheline Kamber and Jian Pei. (2012) *Data Mining Concepts and Techniques*, Elsevier.
4. Ramesh Sharda, Dursun Delen Efraim Turban, David King, (2013) *Business Intelligence: A Managerial Approach*, Pearson Education.

References and Suggested Readings

1. Paulraj Ponniah (2012) *Data Warehousing Fundamental for IT Professionals*, John Willey.
2. J. Han and M. Kamber, (2011). *Data Mining Concepts and Techniques*, Morgan Kaufmann Publishers.
3. Mehmed Kantardzic, (2011) *Data mining: Concepts, models, methods and algorithms*, John- Blackwell.
4. David Loshin, (2012). *Business Intelligence: The Savvy Manager's Guide*, Elsevier.
5. Carlo Vercellis, (2013). *Business Intelligence: Data Mining and Optimization for Decision Making (WSE)*, Wiley India Private Limited.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Overview and concepts Data Warehousing (DW) and Business Intelligence (BI)**	
1.1	Analyzing data, Raw data to valuable information-Lifecycle of Data - What is Business Intelligence - BI and DW in today's perspective - What is data warehousing - The building Blocks	2 Hours
1.2	Data warehouses and data marts, Virtual Warehouses - Overview of the components - Metadata in the data warehouse - Need for data warehousing - Basic elements of data warehousing, Architectures,	3 Hours
1.3	OLAP and OLAP Servers – recent trends in data warehousing, Dynamic Warehousing	2 Hours
2	**The Architecture of BI and Introduction to data mining (DM)**	
2.1	BI and DW architectures and its types - Relation between BI and Data Mining. Motivation for Data Mining - Data Mining-Definition and Functionalities	3 Hours
2.2	Classification of DM Systems – DM task primitives - Integration of a Data Mining system with a Database or a Data Warehouse	2 Hours
2.3	– Issues in DM KDD Process- Various Models and their significance	3 Hours

3	**Concept Description and Association Rule Mining**	
3.1	Concept description - Data Generalization and summarization-based characterization - Attribute relevance - class comparisons Association Rule Mining	2 Hours
3.2	Market basket analysis - basic concepts - Finding frequent item sets: Apriori algorithm - generating rules – Improved Apriori algorithms	2 Hours
3.3	FP Growth Algorithm – Incremental ARM – Associative Classification – Rule Mining, ARCS.	3 Hours
4	**Classification and Prediction**	
4.1	Issues regarding Classification and prediction; Various Classifiers and Classification methods	2 Hours
4.2	Decision tree, Bayesian Classification, Rule Based Classifiers, CART, Neural Network, Nearest Neighbour, Case Based Reasoning, Rough Set Approach.	2 Hours
4.3	The role of Genetic Algorithm and fuzzy logic; Prediction methods - Linear and nonlinear regression, Logistic Regression.	2 Hours
5	**Web mining and Data Mining for Business Intelligence Applications**	
5.1	Web Mining - Web mining introduction, Web Content Mining, Web Structure Mining, Web Usage mining, Automatic Classification of web Documents	2 Hours
5.2	Data mining for business Applications like Balanced Scorecard, Fraud Detection, Clickstream Mining	3 Hours
5.3	Data mining for market segmentation and retail industry	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA303	e-BUSINESS	Elective	3	0	0	3

Preamble:

Upon successful completion of this course, the student will be able to understand the e-business concepts and how it is different from e-commerce. Moreover, the student will be able to comprehend the e-business models and infrastructure. Students will learn application of e-business concepts to different fields, such as: education, banking, tourism and so on. Over and above all, this course will inspire students with online business ideas and motivate them to apply what they learned in real life.

Prerequisite: NIL

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

CO1	Explain the role of e-business and understand its challenges
CO2	Understand the e-business models and plan the strategies
CO3	Examine the e-market place and its functioning
CO4	Assess the applications of e-business and identify the security issues
CO5	Appraise the use of e-business in selected industries

Mapping of course outcomes with program outcomes

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

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

TIHIRD SEMESTER MBA DEGREE EXAMINATION

20MBA303 e-BUSINESS

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define e-market place.
2. Classify the e-business models.
3. List the functions of e-markets.
4. What do you understand by e-procurement?
5. Recall the funding options for e-business startup.

(5x2 marks = 10 marks)

PART B

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

6. a. Illustrate the strategic planning process. (5)
   b. Explain the theory of competitive strategy. (5)
7. a. Outline the functional characteristics of B-2-B e-markets. (6)
   b. Briefly explain the e-market success factors. (4)
8. a. Illustrate the security mechanisms for e-business. (3)
   b. Examine the reliability and quality aspects of e-business. (7)
9. a. Distinguish between e-commerce and e-business. (5)
   b. List the inhibitors of e-business. (5)
10. a. Critically appraise the Online banking and online personal finance benefits to customers. (7)
    b. Assess the impact of e business on tourism industry. (3)

(3x10 marks = 30 marks)

PART C

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

11. a. Justify the importance of e-business with reference to the Covid-19 pandemic taking the case of e-grocers. (15)
    b. Identify the risks and challenges involved in an e-business startup. (5)

(1X20 marks =20marks)

Syllabus	
Module 1	**Overview of e-Business** e-Business –e-Business vs. e-Commerce, Characteristics of e-Business, Elements of an e-Business solution, e- Business Models, Internet marketing and e-Tailing, e- Business roles and their challenges, e-Business requirements, Impacts of e-business, Inhibitors of e- Business; Define e-Marketplace and Describe their Functions; e-Marketplace types and their features.
Module 2	**e-Business Strategy** e-Business Strategy – Strategy, Strategic positioning, Levels of e-Business strategy, The strategic planning process, Strategic alignment, The Consequences of e- Business – theoretical foundation – Theory of competitive strategy, The resource-based view, Transaction cost economics; Success factors for implementation of e- Business strategies; **Business models** definition, classifications of business models – Internet-enabled business models, Value Web business models, The e-Business-enabled business models, Market participants business model, Cybermediaries business model; e-Business and value chain – The Business unit value chain, Value Chain Analysis, Value Stream Analysis, Unbundling the business unit value chain, the industry value chain.
Module 3	**e-Markets** Electronic Markets – Working, Functional characteristics of business-to-business e-Markets, Classification of electronic markets, Market making mechanisms, Biased or unbiased markets; Functions of electronic markets, electronic markets vs traditional markets, Personalization and customization, Information goods, Search, Transaction mechanisms, Price discovery, Facilitation, Electronic invoicing and payment; Effects of electronic markets - impact, stakeholders – buyers, suppliers, investors and service suppliers; e-Market success factors.
Module 4	**e-Business Applications, e-Procurement, e-Payment Systems and Security and Reliability of e-Business** Integration and e-Business suits; ERP, eSCM, CRM; e- Procurement definition, processes, methods and benefits; e-Payment; Reliability and quality considerations, quality requirements, trust, e-business risks; e-Business security– application security requirements, security mechanisms for e-Business; Realising a secure e-Business infrastructure – Infrastructure availability, Network level security, Secure communications, Digital certification and trusted third parties, Trust services overview.
Module 5	**e-Business and Selected Industries and e-Business Start-up** e-Tourism; Employment and Job Market Online; Online Real Estate; Online Publishing and e-Books; Banking and Personal Finance Online; On-Demand Delivery Systems and E-Grocers; Online Delivery of Digital Products; Entertainment; Media. e-Business Start-up–funding options; web site development basics, Search Engine Optimization (SEO); evaluate various e-Business websites on design criteria; Payment gateways; Challenges in e-Business; Risks involved in e-Business; Business Continuity.

Text Books

1. Parag Kulkarni, Sunita Jahirabadkar and Pradip Chande, E-Business, Oxford University Press India, 2013
2. Dave Chaffey, E - Business and E - Commerce Management: Strategy, Implementation and Practice, Pearson Education, 2013

References and Suggested Readings

1. Michael P. Papazoglou and Pieter M.A. Ribbers, e-Business – Organizational and Technical Foundations, John Wiley & Sons, 2009
2. Efraim Turban, Jae K. Lee, David King and, Michael Chung, Electronic Commerce: A Managerial Perspective, Pearson Education, 1999
3. William Horton and Katherine Horton, E-learning Tools and Technologies: A consumer's guide for trainers, teachers, educators, and instructional designers, Kindle Edition, Wiley Publishing, 2008
4. Thaer Sabri, e-Payments: A Guide to Electronic Money and On-line Payments, Butterworths Law, 2002
5. Michael E. Gerber, The E-Myth Revisited: Why Most Small Businesses Don't Work and What to Do About It, Harper Business, 2004
6. Ravi Kalakota and Marcia Robinson, e-Business: Roadmap for Success (Information Technology), Addison Wesley, 1999
7. Ohad Samet, Introduction to Online Payments Risk Management, Kindle edition, O'Reilly Media, 2013

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Overview of e-Business**	
1.1	e-business Vs e-commerce and characteristics of e-business	2 Hours
1.2	e-business requirements and challenges	3 Hours
1.3	e-market place and functions	2 Hours
2	**e-Business Strategy and business models**	
2.1	e-business strategy and positioning	3 Hours
2.2	classification of e-business models	2 Hours
2.3	e-business and value chain	3 Hours
3	**e-Markets**	
3.1	electronic markets-functional characteristics	2 Hours

3.2	Personalisation and customisation, price discovery, electronic invoicing	3 Hours
3.3	stakeholders and e-market success factors	2 Hours
4	**e-Business Applications, e-Procurement, e-Payment Systems and Security and Reliability of e-Business**	
4.1	e-business suits -ERP, eSCM, CRM	2 Hours
4.2	e-procurement and e-payment	2 Hours
4.3	security and reliability in e-business	2 Hours
5	**e-Business and Selected Industries and e-Business Start-up**	
5.1	e-tourism, online job market, online real estate, online banking, online publishing	2 Hours
5.2	e-business startup- funding and challenges	3 Hours
5.3	risks in e-business, business continuity	3 Hours
	Total	36 Hours

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Course Code	Course Name	Category	L	T	P	Credit
20MBA305	AI STRATEGIES FOR BUSINESS	Elective	3	0	0	3

Preamble: The course AI strategies for Business helps the students in making strategic decisions using these technologies, in terms of both impact on a business and technical feasibility. The purpose is to improve understanding of AI, discuss the many ways in which AI is being used in the industry, and provide a strategic framework on how to bring AI to the center of digital transformation efforts.

Prerequisite: NIL

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

CO 1	Develop a unique understanding of AI's fundamental concepts and methods.
CO 2	Learn how to work effectively with data scientists.
CO 3	Acquire knowledge on Machine learning applications
CO 4	Learn how to apply AI-based methods to solving practical business problems
CO 5	Explore on how to build an AI-powered organisation

Mapping of course outcomes with program outcomes

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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
KTU
Estd. 2014

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA305- AI STRATEGIES FOR BUSINESS

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. List out the different types of machine learning.
2. Identify the five "V's" of data.
3. What does Machine Learning Model Accuracy Mean?
4. List four applications of AI in marketing domain.
5. Summarize the infrastructure requirements for AI.

(5x2 marks = 10 marks)

PART B

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

6. Explain the benefits of AI for business.
7. What is predictive modelling used for? Explain with the help of few examples.
8. Discuss four Machine Learning applications in the world of finance.
9. Taking the example of any three VPA's, discuss their accessibility, advantages and disadvantages.
10. "How can we create an AI portfolio?

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. "AI disrupts and transforms businesses" Citing examples from the present business world analyse the above statement.

(1x20 marks = 20 marks)

Syllabus	
Module 1	**AI for Business** Introduction, AI as a General-Purpose Technology, Value of AI, Benefits for Business, Opportunities in AI, Trends in AI, AI human interface, Building trust. Machine Learning Overview, Types, Understand key terms and components involved in machine learning approaches, such as: algorithm, model, training, feature, test set, training set, and ground truth dataset.
Module 2	**Big Data and AI** Big Data Overview, Basics of Big Data and data infrastructure, five "V's" of data, Big Data Analysis: Extracting Intelligence from Big Data. AI changing business process, Key terms and concepts of Deep Learning, application to predictive modelling, reinforcement learning models applied to the complex optimization scenarios.
Module 3	**Machine learning Models** Accuracy of ML models, Specific ML Methods, ML in practice, Model Selection and Validation, applications of various machine learning capabilities, capabilities of natural language processing, voice/speech processing, and computer vision, machine learning system architectures for a digital channel chatbot, negotiation engine, and visual classifier. ML Applications in Finance: Fraud Detection. Business application ML in Personalization, Recommender Systems, Impact of recommenders on markets, Challenges with personalization.
Module 4	**Business Applications of AI** AI in marketing- customers acquisition and customer services, marketing research, virtual personal assistant, sales process. Role of AI in human resource management, AI tools for predictions, Scaling up business using AI methods. Artificial Intelligence in practical business settings by analyzing business cases- Hey Google vs. Alexa vs. Siri.
Module 5	**AI Strategy and Governance** AI Strategy and Governance Introduction, AI-Driven Business Transformation, Developing a Portfolio of AI Projects, Lowering Barriers for AI Use, AI in the Organization Structure, AI infrastructure requirements, The ethics of AI, common hurdles in implementing, Data readiness for implementation of particular ML/ AI capabilities, Case discussions on GOOGLE, FACEBOOK, AMAZON, APPLE Artificial Intelligence activities.

Text Book

1. Ethem Mining (2019). *Artificial Intelligence for Business Applications: Use Artificial Intelligence for Scaling Up Your Business*, Kindle Edition.
2. John Medicine (2019). *Artificial Intelligence for Business: A Modern Business Approach*, Kindle Edition.
3. Rajendra Akerkar (2019). *Artificial Intelligence for Business*, Springer.
4. Steven Finlay (2017). *Artificial Intelligence and Machine Learning for Business: A No-Nonsense Guide to Data Driven Technologies*, (2nd Edn.), Relativistic Books.

References and Suggested Readings

1. Doug Rose (2018). *Artificial Intelligence for Business: What You Need to Know about Machine Learning and Neural Networks*, Kindle Edition.
2. Alex Castrounis (2019). *AI for People and Business: A Framework for Better Human Experiences and Business Success* (1st Edn.), Oreilly.
3. Thomas H. Davenport (2018). *The AI Advantage: How to Put the Artificial Intelligence Revolution to Work*, MIT Press.
4. David B. Yoffie, Liang Wu, Jodie Sweitzer, Denzil Eden and Karan Ahuja (2018) *Voice War: Hey Google vs. Alexa vs. Siri*, Harvard Business School.
5. Adam Robert Pah, Alanna Lazarowich, Charlotte Snyder (2018). *Evaluating the Cognitive Analytics Frontier*, Kellogg School Case KEI046.
6. Cohen L., Malloy C. and Powley W., (2018). *Artificial Intelligence and the Machine Learning in Finance: Cogent Labs and the Google Cloud Platform (GCP),* by Harvard Business School.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**AI for Business**	
1.1	Introduction	3 Hours
1.2	Benefits for Business, Opportunities and Trends in AI	2 Hours
1.3	Machine Learning Overview	2 Hours
2	**Big Data and AI**	
2.1	Basics of Big Data	3 Hours
2.2	Extracting Intelligence from Big Data	2 Hours
2.3	Deep learning applications	2 Hours
3	**Machine Learning Models**	
3.1	Applications of various machine learning capabilities	3 Hours
3.2	Natural language processing	3 Hours
3.3	Applications in Finance	2 Hours
4	**Business Applications of AI**	
4.1	AI in marketing	3 Hours
4.2	AI tools for predictions	2 Hours
4.3	Hey Google vs. Alexa vs. Siri	2 Hours
5	**AI Strategy and Governance**	
5.1	AI-Driven Business Transformation	3 Hours
5.2	Data readiness for implementation of particular ML/ AI capabilities	2 Hours
5.3	Case discussions on GOOGLE, FACEBOOK, AMAZON, APPLE Artificial Intelligence activities	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA307	e- GOVERNANCE	Elective	3	0	0	3

Preamble: Electronic governance or e-governance can be defined as the usage of Information and Communication Technology (ICT) by the government to provide and facilitate government services, exchange of information, communication transactions and integration of various stand-alone systems and services. Main objectives of this course are to develop an understanding of the e-governance from a multi-disciplinary perspective, application of ICT in public governance systems, frameworks for such e-governance models, enabling technologies and contemporary trends.

Prerequisite: Nil

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

CO 1	Understand the concept of e-governance and its importance in today's environment.
CO 2	Explain the various conceptual models of e-governance and its applications
CO 3	Analyse the various implementation possibilities of e-governance models.
CO 4	Explain the various requirements for e-governance implementation.
CO 5	Evaluate the various global successful e-governance models

Mapping of course outcomes with program outcomes

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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY KTU Estd. 2014

Syllabus

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA307 e- GOVERNANCE

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define e-Governance
2. What is interactive service model?
3. Define census data
4. What is infrastructural readiness?
5. What is e-Khazana?

(5x2 marks = 10 marks)

PART B

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

6. Explain in detail about various enablers of e-Governance. Briefly explain various issues in e-Governance implementation.
7. Illustrate in detail critical flow model of E-governance?
8. Explain how e-Governance model can be implemented for rural development.
9. Explain in detail regarding Technological Evolutionary Stages in E-Governance.
10. Discuss how e-Panchayat models are successfully implemented in India.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. Evaluate a successful e-Governance model of any developed country and explain how the same kind of model can be implemented in a state like Kerala in various sectors by making necessary changes according to the state's requirements and limitations.

(1x20 marks = 20 marks)

Module 1	**Introduction** Need for e-governance, Evolution of E-Governance, Issues in E-Governance applications, Scope, Global trends, Benefits in cost, time, speed and quality- other issues- e-government enablers models. Merits and demerits of simulation, comparison between simulation and numerical methods.
Module 2	**Types and characteristics:** E-Governance Maturity Models- evolution- Levels- Characteristics - Good Governance Models- Digital Governance: Broadcasting/ Wider Dissemination Model, Critical Flow Model, Comparative Analysis Model, Mobilization and Lobbying Model, Interactive-service Model/ G2C2G
Module 3	**Areas of implementation:** Architectures for data warehouses for e-government- National Data Warehouses: Census Data, Prices of Essential Commodities -dashboards for online decision making-Other areas are Agriculture, Rural Development, Health, Planning, Education, and Trade and Other Sectors.
Module 4	**E-Governance requirements:** Infrastructure readiness - Digital System, Legal, Institutional, Human, Technological Evolutionary Stages in E-Governance.
Module 5	**Current Scenario:** Cases on e-literacy project in Kerala-Bhoomi in Karnataka, FRIENDS in Kerala, E-Khazana, DGFT, PRAJA, E-Seva, E-Panchyat, Mandals in Andra, Gyandoot, Computerised interstate check post in Gujarat- General Information Services of National Informatics Centre; Comparative study on E-Governance initiative in developing and developed countries like USA; E-China; Brazil and Sri Lanka.

Text Book and References

1. Bhatnagar Subhash (2004). *E-Government: From Vision to Implementation - A Practical Guide with Case Studies*, Sage Publication, New Delhi.
2. C.S.R. Prabhu (2004). *E-Governance: Concepts and Case Studies*, Prentice-Hall of India Private Limited.
3. Gupta D. N., (2008) *E-governance: A comprehensive framework*, New Century Publications India
4. Pankaj Sharma (2004). *E-Governance: The New Age Governance*, APH Publishing India.

References and Suggested Readings

1. Backus Michiel (2001). *e-Governance in Developing Countries*, IICD Research Brief, No. 1.
2. Leslie Budd and Lisa Harris (2009) *E-governance: Managing or Governing*, Routledge.
3. Driss Kettani and Bernard Moulin, (2014). *E Government for good governance in developing countrie*s, International Development Research Centre, Anthem Press

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**INTRODUCTION**	
1.1	Need for e-governance, Evolution of E-Governance, Issues in E-Governance applications, Its scope.	2 Hours
1.2	Global trends, Benefits in cost, time, speed and quality- other issues- e-government enablers models.	3 Hours
1.3	Merits and demerits of simulation, comparison between simulation and numerical methods	2 Hours
2	**TYPES AND CHARACTERISTICS**	
2.1	E-Governance Maturity Models-evolution- Levels-Characteristics - Good Governance Models	3 Hours
2.2	Digital Governance: Broadcasting/ Wider Dissemination Model, Critical Flow Model, Comparative Analysis Model	2 Hours
2.3	Mobilization and Lobbying Model, Interactive-service Model/ G2C2G	3 Hours
3	**AREAS OF IMPLEMENTATION**	
3.1	Architectures for data warehouses for E-government- National Data Warehouses	2 Hours
3.2	Census Data, Prices of Essential Commodities -dashboards for online decision making	2 Hours
3.3	Other areas are Agriculture, Rural Development, Health, Planning, Education, and Trade and Other Sectors.	3 Hours
4	**E-GOVERNANCE REQUIREMENTS**	
4.1	Infrastructure readiness - Digital System	2 Hours
4.2	Legal, Institutional, Human Aspects	2 Hours
4.3	Technological Evolutionary Stages in E-Governance.	2 Hours
5	**CURRENT SCENARIO**	
5.1	Cases on e-literacy project in Kerala-Bhoomi in Karnataka, FRIENDS in Kerala, E-Khazana, DGFT, PRAJA	2 Hours
5.2	E-Seva, E-Panchyat, Mandals in Andra, Gyandoot, Computerised interstate check post in Gujarat- General Information Services of National Informatics Centre	3 Hours
5.3	Comparative study on E-Governance initiative in developing and developed countries like USA; E- China; Brazil and Sri Lanka	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA309	SIMULATION FOR MANAGERS	Elective	3	0	0	3

Preamble: Simulation is used to model efficiently a wide variety of systems that are important to managers. A simulation is basically an imitation; a model that imitates a real-world process or system. In business and management, decision makers are often concerned with the operating characteristics of a system. Management simulation games bring an experiential aspect to learning about complex systems. This type of action learning has more impact on students than simply listening to a lecture or engaging in a case study discussion. Students who participate in a simulation can see the immediate consequences of their decisions and learn what it's truly like to juggle competing priorities amidst a constant influx of information.

Prerequisite: NIL

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

CO 1	Explain the concepts and theories associated with systems approach in decision making
CO 2	Define all the conceptual models of random number generation and decision-making process.
CO 3	Apply the logic of different simulation models to solve various business scenario by taking appropriate decisions
CO 4	Analyse various business decision simulation models according to its use in different scenario.
CO 5	Evaluate the various discrete event simulation models in decision making.

Mapping of course outcomes with program outcomes

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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

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.

KTU Estd. 2014

Syllabus

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

THIRD SEMESTER MBA DEGREE EXAMINATION

20MBA309- SIMULATION FOR MANAGERS

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define system modelling
2. What is arrival process generation?
3. Define distributed lag model
4. What is dynamic system?
5. What is hand simulation?

(5x2 marks = 10 marks)

PART B

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

6. Explain in detail about the various areas of application of simulation. Detail about the various steps involved in simulation study.
7. Differentiate between defects and defectives and its application?
8. What is Cobweb model? Briefly explain its application in decision making.
9. Discuss the effects of dynamic interaction. Briefly describe any one of the Supply Chain Simulation models.
10. Explain how a simulation model can be verified and validated.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. Analyse in detail regarding Beer game model by conducting a hand simulation, assuming random data. Explain its importance in supply chain management.

(1x20 marks = 20 marks)

Module 1	**Systems:** Systems theories, System modelling, system analysis, system postulation, system synthesis, systems approach to problem solving, applications in industrial and business systems. Areas of application of simulation, steps in simulation study, classification of systems, different types of system models. Merits and demerits of simulation, comparison between simulation and numerical methods.
Module 2	**Random Numbers and random variates:** Uniformly distributed random numbers, properties of random numbers, generation of Pseudo-Random numbers (concepts only) and testing of randomness, Generation of random processes: random walk (one dimensional only), demand processes, lead time generation, arrival process generation, service activity generation, defects and defectives generation.
Module 3	**Types of Simulation:** Monte-Carlo method, Distributed Lag models, Cobweb models. Continuous system models, feedback systems, Real-time simulation. Use of Monte Carlo method to approximate solutions and games applied to business situations. Modelling of uncertainty in maintenance and inventory systems, stock price fluctuation, demand process and market price.
Module 4	**Dynamic Business Systems:** Business dynamics, properties of dynamic systems, effects of dynamic interactions - learning disabilities and System archetypes. Modelling of dynamic systems- tools of modelling - stock and flows & causal relations. Simulation of dynamic systems: Basic models and behaviour patterns, Beer Game modelling and analysis. Examples of product growth model and the manufacturing Supply Chain models.
Module 5	**Discrete Event Simulation:** Next-Event approach/Event scheduling, Fixed Time Increment method. Hand simulation of Queuing models, Business systems and Service models, other business system models. Concepts of Verification and Validation of models, statistical analysis of outputs.

Text Book

1. Narsingh Deo, (2004). *System Simulation with Digital Computer*, PHI
2. Geoffrey Gordon, (2002). *System Simulation*, PHI

References and Suggested Readings

1. John D. Sterman, (2010). *Business dynamics: systems thinking and modeling for a complex world*, Tata-McGraw Hill.
2. Sheldon M. Ross, (2006). *Simulation*, Elsevier.
3. Jerry Banks, John S. Carson, Barry L. Nelson, David M. Nicol (2010). *Discrete Event System Simulation*, Pearson Education.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Systems**	
1.1	Systems theories, System modelling, system analysis, system postulation, system synthesis, systems approach to problem solving, applications in industrial and business systems.	2 Hours
1.2	Areas of application of simulation, steps in simulation study, classification of systems, different types of system models.	3 Hours
1.3	Merits and demerits of simulation, comparison between simulation and numerical methods.	2 Hours
2	**Random Numbers and Random Variables**	
2.1	Uniformly distributed random numbers, properties of random numbers, generation of Pseudo-Random numbers (concepts only) and testing of randomness	3 Hours
2.2	Generation of random processes: random walk (one dimensional only), demand processes, lead time generation	2 Hours
2.3	Arrival process generation, service activity generation, defects and defectives generation.	3 Hours
3	**Types of Simulation**	
3.1	Monte-Carlo method, Distributed Lag models, Cobweb models. Continuous system models, feedback systems, Real-time simulation	2 Hours
3.2	Use of Monte Carlo method to approximate solutions and games applied to business situations.	2 Hours
3.3	Modelling of uncertainty in maintenance and inventory systems, stock price fluctuation, demand process and market price.	3 Hours
4	**Dynamic Business Systems**	
4.1	Business dynamics, properties of dynamic systems, effects of dynamic interactions - learning disabilities and System archetypes	2 Hours
4.2	Modelling of dynamic systems- tools of modelling - stock and flows & causal relations. Simulation of dynamic systems	2 Hours
4.3	Beer Game modelling and analysis. Examples of product growth model and the manufacturing Supply Chain models.	2 Hours
5	**Discrete Event Simulation**	
5.1	Next-Event approach/Event scheduling, Fixed time increment method	2 Hours
5.2	Hand simulation of Queuing models, Business systems and Service models, other business system models	3 Hours
5.3	Concepts of Verification and Validation of models, statistical analysis of outputs.	3 Hours
	Total	36 Hours

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SEMESTER -4

Course Code	Course Name	Category	L	T	P	Credit
20MBA202	STRATEGIC MANAGEMENT	Core	4	0	0	4

Preamble: The objective of Strategic Management course is to provide the students an understanding of the growing relevance of strategic management; strategic management process; external and internal analysis for strategic management, competitor analysis and different types of strategies. On completion of the course students are expected to acquire the ability to generate and evaluate strategies in relation to real-world scenarios.

Pre-Requisites: Nil

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

CO 1	Recall various concepts relating to strategy formulation.
CO 2	Illustrate the process of Implementation, Evaluation and Control of Strategy
CO 3	Identify the internal and external environments of a business for decision making.
CO 4	Analyze the frames of analysis in each phase of the Process of Strategic Management
CO 5	Evaluate the business situations using competitor analysis and portfolio analysis.

Mapping of course outcomes with program outcomes

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

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA202- STRATEGIC MANAGEMENT

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define strategic management.
2. Mention the importance of change management.
3. What do you mean by Gap analysis?
4. Write a short note on blue ocean technology.
5. List out the purpose of portfolio analysis.

(5x2 marks = 10 marks)

PART B

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

6. Discuss the role of vision and mission in strategic management.
7. Critically evaluate the different types of strategic and operational controls.
8. Narrate the role of SWOT analysis in strategic decisions.
9. "A professional in the field of strategic management need not carry out competitor analysis." Do you think that this statement is valid? Give reasons for your response.
10. Elucidate the recent trends in portfolio strategy.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks.

11. Select any two companies of your choice each under manufacturing sector and service sector. Both the sectors should have one Indian and one foreign company. Conduct a SWOT analysis of those four companies you have selected and then rank them according to their business performance in the respective markets.

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Strategy Formulation:** Classes of decision in an organization; characteristics of strategic decisions; meaning of strategy and strategic management; levels of strategy; strategic management process/framework - steps in strategy formulation, implementation and evaluation and control; role of vision and mission in strategic management; role of top management and corporate governance in strategic management; Benefits, Limitations and Relevance of strategic management.
Module 2	**Implementation, Evaluation and Control of Strategy:** Steps in strategy implementation; role of organizational structure and leadership in strategy implementation. Types of strategic and operational controls; control process; essential features of effective evaluation and control system; balanced score card; change management.
Module 3	**Internal and External Analyses:** Internal and external analyses; SWOT analysis; benefits and pitfalls of SWOT analysis; role of SWOT analysis in strategic management. Gap analysis, organizational capability profile; strategic advantages profile; core competencies; McKinsey's 7 S framework.
Module 4	**Competitor Analysis and Strategies:** Purposes of competitor analysis; competitor response profile; Michael Porter's analysis of competitive structure of industry; generic competitive strategies; blue ocean strategy.
Module 5	**Portfolio Analysis and Strategies:** Purpose of portfolio analysis; BCG matrix; GE matrix; factors influencing portfolio strategy; trends in portfolio strategy; corporate restructuring related to portfolio strategy; business level generic strategies- stability strategy, growth strategy, retrenchment strategy; combination strategy; dimensions and trends in M&A.

Text Book

1. Hill, Charles W. L. and Gareth R Jones (2012). *Strategic Management: An Integrated Approach*, Cengage Learning.
2. Kazmi, Azhar (2008). *Strategic Management and Business Policy (3/e)*, Tata McGraw Hill.
3. Parnell, John A., (2013). *Strategic Management: Theory and Practice*, SAGE Publications.

References and Suggested Readings

1. Wheelen, Thomas L. and J. David Hunger (2012). *Strategic Management and Business Policy: Towards Global Sustainability,* Prentice Hall.
2. John A. Pearce II and Richard D. Robins (1988). *Strategic Management*, All India Traveller Bookseller, New Delhi.
3. Fred R. David (1993). *Strategic Management*, Macmillan, New York.
4. Michael Porter (1998). *Competitive Strategy*, The Free Press, New York.

5. Lawrance R. Jauch and William F. Glueck (1988). *Business policy and strategic Management*, McGraw Hill Book Co., New York.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Strategy Formulation**	
1.1	Introduction – Decision Making & Types; strategic management decisions-Meaning, Characteristics, Levels	2 Hours
1.2	Strategic management Process/Framework, Steps in strategy formulation. Implementation and Control; Role of Vision & Mission	3 Hours
1.3	Role of top Management in Strategic management & Corporate Governance;	3 Hours
1.4	Benefits, Limitations, Relevance of Strategic Management	1 Hour
2	**Implementation, Evaluation and Control of Strategy**	
2.1	Steps in Strategy Implementation;	2 Hours
2.2	Role of Organizational Structure and Leadership in Strategy Implementation	2 Hours
2.2	Types of Strategic and Operational Controls; Control Process	3 Hours
2.3	Essential Features of Effective Evaluation and Control system	1 Hour
2.4	Balanced Score Card	1 Hour
2.5	Change Management	1 Hour
3	**Internal and External Analyses**	
3.1	Internal & External Analysis	2 Hours
3.2	SWOT Analysis; Benefits and Pitfalls of SWOT Analysis; Role of SWOT Analysis in Strategic Management	3 Hours
3.3	GAP Analysis; Organisational Capability Profile, Strategic Advantage Profile	3 Hours
3.4	Core Competencies	2 Hours
3.5	McKinsey's 7 S Framework	1 Hour
4	**Competitor Analysis and Strategies**	
4.1	Purposes of Competitor Analysis; Competitor Response Profile	3 Hours
4.2	Michael Porters 5 forces analysis of competitive structure of Industry	2 Hours
4.3	Generic Competitive Strategies	3 Hours
4.4	Blue Ocean Strategy	2 Hours
5	**Portfolio Analysis and Strategies**	
5.1	Purpose of Portfolio analysis; BCG Matrix; GE Matrix	2 Hours
5.2	Factors Influencing Portfolio strategy; Trends in Portfolio Strategy;	2 Hours
5.3	Corporate Restructuring related to Portfolio strategy; Business Level Generic Strategies – Stability Strategy, Growth strategy, Retrenchment	2 Hours

	Strategy, Combination Strategy,	
5.4	Dimensions & Trends in M&As	2 Hours
	Total	**48 Hours**

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Course Code	Course Name	Category	L	T	P	Credit
20MBA204	INDUSTRY 4.0 AND AI APPLICATIONS FOR BUSINESS	Core	4	0	0	4

Preamble: The course on Industry 4.0 and AI applications for Business helps the students to comprehend the Concepts of Industry 4.0 and application of AI for business. The course equips students into the current state of AI technologies and the eco-system required to harness the power of AI in business applications.

Prerequisite: NIL

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

CO 1	Recall the framework for industry 4.0 and business models.
CO 2	Explain the skill set requirements and talent development for the industry 4.0.
CO 3	Applying the artificial intelligence models for decision making.
CO 4	Analyze the insights on machine learning and neural networks
CO 5	Assessing IoT and artificial intelligence to business solutions.

Mapping of course outcomes with program outcomes

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

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA204 – INDUSTRY 4.0 AND AI APPLICATIONS FOR BUSINESS

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Mention the framework of industry 4.0.
2. List out the benefits of working with an interdisciplinary team.
3. Recall the features of AI.
4. How big data is related to machine learning?
5. State the role of augmented reality in the current competitive world.

(5x2 marks = 10 marks)

PART B

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

6. Critically evaluate the business models of industry 4.0.
7. Substantiate the industrial challenges of cyber security.
8. Explicate the precautions to be taken while introducing AI in an organization.
9. Narrate the ethical considerations with respect to artificial intelligence.
10. "Application of AI always creates problems across various functional areas." How far this statement practicably acceptable in the modern digital era?

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. The top management of a leading automobile manufacturing company in India assigning you with the task of introducing the new system of Industry 4.0 with a view to market their products and services globally so that they can compete with the global giants in the respective area. How will you connect with the concepts of automation and data exchange towards the present activities of this organization?

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Framework for Indusry 4.0** – Introduction, Components of Industry 4.0, Supportive technologies, Framework for Industry 4.0, Business Models, Business Model Components, Value proposition, Technology Lean Production Systems for Industry 4.0
Module 2	**Talent Development for Industry 4.0 -** Skill set requirements, development process, working in interdisciplinary team, Innovation and entrepreneurship, Overview of Cyber security – introduction, industrial challenges, cyber-attacks-cases and solutions, cyber security measures.
Module 3	**Artificial Intelligence and Business -** Introduction to Artificial Intelligence, Perception to prediction, Predictive model to make decision- Practicalities, AI and corporate strategy, Strategic disruption, Employing AI for business development, Challenges of AI.
Module 4	**Machine Learning** - Different ways a machine learns, Machine learning algorithms, Big data and machine learning, Patterns and Neural networks-Artificial neural networks, network learning, key challenges, Ethical considerations, Limitations of AI and ML, Deep Learning, Natural Language Processing.
Module 5	**Applications of IoT**, Applications of Robotics, The role of augmented reality-industrial applications, E -learning Technologies, Data and computing technologies, automated operations, **Common AI applications** -Applications across functional areas (marketing, finance, operations and HR / organisational development) Case discussions on AI platforms for business.

Textbooks

1. Ustundag Alper, Cevikcan Emre (2018). *Industry 4.0: Managing the Digital Transformation*. Springer.
2. Rajendra Akerkar (2019). *Artificial Intelligence for Business*, Springer.
3. Steven Finlay (2021). *Artificial Intelligence and Machine Learning for Business: A No-Nonsense Guide to Data Driven Technologies 2nd Edition*, Relativistic Books.

References and Suggested Readings

1. Doug Rose (2018). *Artificial Intelligence for Business: What You Need to Know about Machine Learning and Neural Networks,* Kindle Edition.
2. John Medicine (2019). *Artificial Intelligence for Business: A Modern Business Approach,* Kindle Edition.
3. Alex Castrounis (2019) *AI for People and Business: A Framework for Better Human Experiences and Business Success*, Oreilly ISBN-13: 978-1492036579.
4. Thomas H. Davenport (2018) *The AI Advantage: How to Put the Artificial Intelligence Revolution to Work*, MIT Press.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Framework for Industry 4.0**	
1.1	Introduction to Industry 4.0,	3 Hours
1.2	Business Models, value proposition	3 Hours
1.3	Technology Lean Production Systems for Industry 4.0	3 Hours
2	**Talent development for Industry 4.0**	
2.1	Skill set requirements, development, teams	3 Hours
2.2	Innovation and entrepreneurship	3 Hours
2.3	Cyber security	3 Hours
3	**Artificial Intelligence and business**	
3.1	Artificial Intelligence	3 Hours
3.2	Predictive model to make decision	3 Hours
3.3	Employing AI for business development	4 Hours
4	**Machine learning**	
4.1	Machine learning, algorithms, big data	4 Hours
4.2	Artificial neural networks	3 Hours
4.3	Deep Learning, natural language processing	3 Hours
5	**AI applications**	
5.1	Applications of IoT, Robotics, augmented reality	4 Hours
5.2	Applications across functional areas	3 Hours
5.3	Case discussions on AI	3 Hours
	Total	48 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA352	PROJECT & COMPREHENSIVE VIVA VOCE	Core	0	0	10	5

Preamble

During the fourth semester, every student of the MBA programme is required to undertake a project under the guidance and supervision of a faculty member and a report (in the format supplied by the university) on the same has to be submitted before the commencement of the fourth semester university examination. The project work should be based on an actual problem and the solution methodology should be research oriented. The contact hours required for the completion of the project is notionally fixed at 160 hours, distributed over a continuous period of two months. Students will be deputed for the project work during the fourth semester. Total marks allotted for the course is 200. Out of this, 100 marks will be awarded based on an internal evaluation and the remaining 100 marks will be awarded by external evaluation. The external evaluation, for 100 marks, will be conducted by examiners duly appointed by the University for the purpose. The project helps the student to get an understanding of research orientation of business functions like HR, Marketing, Finance, Operations and Information Systems.

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

CO 1	Integrate theory and practice of management
CO 2	Understand the dynamics of a specific industry.
CO 3	Acquaint themselves with various issues pertaining to an industry.
CO 4	Provide a cross-functional perspective of the functioning of a business enterprise and industry

Mapping of course outcomes with program outcomes

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

Mark distribution

Total Marks	CIE	ESE
200	100	100

Assessment Pattern

The internal evaluation (100 marks) will have to be carried out by a panel constituted by the college/institute comprising of:

1. HOD / Sr. Faculty member
2. Project Supervisor (Guide)
3. Subject expert

The external evaluation will be conducted by the examiners appointed by the University comprising of:

1. HOD / Sr. Faculty member
2. Project Supervisor (Guide)
3. External expert

The criteria for evaluation will be as detailed below:

Internal Evaluation 100 marks (by the Institute)

Criteria	Marks
Guide	40
Internal Evaluation by Committee • Two Internal Evaluations***** (15 x 2 =30 marks) • Project report**#** (30 marks)	60
Total	**100**

*****Based on two presentations one at the beginning of the semester and the second one at the time of second internal examinations for the semester. The first presentation shall highlight the topic, objectives, methodology, design and expected results (wherever applicable). The second presentation will be based on the progress of the work including the then status of completion of the work, the obtained results etc.

Committee should ensure that the plagiarism level of the project report is below acceptable levels (as per the discretion of the committee) and the work is genuine.

External Evaluation 100 marks (by the University)

Criteria	Marks
Project Evaluation based on Presentation	50
Comprehensive Viva Voce *(Based on MBA curriculum focussing on the specialization opted by the student)*	50
Total	**100**

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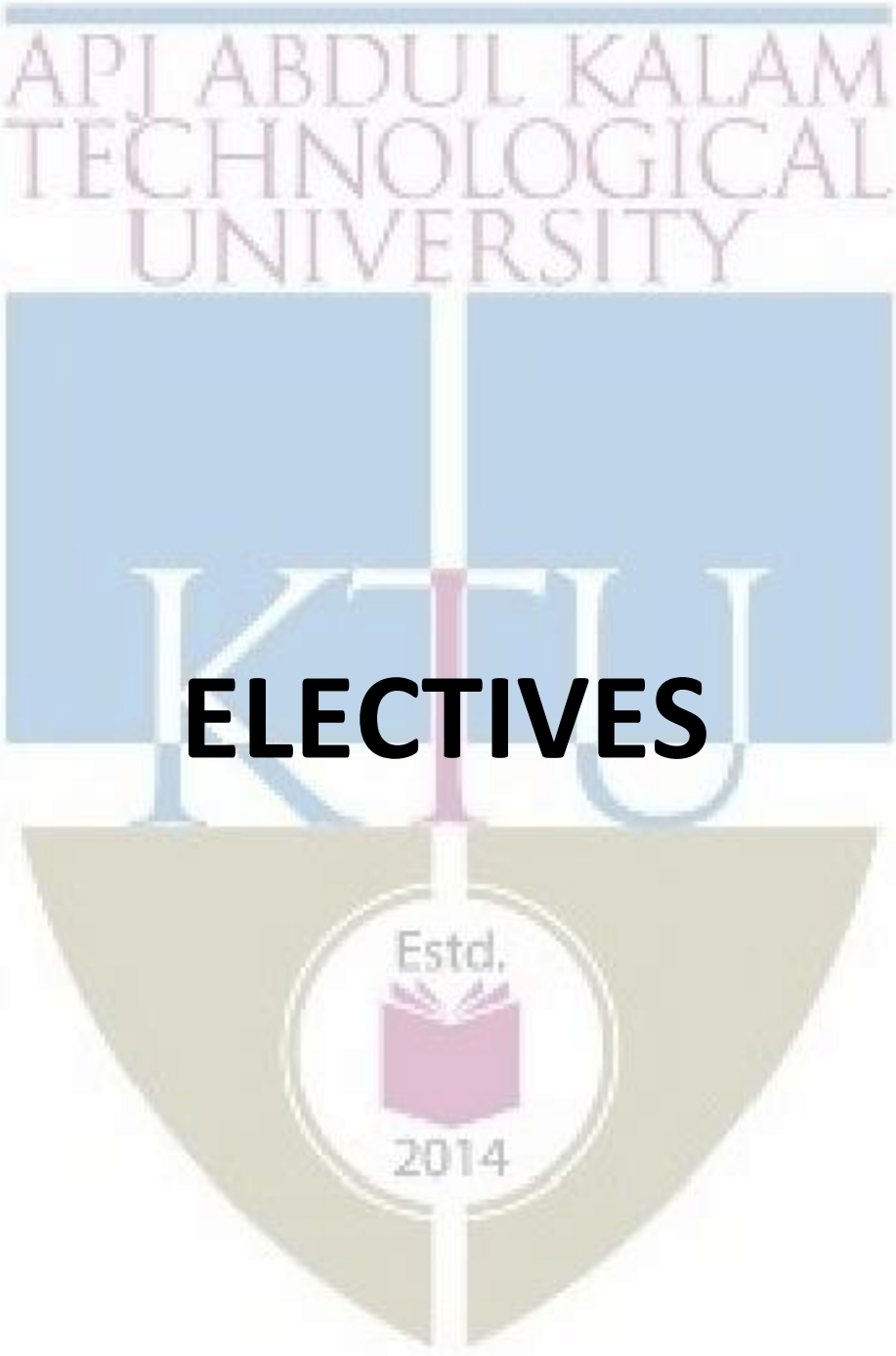

ELECTIVES

Course Code	Course Name	Category	L	T	P	Credit
20MBA212	PERFORMANCE MANAGEMENT	Elective	3	0	0	3

Preamble:A well-designed performance management process stimulates managers to develop high-quality strategic plans, set ambitious targets, and track performance closely-all activities which help to achieve strategic objectives and consequently sustained value creation. This course exposes students to performance management skills through which better results can be obtained from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements.

Prerequisite: Nil

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

CO 1	Understand the nature of performance management and compare various theories and application in performance management.
CO 2	Relate the principles and methods of performance management in real business situations.
CO 3	Identify different issues in performance management.
CO 4	Analyse the process of performance management.
CO 5	Develop performance management system.

Mapping of course outcomes with program outcomes

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

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Model Question paper

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FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA212– PERFORMANCE MANAGEMENT

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define performance Management.
2. Illustrate Performance Appraisal.
3. List out the major stages involved in Performance Management Planning.
4. What are the benefits involved in measuring Performance?
5. Write a short note on 360-Degree Appraisal.

(5x2 marks = 10 marks)

PART B

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

6. Explain Goal Theory and explain its application in performance management.
7. Briefly discuss the need for performance planning. How it helps the implementation of the performance management?
8. Do you think automation is an important aspect in performance management process, If yes, how?
9. Explain how different performance dimensions vary with respect to the nature of the organizations. Answer with respect to one FMCG organization.
10. What factors should we taken care of while managing competencies in a Service Sector company?

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. Solution Inc. was a leading Car manufacturing company. The company earned an annual incomeof $5 trillion. It was one of the most successful companies in the country. On 18 th January, 2014the company faced a loss of $ 5 million when 2000 of their employees walked out the company.Solution Inc. approached HR Solution Result Consultant (HSRC) to investigate on the problem.After analysing the situation HSRC concluded thatindirect but rapidly destabilizing feature inteam dynamics which needed practical investigation and correction.HSRC invited a selected group of leaders from Solution Inc. to attend 3 day workshop whichwas focused on finding,

identifying and correcting the destabilizing features in the teamdynamics. The workshop was planned using proprietary, fun but well-provenance techniques for investigating these dynamics, the “survival terrain” of work team at the plant. The workshop addressed how to tackle complicated cultural instability.The workers returned to the company and a similar event never occurred in the company. Theconfidence among the employees increased.

Questions

a) What do you understand by team building?

b) What was the problem faced by the Solution inc.?

c) What was the solution HSRC came up with? And what was the result?

(1x20 marks = 20 marks)

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Syllabus	
Module 1	**Overview of Performance Management:**Performance evaluation, evolution of performance management, definitions and differentiation of terms related to performance management. Importance of performance management, linkage of performance management to other HR processes. Theoretical framework of performance management - goal theory and its application in performance management, control theory and its application in performance management, social cognitive theory and its application in performance management, organizational justicetheoryanditsapplicationinperformance management
Module 2	**Performance Management Process:**Overview of performance management process, performance management planning process, mid-cycle review process, end- cycle review process, performance management cycle at a glance, aims of performance management, purpose of performance management,employeeengagementand performance management, principles of performance management, overview of performance management as a system, dimensions of performance management.
Module 3	**Performance Management Planning & Development:** Introduction, performance management (PM) planning, the planning process, performance agreement, drawing up the plan, evaluating the performance planningprocess.Mechanics of performance management planning and documentation - the need for structure and documentation, manager's responsibility in performance planning mechanics and documentation, employee's responsibility in performanceplanning mechanics and documentation, mechanics ofperformance management planning and creation of performance management document.
Module 4	**Performance Appraisal (PA):**Definitions and dimensions of PA, purpose of PA and arguments against PA, necessity of performance appraisal and its usage by organizations, characteristics of performance appraisal, performance appraisal process, errors made by human resource department.Performance appraisal methods - traditional methods, modern methods, and performance appraisal of executives.Performance appraisal feedback - feedback – role, types and principles, situations requiring feedback and pitfalls, components of a feedback and steps in giving a constructive feedback, levels of performance feedback.360-degree appraisal - introduction, the impact of 360-degree feedback on organizations, concept of 360-degree feedback system, purpose, methodology, ratings, advantages and disadvantages of the method, the process of 360-degree feedback.

Module 5	**Issues in PerformanceManagement:** Team performance, performance of learning organizations and virtual teams: team performance management, performance management and learning organizations, performancemanagement and virtual teams. Role of line managers in performance management - role of line managers in performance management, performance management and reward, concepts related to performance and reward, linking performance to pay, linking performance to total reward, challenges of linking performance and reward; ethics in performance management, realities of ethics in performance management, ensuring ethics in performance management. Automation in performance management - improving execution aspects of performance management, automation process.

Text Book

1. Robert Bacal (1999). *Performance Management*. McGraw-Hill Edn (India) Pvt Ltd.
2. Rao T.V. (2004). *Performance Management and Appraisal Systems: HR Tools for Global Competitiveness.* Sage Publications.
3. Michael Armstrong (2002). *Employee Reward*. Beekman Books Inc.

References and Suggested Readings

1. D.K. Srivastava (2006). *Strategies for Performance Management*. Excel Books.
2. R.K. Sahu (2010). *Performance Management System*. Excel Books.
3. Prem Chadha (2003). *Performance Management*. MacMillan.
4. Michael Armstrong (2000). *Performance Management: Key Strategies and Practical Guidelines. 3rd Edition*. Kogan Page Limited, Philadelphia.
5. SuriG. K., Venkat Ratnam and N. K. Gupta (2004). *Performance Measurement and Management*. Excel Books.
6. Cynthia D. Fisher, Lyle F. Schoenfeldt and James B. Shaw (2008). *Human Resource Management*. Dreamtech Press.
7. Kanishka Bedi (2006). Quality Management. Oxford University Press, India.
8. Merchant, A. K. & Van der Stede, W. A. (2017). *Management Control Systems: Performance Measurement, Evaluation and Incentives.* Financial Times / Prentice Hall.
9. N. Bahra (1997). *360 Degree Appraisal.* Financial Times/ Prentice Hall.
10. Corey Sandler (2003). *Performance Appraisal Phrase Book*. Fw Media.
11. Rakesh Mittal. (2012). High Performance Work Systems: A cross-cultural perspective. *Journal of International Business and Cultural Studies.*

Course Contents and Lecture Schedule

Sl. No	Topic	No. of Lectures
1	**OVERVIEW OF PERFORMANCE MANAGEMENT**	
1.1	Performance Evaluation, Evolution of Performance Management, Definitions and Differentiation of Terms Related to Performance Management. Importance of Performance Management, Linkage of Performance Management to Other HR Processes.	2Hours
1.2	Theoretical Framework of Performance Management - Goal Theory and its Application in Performance Management, Control Theory and its Application in Performance Management	2 Hours
1.3	Social Cognitive Theory and its Application in Performance Management, organizational justice theory and its application in performance management.	2 Hours
2	**PERFORMANCE MANAGEMENT PROCESS:**	
2.1	Overview of Performance Management Process, Performance Management Planning Process, Mid-cycle Review Process, End- cycle Review Process	2 Hours
2.2	Performance Management Cycle at a Glance Aims of Performance Management, Purpose of Performance Management, EmployeeEngagementand Performance Management,	2 Hours
2.3	Principles of Performance Management, Overview of Performance Management as a System, Dimensions of Performance Management	3 Hours
3	**PERFORMANCE MANAGEMENT PLANNING & DEVELOPMENT**	
3.1	Introduction, performance management (PM) planning, the planning process, performance agreement, drawing up the plan, evaluating the performance planningprocess.	2 Hours
3.2	Mechanics of performance management planning and documentation - the need for structure and documentation, manager's responsibility in performance planning mechanics and documentation	3 Hours
3.3	Employee's responsibility in performanceplanning mechanics anddocumentation, mechanics ofperformance management planning and creation of performance management document.	3 Hours
4	**PERFORMANCE APPRAISAL (PA):**	
4.1	Definitions and dimensions of pa, purpose of pa and arguments against PA, necessity of performance appraisal and its usage by organisations, characteristics of performance appraisal.	2 Hours
4.2	Performance appraisal process, errors made by human resource department. Performance appraisal methods - performance appraisal methods, traditional methods, modern methods, and performance appraisal of executives.	2 Hours
4.3	Performance appraisal feedback - feedback – role, types and principles, situations requiring feedback and pitfalls, components of a feedback and steps in giving a constructive feedback, levels of performance feedback. 360-degree appraisal	3 Hours
5	**ISSUES IN PERFORMANCEMANAGEMENT**	
5.1	Team performance, performance of learning organizations andVirtual	2 Hours

	teams: team performance management, performance management and learning organizations, performancemanagement and virtual teams.	
5.2	Role of line managers in performance management - role of line managers in performance management, performance management and reward, concepts related to performance and reward, linking performance to pay,	3 Hours
5.3	Ethics in performance management - ethics in performance management, realities of ethics in performance management, ensuring ethics in performance management. Automation in performance management	3 Hours
	Total	36 Hours

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Course Code	Course Name	Category	L	T	P	Credit
20MBA214	MANAGEMENT OF CREATIVITY AND INNOVATION	Elective	3	0	0	3

Preamble: The success of any creative work depends not only on the ability to find good ideas, but on the skills for developing, managing and presenting those ideas to others. This course will explore different techniques for finding and developing ideas, and apply them in common project and professional situations, such as presenting design briefs to potential clients, pitching ideas to peers or superiors, and winning design or creative debates with others. Further, students will learn techniques for improving the flexibility and originality of their thinking and will explore approaches used by managers and organizations to create and sustain high levels of innovation.

Prerequisite: NIL

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

CO 1	Assessthe creative thinking style of a person.
CO 2	Analyse linkages between ideas and opportunities.
CO 3	Compare techniques for idea generation.
CO 4	Prepare the TRIZ framework in real life situation.
CO 5	Construct framework for effective decision making.

Mapping of course outcomes with program outcomes

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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTHSEMESTER MBA DEGREE EXAMINATION

20MBA214 MANAGEMENT OF CREATIVITY AND INNOVATION

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. State Systematic Logical Thinking,
2. Define cognitive biases of creativity.
3. Interpret Lateral Thinking.
4. Illustrate about Patents.
5. Define Ideal Final Result.

(5x2marks = 10 marks)

PART B

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

6. Elaborate the SCAMPER methods with suitable examples.
7. Illustrate the TRIZ process and 40 Inventive principles.
8. Discuss the Eight-Dimensional approach for inventive and innovative problem solving.
9. The creation view of opportunities is based on Saras Sarasvathys' Effectuation model. Elaborate on its principles.
10. a) Discuss the focused thinking framework in decision making?

    b) Elaborate on Reasoned arguments and Assumptions?

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. a) An organisation is looking ways to improve its business during Covid -19 Pandemic situation. They decided to use the "Six Thinking Hats" model in the meeting to bring out new creative ideas. Elucidate about this creative technique. (12 Marks)

    b) Do you think brain storming brings in more creative ideas for business improvement? (8 Marks)

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Creativity & Concepts:**Making a case for creativity; creative thinking as a skill; Valuing diversity in thinking - Thinking preferences, cognitive biases of creativity.Creativity styles; Setting the stage for success - Basic philosophy, Having a vision, Setting the right attitude, recognizing and avoiding mental blocks, Avoiding mindsets, Risk taking, Paradigm shift and paradigm paralysis, Individual and team work; Creativity in problem solving - Problem Definition, Understanding, Representing; Pattern Breaking - Thinking differently, Changing your point of view, Watching for paradigm shift, Challenging conventional wisdom, Lateral thinking, provocation(escape, random word), Mind stimulation: games, brain-twisters and puzzles.
Module 2	**Idea and Opportunity:**History of ideas – development of ideas in history (post-it notes, coke bottles); Ideation – Basic of human information processing; Factors influencing ideation - social factors, resources, motivation, context, time; Recognizing opportunities – how to recognize opportunities; Exploration, evaluation, exploitation, Factors revealing opportunities - alertness, knowledge,luck.Defining an opportunity - objective or subjective nature, underlying needs and wants, newness, entrepreneurial strategies of Vesper; Discovery view (building on cognitive foundations and Scott Shane's material) - sources of opportunities, key correlates with opportunity recognition); Creation view - building on Saras Sarasvathy's effectuation logic, implications on theprocess.
Module 3	**Ideation Process:**Idea-collection processes – Brainstorming/Brain-writing, The SCAMPER methods, Metaphoric thinking, Outrageous thinking, Mapping thoughts, Other (new approaches); Using Math and Science - Systematic logical thinking, Using math concepts; Eight-Dimensional (8D) Approach to Ideation - Uniqueness, Dimensionality, Directionality, Consolidation, Segmentation, Modification, Similarity,Experimentation.
Module 4	**Systematic Inventive Thinking:** TRIZ - Fundamentals of TRIZ, Trial and Error and Systematic Innovation, Patents, sources of Technological Innovation; Key finding in TRIZ Patents Research - Level of Invention, Definition of Inventive Problem, Patterns of Technology Evolution, Patterns of Invention; Ideal Final Result (IFR), Psychological Inertia, TRIZ Process, Cause Effect Chains Diagram, Contradictions Matrix, 40 Inventive Principlestoresolve technical contradiction.
Module 5	**Decision and Ownership:**Decision and Evaluation - Focused thinking framework; recognising Reasoned Arguments – short arguments and non-arguments; drawing conclusions, inference, or hypothesis; Assumptions - implicit assumptions, underlying assumptions; Reasoning– reasoning, explanations, flaws in reasoning; Six thinking hats; Ethical considerations.Intellectual Property - Introduction to intellectual property rights- Patents, Copyrights, Trademarks, Trade Secret, Unfair Competition.

Text Books

1. Bilton, C. (2006). *Management and creativity: From creative industries to creative management*. Wiley-Blackwell.
2. De Bono, E. (2015). *Serious creativity: How to be creative under pressure and turn ideas into action*. Random House.
3. De Bono, E. (1971). *The use of lateral thinking*. Penguin UK.

References and Suggested Readings

1. De Bono, E. (2017). *Six thinking hats*. Penguin UK.
2. Sickafus, E. A Brief Tutorial on Unified Structured Inventive Thinking.
3. Treffinger, D. J., Isaksen, S. G., & Stead-Dorval, K. B. (2006). *Creative problem solving: An introduction*. Prufrock Press Inc.
4. Flatow, I. (1992). *They All Laughed--: From Light Bulbs to Lasers, the Fascinating Stories Behind the Great Inventions that Have Changed Our Lives*. HarperCollins.
5. Higgins, J. M. (1994). *101 creative problem solving techniques: The handbook of new ideas for business*. New Management Publishing Company.
6. Shane, S. A. (2003). *A general theory of entrepreneurship: The individual-opportunity nexus*. Edward Elgar Publishing.
7. J G. Altschuller: *Creativity as an Exact Science*, CRC Press, 1984
8. H. Altov: *The Art of Inventing (And Suddenly the Inventor Appeared)*, Technical Innovation Ctr, 1995.
9. GenrikhAltshuller, Lev Shulyak and Steven Rodman: *40 Principles: Triz Keys to Technical Innovation:* 1 (Triztools, V. 1), Technical Innovation Ctr, 1997
10. Tony Buzon, (1991). *Use Both Sides of Your Brain*, Plume.
11. Vesper, K. H. (1990). New venture strategies. *University of Illinois at Urbana-Champaign's Academy for entrepreneurial leadership historical research reference in entrepreneurship*.
12. Sarasvathy, S. D. (2009). *Effectuation: Elements of entrepreneurial expertise*. Edward Elgar Publishing.
13. Smithers, D. *Innovate. Create. Execute.–An Entrepreneurial Mindset in Higher Education.*

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY KTU Estd. 2014

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**CREATIVITY & CONCEPTS**	
1.1	Making a case for creativity; creative thinking as a skill; Valuing diversity in thinking - Thinking preferences, cognitive biases of creativity.	2Hours
1.2	Creativity styles; Setting the stage for success - Basic philosophy, having a vision, Setting the right attitude, recognizing and avoiding mental blocks, avoiding mindsets, Risk taking, Paradigm shift and paradigm paralysis, Individual and team work.	2 Hours
1.3	Creativity in problem solving - Problem Definition, Understanding, representing; Pattern Breaking - Thinking differently, changing your point of view, watching for paradigm shift, Challenging conventional wisdom, Lateral thinking, provocation(escape, random word), Mind stimulation: games, brain-twisters and puzzles.	2 Hours
2	**IDEA AND OPPORTUNITY**	
2.1	History of ideas – development of ideas in history (post-it notes, coke bottles); Ideation – Basic of human information processing; Factors influencing ideation - social factors, resources, motivation, context, time;	2 Hours
2.2	Recognizing Opportunities – how to recognize opportunities; Exploration, evaluation, exploitation, Factors revealing opportunities - alertness, knowledge,luck.	2 Hours
2.3	Defining an opportunity - objective or subjective nature, underlying needs and wants, newness, entrepreneurial strategies of Vesper; Discovery view sources of opportunities, key correlates with opportunity recognition); Creation view - building on Saras Sarasvathy's effectuation logic, implications on theprocess.	3 Hours
3	**IDEATION PROCESS**	
3.1	Idea-collection processes - Brainstorming/Brain-writing, The SCAMPER methods, Metaphoric thinking.	2 Hours
3.2	Outrageous thinking, Mapping thoughts, Other (new approaches); Using Math and Science - Systematic logical thinking, Using math concepts.	3 Hours
3.3	Eight-Dimensional (8D) Approach to Ideation - Uniqueness, Dimensionality, Directionality, Consolidation, Segmentation, Modification, Similarity,Experimentation.	3 Hours
4	**SYSTEMATIC INVENTIVE THINKING**	
4.1	TRIZ - Fundamentals of TRIZ, Trial and Error and Systematic Innovation, Patents, sources of Technological Innovation.	2 Hours
4.2	Key finding in TRIZ Patents Research - Level of Invention, Definition of Inventive Problem, Patterns of Technology Evolution, Patterns of Invention.	2 Hours
4.3	Ideal Final Result (IFR), Psychological Inertia, TRIZ Process, Cause Effect Chains Diagram, Contradictions Matrix, 40 Inventive Principlestoresolve technical contradiction.	3 Hours
5	**DECISION AND OWNERSHIP**	

5.1	Decision and Evaluation - Focused thinking framework; recognizing Reasoned Arguments – short arguments and non-arguments; drawing conclusions, inference, or hypothesis; Assumptions - implicit assumptions, underlying assumptions.	2 Hours
5.2	Reasoning– reasoning, explanations, flaws in reasoning;Six thinking hats.	3 Hours
5.3	Ethical considerations.Intellectual Property - Introduction to intellectual property rights- Patents, Copyrights, Trademarks, Trade Secret, Unfair Competition	3 Hours
	Total	36 Hours

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
KTU
Estd.
2014

Course Code	Course Name	Category	L	T	P	Credit
20MBA216	TEAM DYNAMICS & CROSS CULTURAL MANAGEMENT	Elective	3	0	0	3

Preamble: The objective of this course is to impart expert knowledge about the development, organization and leadership of teams in both traditional and virtual settings. The course also intends to give the students an insight into the implications of cultural factors for business decision making, particularly in the context of the growing globalization of markets and business.

Prerequisite: NIL

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

CO 1	Evaluate the internal dynamics of team
CO 2	Appraise the external dynamics of team
CO 3	Analyse the cultural environment of business
CO 4	Examine the effect of cultural values on management
CO 5	Apply cross cultural management on functional areas for improved organizational effectiveness

Mapping of course outcomes with program outcomes

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

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA216TEAM DYNAMICS & CROSS CULTURAL MANAGEMENT

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. How do you differentiate team from group and crowd?
2. Define Team Boundaries
3. What is cultural dilemma?
4. How organizational structure and culture related?
5. What are the key challenges in cross cultural management?

(5x2 marks = 10 marks)

PART B

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

6.	a.	Illustrate the methods through which an organization can ensure successful team performance.	(6)
	b.	How will you mange conflicts and differences in the team positively?	(4)
7.	a.	"Team leadership is altogether a new framework" what are the key challenges of team leadership?	(7)
	b.	Explain the major issues to be addressed with regard to leadership of virtual teams.	(3)
8.	a.	Explain the sources and the key elements of a culture?	(3)
	b.	How can the culture influence employee behaviour in business organization.	(7)
9.	a.	'Managing communication in a cross cultural context is a challenge' Explain.	(5)
	b.	Elaborate the issues of employee motivation in a multi cultural environment.	(5)
10.	a.	Explain the impact of cross cultural context on HR systems of an organization.	(7)
	b.	Demonstrate with example the influence of cultural difference on Marketing activities.	(3)

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. 'The national culture has got a very strong influence on the corporate culture of that country' Illustrate with suitable examples the business culture of Europe, Asia, America and Middle east using Hofstede's model.

(1x20 marks =20marks)

Syllabus	
Module 1	**Internal dynamics of team:** Team; team formation; types of teams in organization, team roles; integrated model of successful team performance; team performance criteria; team performance appraisal; rewarding the team; designing team-tasks, people and process; developing team intelligence; team mental model; team learning; team decision making: pitfalls and solutions; conflict in teams: leveraging differences to create opportunity.
Module 2	**External dynamics of team:** Team boundaries; external role of team members; networking;leadership in team setting; team coaching; personal and team identity; inter team relationship; strategies for reducing negative effects of inter team conflict; teamwork via IT; Place-Time model of social interaction; enhancing local teamwork; virtual teams; cross cultural teamwork.
Module 3	**Cultural environment of business:** Understanding Culture; systemic view of culture; culture and social groups; cultural differences; role of culture on behaviour; cultural stereotype; levels of culture-organizational, corporate and national culture; framework for mapping the culture, Hofstede's Model; cultural schemas, cross cultural interaction model; Business culture in Europe, America, Asia, Africa and Middle East; cultural dilemma; cultural intelligence.
Module 4	**Effect of cultural values on management:** cultural diversity and organizational structure; cross cultural dimensions of decision making; cultural constraints on rationality; cross cultural communication process; barriers to intercultural communication; motivation and leadership across cultures, culture and corporate strategy; cross cultural negotiation strategies; strategic alliances and business culture; cultural issues in mergers and acquisitions; culture shock; conflicts and cultural differences.
Module 5	**Cross cultural management: Functional areas:** Workforce diversity; effective management of workforce diversity; diversity and business performance; cross cultural issues in human resource management; expatriate management; Implications of cultural environment for marketing; relevance of cultural factors to marketing mix strategies; product–communication strategies (straight extension; product extension, communication adaptation; product adaptation, communication extension; dual adaptation; innovation); technology and culture in organizations, cross cultural issues in BPR, TQM, lean and Six sigma; transition from reactive to proactive technological culture; challenges of managing across cultures in future.

Text Books

1. Browaeys M. J., & Price, R. (2019). *Understanding cross-cultural management*. Pearson UK.
2. Thomas D. C., & Peterson, M. F. (2016). *Cross-cultural management: Essential concepts*. Sage Publications.
3. Bhattacharyya D. K. (2010). *Cross-cultural management: Text and Cases*. PHI Learning Pvt. Ltd.
4. Madhavan S. (2011). *Cross-cultural management: concepts and cases*. Oxford University Press.
5. Thompson L. L.(2018). *Making the team: A guide for managers.*Pearson Education.

References and Suggested Readings

1. Solomon C. M., & Schell, M. S. (2009). *Managing across cultures.* Tata McGraw-Hill Education.
2. Lencioni P. M. (2007). *The five dysfunctions of a team: Participant workbook (Vol. 8)*. John Wiley & Sons.

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Internal Dynamics of Team**	
1.1	Team formation; types of teams in organization, team roles; integrated model of successful team performance.	2 Hours
1.2	Team performance appraisal; rewarding the team; designing team-tasks, people and process.	2 Hours
1.3	Developing team intelligence; team mental model; team learning.	1 Hours
1.4	Team decision making: pitfalls and solutions; conflict in teams: leveraging differences to create opportunity.	2 Hours
2	**External Dynamics of Team**	
2.1	Team boundaries; external role of team members; networking; leadership in team setting.	1 Hours
2.2	Team coaching; personal and team identity; inter team relationship	1 Hours
2.3	Strategies for reducing negative effects of inter team conflict; teamwork via IT; Place-Time model of social interaction.	2 Hours
2.4	Enhancing local teamwork; virtual teams; cross cultural teamwork.	2 Hours
3	**Cultural Environment of Business**	
3.1	Understanding Culture; systemic view of culture; culture and social groups; cultural differences; role of culture on behaviour.	1 Hours
3.2	Cultural stereotype; levels of culture-organizational, corporate and national culture.	2 Hours
3.3	Framework for mapping the culture, Hofstede's Model; cultural schemas, cross cultural interaction model.	2 Hours
3.4	Business culture in Europe, America, Asia, Africa and Middle East; cultural dilemma; cultural intelligence.	2 Hours
4	**Effect of Cultural Values on Management**	
4.1	Cultural diversity and organizational structure; cross cultural dimensions of decision making; cultural constraints on rationality	2 Hours
4.2	Cross cultural communication process; barriers to intercultural communication.	2 Hours
4.3	Motivation and leadership across cultures, culture and corporate strategy; cross cultural negotiation strategies.	2 Hours
4.4	Strategic alliances and business culture; cultural issues in mergers and acquisitions; culture shock; conflicts and cultural differences.	2 Hours
5	**Cross Cultural Management: Functional areas**	
5.1	Workforce diversity; effective management of workforce diversity; diversity and business performance.	2 Hours

5.2	Cross cultural issues in human resource management; expatriate management.	2 Hours
5.3	Implications of cultural environment for marketing; relevance of cultural factors to marketing mix strategies; product–communication strategies (straight extension; product extension, communication adaptation; product adaptation, communication extension; dual adaptation; innovation).	2 Hours
5.4	Technology and culture in organizations; cross cultural issues in BPR, TQM, lean and Six sigma; transition from reactive to proactive technological culture; challenges of managing across cultures in future.	2 Hours
	Total	36 Hours

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
KTU
Estd. 2014

Course Code	Course Name	Category	L	T	P	Credit
20MBA218	INDUSTRIAL PSYCHOLOGY	Elective	3	0	0	3

Preamble: The goal of this course is to understand how the business can be designed so that both efficiency and quality of employee life can be improved. The course will give the students insight into the psychological factors of employee which will direct and indirect impact on their work life.

Prerequisite: NIL

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

CO 1	Appraise the basics of Industrial psychology
CO 2	Analyse and manage the perception, learning and motivation of Employees
CO 3	Evaluate dimensions of emotions and emotional intelligence
CO 4	Manage dynamics of Individual and groups
CO 5	Assess and manage mentoring and counselling services in the organization

Mapping of course outcomes with program outcomes

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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
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Estd.
2014

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA218– INDUSTRIAL PSYCHOLOGY

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define Personality.
2. How do you relate behavior and learning?
3. How do you understand Emotional Quotient and Intelligence Quotient?
4. Differentiate crowd, group and team.
5. What are the advantages of mentoring in a business organization?

(5x2 marks = 10 marks)

PART B

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

6. 'Every individual is considered unique' Explain different factors those act as the foundation of individual differences.
7. Explain Prominent theories of learning. Illustrate with example the applications of these theories in industry settings.
8. Elaborate various dimensions of Emotions? Explain any two prominent theories of Emotions?
9. Explain dynamics of Individual and Group Behavior? How can we relate the theories of TA with group behavior?
10. Explain in detail Mentoring and Counselling, what are the differentiating features and applications of each?

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. Mr. Menon had an operator who consistently stopped working about an hour early. She sat at the bench doing nothing, walked around or disappeared into the ladies' locker room. He felt this had a poor effect on morale and he tried to change it. "Look" he told the girl "What is the big idea of quitting early? You get payed to work right up to the buzzer" "I am making about my rate", retorted the operator "That is more than you can say for half the girls in here" Menon was aware that she averaged about 125 per cent bonus. "You are supposed to keep working until the end of the shift "he told

her. “Put another operator on the job” suggested the girl. “You’ll find that you'll be lucky to get 100 per cent if she works the full eight hours.”

“Look here”, explained Menon, “We can't allow you to work for six or seven hours and then just stand around. It is bad for the morale of the other girls to see you goofing off”. “Who’s goofing off?” demanded the girl. I am more than the standard rate of the job. The company wants a certain amount of work in a shift. Well, if I can do the work in 15 minutes, that’s simply due to my good skills and none of your business”

1. Analyze the situation from a counselling point of view? (6)
2. How do you evaluate the way Mr. Menon handled the situation? (7)
3. What would have been your approach, if you were in the position of Mr. Menon? (7)

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
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Syllabus	
Module 1	**Introduction:**Psychology as a science area of applications – study of individual-individual differences-study of behavior- stimulus response behavior heredity and environment human mind attitude- personality.
Module 2	**Basic Psychological aspects**: Perceptions- Factors influencing perceptions-perceptual processes; implications of perceptions on organizational Behavior; Learning –learning theories- components of learning- determinants of learning-principles of reinforcement and Motivation- Types of motivation-Theories of motivation-Requirements of sound motivation- methods of motivating people in organization; job satisfaction and working environment and work design.
Module 3	**Emotions:** dimensions of emotions; Theories of emotions- James-Lange theory, Cannon-Bard theory, Schachter-Singer theory, Opponent-Process Theory; Emotional intelligent; Domains of emotional intelligent; emotional intelligence Vs Intelligent quotient.
Module 4	**Group Dynamics:**Individual and group-group and inter group dynamics; managing group in organization- intra- group behavior and inter group behavior;self-change - resistanceto change- nature of change-transactional analysis.
Module 5	**Mentoring and Counselling:** Employee wellness programmes- Couching-Mentoring, Mentor, Role of Mentor- Mentoring inside the organization. Counseling-Importance of counseling- stages of counselling-role of Counsellor-Clinical counsellor. Role of counseling during disaster and industrial turbulence.

Text Book

1. Davis K. &Newstrom J.W. (2001).*Organizational Behavior: Human Behavior at Work,*Mcgraw Hill Education.
2. Schermerhorn J.R.Jr., Hunt J.G &Osborn R.N. (2016).*Managing Organizational Behaviour,* John Wiley Publishers.

References and Suggested Readings

1. Luthans F. (2010).*Organizational Behaviour*, McGraw Hill Education.
2. Morgan C.T., King R.A., John R Weisz &John Schopler (2017), *Introduction to Psychology,* McGraw Hill Education.
3. Blum M.L. and Naylor J.C., (2004), *Industrial Psychology: Its Theoretical and Social Foundations*,CBS Publishers.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**INTRODUCTION TO PSYCHOLOGY**	
1.1	Psychology as a science area of applications	1 Hours
1.2	Study of individual- individual differences-study of behavior	2 Hours
1.3	Stimulus response behavior heredity and environment human mind attitude- personality	3 Hours
2	**BASIC PSYCHOLOGICAL ASPECTS**	
2.1	Perceptions- Factors influencing perceptions- perceptual processes; implications of perceptions on organizational Behavior	2 Hours
2.2	Learning –learning theories- components of learning- determinants of learning- principles of reinforcement and motivation	3 Hours
2.3	Motivation- Types of motivation-Theories of motivation-Requirements of sound motivation- methods of motivating people in organization; job satisfaction and working environment and work design	3 Hours
3	**EMOTIONS**	
3.1	Emotions- dimensions of emotions	2 Hours
3.2	Theories of emotions- James-Lange theory, Cannon-Bard theory, Schachter-Singer theory, Opponent-Process Theory;	2 Hours
3.3	Emotional intelligent; Domains of emotional intelligent; emotional intelligence Vs Intelligent quotient	3 Hours
4	**GROUP DYNAMICS**	
4.1	Individual and Group-group and inter group dynamics;	2 Hours
4.2	Managing group in organization- intra- group behavior and inter group behavior	3 Hours
4.3	Change- resistance to change- nature of change- Transactional Analysis	3 Hours
5	**MENTORING AND COUNSELING**	
5.1	Mentoring, Mentor, Role of Mentor.	2 Hours
5.2	Mentoring inside the organization.	2 Hours
5.3	Counseling-Importance of counseling- role of counselor-Clinical counselor	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA220	HR CONSULTING: PROFESSION AND PRACTICE	Elective	3	0	0	3

Preamble: Organizations are experiencing unprecedented levels of change in an uncertain economic environment with global competitors, rapidly changing markets, increasing customer demands, and more stringent regulation and compliance requirements. This has a significant impact on the way in which human resource (HR) professionals consult with their business partners in their organization to deliver people management solutions that drive business performance. In practice, HR professionals are now expected to be internal consultants to line managers and senior managers. This course explores the skills, tools, and frameworks that HR professionals can use to effectively partner with internal stakeholders and work with clients to identify appropriate solutions. Learning the course will help students to work with clients to diagnose HR problems and do research to find root cause and successfully implement solutions.

Prerequisite: NIL

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

CO1	Explain the role and competencies required for a consultant to solve business issues.
CO2	Build and maintain client consultant relationships to gain contracts.
CO3	Apply consulting frameworks, tools and techniques to diagnose issues and develop solutions.
CO4	Recommend solutions adhering to the standards and compliance with the laws.
CO5	Choose consulting areas in HRM and effectively partner with clients.

Mapping of course outcomes with program outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	1	2	2	3	2
CO2	2	2	2	1	2
CO3	3	3	1	3	2
CO4	2	3	3	3	3
CO5	2	2	1	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.

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
KTU
Estd. 2014

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA220 – HRCONSULTING: PROFESSION & PRACTICE

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Distinguish between business consultant and management consultant.
2. List the different types of consultants.
3. What are different areas of HR outsourcing?
4. What is disengagement in a consulting project?
5. What is BPR?

(5x2 marks = 10 marks)

PART B

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

6. HR outsourcing services are highly customised based on client's need – Comment.
7. What do you think are the areas of issues in Client-Consultant relationship? Explain.
8. Discuss the methods used for discovering system's gifts, possibilities and capacities of an organization.
9. Why are interim reviews important? How does in help in business consulting? Discuss.
10. Explain how Business process reengineering helps in getting the desired results of consulting.

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. "Consulting industries has not only grown in size, stature and global reach but it has also gone through several cycles of professionalization". Discuss.

(1x20 marks =20marks)

Syllabus	
Module 1	**HR Consulting- An overview -** Business consulting;Types of business consultants, Reasons for hiring a business consultant, Trends in Consulting, Criteria for selecting business consultancy, Top Consulting Firms in the world. Consulting as a profession and its scope, HR consulting – scope and benefits, type of services offered, Best HR consulting firms globally and in India, HR consultant – Education and certifications, Responsibilities, Competencies & Values, Job outlook and salary, Tools a consultant must know.
Module 2	**Client - consultant relationship management -** The Consulting Process, Models used by consulting firms to analyze clients, Client relationship –Areas of issues in client- consultant relationship, Recommendations for relationship management, Generating and winning consulting assignments, Repeated assignments, Retainer contracts, how to prepare Proposals, Writing successful Proposals.
Module 3	**Consulting Process-** Steps in consulting **-** From diagnosis to discovery – Diagnostic review; Dealing with internal Resistance; Third party consulting Vs Whole process consulting, diagnosing problems, Mapping workflow techniques to improve business efficiency, bottlenecks identification – identifying and solving process bottlenecks, providing solutions, discovering system capacities and possibilities, Project Management – tools, techniques, Presentation of findings and recommendations.
Module 4	**Deliverables and disengagement -** Analyzing and framing problems - applying business process reengineering (BPR), smoothening the bottlenecks; Preparation of Deliverables, standards and compliance with law of the land, benchmarking; Review of Deliverables – standardization; Meeting for 'buy-ins' – presentation of solutions; Implementation of deliverables – training, coaching and mentoring; Interim review and feedback; Knowledge transfer and disengagement
Module 5	**Human Resources in Organization Consulting-** Consulting areas in HRM, Outsourcing and HR – areas for outsourcing, HR Consulting firms in India and its future in India.

Text Books

1. Block Peter (2011). *Flawless Consulting – A Guide to getting your expertise used.* Pfeiffer.
2. Toppin Gilbert, Czerniawska Fiona (2005). *Business Consulting – A guide to How it Works and How to Make it Work.* The Economist.

References and Suggested Readings

1. Friga Paul, Rasiel Ethan (2017). *The McKinsey Mind: Understanding and Implementing the Problem- Solving Tools and Management Techniques of the World's Top Strategic Consulting Firm.* McGraw-Hill Education.
2. Larry E. Greiner, Thomas H. Olson, FlemmingPoulfelt (2010). *Management Consulting Today and Tomorrow Casebook: Enhancing Skills to Become Better Professionals.* Routledge.

3. Bell Chip R. and Leonard Nadler (1984). *Clients and Consultants: Meeting and Exceeding Expectations.* Gulf Publishing Company, Book Division, Houston.
4. Cohen William A (2009). *How to Make it Big as a Consultant.* AMACOM.
5. David Karlson (2004). *Marketing Your Consulting or Professional Services (A Step-By-Step Program of Proven Marketing Techniques)*. Viva Books Private Limited.

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**HR Consulting - An overview**	
1.1	Overview of consulting business and reasons for hiring business consultant	2 Hours
1.2	Scope and benefits of HR consulting	2 Hours
1.3	Education, Responsibilities & Competencies for an HR consultant	2 Hours
2	**Client - consultant relationship management**	
2.1	The Consulting Process, Models used by consulting firms to analyze clients	3 Hours
2.2	Managing Client-Consultant relationship	2 Hours
2.3	Generating and winning consulting assignments, Writing successful Proposals	2 Hours
3	**Consulting Process**	
3.1	Steps in consulting process	2 Hours
3.2	Diagnosing problems, Workflow techniques	2 Hours
3.3	Identifying and solving process bottlenecks	2 Hours
3.4	Project management tools & techniques	2Hours
4	**Deliverables and disengagement**	
4.1	Analyzing organizational problems	2 Hours
4.2	Preparation of Deliverables, Standardization and compliance to laws	3 Hours
4.3	Implementation of deliverables – training, coaching and mentoring	3 Hours
5	**Human Resources in Organization Consulting**	
5.1	Consulting areas in HRM	2 Hours
5.2	Outsourcing and HR	3 Hours
5.3	HR Consulting firms in India and its future in India	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA222	TALENT SOURCE & ACQUISITIONS	Elective	3	0	0	3

Preamble: This course will help students broaden their knowledge in the wide-sweeping area of talent management. It also aims at providing an insight on talent management strategies & ways that can be adopted by talent retention in the changing competitive environment.

Prerequisite: NIL

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

CO 1	Examine strategies to fill critical needs identified through a gap analysis.
CO 2	Identify key requirements to attract and acquire skilled talent.
CO 3	Explore best practices for developing talent.
CO 4	Asses the key elements to engage and retain skilled resources.
CO 5	Examine HR metrics and measures of success for talent management strategy.

Mapping of course outcomes with program outcomes

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

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA222– TALENT SOURCE & ACQUISITIONS

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define Necessary skills mapping.
2. Analyze on the importance of Talent Metrics?
3. How can we manage different types of clients or hiring managers?
4. Compare Training & Development process.
5. Examine the importance of Talent Management in HR?

(5x2 marks = 10 marks)

PART B

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

6. Explain the Recruitment & Selection strategies used in Talent Acquisition?
7. Analyze the importance of social media in Talent Sourcing.
8. Elaborate on the process of Talent Departure? What are the costs associated with the departure of a talent in an organization?
9. Summarize on the various Drivers of Engagement. How to design a Talent engagement strategy?
10. Illustrate the framework of Talent Sourcing & Acquisition.

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. Glitter Watches is a company promoted by a leading business house / group in India. Themajor plant of the company is 45 kms away from Mumbai City. The company is generallyknown for its professional work culture and very attractive remuneration packages. When the first plant was set up five years ago, the management was able to attract many senior and middle level talent forces from other companies. Glitter Watches' HR department attracted several technical and operational talents from various competitors. However, the key posts of the plant were held by personnel drawn from Glitter's own group companies. The group had its plants in all parts of India, except in South. When they realized the market potential, Glitter Watches management decided to set up its first plant in South India. A plant was set up in a

town near Bangalore in 6 months' time and the company HR department made a quick ramp up of talent force. Therefore, the company had a mixed group of personnel – sourced from various public sectors and private companies operating in South India and the group's top-ranking executives (came to South India for the first time) started managing the south Indian Plant. Added to this, there were contract shop floor workers were from the plant locality. The plant started the operations based on its group policy & after six months, all-around disillusionment had set in and everyone was cursing himself or herself for quitting his or her previous job and joining Glitter Watches. There was a lack of synergy occurred and conflict between different categories started here and there.

Questions:

a) Discuss the case incident under the following mentioned factors (1) Top Management Plan (2) Sourcing talents for new plant (3) Socialization process. (4)

b) From an HR point of view, have you noticed any changes in the approach whencompare the first plant to the new plant? How will enhance the employer branding withreference to South Indian Plan? (4)

c) What is your opinion on HR department's acquisition of talent forces from crossculture background in the new plant? What will be effect on a long term? (4)

d) The lack of synergy and lack of homogeneity noticed in the new plant is a temporaryphenomenon or it will cause serious issues. What is your opinion & justify it? (4)

e) What are the main talent engagement and retention strategies which you will suggestfor the HR department operating in the new plant? (4)

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Overview of Talent identification, Sourcing and Development:** Glimpse of recruitment industry in India; Necessary skills mapping; Identifying talent needs; Sourcing talent; Developing talent, deployment of talent; Establishing talent management system; Offer management; Role of HR in talent management.
Module 2	**Understanding the Job Requisitions:**Job Requisition Understanding and Meeting with Clients/Hiring Managers; Managing Different types of Clients/Hiring Managers; Maintaining relationships with the clients/Hiring Managers; Understanding Resumes; IT and Sourcing (Selecting Keywords, understanding how Search Engine/Databases work, Basics of Boolean Search, Designing a Sourcing Toolkit); Social Media for Talent Sourcing LinkedIn, Facebook, Twitter, Online Talent communities) Online employer branding. Reference checks, using social media behavior.
Module 3	**Talent Acquisition:**Recruitment and selection strategies; Career planning and management; Succession planning; Socialization and induction of new employees; Training and development; Executive development program.
Module 4	**Talent Retention:**Cost and consequences of talent departure; Diagnosing causes of talent departure (exit interview); Measuring and monitoring turnover and retention data; Designing engagement strategies; Drivers of engagements.
Module 5	**ROI of Talent:**Measuring contribution of talent to business performance; Talent metrics; Measuring human capital investment; Transformation and reorganization of HR, new imperatives; Talent forces of tomorrow.

Text Books

1. Shukla R. (2009) *Talent management: Process of developing & integrating skilled worker.* Global India Publications.
2. Hasan M., Singh A.K.& Dhamija S. (2017). *Talent management in India: Challenges & opportunities.* Atlantic Publishers &Distributor.
3. Cheese Peter, Robert J. Thomas and Elizabeth Craig (2007). *The Talent Powered Organization.* Kogan Page Ltd.

References and Suggested Readings

1. Stringer Hank & Rusty Rueff (2006). *Talent Force: A New Manifesto for the Human Side of Busines*s. Pearson Education.
2. Sears David (2003). *Successful Talent Strategies*. American Management Association.
3. Lawyer III, Edward E. (2008*). Talent: Making People your Competitive Advantage*. Jossey Bass.
4. Phillips Jack J., Lisa Edwards (2008). *Managing Talent Retention, An ROI Approach,*John Wiley & Sons.
5. Davis Tony, Maggie Cutt, Neil Flynn, Peter Mowl and Simon Orme (2007). *Talent*

Assessment, Gower Publishing Ltd.

6. ShallySteckerl (2013). *The Talent Sourcing & Recruitment Handbook*: *Source Better, Smarter, Faster & Cheaper Than the Competition.* Weddle's.
7. Ann W. Sholar (2014). *The Talent Sourcing and Recruitment Handbook*. Create Space Independent Publishing Platform.
8. Lance Berger and Dorothy Berger (2010). *The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People.* McGraw Hill Education (India) Private Limited.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Overview of Talent Identification, Sourcing and Development**	
1.1	Glimpse of recruitment industry in India; Necessary skills mapping; Identifying talent needs;	2 Hours
1.2	Sourcing talent; Developing talent, deployment of talent; Establishing talent management system	2 Hours
1.3	Offer management; Role of HR in talent management.	2 Hours
2	**Understanding the Job Requisitions**	
2.1	Job Requisition: Understanding and Meeting with Clients/Hiring Managers; Managing Different types of Clients/Hiring Managers; Maintaining relationships with the clients/Hiring Managers.	2 Hours
2.2	Understanding Resumes; IT and Sourcing (Selecting Keywords, understanding how Search Engine/Databases work, Basics of Boolean Search, Designing a Sourcing Toolkit)	3 Hours
2.3	Social Media for Talent Sourcing (LinkedIn, Facebook, Twitter, Online Talent communities) Online employer branding. Reference checks, using social media behavior	3 Hours
3	**Talent Acquisition**	
3.1	Recruitment and selection strategies; Career planning and management	2 Hours
3.2	Succession planning; Socialization and induction of new employees	2 Hours
3.3	Training and development; Executive development program.	3 Hours
4	**Talent Retention**	
4.1	Cost and consequences of talent departure; Diagnosing causes of talent departure (exit interview)	2 Hours
4.2	Measuring and monitoring turnover and retention data	3 Hours
4.3	Designing engagement strategies; Drivers of engagements.	3 Hours
5	**ROI of Talent**	
5.1	Measuring contribution of talent to business performance	2 Hours
5.2	Talent metrics; Measuring human capital investment	2 Hours
5.3	Transformation and reorganization of HR, new imperatives; Talent forces of tomorrow	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA232	FINANCIAL INFORMATION ANALYSIS	Elective	3	0	0	3

Preamble: The course on Financial Information Analysis provides a framework for the students to analyse a firm's past financial performances to aid managerial decision making. The course equip students to forecast the future performance and also to evaluate the overall growth of the firm, which could help them in making major financial decisions. The course also helps to integrate the key concepts from accounting, finance and economics which will help in evaluating the long run performance of the firm.

Prerequisite: NIL

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

CO 1	Understand the techniques of financial information analysis and its significance in business.
CO 2	Develop and apply the concept of financial information in the business.
CO 3	Analyse & infer the financial statements and comment on the current and past performances of the business.
CO 4	Develop competence in managerial decision making and control.
CO 5	Evaluate the importance of Valuation and Financial Modelling.

Mapping of course outcomes with program outcomes

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

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA232 - FINANCIAL INFORMATION ANALYSIS

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Write a short note on fund from operation.
2. What are the long-term solvency ratios?
3. What is the use of ROCE?
4. Explain the term accounting rate of return.
5. Write a short note on price earnings ratio.

(5x2 marks = 10 marks)

PART B

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

6. (a) What are the objectives of fund flow statement
   (b) Prepare the format of Balance sheet of a company

7. The Balance Sheet of Anish Ltd. as at31st March 2017 as under.

Liabilities	Rs	Assets	Rs
Share Capital	2,00,000	Goodwill	1,20,000
Reserves and Surplus	58,000	Plant	1,50,000
Debentures	1,00,000	Stock	80,000
Creditors	40,000	Debtors	45,000
Bills Payable	20,000	Cash	17,000
Other Current Liabilities	2,000	Other Current Assets	8,000
	4,20,000		4,20,000

In this period total sales for the year was Rs.4,00,000, cost of goods sold Rs.2,40,000 and Net Profit 50,000.

(a) Calculate (i) Current ratio (ii) quick ratio (iii) debt equity ratio (iv) proprietary ratio (v) inventory turnover (vi) debtors turnover (vii) debt collection period (viii) fixed asset turnover (ix) gross profit ratio and (x) net profit ratio.

(b) Comment on these ratios.

8. Explain DuPont analysis.
9. Explain the process of forecasting income statement and balance sheet of a company. How forecasting helps the investment decisions?
10. Explain various valuation ratios. How valuation ratios help in determining the growth of the share price of a company?

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. You have the following information on the performance of Prosper Company and the industry averages:
    a) Calculate the ratios (listed below) for the Prosper Company. (10)
    b) Indicate the company's strengths and weaknesses considering the industry standards for each ratios. (10)

Balance Sheet as on 31st December 2018			
Liabilities	Rs	Assets	Rs
Equity Share capital	24,00,000	Net Fixed Assets	12,10,000
10% debentures	4,60,000	Cash	4,40,000
Sundry Creditors	3,30,000	Sundry debtors	5,50,000
Bills Payable	4,40,000	Stock	16,50,000
Other current Liabilities	2,20,000		
	38,50,000		38,50,000

Statement of profit for the year ending 3st December 2018

Sales		55,00,000
Less: Cost of goods sold:		
Material	20,90,000	
Wages	13,20,000	
Factory overheads	6,49,000	40,59,000
Gross Profit		14,41,000
Less Selling and distribution cost	5,50,000	
Administration and general expenses	6,14,000	11,64,000
Earnings before interest and taxes		2,77,000
Less interest charges		46,000
Earnings before Taxes		2,31,000
Less taxes (50%)		1,15,500
Net Profit		1,15,500

Ratios considered	Industry
Current Ratio	2.4
Sales/Debtors	8.0
Sales/Stocks	9.8
Sales/Total Assets	2.0
Net profit/Sales	3.3%
Net profit/Total assets	6.6%
Net profit/Net worth	10.7%
Total Debts/Total assets	63.5%

Syllabus	
Module 1	**Introduction to Financial statements** Balance sheet-Income Statements, Fund flow statements; Uses of financial statements; Financial statement analysis- Inter firm and intra firm analysis.
Module 2	**Techniques for Financial Statement Analysis** Comparative financial statements, common size financial statements, trend analysis, Percentages; Ratio Analysis- role of ratios in financial analysis, short term solvency analysis, long term solvency analysis,
Module 3	**Techniques for Financial Statement Analysis** Ratios – Profitability analysis, activity analysis- market capitalisation ratios - DuPont Analysis; Cash flow analysis- cash flow statements-format and presentation of cash flows
Module 4	**Forecasting and projections** Forecasting Income statement and Balance sheet, forecasting from book value; forecasting from earnings and book value, Forecasting from accounting rate of returns-forecasting profitability and sales.
Module 5	**Valuation and Modelling** Adjusted book value, Price to-book ratios and Price earnings ratio- EV to EBITDA ratio-EV to Sales Ratio- EV to Capital Employed ratio-Dividend Yield-Earning Yield-PEG Ratio- Trading comparable analysis-Cost of Capital - Discounted cash flow model (DCF)& Free cash flow model (FCF)- Sum-Of-The-Parts (SOTP) Valuation concept-Residual Income Model and Market Based Valuation.

Text Books

1. Pandey I. M., (2015), "*Financial Management*", Vikas Publishing House Private Ltd.
2. Brigham F. Eugene and Houston F. Joel, (2014), "*Fundamentals of Financial Management*",14th edition, Thomson India Edition.
3. Easton McAnally, Sommers Zhang (2018), "*Financial Statement Analysis & Valuation,*", 5th edition, Cambridge Business Publishers.

References and Suggested Readings

1. Fridson Martin, Alvarez Fernando (2011), "*Financial Statement Analysis: A Practitioners' guide*", USA, Wiley Finance
2. Maheshwari S. N., Maheshwari Suneel (2018). "*A Textbook of Accounting for Management*", Fourth Edition, New Delhi, Vikas Publication.
3. Sinha Gokul (2012), "*Financial Statement Analysis*", PHI Learning Private Limited.
4. White I., Gerald Sondhi C., Ashwin Paul, Fried Dov, (2008), *"The Analysis and Use of Financial Statements",* Third Edition, USA Wiley Publication.
5. Arora R. (2018), "*Financial Accounting: Fundamental Analysis and Reporting",* Wiley Publication.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to Financial statements**	
1.1	Balance sheet-Income Statements, Fund flow statements	3 Hours
1.2	Uses of financial statements; Financial statement analysis	2 Hours
1.3	Inter firm and intra firm analysis	2 Hours
2	**Techniques for Financial Statement Analysis**	
2.1	Comparative financial statements, common size financial statements	2 Hours
2.2	Trend analysis, Percentages; Ratio Analysis- role of ratios in financial analysis,	3 Hours
2.3	Short term solvency analysis, long term solvency analysis,	3 Hours
3	**Techniques for Financial Statement Analysis**	
3.1	Ratios – Profitability analysis, activity analysis-	3 Hours
3.2	market capitalisation ratios -DuPont Analysis;	2 Hours
3.3	Cash flow analysis- cash flow statements-format and presentation of cash flows	2 Hours
4	**Forecasting and projections**	
4.1	Forecasting Income statement and Balance sheet,	3 Hours
4.2	Forecasting from book value; forecasting from earnings and book value.	2 Hours
4.3	Forecasting from accounting rate of returns-forecasting profitability and sales.	2 Hours
5	**Valuation and Modelling**	
5.1	Adjusted book value, Price to-book ratios and Price earnings ratio- EV to EBITDA ratio-EV to Sales Ratio- EV to Capital Employed ratio-Dividend Yield-Earning Yield-PEG Ratio -Trading comparable analysis-	3 Hours
5.2	Cost of Capital - Discounted cash flow model (DCF)& Free cash flow model (FCF)	2 Hours
5.3	Sum-Of-The-Parts (SOTP) Valuation Concept -Residual Income Model and Market Based Valuation.	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA234	FINANCIAL DERIVATIVES	Elective	3	0	0	3

Preambles:

This course aims at providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management. The objective of this course is to introduce the participants to derivative instruments, namely, forwards, futures, options and swaps, and their valuation.

Prerequisite: Nil

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

CO1	Recall the concept of financial derivatives and risk management
CO2	Explain the concept of future contracts and computation of value and price of future contracts.
CO3	Identify the concept of options contracts and create trading strategies involving option contracts.
CO4	Analyse the price of options contracts.
CO5	Evaluate the concept of swaps and computation of value and price of swaps.

Mapping of course outcomes with Program outcomes

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

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA234 FINANCIAL DERIVATIVES

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Explain the features of derivatives.
2. What are the benefits of futures?
3. Explain the process of MTM.
4. Distinguish between futures and forwards.
5. What are the economic functions of swap transactions?

(5x2 marks = 10 marks)

PART B

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

.

6. Discuss the process of hedging with stock index futures.
7. Explain briefly the major players in derivative markets.
8. "Long call and short put are strategies for bullish market". Discuss.
9. Explain straddle with the help of an example.
10. Elaborate the evolution of swap dealings.

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. "Derivatives are financial products for management of exchange rate risks". Do you agree? Give reasons.

(1x20 marks=20 Marks)

Syllabus	
Module 1	**Introduction to Financial Derivatives:** Introduction to risk management–Meaning and need–importance–Types of market risk – Risk management issues in business – Financial derivatives–Meaning – Need – Growth of financial derivatives markets in India – Derivative markets – Exchange traded financial derivatives for risk management in India – Participants – Functions – Types of risk management instruments — The regulatory framework of derivative trading in India.
Module 2	**Forward and Futures Contract:** Forward Contract - Future's growth and development - Difference between forwards and futures - financial future - Future trading – Currency futures – Interest rate futures - Pricing and valuation of future contacts – Value at risk-Hedging risk–Hedging with stock index future –Types of members and margin system in India-Future trading in stock exchange for risk management.
Module 3	**Option Contracts:** Options–meaning–needs and importance- options and futures- fundamentals - option strategies- types of option- put- call- Valuation of options-trading strategies of risk instruments- positions in options- stock indices-options in Indian stock market.
Module 4	**Pricing of Options:** Risk pricing of options- intrinsic value and time value -pricing at the expiry of contact- factors affecting option pricing–put– call– parity pricing-models of pricing – Binomial option-pricing models –Black Scholes pricing methods.
Module 5	**Swap:** Swaps-meaning and definition-development structure of swap dealing for risk management– interest rate swaps- cancellable and extendable swaps – Types of swaps– Currency swaps — Recent trends in derivatives.

Text Books

1. Jayanth Rama Varma, (2008). *Derivatives and Risk Management*, TMH, Latest Edition.
2. Mishra B. and Debasish S. S., (2011) *Financial Derivatives*, Excel publishers, Latest Edition.
3. Gupta S. L., (2005). *Financial Derivatives: Theory, concepts and problems*, Prentice Hall of India,
4. Kumar S. S. (2007). *Financial Derivatives*, Prentice Hall of India, Latest Edition.

Reference and Suggested Readings

1. Kevin Dowd. (2002). *Measuring Market risk*, second edition. Wiley.
2. John C. Hull and Sankarshan Basu (2018). *Options futures and other derivatives*, tenth edition. Pearson Education.
3. Bhole L. M., () *Financial Institutions and Markets–Structure, Growth and Innovations*, Tata McGraw Hill Publishing Co. Ltd. New Delhi.
4. Patwari D. C. & Bhargava A., *Options and Futures, An Indian Perspective*, JAICO Publishing.

Course Content and Lecture Schedule

No.	Topic	No. of Lectures
1	**Introduction to Financial Derivatives**	
1.1	Introduction to risk management.	3 Hours
1.2	Growth of financial derivatives markets in India – Derivative markets.	2 Hours
1.3	Types of risk management instruments.	2 Hours
2	**Forward and Futures Contract**	
2.1	Forward Contract and Future's growth and development.	2 Hours
2.2	Currency futures and Interest rate futures.	3 Hours
2.3	Hedging with stock index future.	2 Hours
3	**Option Contracts**	
3.1	Option strategies	3 Hours
3.2	Valuation of options	2 Hours
3.3	Options in Indian stock market.	2 Hours
4	**Pricing of Options**	
4.1	Risk pricing of options and intrinsic value and time value.	3 Hours
4.2	Parity pricing-models of pricing.	2 Hours
4.3	Binomial option-pricing models –Black Scholes Pricing.	2 Hours
5	**Swap**	
5.1	Development structure of swap dealing for risk management	3 Hours
5.2	Interest rate and Currency swaps	3 Hours
5.3	Valuation and pricing of swaps-risk management function of swap transaction	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA236	FINANCIAL RISK MANAGEMENT	Elective	3	0	0	3

Preamble: There is a growing recognition for finance professionals having a comprehensive understanding of financial risk management. This course is expected to help students specializing in finance to understand a wide variety of risk related concepts and theories, and keep them updated on the rapidly evolving marketplace. It introduces the student with the current thinking and approaches to financial risk-related issues.

Prerequisite: NIL

Outcomes (COs): After the completion of the course the student will be able to

CO 1	Recall all the concept of risk management.
CO 2	Explain various concepts relativity to management of market risk.
CO 3	Identifying the various concepts relating to management of credit risk.
CO 4	Analyze various financial risk faced by institution.
CO 5	Evaluate the integrated risk environment of the organisation and learning from past events.

Mapping of course outcomes with program outcomes

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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
KTU
Estd. 2014

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA236 - FINANCIAL RISK MANAGEMENT

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define risk management?
2. List out the concept of market risk?
3. What is credit risk?
4. Recall the concept of enterprise risk management?
5. Define CRISIL

(5x2 marks = 10 marks)

PART B

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

6. Explain the role of risk manager in solving various risk faced by the organizations?
7. Differentiate Stress Testing and Black Testing?
8. Examine the role of credit rating agencies?
9. Briefly explain the foreign exchange risk in detail? Give examples?
10. Discuss the concept of enterprise risk management?

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. (a) Briefly explain the credit crisis of 2007and how it impacted the world economy? (10)

    (b) List out the financial disasters faced by J.P.Morgan, Bankers Trust and Citi group? (10)

Syllabus	
Module 1	**Foundations of Risk Management:** Definition and measurement of risk, evolution, environment, nature and sources of risk, conflict between risk and value creation, role of a risk manager, risk faced by modern organizations – market risk (interest rate risk, equity risk, foreign exchange risk, commodity risk), credit risk (default risk, bankruptcy risk, credit rating risk, settlement risk), liquidity risk, operational risk, legal and regulatory risk, business risk, strategic risk, reputation risk, system risk, reasons to manage and not to manage risk, risk management process, corporate governance and risk management, key corporate governance concerns, risk governance, committees and risk limits, delegation process.
Module 2	**Management of Market Risk:** Concept of market risk, sources of market risks. Measures of market risk. Value at Risk. Risk Metrics Approach. Historic Simulations. Monte Carlo Simulations. Portfolio Risk Measure. Portfolio Risk Budgeting. Stress Testing and Back Testing. Capital Charges.
Module 3	**Management of Credit Risk:** Concept of Credit Risk. Individual Loan Risks. Measurement of Credit Risk. Default Risk Models. Loan Portfolio and Concentration Risk. Credit Ratings. Credit Derivatives. Capital Charges.
Module 4	**Management of Other Institutional Risk:** Other types of financial risks faced by the institutions. Measures and handling of Off-Balance-sheet risks, foreign exchange risks, sovereign risk, liquidity risk, technology and other operational risks. Risk hedging and management. Capital charges. **Enterprise Risk Management:** Concept of Enterprise Risk Management (ERM). Principal terms in Enterprise Risk Management. Integrated approach to Risk Management. Framework for risk management and control. Risk frameworks under regulatory environments.
Module 5	**Credit Crisis of 2007:** The U.S. housing market, securitization, the crisis, lessons from the crisis. **Financial Disasters:** Moral hazards, ponzi schemes, adverse selection, winners curse, market making vs. position taking. Disaster's due to misleading reporting – Barings Bank, UBS, Societe Generale. Disaster due to large market moves – Long Term Capital Management (LTCM), Metallgesellschaft (MG), Disasters due to conduct of business - Bankers Trust (BT), JP Morgan, Citigroup and Enron. typology of risk management failures.

Text Books

1. Allen Steve (2012). *Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk*. John Wiley, New Delhi.
2. Apostolik Richard and Donohue Christopher (2015). *Foundations of Financial Risk: An Overview of Financial Risk and Risk-Based Regulation*. John Wiley, New Jersey.
3. Crouhy Michel, Galai Dan and Mark Robert (2014). *The Essentials of Risk Management*. *M*cGraw Hill, New Delhi.

Reference Books

1. Christoffersen Peter (2016). *Elements of Financial Risk Management: A Buyside Perspective Using Excel and MATLAB*. Academic Press, London.
2. Jorion Philippe (2013). *Financial Risk Manager Handbook*. John Wiley, New Delhi.

3. Hull John (2012). *Risk Management and Financial Institutions*. John Wiley, New Delhi.
4. Professional Risk Managers International Association. *PRM Handbook Volume III: Book 1-3. PRMIA* Publications, USA (2015).
5. Resti Andrea and Sironi Andrea (2007). *Risk Management and Shareholders' Value in Banking: From Risk Measurement Models to Capital Allocation Policies*. John Wiley, London.
6. Saunders Antony and Cornett Marcia (2017). *Financial Institutions Management: A Risk Management Approach*. McGraw-Hill, New Delhi.
7. Stutz Rene (2008). Risk Management Failures: What Are They and When Do They Happen? *Journal of Applied Corporate Finance*, Vol. 20, No. 4, 39-48.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Foundations of Risk Management**	
1.1	Definition and measurement of risk	2 hrs
1.2	Risk faced by modern organizations	2 hrs
1.3	Risk management process	3 hrs
2	**Management of Market Risk**	
2.1	Concept of market risk	2 hrs
2.2	Portfolio Risk Measure.	2 hrs
2.3	Portfolio Risk Budgeting	3 hrs
3	**Management of Credit Risk**	
3.1	Concept of Credit Risk	1 hr
3.2	Measurement of credit risk	2 hrs
3.3	Credit Ratings.	2 hrs
3.4	Credit Derivatives	2 hrs
4	**Management of Other Institutional Risk**	
4.1	Other types of financial risks faced by the institutions	2 hrs
4.2	Foreign exchange risk	2 hrs
4.3	Enterprise risk management	3 hrs
5	**Credit Crisis of 2007**	
5.1	The U.S. housing market, securitization, the crisis,	2 hrs
5.2	Lessons learned from the crisis.	2 hrs
5.3	Disaster's due to misleading reporting	2 hrs
5.4	Disasters due to conduct of business	2 hrs
	Total	36 hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA238	STRATEGIC FINANCIAL MANAGEMENT	Elective	3	0	0	3

Preamble: The course aims at imparting an in-depth knowledge about strategic financial management in terms of concepts, corporate valuation methods, types of corporate risk, investment decisions, financial analysis and its tools. This course also aims at introducing merger strategy and takeover strategy to the participants.

Prerequisite: NIL

Course Outcomes (COs): After the completion of the course the student will be able to: -

CO 1	Recall the concept of strategic financial management and corporate valuation methods.
CO 2	Illustrate various investment alternatives under risk and uncertainty.
CO 3	Develop the financial statements using traditional and modern approaches.
CO 4	Analyse the concept and types of mergers and its impact on the firm.
CO 5	Evaluate the concept of takeover strategy.

Mapping of course outcomes with Program outcomes

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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY KTU Estd. 2014

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA238 - STRATEGIC FINANCIAL MANAGEMENT

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Explain horizontal takeover.
2. Define strategic financial management.
3. Explain the financial statement analysis.
4. Distinguish between forward integration and backward integration.
5. What is uncertainty?

(5x2 marks = 10 marks)

PART B

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

6. Discuss the sources of information for financial analysis.
7. Explain the features of strategic financial management.
8. Explain investment decisions under risk and uncertainty.
9. A company has capital of Rs. 1000000; its turnover is 3 times the capital and the margin on sales is 6%. What is the return on investment?
10. A machine can reduce annual cost by Rs. 40000. The cost of machine is Rs. 223000 and the useful life is 15 years with zero residual value.
    a) Compute IRR of the machine.
    b) Is it an acceptable investment if cost of capital is 16%?

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. "Merger leads to dilution of EPS". Do you agree? Discuss.

(1x20 = 20 Marks)

Syllabus	
Module 1	**Strategic Financial Management (SFM):** An overview of SFM-features-scope and importance-constraints-strategic planning process-components-benefits-corporate valuation methods.
Module 2	**Risk and Uncertainty:** Types of corporate risk-uncertainty and its sources-investment decisions under risk and uncertainty-techniques of investment decisions-RADR and CE method.
Module 3	**Financial Analysis:** Evolution of financial analysis-objectives-sources of information-traditional and modern approach-tools for financial analysis-trend-ratio-cash flow and fund flow.
Module 4	**Merger Strategy:** Theories of merger-horizontal, vertical and conglomerate mergers-merger procedure-valuation of firm-financial impact of merger-merger and dilution effect on EPS.
Module 5	**Takeover Strategy:** Types of takeovers-negotiated and hostile bids-take over procedures-takeover defences-SEBI regulations with respect to takeovers-distress restructuring strategy-sell offs-spin offs.

Text Books

1. Jakhotiya G. P. (2000). Strategic Financial Management, Vikas Publishing House, New Delhi.
2. Girish P. Jakhotiya (2011). Strategic Financial Management, Vikas Publishing House, New Delhi.
3. George Foster (1986). Financial Statement Analysis, Pearson Publication.
4. Prasad G. Godbol (2013). Mergers, Acquisitions, Principles & Corporate restructuring, Vikas Publishing House.
5. Vanhorne & James C. (2002). Financial Management and Policy, Pearson, New Delhi
6. Brighham & Ehrhardt (2013). Financial Management, Thomson Press (India).

Reference Books

1. Pandey I. M. (2015). Financial Management, Vikas Publishing House, New Delhi
2. Rajni Sofat & Preeti Hiro (2015). Strategic Financial Management, Prentice Hall India, New Delhi.
3. Prasanna Chandra (2017). Financial Management, Tata McGraw Hill, New Delhi.
4. Fred Weston J & Samuel Weaver (2004)., Mergers & Acquisitions, McGraw Hill Publications.
5. Suvendu Narayan Roy (2013). Financial Management with new Approach, Excel Books.
6. Hampton (2003). Financial Decision Making: Concepts, Problems and Cases, Prentice Hall India, New Delhi.

Course Content and Lecture Schedule

No.	Topic	No. of Lectures
1	**Strategic Financial Management (SFM)**	
1.1	An overview of SFM, features, scope and importance.	2 Hours
1.2	Constraints, strategic planning process, components and benefits	2 Hours
1.3	Corporate valuation methods.	3 Hours
2	**Risk and Uncertainty**	
2.1	Types of corporate risk, uncertainty and its sources.	2 Hours
2.2	Investment decisions under risk and uncertainty.	2 Hours
2.3	Techniques of investment decisions, RADR and CE method.	3 Hours
3	**Financial Analysis**	
3.1	Evolution and objectives of financial analysis	1 Hours
3.2	Sources of information for financial analysis.	1 Hours
3.3	Traditional and modern approach, tools for financial analysis-trend, ratios, cash flow and fund flow.	5 Hours
4	**Merger Strategy**	
4.1	Theories of merger, horizontal, vertical and conglomerate mergers.	2 Hours
4.2	Merger procedure and valuation of firm	2 Hours
4.3	Financial impact of merger, merger and dilution effect on EPS.	3 Hours
5	**Takeover Strategy**	
5.1	Types of takeovers, negotiated and hostile bids, take over procedures	2 Hours
5.2	Takeover defences, SEBI regulations with respect to takeovers	3 Hours
5.3	Distress restructuring strategy, sell offs, spin offs.	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA240	INSURANCE MANAGEMENT	Elective	3	0	0	3

Preamble: This course intends to provide a basic understanding of the insurance mechanism. It explains the concept of insurance and how it is used to cover risk. Insurance transaction as a business and its markets are explained. The relationship between insurers and their customers and the importance of insurance contracts are discussed.

Prerequisite: NIL

Course Outcomes (COs): After the completion of the course the student will be able to:-

CO 1	Recall the concepts pertaining to Life Insurance and General insurance.
CO 2	Illustrate the key elements of the Life Insurance Products and Services.
CO 3	Design the life insurance cover strategy for clients.
CO 4	Compare and contrast insurance plans; Analyze and use risk management techniques
CO 5	Facilitate the compliance required for acquiring the policy and settlement of claims.

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.

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY KTU Estd. 2014

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA240 - INSURANCE MANAGEMENT

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define Insurance?
2. What is ULIP?
3. Distinguish between Insurer and Insured?
4. List out two insurance intermediaries?
5. What is Risk Management?

(5x2 marks = 10 marks)

PART B

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

6. Explain the role of insurance in economic development and social security?
7. What is IRDA? List out the functions of IRDA?
8. How is IT used in insurance sector? Explain?
9. Illustrate about marketing of Insurance relating to current scenario?
10. What is TPA? Explain the role of TPA in Insurance Management?

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. What is the impact of COVID 19 in the insurance Industry? Explain with examples?

(1x20 marks =20marks)

Syllabus	
Module 1	Insurance and its Evolution: Nature of insurance –insurance operations today - role of insurance in economic development and social security –contribution of insurance to the society –different classes of insurance – importance of insurance – unexpected eventualities in insurance. Types of insurance. Indian Insurance Environment. Life Insurance - Introduction: History and evolution, Functions of Insurance, Advantages of Life insurance, Terminologies in Life Insurance. General Insurance: History and evolution, How General insurance works, Advantages of General insurance, Principles of Insurance, Insurable interest, Subrogation and Contribution, Types of General Insurance, General Insurance Products in India, Specialized Insurances i.e., Oil & Energy Risks insurance – Satellite insurance.
Module 2	Risk Management Techniques: Risk avoidance - Risk retention - Risk reduction and control - Risk financing, Difference between Insurance and Assurance, Roll of the actuary. Different types of risks – actual and consequential losses – management of risks – loss minimization techniques-Management of risk by individuals –management of risk by insurers – fixing of premiums. Reinsurance: foundation of reinsurance – forms of reinsurance.
Module 3	Legal Aspects of Insurance- The Insurance Contract: Terms of an insurance contract – principles that form the foundation of insurance – significance of the principles of - utmost good faith- insurable- Interest - indemnity – subrogation – Contribution – disclosure of all relevant information –The relevance of proximate cause – the insurance contract. The Insurance Regulatory Development Authority (IRDA) Act, 1999 – IRDA (Investment) Regulations 2000 – IRDA Guidelines for Insurance Brokers Securities and Exchange Board of India (SEBI) Act, 1992 – SEBI Guidelines.
Module 4	The various constituents of the insurance market: Operations of insurance companies - operations of intermediaries – specialist Insurance companies insurance specialists – Marketing of General Insurance-Life Insurance Marketing- Channels of Sales. Management of insurance companies, challenges of globalisation and business process re-engineering; Methodology of outsourcing. Application of IT in insurance business, system controls, application of ERP for insurance companies, Customer relation-management.
Module 5	Claims Procedure: Meaning of claim and Importance of settling claims, limitations or notice of loss, Claims Settlement process, Investigation and assessment – Surveyors and loss assessors – Claim forms – Loss assessment and claim settlement - Important Aspects in an insurance claims – categories of claim – Discharge vouchers – Post settlement action – Selvage – Recoveries – Disputes related to claims – Other disputes resolution mechanisms. Grievance Redressal Mechanism: Consumer courts, Ombudsman - Integrated Grievance Management System (IGMS) - The Insurance Ombudsman.
Text Books	

1. Neelam Gulati (2009). *Principles of Insurance Management*, Excel Books India.
2. Mishra S.N., Mishra S.B. (2016). *Insurance, Principles and Practice 22nd Edition*, S Chand & Company Pvt. Ltd.
3. George E. Rejda (2011). *Principles of Risk Management and Insurance*. Pearson Publishers.

Reference Books

1. Study material published by Insurance Institute of India – *IC 34 – General Insurance*.
2. Study material published by Insurance Institute of India – *IC 45 - General Insurance Underwriting*
3. D. C. Srivastava, Shashank Srivastava (2001). *Indian Insurance Industry: Transition and Prospects*. New Century Publications, New Delhi.
4. *Principles and Practice of General Insurance*, The Institute of Chartered Accountants of India: New Delhi.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Insurance and its Evolution**	
1.1	Insurance operation today	2 Hours
1.2	Life Insurance	2 Hours
1.3	General Insurance	3 Hours
2	**Risk Management Techniques**	
2.1	Risk avoidance	2 Hours
2.2	Management of risk	2 Hours
2.3	Re-insurance	3 Hours
3	**Legal Aspects of Insurance**	
3.1	Insurance Contract	2 Hours
3.2	Principles that form the foundation of insurance	2 Hours
3.3	IRDA	3 Hours
4	**The various constituents of the insurance market:**	
4.1	Operations of insurance companies	2 Hours
4.2	Marketing of insurance	2 Hours
4.3	Application of IT and ERP in insurance Companies	3 Hours
5	**Claim Procedure**	
5.1	Meaning of claim and Importance of settling claims	2 Hours
5.2	Claims Settlement process	3 Hours
5.3	Grievance Redressal Mechanism:	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA242	FINANCIAL APPLICATIONS FOR MACHINE LEARNING	Elective	3	0	0	3

Preamble: The course introduces the students to the ever-expanding domain of Machine Learning. The application of machine learning for finance will give the students the much needed skills repertoire to excel in the fast changing financial services sector. The course equips students to apply the different machine learning techniques in different areas of Finance like stock price prediction, investor segmentation, algorithmic trading derivatives pricing, portfolio management, prediction of Loan defaults etc.

Prerequisite: NIL

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

CO 1	Explain the importance of Machine Learning in taking robust Business Decisions.
CO 2	Analyse the Supervised Machine Learning techniques.
CO 3	Appraise the Unsupervised Machine Learning techniques.
CO 4	Evaluate the Reinforced Machine Learning techniques.
CO 5	Evaluate the application of Machine Learning techniques for various financial applications.

Mapping of course outcomes with program outcomes

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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA242 FINANCIAL APPLICATIONS FOR MACHINE LEARNING

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. List out any four python packages for Machine Learning
2. What is Bagging in Machine Learning?
3. Should we remove highly correlated variables before doing a Principal Component Analysis. Why?
4. What is Latent Semantic Indexing
5. What is reinforced learning in Sentiment Analysis?

(5x2 marks = 10 marks)

PART B

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

6. Categorize the three major approaches to Machine Learning. Identify a financial application for each approach.
7. What types of problems can be solved using decision trees? Elaborate on the issues in Decision Tree Learning and how they could be overcome.
8. List the steps involved in the K-means algorithm. What are the inputs to the K-means algorithm, which are the user specified parameters and what does the algorithm estimate?
9. Define reinforced learning. Explain the formulation using the Markov Decision Process.
10. Elaborate on the data set required and the steps involved to build a logistic regression-based model that can predict the probability of education loan default.

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. A credit card company engages an IT application development firm to deploy a new software application for assessing credit worthiness of its customers. The new system is expected to use an artificial neural network to decide if a new credit card applicant can be given a credit card or not. Suggest

    a) Identify the data that the bank should have before the system can be used & why? (4)

    b) Discuss the problem of local minima and how can it be reduced in your dataset. Why do they represent a problem for training the neural network? (4)

    c) Draw a three-layer Back Proposition Network and describe the steps of the Back Propagation algorithm (8)

d) Categorize the advantages and disadvantages in using the Back Propagation Algorithm (4)

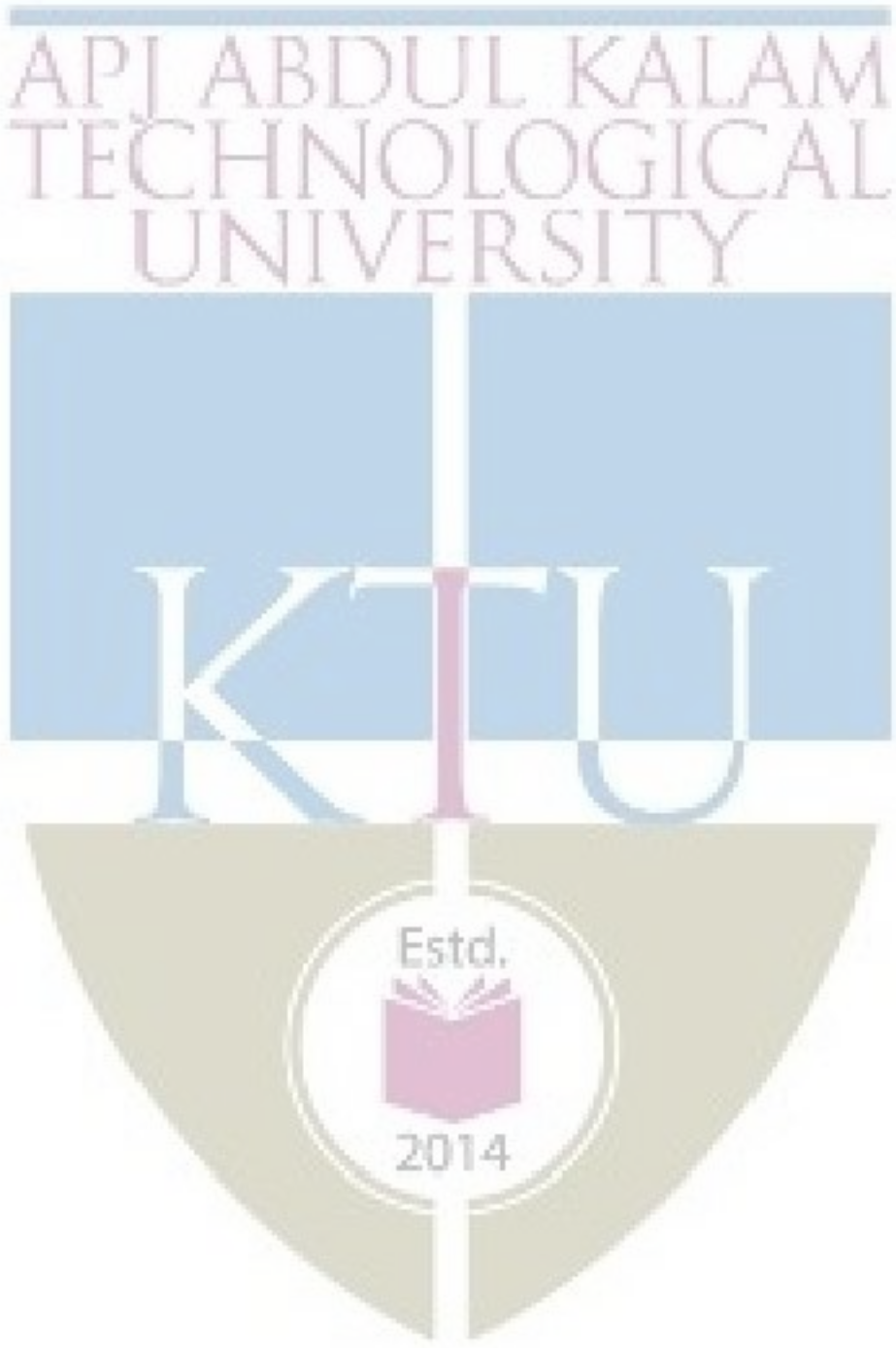
Syllabus	
Module 1	**Introduction**: Intelligent Machines. Need, Motivation, Rationale. Difference between Artificial Intelligence, Machine Learning, Deep Learning, Data Science. Types of Machine Learning. Developing a Machine learning Model in Python - Python Packages for Machine Learning.
Module 2	**Supervised Learning:** Types: Linear Regression, Regularised Regression, Logistic Regression, Decision trees, K Nearest Neighbours, Support Vector Machine, Linear Discriminant Analysis, Random Forest Method, Ensemble Models, Time Series Models. Model Performance – Overfitting, Underfitting, Cross Validation, Evaluation Metrics. Factors for Model Selection.
Module 3	**Unsupervised Learning:** Dimensionality Reduction – Techniques: Principal Component Analysis (PCA), Kernel PCA, t-distributed Stochastic Neighbour Embedding. Clustering – Techniques: k-Means Clustering, Hierarchical Clustering, Affinity Propagation Clustering.
Module 4	**Reinforcement Learning:** Key Components, Modelling Framework: Bellman Equations, Markov Decision Process, Temporal Difference learning, Artificial Neural Networks. Learning Models: Model based, Model free: value based, policy based. Natural Language Processing – Preprocessing, Feature Representation, Inference.
Module 5	**Applications for Finance:** Prediction of Stock Price, Derivative Pricing, Fraud Detection, Loan Default Probability, Portfolio Management, RL based portfolio allocation, Trading Strategy based on Sentiment Analysis, Chatbot Digital Assistant.

Text Book

1. Hariom Tatsat, Sahil Puri, Brad Lookabaugh (2020). *Machine Learning and Data Science Blue Prints for Finance*, First Edition, OReilly Media.
2. Gopal M., (2018). *Applied Machine Learning*, First Edition, Macgraw Hill Edition (India) Private Limited.

References and Suggested Readings

1. Mathew F. Dixon, Igor Halperin, Paul Bilokon (2020). *Machine Learning in Finance, First Edition*, Springer.
2. Puneet Mathur (2019). *Machine Learning Applications using Python*, First Edition, Apress
3. Jannes Klaas (2019). *Machine Learning for Finance: Principles and practice for financial insiders*, First Edition, Packt Publishing.
4. Marcos M. Lopez de Prado (2020). *Machine Learning for Asset Managers*, First Edition, Cambridge University Press.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Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**INTRODUCTION**	
1.1	Artificial Intelligence, Machine Learning, Deep Learning, Data Science	3 Hours
1.2	Types of Machine Learning	2 Hours
1.3	Machine Learning Model in Python	3 Hours
2	**SUPERVISED LEARNING**	
2.1	Regression Based Models	3 Hours
2.2	Classification Based Models	2 Hours
2.3	Model Performance and Model Selection	2 Hours
3	**UNSUPERVISED LEARNING**	
3.1	Principal Component Analysis (PCA)	2 Hours
3.2	Kernel PCA, t-distributed Stochastic Neighbour	3 Hours
3.3	Clustering Techniques	2 Hours
4	**REINFORCEMENT LEARNING**	
4.1	Key Components, Modelling Framework	3 Hours
4.2	Learning Models	3 Hours
4.3	Natural Language Processing	2 Hours
5	**APPLICATIONS FOR FINANCE**	
5.1	Cases of Supervised Learning	2 Hours
5.2	Cases of Unsupervised Learning	2 Hours
5.3	Cases of Reinforcement Learning	2 Hours
	Total	36 Hours

DR. A.P.J. ABDUL KALAM TECHNOLOGICAL UNIVERSITY KTU Estd. 2014

Course Code	Course Name	Category	L	T	P	Credit
20MBA252	SOCIAL MARKETING	Elective	3	0	0	3

Preamble: This course is based on the use of marketing principles to develop social marketing strategies and programs and to bring behavioural change for a social good. Social marketing can be used to promote merit goods, or to make a society to avoid demerit goods and thus promoting well-being of society. The course will also examine issues of social responsibility in business and how marketing may be used to promote more environmentally and socially conscious business practices.

Prerequisite: NIL

Course Outcomes (COs): After the completion of the course the student will be able to:-

CO1	Define social marketing and understand the concepts of behaviour change for social good.
CO2	Elucidate marketing approaches to public health from other theories and models
CO3	Analyse the social marketing environment.
CO4	Develop price, promotion and place strategies for a chosen social marketing issue.
CO5	Understand the critical points for effectively managing the development, implementation and evaluation of social marketing projects.

Mapping of course outcomes with program

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

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA252 – SOCIAL MARKETING

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define Social Research.
2. What is Targeting in social marketing?
3. Explain repositioning employed in social marketing
4. Explain the sources of funding in social marketing
5. What is crowd sourcing?

(5x2 marks = 10 marks)

PART B

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

6.	a.	Explain the steps in developing a research plan.	(6)
	b.	Elucidate on the challenges in social marketing.	(4)
7.		Describe the steps that can be adopted for effective social marketing communication.	(10)
8.		What is the purpose of an evaluation plan? How is the evaluation conducted?	(10)
9.		Discuss the ethical issues in social marketing.	(10)
10.		Explain the steps in selecting target audiences for social marketing with examples.	(10)

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11.	a.	Describe the steps to be followed while contacting the target segment.	(10)
	b.	Elucidate social marketing strategies of any two companies in Indian economy	(10)

(1x20 marks =20marks)

Syllabus	
Module 1	**Social Marketing and the public health context of social marketing** Social Marketing–Social Marketing in India, US and Africa; The social marketing process; Social marketing compared to other behavior change approaches, such as education and law; Ethical issues in social marketing; Marketing Public Health (Basics) - history and basic concepts of social marketing, Role of Marketing in public health. Social and cultural factors that influence public health; Criticisms of the public health, Challenges in public health marketing in developed and under developed countries
Module 2	**Determining Research Needs and Options** Major Research terminology, steps in developing a research plan; Situation Analysis – describe the background, purpose and focus of your plan, ethical consideration. Select target audiences; steps involved in selecting target audiences; variables used to segment markets; criteria for evaluating segments; how target audiences are selected; Ethical considerations in selecting target audiences; setting objectives and target goals; identifying target audience barriers, competition, and influencing others.
Module 3	**Developing Social Marketing Strategies and 4Ps** Crafting a desired Positioning–positioning statement, behaviour-focused positioning, barriers-focused positioning, benefits- repositioning, issues related to developing a positioning statement; Social Marketing Ps: Product – creating a product platform; Price – determining monetary and nonmonetary incentives; Place–making access convenient and pleasant; Promotion–deciding on messages, messengers, and creative strategies; selecting communication channels.
Module 4	**Managing Social Marketing Programs** Monitoring and Evaluation, Measurement–what, how, when and its cost; Ethical considerations in evaluation; establish budgets and funding sources, additional sources, justification for budget, fund-raising, crowd sourcing, revising plan; Implementation and sustaining behaviour– Implementation plan, Phasing, sustainability; Ethical considerations when implementing plans.
Module 5	**Application of Social Marketing (project/assignment for students)** Social Marketing Project - Background & Purpose; Situation Analysis, Importance of accurately defining the problem, Understanding the problem, selecting target audience, objectives, setting behavior objectives and goals, identifying barriers, benefits, the competition and influential others, social marketing strategies, defining 4Ps, Plan for monitoring and evaluation, and implementation plan.

Text Books

1. Nancy R Lee, (2012). *Social Marketing: Influencing Behaviors for Good*, Sage Publications.
2. Kotler, P., Roberto, N. & Lee, N., (2002) *Social marketing: Improving the quality of life*, SAGE Publications, Inc.
3. Alan R. Andreasen, (2005). *Social marketing in the 21st century,* SAGE Publications.

References and Suggested readings

1. Reis, A. & Trout, J., (2014). *Positioning – The battle for your mind: How to be seen and heard in an overcrowded marketplace,* Kindle Edition, Business Book Summaries.
2. Neumeier, M., (2003). *The brand gap: How to bridge the distance between business strategy and design,* New Riders.
3. Sameer Deshpande, (2013). *Social Marketing in India,* SAGE Response.
4. Craig Lefebvre, On Social Marketing and Social Change, http://socialmarketing.blogs.com
5. R. Craig Lefebvre & June A. Flora, Social marketing and public health intervention, *Health Education Quarterly* 1988;15:299–315; http://socialmarketing.blogs.com/Publications/Social_Marketing_and_Public_Health_Intervention. pdf
6. Sue Peattie & Ken Peattie, Ready to fly solo? Reducing social marketing's dependence on commercial marketing theory, *Marketing Theory*, 2003, http://mtq.sagepub.com/content/3/3/365.full.pdf+html
7. Glenane-Antoniadis, A, Whitwell, G, Bell, SJ & Menguc, B, Extending the vision of social marketing through social capital theory: Marketing in the context of intricate exchange and market failure, *Marketing Theory* 2003 3:323-343, http://mtq.sagepub.com/content/3/3/323.full.pdf+html
8. Kirby, Freimuth, Taylor and Parvanta. (2001). Identity Building and Branding at CDC: A Case Study, *Social Marketing Quarterly*. 7 2, pp. 16–35, http://smq.sagepub.com/content/7/2/16.full.pdf+html

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Social Marketing and the public health context of social marketing**	
1.1	Social Marketing in India, US and Africa	3 Hrs
1.2	Social Marketing process and behaviour change	2 Hrs
1.3	Public health management – relevance, issues and challenges	3 Hrs
2	**Determining Research Needs and Options**	
2.1	Determining Research Needs and Options in social marketing	3 Hrs
2.2	Target marketing and its application	2 Hrs
2.3	Competition and influences in Social marketing	2 hrs
3	**Developing Social Marketing Strategies and 4Ps**	
3.1	Positioning efforts and strategies in social marketing	2 hrs
3.2	Marketing mix in social marketing	2 Hrs
3.3	Marketing mix strategies in social marketing	3 Hrs

4	**Managing Social Marketing Programs**	
4.1	Monitoring and evaluation of social marketing programmes	3 Hrs
4.2	Budgeting and funding in social marketing	2 Hrs
4.3	Designing and managing behavioural change	2 Hrs
5	**Application of Social Marketing**	
5.1	Social marketing project	2 Hrs
5.2	Targeting and positioning strategies	2 Hrs
5.3	Plan for Implementation and evaluation	3 Hrs
	Total	36 Hours

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Course Code	Course Name	Category	L	T	P	Credit
20MBA254	CUSTOMER RELATIONSHIP MANAGEMENT	Elective	3	0	0	3

Preamble: Effective CRM strategies help companies align business process with customer centric strategies using people, technology and knowledge. Companies strive to use CRM to optimize the identification, acquisition, growth and retention of desired customers to gain competitive advantage and maximize profit. This course equips learners with a sound foundational knowledge of CRM concepts and the best practices so that they can implement CRM practices successfully for ensuring long-term profitability. It explores a variety of factors and actions that drive successful partnering relationships and in turn lead to higher customer satisfaction, market share and net cash flow.

Prerequisite: Nil

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

CO 1	Understand the importance of customer relationship management in an organisation.
CO 2	Analyse the approaches that an organisation should adopt to build and maintain relationship with customers.
CO 3	Appraise the technologies used in customer relationship management.
CO 4	Develop strategies to implement CRM in an organisation
CO 5	Assess the impact of CRM on marketing channels.

Mapping of course outcomes with program outcomes

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

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Model Question paper

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FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA254 – CUSTOMER RELATIONSHIP MANAGEMENT

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. List the 6Es in eCRM.
2. Define customer lifetime value.
3. How is logging and monitoring carried out?
4. Recall the various participants in CRM implementation.
5. What is data mining in CRM?

(5x2 marks = 10 marks)

PART B

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

6.	a.	Outline the various CRM Technology Components.	(5)
	b.	Compare CRM with e-CRM.	(5)
7.	a.	Summarise the stages in the loyalty ladder.	(6)
	b.	Explain customer profiling.	(4)
8.	a.	Illustrate the relevance of Functionality and Technological implementation in Call Center.	(5)
	b.	Outline how computer telephony integration is used for call centre?	(5)
9.	a.	Explain the concept of proposal generation.	(5)
	b.	Outline the significance of pre implementation phase of CRM	(5)
10.	a.	Explain the impact of multi channels in customer relationship management.	(5)
	b.	Summarise the steps in lead management process.	(5)

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. Explain the changing trends in CRM. How does it effectively work in retaining customer base?

(1x20 marks =20marks)

Syllabus	
Module 1	**Introduction to CRM:** Definition and Scope of CRM, History and Evolution of CRM, Objectives of CRM, Benefits of CRM, CRM myths, CRM technology, Technology Components of CRM, CRM as a strategic marketing tool, CRM significance to the stakeholders, CRM Issues and Problems, eCRM- Definition, Framework of eCRM, Six Es in eCRM, Features of eCRM, Difference between CRM and eCRM
Module 2	**Managing Customer Relationship:** Customer portfolio management, Managing customer life cycle, Customer lifetime value, Customer Interaction Cycle, Customer Interaction Management, Customer Profiling, Customer Centricity in CRM, Customer touch points, Loyalty Management, Loyalty Ladder, Types of customer loyalty, Loyalty programmes, reasons of failure of loyalty programmes.
Module 3	**Technology in CRM:** Sales Force Automations (SFA) barriers to successful SFA, functionality and technological aspects of SFA Enterprise Marketing Automation (EMA): Components of EMA (promotions, events loyalty and retention programs), response management. Call Center: ACD (Automatic Call Distribution), IVR (Interactive Voice Response), CTI (Computer Telephony Integration), web enabling call center, automated intelligent call routing, logging & monitoring. Application Service Provider (ASP): Functions, Advantages & disadvantages.
Module 4	**Implementing CRM:** Pre-implementation, kick off meeting, requirements gathering, prototyping and detailed proposal generation, development of customization, Power use beta test and data import, training, rollout and system hand off, ongoing support, system optimization, follow up.
Module 5	**Impact of CRM on Marketing Channels:** Traditional distribution channel structure supporting customer relationship, Emerging channel trends that impact CRM; CRM Models, CRM tools, Supplier Relationship Management (SRM), Partner relationship Management (PRM), Lead management, Communication methodologies, Data Mining for CRM, Data warehousing, Future of CRM, Ethical issues in CRM

Textbook

1. Sheth, J. N., Atul, P., & Shainesh, G. (2017). *Customer Relationship Management: Emerging Concepts, Tools and Applications.* McGraw Hill
2. Mohammed, H. P., & Sagadevan, A. (2006). *Customer Relationship Management - A step-by step approach.* Vikas Publication Pvt. Ltd

References and Suggested Readings

1. Greenberg, P. (2017). *CRM at the Speed of Light.* McGraw-Hill.
2. Buttle, F. & Maklan, S. (2015). *Customer Relationship Management: Concepts and Technologies.* Routledge.
3. Alok Kumar Rai (2012). *CRM: Concepts and Cases.* PHI

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Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to CRM**	
1.1	Definition and Scope of CRM, History and Evolution of CRM, objectives of CRM, Benefits of CRM, CRM myths	2
1.2	CRM technology, Technology Components of CRM	2
1.3	CRM as a strategic marketing tool, CRM significance to the stakeholders, CRM Issues and Problems	2
1.4	eCRM- Definition, Framework of eCRM, Six Es in eCRM, features of eCRM, Difference between CRM and eCRM	2
2	**Managing Customer Relationship**	
2.1	Customer portfolio management, Managing customer life cycle, Customer lifetime value	2
2.2	Customer Interaction Cycle, Customer Interaction Management, Customer Profiling, Customer Centricity in CRM, Customer touch points	3
2.3	Loyalty Management, Loyalty Ladder, Types of customer loyalty, Loyalty programmes, reasons of failure of loyalty programmes	2
3	**Technology in CRM**	
3.1	Sales Force Automations (SFA) barriers to successful SFA, functionality and technological aspects of SFA	2
3.2	Enterprise Marketing Automation (EMA): Components of EMA, Response management	2
3.3	Call Center:ACD (Automatic Call Distribution), IVR (Interactive Voice Response), CTI (Computer Telephony Integration),web enabling call center, automated intelligent call routing, logging & monitoring	2
3.4	Application Service Provider (ASP): Functions, Advantages & disadvantages	1
4	**Implementing CRM**	
4.1	Pre-implementation, kick off meeting, requirements gathering, prototyping and detailed proposal generation	2
4.2	development of customization, Power use beta test and data import	2
4.3	training, rollout and system handoff, ongoing support, system optimization, follow up	2
5	**Impact of CRM on Marketing Channels**	
5.1	Traditional distribution channel structure supporting customer relationship, emerging channel trends that impact CRM	2
5.2	CRM Models, CRM tools	2
5.3	Supplier Relationship Management (SRM), Partner relationship Management (PRM), lead management	2
5.4	Communication methodologies, Data Mining for CRM, Data warehousing, Future of CRM, Ethical issues in CRM	2
	Total Hours	36 hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA256	RURAL MARKETING	Elective	3	0	0	3

Preamble: The population of India is significantly centred in semi urban and rural geographies which must be approached with paradigms that suit their economic, social and demographic contexts. By understanding rural consumer behaviour and applying marketing in rural settings, spaces and structures, students should be able to identify challenges and opportunities in the marketing environment so that they can impart managerial initiatives and relevant frameworks useful for business development in rural India.

Prerequisite: Nil

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

CO 1	Apply knowledge of rural markets and governance initiatives to develop marketing strategies that overcome constraints facing rural consumer contexts.
CO 2	Analyse the differences in the rural consumer in terms of social, cultural and technological factors through application of rural marketing research
CO 3	Apply STP Strategies in rural markets with specific tools and approaches that enable market success
CO 4	Analyse marketing mix strategies to rural markets using methodologies and market orientations that target rural consumers
CO 5	Develop models of planned rural marketing frameworks that aid markets and societies centred in rural geographies

Mapping of course outcomes with program outcomes

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

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA256 – RURAL MARKETING

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. What are characteristics of rural markets?
2. Three methods of data collection suitable in rural market research?
3. How are rural products classified?
4. Four Advertising tools or methods that will suit rural consumers.
5. List and explain importance of cooperative societies.

(5x2 marks = 10 marks)

PART B

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

6.	a.	Illustrate with real life examples the importance of rural markets in India.	(5)
	b.	What are the problems rural marketers face and how can they overcome them?	(5)
7.	a.	Distinguish rural and urban consumers in terms of their social, cultural and technology adoption aspects.	(5)
	b.	Develop a research plan to study about rural women's' usage patterns of washing powders.	(5)
8.	a.	Illustrate with examples the distribution channels used by rural societies and cooperatives to market their product.	(5)
	b.	Examine how technology can be sued to improve the rural value delivery process.	(5)
9.	a.	Summarise the key differences between rural and urban markets with respect to participants and scale and scope of their activity	(5)
	b.	Identifies key factors for success in agricultural produce and handicrafts marketing to a national level market.	(5)
10.	a.	Compare and contrast approaches in rural FMC**G** marketing of any two major players.	(5)
	b.	Using the examples from present day businesses, examine the role of the corporate sector in agribusiness development, processing and retailing.	(5)

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. ***Capitalising on Rural Markets***

The hinterlands in India consist of about 650,000 villages. These villages are inhabited by about 850 million consumers making up for about 70 per cent of population and contributing around half of the country's Gross Domestic Product (GDP). Consumption patterns in these rural areas are

gradually changing to increasingly resemble the consumption patterns of urban areas. Some of India's largest consumer companies serve one-third of their consumers from rural India. Owing to a favourable changing consumption trend as well as the potential size of the market, rural India provides a large and attractive investment opportunity for private companies. India's per capita GDP in rural regions has grown at a Compound Annual Growth Rate (CAGR) of 6.2 per cent since 2000. The Fast Moving Consumer Goods (FMCG) sector in rural and semi-urban India is expected to cross US$ 20 billion mark by 2018 and reach US$ 100 billion by 2025.

The Government of India has planned various initiatives to provide and improve the infrastructure in rural areas which can have a multiplier effect in increasing movements of goods, services and thereby improve earnings potential of rural areas subsequently improving consumption.

- The Government of India has approved the proposal to construct 10 million houses for the rural population, which will require an investment outlay of Rs 81,975 crore (US$ 12.7 billion) for the period from 2016-17 to 2018-19.
- The Government of India aims to provide tap water regularly to every household by 2030 in line with United Nations Sustainable Development Goals, requiring a funding of Rs 23,000 crore (US$ 3.57 billion) each year until the target is met.
- The Government of India is looking to install Wi-Fi hotspots at more than 1,000 gram panchayats across India, under its ambitious project called Digital Village, in order to provide internet connectivity for mass use, as well as to enable delivery of services like health and education in far-flung areas.

As is the trend with urban India, consumers in the rural regions are also expected to embrace online purchases over time and drive consumption digitally. The rural regions are already well covered by basic telecommunication services and are now witnessing increasing penetration of computers and smart phones. Taking advantage of these developments, online portals are being viewed as key channels for companies trying to enter and establish themselves in the rural market. The Internet has become a cost-effective means for a company looking to overcome geographical barriers and broaden its reach.

Market research firm Nielsen expects India's rural FMCG market to reach a size of US$ 100 billion by 2025. Another report by McKinsey Global Institute forecasts the annual real income per household in rural India to rise to 3.6 per cent 2025, from 2.8 per cent in the last 20 years.

a. What are the possible approaches of segmenting the rural market to enable the Government to provide the best benefits to most deserving segments? What segmentation tools can be used? (10)

b. How can the investment in IT drive growth in rural markets? What sectors should be given predominance among rural industries? Justify your answers. (10)

(1x20 marks =20marks)

Syllabus	
Module 1	**Rural Markets**: Rural Market in India- Size & Scope, Rural development as a core area, Efforts put for Rural development by government, Emerging Profile of Rural Markets in India, Problems of rural market. Constraints in Rural Marketing and Strategies to overcome constraints.
Module 2	**Rural Consumer Behavior**: Rural Consumer Vs Urban Consumer – a comparison, Factors affecting Rural Consumer Behavior- Social factors, Cultural factors, Technological factors Rural Marketing Research: Process of Research in Rural Markets, Approaches in Rural Markets.
Module 3	**Segmenting, Targeting and Positioning**: Conditions for Effective Market Segmentation, Approaches for Segmenting the Rural Market, Rural Market Segmentation Tools. **Product & Pricing Strategies for Rural Markets** Rural Product classification, Product Decisions and Strategies, Product Life Cycle Strategies in Rural Markets, New Product Development in Rural Markets, Rural pricing Strategies.
Module 4	**Promotion & Distribution Strategies for Rural Markets**: Advertising, Advertising mix factors, Media planning, Objectives of advertising and sales promotion
Module 5	**Rural and Urban Markets:** Comparative Analysis, Parameters Differentiating Urban & Rural Markets, Similarities and Differences in Consumer Behavior in Rural & Urban Markets. **Marketing of Agricultural Produce and Inputs**: Regulated markets, Cooperative Marketing & Processing Societies, Corporate Sector in Agri-Business: Cultivation, Processing& Retailing; Rural Marketing of FMCGs.

Text Books

1. Kashyap, P. (2016). *The rural marketing*, (3rd Ed). Pearson Education.
2. Badi, V.R & Badi, N.V., (2010), *Rural Marketing*, Himalaya Publishing.
3. Velayudhan, S, K., (2007). *Rural marketing: targeting the non-urban consumer*, (2nd Ed). Sage Publications.
4. Krishnamacharyulu, C.S.G & Lalitha R., (2010). *Rural marketing* (2nd Ed). Pearson.
5. Dogra, B. & Ghuman, K., (2007). *Rural marketing: concept & cases*, Tata Mcgraw-Hill Publishing Company.
6. Ram Kishen, (2015). *New Perspectives in Rural & Agricultural Marketing*, Jaico Publishing House.
7. Chakraborty, D. (2018). *Rural marketing in India: texts and cases*, Atlantic Publishers

Reference Books

1. Singh, S., *Rural Marketing – Focus on Agricultural Inputs*, Vikas Publishing House
2. Shepherd, A., "*A Guide to Maize Marketing for Extension Officers*". Extension Guide 1, Marketing & Rural Finance Service. FAO, Rome. http://www.fao.org/docrep/013/i1792e/i1792e00.pdf
3. Singh, A.K. and Pandey S., (2005). *Rural Marketing: Indian Perspective*, New Age

International Publishers.
4. Krishnamoorthy, R., (2011*). Introduction to rural marketing.* Himalaya Publishing House

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Rural Market in India-**	
1.1	Size & Scope of rural market, Problems of rural market. Rural development as a core area	3 Hrs
1.2	Efforts put for Rural development by government, Emerging Profile of Rural Markets in India	2 Hrs
1.3	Constraints in Rural Marketing and Strategies to overcome constraints	2 Hrs
2	**Rural Consumer Behaviour**	
2.1	Rural Consumer Vs Urban Consumer – a comparison	2 Hrs
2.2	Factors affecting Rural Consumer Behaviour- Social factors, Cultural factors, Technological factors.	3 Hrs
2.3	Process of Marketing Research in Rural Markets, Approaches in Rural Markets	2 Hrs
3	**Segmenting, Targeting and Positioning /product & Pricing Strategies for Rural Markets:**	
3.1	Conditions for Effective Market Segmentation, Approaches for Segmenting the Rural Market, Rural Market Segmentation Tools.	2 Hrs
3.2	Rural Product classification, Product Decisions and Strategies, Product Life Cycle Strategies in Rural Markets	3 Hrs
3.3	New Product Development in Rural Markets, Rural pricing Strategies	3 Hrs
4	**Promotion & Distribution Strategies for Rural Markets:**	
4.1	Advertising, Advertising mix factors	2 Hrs
4.2	Media planning	2 Hrs
4.3	Objectives of advertising and sales promotion	2 Hrs
5	**Rural and Urban Markets:**	
5.1	Comparative Analysis, Parameters Differentiating Urban & Rural Markets	2 Hrs
5.2	Similarities and Differences in Consumer Behaviour in Rural & Urban Markets.	2 Hrs
5.3	Marketing of Agricultural Produce and Inputs: Regulated markets, Cooperative Marketing & Processing Societies	2 Hrs
5.4	Corporate Sector in Agri-Business: Cultivation, Processing& Retailing; Rural Marketing of FMCGs	2 Hrs
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA258	STRATEGIC MARKETING	Elective	3	0	0	3

Preamble: Successful organisations should optimally utilise the resources available to it to achieve its mission. Marketing strategies are central to the success of long term goals by having present and planned objectives, resource deployments, and interactions with markets, competitors and other environmental factors. Through this course students understand how market strategy formulation and implementation is done within environmental constraints.

Prerequisite: Nil

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

CO 1	Examine the nature, scope and levels of market oriented strategic planning and role of the marketing plan in this.
CO 2	Analyse the nature, structure and pattern of competitor strategies and organisational defence mechanisms
CO 3	Use portfolio analysis and situational analysis models to examine organisational strengths and weaknesses.
CO 4	Analyse strategy implementation in different sectors using marketing tools and approaches
CO 5	Develop and classify strategies available to organisations and measure its performance through audits and feedback

Mapping of course outcomes with program outcomes

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

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA258 – STRATEGIC MARKETING

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. What are the levels of strategic planning in organisations?
2. Define strategies for market nichers.
3. What is the use of Delphi approach in forecasting trends?
4. Outline the constraints in strategy implementation.
5. List and explain types of industries.

(5x2 marks = 10 marks)

PART B

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

6.	a.	Explain the components of the strategic marketing process.	(5)
	b.	How does developing a marketing plan help organisations? Describe.	(5)
7.	a.	Examine the competitive strategies used by market leaders, followers and challengers.	(5)
	b.	Explain what are the possible measures to measure market share?	(5)
8.	a.	Compare and contrast any three contributions of Michael Porter to the understanding of Strategy.	(5)
	b.	How is the 7S framework useful in strategy implementation in organisations? Illustrate with examples.	(5)
9.	a.	Distinguish between any two portfolio analysis models used by companies for strategic planning.	(5)
	b.	Examine the function of the PIMS model in strategy development. Examine how cost drivers and uniqueness drivers aid strategy implementation.	(5)
10.	a.	Analyse the effect of product life cycle on marketing strategy with examples from product or service industry.	(5)
	b.	Illustrate how the marketing mix strategy is used in FMCG sector in association with an STP strategy to reap maximum gains.	(5)

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. *Folix: industry transition from 'growth' to 'maturity'*

Folix operates in an industry that is experiencing a transition to maturity and there are fundamental changes taking place in the competitive environment. Unfortunately, many executives in the firm do not perceive the need for change, while others perceive them very clearly but are reluctant to make the substantial changes in strategy that are required. This is perhaps because they feel it has implications for organizational structure and leadership and is not in their own personal best interests.

The slow down in growth rates of the industry implies that the firm cannot maintain its own growth rate in the industry simply by maintaining market share. To maintain growth rate in sales, market share has to be increased at the expense of competition. This sudden change in strategy may be interpreted by Folix's competitors, who have so far coexisted amicably, as aggressive and irrational and may lead to substantial retaliation. Warfare in terms of price cutting, uncharacteristic promotional activity and novel additional services may manifest itself and this is not in anyone's interest.

Another problem has been that as customers have become used to using the product they have also become more critical in their appraisal of the offerings and more brand aware. Customers' attention has moved from deciding whether to purchase the product at all to making choices among brands. The slower growth rate and more knowledgeable customers has caused competition to be based more upon level of service and keeping down costs.

During the time of growth and expansion, capacity additions to the industry were continual and regular. The situation has now been reached where over-capacity has occurred. Scaling down operations or at least careful monitoring of any further demands for increasing capacity have to be carefully examined. Over-capacity can lead to over-production and thence to price warfare to take up the production capacity. There has been some general reduction in profit levels. The fall in profits has reduced cash flow and decreased the value of shares in the firm.

a. In the given context how can marketing performance be measured using strategic marketing audit? (10)

b. What is the nature of organizational problems that the organisation faces? Suggest a program for implementing the new way of strategic thinking which will consider the organizational issues that may raise obstacles to implementation. (10)

Syllabus	
Module 1	**Introduction to strategic planning:** Nature and scope of market oriented strategic planning, Corporate & division planning SBUS, Business strategic planning, the marketing process, marketing plan
Module 2	**Market Situation Analysis:** Analysis of Competitors Strategies and Estimating their Reaction Pattern and Competitive Position; Market Leader Strategies ñ Expanding the Total market, Prote Share, Expanding market Share,
Module 3	**An approach to strategy formulation:** Marketing Research, Forecasting Contextual Possibilities – Trend Projection, Delphi Approach, Planning Scenarios, Analytical tools – Financial Models, Portfolio Models, Benchmarking & the PIMS Model. Michael Porter's five force competition model – Generic Strategies, Concept of Value Creation – Cost drivers &Uniqueness drivers, 4C's of Strategy, SWOT Analysis, GAP Analysis – Competitive Analysis – Porter's 5 forces Model of competition, BCG Matrix, GE 9 Cell Model as basic foundation of Strategic Marketing, McKinsey's 7s framework for analyzing and improving organizational effectiveness.
Module 4	**Marketing Strategy Implementation:** Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services, Constraints in marketing strategy implementation, Relationships - with Suppliers, Customers, & Channels of Distribution, Offerings – Marketing Mix – Segmentation, Targeting & Positioning, Timing – Timing of Entry and Exit – Effect of Product Life Cycle on Strategy, Resources Deployment – Value-based Planning, Monitoring, Shareholder Value.
Module 5	**Marketing orientation to development policy:** Corporate strategy – Distinction between Strategy and Strategic plan - Defensive strategy - Offensive strategy - Classifications of strategies -Competitive Analysis - Industry Analysis - Self Analysis of Organizations. **Marketing Strategy Evaluation:** Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year's Marketing strategy formulation.

Text Books

1. Kotler, P. (1990). *Marketing management: analysis, planning & control* (11th ed.). Prentice Hall
2. Phophalia, A. K., Sharma, S., Basotia, G. R., (1997). *Marketing management: analysis, planning and control*. Kanishka Publishers
3. Kazmi, A. (2008). *Strategic management and business policy*. Tata McGraw Hill.
4. West, D., Ford, J. & Ibrahim, E. (2011). *Strategic marketing: creating competitive advantage,* Oxford University Press India.
5. Nag A., (2008). *Strategic Marketing*. Macmillan Publishers India.

References and Suggested readings

1. Cravens, D.W., (1999). *Strategic marketing.* McGraw Hill Higher Education.
2. Kaynak, E. and Savitt, R., (1984). *Comparative marketing systems*, Praegar, New York.
3. Dess, E. G., Eisner, A., Lumpkin, T., & Mcnamara, G. (2013). *Strategic management: creating competitive advantages*. McGraw-Hill Higher Education
4. Porter M. E., (2004). *Competitive advantage: creating, sustaining superior*

performance, Simon & Schuster.

5. Xavier, M. J., (1999). *Strategic marketing a guide for developing sustainable competitive advantage*. Sage Response.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to strategic planning**	
1.1	Nature and scope of market oriented strategic planning,	3 hours
1.2	Corporate & division planning SBUS, Business strategic planning,	2 hours
1.3	The marketing process, marketing plan	3 hours
2	**Market Situation Analysis**;,	
2.1	Analysis of Competitors Strategies and Estimating their Reaction Pattern and Competitive Position;	2 hours
2.2	Market Leader Strategies iñ Expanding the Total market,	3 hours
2.3	Protecting market Share, Expanding market Share	2 hours
3	**An approach to strategy formulation**.	
3.1	Marketing Research, Forecasting Contextual Possibilities – Trend Projection, Delphi Approach, Planning Scenarios	1 hour
3.2	Analytical tools – Financial Models, Portfolio Models, Benchmarking & the PIMS Model. Michael Porter's five force competition model – Generic Strategies	2 hours
3.3	Concept of Value Creation – Cost drivers &Uniqueness drivers, 4C's of Strategy, SWOT Analysis, GAP Analysis – Competitive Analysis – Porter's 5 forces Model of competition	2 hours
3.4	BCG Matrix, GE 9 Cell Model as basic foundation of Strategic Marketing, McKinsey's 7s framework for analyzing and improving organizational effectiveness	2 hours
4	**Marketing Strategy Implementation**	
4.1	Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services	1 hour
4.2	Constraints in marketing strategy implementation, Relationships - with Suppliers, Customers, & Channels of Distribution,	2 hours
4.3	Marketing Mix – Segmentation, Targeting & Positioning, Timing – Timing of Entry and Exit – Effect of Product Life Cycle on Strategy	2 hours
4.4	Resources Deployment – Value-based Planning, Monitoring, Shareholder Value	2 hours
5	**Marketing orientation to development policy** .	
5.1	Corporate strategy – Distinction between Strategy and Strategic plan - Defensive strategy - Offensive strategy - Classifications of strategies	2 hours
5.2	-Competitive Analysis - Industry Analysis - Self Analysis of Organizations	2 hours
5.3	**Marketing Strategy Evaluation** – Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year's Marketing strategy formulation	3 hours
	Total	36

		hours

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Course Code	Course Name	Category	L	T	P	Credit
20MBA260	INTERNATIONAL MARKETING	Elective	3	0	0	3

Preamble: The task of global marketing is complex enough when the company operates in one foreign national market. It is much more complex when the company starts operations in several countries. Marketing programmes must adapt to needs and preferences of customers that have different levels of purchasing power as well as different climates, languages and cultures. In spite of the many differences some coordination of international activities will be required, and at the same time the company will gain some synergy across borders, in the way that experience and learning acquired in one country can be transferred to another. Knowledge of International marketing is required for scaling up globally.

Prerequisite: Nil

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

CO 1	Outline and illustrate the, scale, scope, limits, premises and expanse within which international markets operate
CO 2	Examine and demonstrate how companies enter into and operate in foreign markets.
CO 3	Compare and categorise how marketing mix variables of product and pricing are applied in international markets.
CO 4	Appraise and evaluate promotional strategies and distributional possibilities in a global company.
CO 5	Examine and review India's foreign trade policies, incentives and regulations to support international trade

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	3	3
CO 3	3	3	2	2	3
CO4	3	3	2	2	3
CO 5	3	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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

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.

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA260– INTERNATIONAL MARKETING

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Explain the driving and restraining forces in international marketing.
2. Illustrate the organization structures for internationalization.
3. Compare product standardization versus adaptation.
4. Explain the role of trade fairs and exhibitions in international trade.
5. Which are the pre-shipment and post-shipment financing options?

(5x2 marks = 10 marks)

PART B

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

6.	a.	Distinguish between the concept of comparative advantage and differential advantage with examples.	(5)
	b.	Analyse the effect that technology improvements in international marketing have on increasing customer value.	(5)
7.	a.	In targeting new international markets distinguish between undifferentiated and concentrated marketing strategies with examples.	(5)
	b.	For an international clothing brand planning to enter the Indian market, will you recommend the 'shower' approach or 'waterfall' approach'? Why?	(5)
8.	a.	Describe the International product life cycle with diagram in detail. Has the onset of E- commerce brought any change to the traditional view of IPLC?	(5)
	b.	Analyse how international pricing objectives are influenced by the macroeconomic status of the foreign markets they desire to enter.	(5)
9.	a.	What has been the role of export promotion organisations in development of the export sector in India?	(5)
	b.	What are the types of international market intermediaries used for direct or indirect export from India?	(5)
10.	a.	What has been the export procedures and documentation to be carried out by an exporter in India.	(5)
	b.	Explain the role and support measures of the EXIM Bank in furthering India's foreign trade.	(5)

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. Globalization in India in the 1990s caused sweeping changes in the Indian marketing environment. Factors like the entry of foreign brands to the country, increase in the number of young professionals in urban areas, influence of mass media, etc, have led to many far-reaching changes in the branding strategies of Indian products.

Seeing the importance that Indian culture gave to whiteness of fabrics. Reckitt Benckiser (India) Ltd introduced Robin Blue. This was followed by Jyothi Labs introducing the Ujala fabric whitener in the market. Ariel detergent which was positioned at first as a detergent which did not require soap, had to introduce Ariel soap in the market because of the Indian culture of applying soap to clothes while washing. Similarly Samsung introduced washing machines in the market which were suitable for washing sarees. In the case of consumable goods, packaging and price play an important role in the branding strategy. About 60 percent of shampoo consumption in India is through 6-10 ml sachets. In the case of soaps, major brands have introduced 50-75 gram pack.

Toothpaste, tea, coffee, detergents, etc are sold in sachets. Pepsi and Coke have introduced 200ml bottles in India. Small kiranas constitute 95 percent of retail products and they prefer low price products. Many brands prefer economy packs that help retailes increase sales volume by catering to a low income group. This is because many people in the country are paid wages on daily or weekly basis and they refer to buy products in small quantities.

Adapted from: Kumar,S.R "Branding Strategies in a Changing Marketing Environment" Brand Management, Vol. 11, No. 1,48-62 (2003).

a. Drawing from the above case, why would a company go for product adaptation? In your opinion when should product standardisation be adhered to. (10)

b. Using case illustration explain what are the challenges companies face in international promotion of products and strategies to overcome them. (10)

(1x20 marks =20marks)

Syllabus	
Module 1	**International Marketing:** Scope of international marketing; international marketing vs. domestic marketing; challenges in global marketing; customer value and the value equation; competitive or differential advantage; benefits of international marketing; driving and restraining forces in international marketing; participants in international marketing; technological developments and international marketing; future and challenges of international marketing
Module 2	**Market Coverage Strategies:** Concentrated marketing; niche marketing; market segmentation and differentiated marketing; new product introduction strategies – shower approach, waterfall approach. **Organising for International Marketing:** Built in export department; separate export department; international sales subsidiary; international division; global organisation.
Module 3	**International Product Strategies:** Products for international markets; international product life- cycle; international product planning; product adoption and standardization; product-communication strategies. **Pricing for International Markets:** International pricing objectives; retrograde pricing; Incoterms. International marketing of services
Module 4	**International Promotional Strategies:** Marketing environment and promotion strategies; major decisions in international marketing communication; role of export promotion organisations; trade fairs and exhibitions; personnel selling in international marketing; challenges in international promotion. **International Distribution Strategies:** International channel system; direct exports and indirect exports; types of international marketing intermediaries, marketing environment and distribution strategies; international logistics
Module 5	**Foreign Trade Policy and Procedures:** Foreign trade policy and export promotion measures; export procedures and import procedures; quality control and pre- shipment inspection; export risk insurance; trade financing- pre-shipment and post-shipment financing; role of Exim Bank: foreign exchange regulations; Incoterms.

Text Books

1. Hollensen, S. (2009). *Global Marketing*, Pearson Education.
2. Joshi, R. M. (2014). *International Marketing*, Oxford University Press India.
3. Onkvisit, S. & Shaw, J. (1996). *International Marketing Analysis and Strategy*, Prentice-Hall of India Pvt Ltd.

References and Suggested readings

1. Cherunilam F. (2015). *International Marketing: Text and Cases*, Himalaya Publishing House.
2. Lee K. and Carter S. (2012). *Global Marketing Management*, Oxford University Press.
3. Doole I. & Lowe R. (2012). *International Marketing Strategy*. Cengage Learning.
4. Jain, S. C. (2001). *International Marketing*. South-Western.
5. Keegan W. J. (2010). *Global Marketing Management*. Pearson Education.
6. Cateora P. R., Gilly M. C. & Graham J. L., *(2014). International Marketing*, McGraw Hill Education India Private Limited.
7. Kumar, A., (2007). *Export and Import Management*, Excel Books.

8. Kotabe, M. & Helsen, K. (2014). *Global Marketing Management*, John Wiley & Sons.
9. *Handbook on Foreign Trade Policy and Guide to Export & Import*, The Institute of Chartered Accountants of India, New Delhi.
10. *Handbook of Procedures*, Department of Commerce, Ministry of Commerce & Industry, Government of India, New Delhi.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**International Marketing**	
1.1	Scope of international marketing; international marketing vs. domestic marketing; challenges in global marketing; customer value and the value equation; competitive or differential advantage;	3
1.2	benefits of international marketing; driving and restraining forces in international marketing; participants in international marketing;	2
1.3	technological developments and international marketing; future and challenges of international marketing	3
2	**Market Coverage Strategies & Organising for International Marketing**	
2.1	Concentrated marketing; niche marketing; market segmentation and differentiated marketing.	2
2.2	New product introduction strategies, – shower approach, waterfall approach.	2
2.3	Built in export department; separate export department; international sales subsidiary; international division; global organisation	3
3	**International Product Strategies & Pricing for International Markets**	
3.1	Products for international markets; international product life- cycle; international product planning; product adoption and standardization; product-communication strategies	2
3.2	International pricing objectives; retrograde pricing;	2
3.3	Incoterms. International marketing of services	3
4	**International Promotional Strategies & International Distribution Strategies**	
4.1	Marketing environment and promotion strategies; major decisions in international marketing communication; role of export promotion organisations; trade fairs and exhibitions; personnel selling in international marketing; challenges in international promotion.	2
4.2	International channel system; direct exports and indirect exports; types of international marketing intermediaries	2
4.3	marketing environment and distribution strategies; international logistics	3
5	**Foreign Trade Policy and Procedures**	
5.1	Foreign trade policy and export promotion measures; export procedures and import procedures;	2
5.2	quality control and pre- shipment inspection; export risk insurance; trade financing- pre-shipment and post-shipment financing;	2
5.3	Role of Exim Bank: foreign exchange regulations; Incoterms.	3
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA262	DIGITAL AND SOCIAL MEDIA MARKETING	Elective	3	0	0	3

Preamble: The course enables the student to have a thorough understanding of the digital marketing concepts and also enables them to target the potential online customers through organic and paid channels.

Prerequisite: NIL

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

CO 1	Identify various organic, paid, owned and earned media sources
CO 2	Compare page optimisation techniques with off page optimisation techniques
CO 3	Design an ad according to the google ads structure and also create a suitable landing page
CO 4	Determine the most suitable social media platform for a social media campaign
CO 5	Illustrate inborn marketing methodology for driving online traffic

Mapping of course outcomes with program outcomes

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

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA262 – DIGITAL AND SOCIAL MEDIA MARKETING

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. State the functions of a digital marketing manager?
2. Define Search Engine Optimization?
3. What is quality score?
4. Describe Social Media Marketing?
5. Explain the concept of Gamification?

(5x2 marks = 10 marks)

PART B

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

6. Compare and contrast between Paid, Owned and Earned Media?
7. List out the best practices to be adopted to ensure the we adhere to guideline of google?
8. How would you test and identify the best landing page for your online campaign?
9. What is online reputation management? How do you manage online reputation? Explain its tools and strategies.
10. How can you apply the inbound marketing methodology in a B2B context? Use suitable diagram with example.

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. Patanjali herbal wash had a detergent powder with herbs that removed tough stains. But the challenge was that consumers were not interested in such communication. Most Indian consumers thought there is no difference between detergent brands. The category showed a lack of interest with a lot of clutter and noise in communication. You being a new Digital Marketing intern in the company had been assigned with a couple of tasks:
    a) Identify the most suitable social media platform for targeting maximum conversions?
    b) Discuss the importance of influencer marketing and a few effective strategies for increasing product visibility through influencer marketing?

(1x20 marks =20marks)

Syllabus	
Module 1	**Introduction to Digital Marketing:** Evolution of Internet. Web 1.0, 2.0 and 3.0, Digital Marketing- Importance, Benefits, Challenges and Goals, Digital Vs Traditional Marketing, Strengths and applications of internet marketing, Digital Marketing – Organic & Paid, Paid Owned Earned Media (P.O.E.M), Digital Marketing platforms, Digital Marketing Management: Role of web marketing manager, Web marketing department structure, roles and responsibilities, job description, targets, goals. Website Planning and Creation, Static Vs Dynamic Website, Content Management Systems, Domian Name- Understanding domain names & domain extensions, Web Hosting, Types of web hosting., The Online Marketing Mix, Customer Relationship Management in a Web 2.0, CRM platform.
Module 2	**Introduction to Search Engines:** how search engines work, Google guidelines, Search Engine Optimization (SEO): Difference between portal and search engines, Organic Search vs. Paid Search Results, Keyword Research, Types of SEO, Site map, Meta tags best practices. local SEO- Benefits of Local SEO, SEO Audit, black hat SEO and white hat SEO, Social bookmarking sites, Techniques to get on top of Google, Consumer Segmentation, Targeting, and Positioning using Online Tools, conversion rate optimization, Market Influence Analytics in a Digital Ecosytem, Selecting an SEO Firm/Consultant.
Module 3	**Search Engine Marketing (SEM):** Meaning, Google Adwords- Search ads, Display ads, Video Ads, Shopping Ads, Google Ads Account Structure, Different types of keywords, Ad pricing models- CPM, CPC, CPA, Quality Score and Its Importance, Ad Extensions, Retargeting. landing page- Types of Landing Pages, Main Components of a Successful Landing Page, A/B Testing, how to choose your ad partner.
Module 4	**Introduction to social media:** uses of social media, how companies use social media. Benefits of social media: Case studies of social media, social media profile creation and optimization, *Social Media Marketing (SMM)*-Meaning, Importance, Benefits, roles, Facebook Marketing, Instagram & LinkedIn Marketing, Pinterest Marketing. Online Reputation Management- tools and strategies of online reputation management. Influencer Marketing- Meaning, Platforms.
Module 5	**Inbound Marketing and Digital Marketing Trends:** Meaning, Methodology, Content Marketing- Engagement Marketing. Email Marketing- Importance, Role of email marketing, types of emails, email marketing objective, automated email campaign (Drip Campaign). Email Marketing Platforms, Permission-Based Email Marketing, Blogging and microblogging, blogging for businesses, Google Adsense, Affiliate marketing- Difference between referral and affiliate marketing, Types of Affiliates. Trends in digital advertising Programmatic Marketing, Marketing Gamification, Role of Internet of things in Digital marketing.

Text Books

1. Ahuja, V. (2015). *Digital Marketing*. Oxford University Press.
2. Strauss, J., Frost, R. & Ansary, A. I. (2009). *E-marketing (Vol. 4)*. São Paulo: Pearson Prentice Hall.

References and Suggested readings

1. Charlesworth, A. (2014). *Digital marketing: A practical approach*. Routledge.
2. Zimmerman, J., & Ng, D. (2015). *Social media marketing all-in-one for dummies*. John Wiley & Sons.
3. Kelley, L., Sheehan, K., & Jugenheimer, D. W. (2015). *Advertising media planning: a brand management approach*. Routledge.
4. Enge, E., Spencer, S., Fishkin, R., & Stricchiola, J. (2012). *The art of SEO*. " O'Reilly Media, Inc.".
5. Teixeira, J. (2011). *Your Google Game Plan for Success: Increasing Your Web Presence with Google AdWords, Analytics and Website Optimizer*. John Wiley and Sons.
6. https://learndigital.withgoogle.com/digitalunlocked/
7. https://digitalskills.fb.com/en-in/
8. https://www.hubspot.com/digital-marketing
9. https://learning.edx.org/

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**INTRODUCTION TO DIGITAL MARKETING**	
1.1	Importance, Benefits & Challenges, Differences	3 hours
1.2	Paid Owned Earned Media and Digital Marketing Management	2 hours
1.3	Website Planning and Creation	3 hours
2	**SEARCH ENGINE OPTIMIZATION (SEO)**	
2.1	Guidelines, Differences,	2 hours
2.2	Types of SEO	2 hours
2.3	SEO Audit & SEO Strategies	3 hours
3	**SEARCH ENGINE MARKETING (SEM)**	
3.1	Meaning & Types of ads	2 hours
3.2	Ad pricing models	2 hours
3.3	landing page	3 hours
4	**Social Media Marketing (SMM)**	
4.1	Introduction to social media & Social Media Marketing	2 hours
4.2	Influencer Marketing	2 hours
4.3	Online Reputation Management	3 hours
5	**Inbound Marketing and Digital Marketing Trends**	
5.1	Inbound Marketing-Meaning, Methodology	1 hour
5.2	Email Marketing	2 hours
5.3	Blogging, Google Adsense & Affiliate marketing	2 hours
5.4	Programmatic Marketing & Marketing Gamification	2 hours
	Total	36 hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA272	TECHNOLOGY APPLICATION AND IPR	Elective	3	0	0	3

Preamble: This course will expose the students to the concept of technology management; nuances and issues in technology management and the decision making aspects related to technology management. This course is also intended to introduce the different categories of IP, the minimum standard to identify the items of protection. This course will also help to acquaint the students with the role of technology and innovation in global industrial competition with latest trends and developments.

Prerequisite: NIL

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

CO 1	Understand the importance of managing technology, innovation and change at the firm's level and also at the national level.
CO 2	Provide insights on technical, human and social aspects of technology management.
CO 3	Enrich issue based inputs of the severity of IPR and its relevance in globalised era
CO 4	Understand how IPR affects technology transfer across countries
CO 5	Expose themselves to the procedural requirements for the acquisition of IPR and also address the international filing system

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.

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA272 - TECHNOLOGY APPLICATION AND IPR

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define Technology Management.
2. Interpret the term 'technology lifecycle'.
3. State basic requirements of technological alliances.
4. State the need for intellectual property right
5. Differentiate between a patent and copyright.

(5x2 marks = 10 marks)

PART B

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

6. "Technology affects the way individuals communicate, learn, and think. It helps society and determines how people interact with each other on a daily basis." Examine the impact of Technology on Society and Business.
7. Explain the different types of innovation with real world examples for each type. Describe the factors that favour and dampen the different types of innovation in an organisation.
8. Discuss the various technical, social and economic issues before Indian manufacturers to achieve global competitiveness.
9. Examine the impact of globalisation on technological environment? How TRIPS has affected India in this context?
10. "Unfair practices of business generally occur due to the malpractices of patent and IPR". Discuss with suitable examples.

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks.

11. "One of the biggest problems of technology change in industry is its adaptation and integration in the institutional culture and practices. Every time a new technology is introduced, there is some sort of resistance to change due to various reasons. Many do not want to try a new technology, as they are comfortable with the exiting practices, and do not see any value addition."

    As a consultant to manage technological change in an engineering firm how will you deal with resistance to technological change?

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Managing Technology** – Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Integrating Road mapping into Technical Planning; Legal aspects of Technology Management; Management of Change and Choice of Technology; Technology Sourcing.
Module 2	**Technology and Innovation** – Parameters in managing Technology. Technology Life Cycle, Process of Technological & Non Technological Innovation, Types of innovation, Idea generation and Innovation Fertilization. Research & Development (R&D), Management Innovation and firm capability, Technology Transfer & Legal framework.
Module 3	**Business and Technology** – Global Competitiveness, Technology Strategy and Planning, Technology Alliances and Joint Ventures; Critical Technology Bridging, Marketing Technology, Technology intelligence (TI), Corporate Venturing, Technology Marketing.
Module 4	**Intellectual Property Rights (IPR)** - Meaning, Overview of Intellectual Property (IP), Importance, Protection, International Protection of IPRs - General Agreement on Trade and Tariff (GATT), World Intellectual Property Organisation (WIPO) Convention, World Trade Organisation (WTO), Trade Related Intellectual property Rights (TRIPS) Agreement.
Module 5	**Introduction to Patents** - Forms of Industrial Properties- Patents, Industrial Designs, Plant Varieties, Copyrights, Trademarks. Patentable and Non-Patentable Inventions; Procedure for Filing of patents; Acquisition of Patent rights; Compulsory Licenses, and related rights, Trade Marks and rights arising from Trademark registration, Definitions, Industrial Designs, Protection of Geographical Indications at National and International levels, Plant Varieties, Application Procedures, Trade Secret- Emerging issues in IPR.

Text Book

1. Tarek M. Khalil (2009). *Management of Technology: The Key to Competitiveness and Wealth Creation*, McGraw Hill Education India Private Limited
2. Prabuddha Ganguli (2017). *Intellectual Property Rights: Unleashing the knowledge economy*, McGraw Hill Education India (Pvt) Ltd.
3. Neeraj Pandey & Khushdeep Dharni, (2014). *Intellectual Property Rights*, PHI Publications
4. Vikas Vashishth (2006). *Law & Practice of Intellectual Property in India*, Bharath Law House Pvt. Ltd.
5. Narayanan P., (2018) *Intellectual property Law*, Eastern law House.
6. Unni V. K., (2005), *Trademarks & the Emerging Concepts of Cyber Property Rights*", Eastern Law House.

References and Suggested Readings

1. Narayanan V. K., (2002). *Managing Technology and Innovation for Competitive Advantage*, Pearson Education.
2. Ettile J. E., (2006). *Managing Innovation: New technology, New Products and New Services in a Global Economy*. A Butterworth-Heinemann Title.
3. Wadehra B. L., (2004). *Law relating to patents, trademarks, copyright, design and geographical indications*. Universal Law Publishing Co. Ltd., New Delhi.
4. Myneni S. R. (2020) *Law of Intellectual Property*. Asia Law House, Hyderabad.
5. Cornish W. R., (1999). *Intellectual Property, Patents, Copyright, trademarks and allied rights*. Sweet & Maxwell, London.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Managing Technology**	
1.1	Understanding Technology and its Relationship	3 Hours
1.2	Role and Significance of Technology Management	2 Hours
1.3	Management of Change and Choice of Technology; Technology Sourcing	2 Hours
2	**Technology and Innovation**	
2.1	Technology Life Cycle,	2 Hours
2.2	Technological & Non Technological Innovation	2 Hours
2.3	Research & Development (R&D)	3 Hours
3	**Business and Technology**	
3.1	Global Competitiveness, Technology Strategy and Planning	3 Hours
3.2	Technology Alliances and Joint Ventures	2 Hours
3.3	Technology Marketing	2 Hours
4	**Intellectual Property Rights (IPR)**	
4.1	Overview of Intellectual Property (IP)	2 Hours
4.2	Importance, Protection	2 Hours
4.3	International Protection of IPRs	2 Hours
5	**Introduction to Patents**	
5.1	Forms of Industrial Properties- Patents, Industrial Designs, Plant Varieties, Copyrights, Trademarks	5 Hours
5.2	Procedure for Filing of patents; Acquisition of Patent rights	2 Hours
5.3	Emerging issues in IPR	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA274	INNOVATION AND NEW PRODUCT MANAGEMENT	Elective	3	0	0	3

Preamble: This course gives an insight in to the importance of innovation and R&D for an organization as well as innovation strategies for market adoption. It also equips students with methodology to manage new product or services in already existing or new market.

Prerequisite: Nil

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

CO 1	Understand the types and models of innovation and the frameworks of innovation process
CO 2	Analyse market adoption strategies and organizational characteristics for successful innovation
CO 3	Understand the different strategic alliances and firm's intellectual property rights.
CO 4	Interpret the relationship between R&D and innovation Strategies.
CO 5	Formulate pathways for New Product Development.

Mapping of course outcomes with program outcomes

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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY KTU Estd. 2014

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA274- INNOVATION AND NEW PRODUCT MANAGEMENT

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. What are the different stages of successful innovation process?
2. Explain BPR?
3. List out the forms of strategic alliances?
4. Differentiate between science park model & Ferret model.
5. What is the purpose of new product testing?

(5x2 marks = 10 marks)

PART B

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

6. What is the difference between innovation & invention? Explain different innovation models.
7. "Managing uncertainty is a central feature of managing the innovation process". Examine the statement.
8. Briefly examine the different forms of protection available for a firm's intellectual property.
9. "Deciding which projects to select for further development will inevitably result in dropping others". Explain the evaluation process.
10. Explain new service development models.

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. A major manufacturer of high-quality highway trucks sought entry into the urban market; namely, dump trucks for construction applications. The product idea was: "let's build a high-quality dump truck," and a preliminary investigation revealed that the company could indeed design and build such a vehicle and that the market was a large and growing one. But the details of the product concept and how the product would be positioned were missing. A concept identification market study was commissioned. Dump truck fleet owners were personally interviewed to determine their choice criteria; attitudes to various OEM's products; likes, dislikes, and preferences; reasons for these; areas of discontent; design improvements desired; etc. Following the interviews, it became clear that truck downtime was a major concern and a costly problem to fleet operators. In fact, many users kept spare vehicles simply to ensure that they could meet their own customers' demands. So the new product concept became: "a truck that can be repaired and back on the road overnight in 12 hrs no matter how serious the breakdown."

    a. Why is concept testing is important in the above case study? (5 marks)
    b. Enumerate the reason for new product failures. (5 marks)
    c. Discuss the various techniques used in consumer testing of new product development. (10 marks)

Syllabus	
Module 1	**Introduction to Innovation management** –importance of innovation- stages of successful innovations- types of innovation – models of innovations- framework for management of innovation process - difference between innovation and invention.
Module 2	**Market adoption and innovation within firms -** Innovation and the market – innovation diffusion theories – adoption of innovation - Pearson's uncertainty map -organizational characteristics that facilitate innovation – management tools for innovation –Operations & Process innovation-design requirement- process design-BPR-lean innovation.
Module 3	**Strategic alliances**- definition – forms of strategic alliances-- process for forming successful strategic alliances –risk in strategic alliances Knowledge based organization- characteristics-Technology trajectories-organizational heritage-learning organization- -organizational structures and innovation–IPR-remedies against infringement.
Module 4	**Management of R&D** –classifying R&D - R&D management & its link with business strategy– R&D strategic decision making process-evaluating R&D projects-managing R&D projects- innovation and technology transfer- limits and barriers for technology transfer.
Module 5	**New product development** –new product-classification-new product development process- product failures-models of NPD - NPD as strategy for growth- - new service development models – market research & NPD-techniques used in consumer testing of new products.

Text Book

1. Paul Trott (2017). *Innovation Management and New Product Development*, Pearson.
2. Crawford Merle C. and Di Benedetto Anthony C., (2014). *New Products Management*. McGraw- Hill/Irwin Marketing.
3. Michael Z. Brooke & William Ronald Mills (2004). *New Product Development: Successful Innovation in the Market Place*, Jaico Books.

References and Suggested Readings

1. Ulrich, Karl and Eppinger, Steven (2012). *Product Design and Development* (5th Edition). McGraw-Hill Irwin.
2. Bettencourt, Lance (2010) *Service Innovation: How to Go from Customer Needs to Breakthrough Services*. McGraw-Hill Irwin.
3. Bye, P., & Chanaron, J. J. (1995). Technology trajectories and strategies. *International Journal of Technology Management*, *10*(1), 45-66.
4. Cooper, R. G. (1983). A process model for industrial new product development. *IEEE Transactions on Engineering Management*, (1), 2-11.
5. Şimşit, Z. T., Vayvay, Ö., & Öztürk, Ö. (2014). An outline of innovation management process: building a framework for managers to implement innovation. *Procedia-Social and Behavioral Sciences*, *150*, 690-699.
6. Bhat, S. R. (2018). Innovation and intellectual property rights law—an overview of the Indian law. *IIMB Management Review*, *30*(1), 51-61.
7. Du Preez, N. D., & Louw, L. (2008, July). A framework for managing the innovation process. In *PICMET'08-2008 Portland International Conference on Management of Engineering & Technology* (pp. 546-558). IEEE.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to innovation management**	
1.1	Importance of innovation, stages of innovation	3 Hours
1.2	Types of innovation, models of innovation	2 Hours
1.3	Framework of managing innovation process, Innovation and invention.	2 Hours
2	**Market adoption and innovation within firms**	
2.1	- Innovation and the market – innovation diffusion theories – adoption of innovation - Pearson's uncertainty map	3 Hours
2.2	-organizational characteristics that facilitate innovation – management tools for innovation	2 Hours
2.3	–Operations & Process innovation-design requirement- process design-BPR-lean innovation	2 Hours
3	**Strategic alliances**	
3.1	definition – forms of strategic alliances-- process for forming successful strategic alliances –risk in strategic alliances	3 Hours
3.2	Knowledge based organization- characteristics-Technology trajectories- organizational heritage-learning organization	2 Hours
3.3	organizational structures and innovation–IPR-remedies against infringement	2 Hours
4	**Management of R&D**	
4.1	classifying R&D - R&D management & its link with business strategy	2 Hours
4.2	R&D strategic decision making process-evaluating R&D projects-managing R&D projects	2 Hours
4.3	innovation and technology transfer- limits and barriers for technology transfer	3 Hours
5	**New product development**	
5.1	New product-classification-new product development process-product failures	3 Hours
5.2	Models of NPD - NPD as strategy for growth- - new service development models	3 Hours
5.3	Market research & NPD- techniques used in consumer testing of new products.	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA276	BUSINESS PLANNING FOR SMALL & MEDIUM ENTERPRISES	Elective	3	0	0	3

Preamble: This course provides students with insight on key aspects and challenges of small and medium sized enterprises (SMEs). Students will gain knowledge of systems and techniques to manage and strategically position SMEs in the national and international context. Furthermore, this course will focus on the uniqueness of the managerial process, control and accountability issues of SMEs.

Prerequisite: NIL

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

CO 1	Examine the key characteristics of SMEs and understand the challenges and the unique position of SMEs in contrast to larger organizations.
CO 2	Understand the importance of defining the right strategy for the SME in a fast changing world and to apply specific tools, models and processes.
CO 3	Study the strategic management models and theory specific to SMEs
CO 4	Understand the concept of E-Business and emerging techniques in market analysis for SMEs
CO 5	Observe the contemporary environment in SMEs

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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

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.

KTU Estd. 2014

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA276– BUSINESS PLANNING FOR SMALL & MEDIUM ENTERPRISES

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. What are the characteristics of MSME?
2. Define microfinance
3. What is the role of SIDBI?
4. Define E-Payment system.
5. Define Rural Entrepreneurship

(5x2 marks = 10 marks)

PART B

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

6. Explain the role of MSME in economic development. Briefly explain the role of government in MSME promotion.
7. Explain in detail about structure of a business plan. How the various feasibility studies help in developing a proper business plan?
8. Discuss in detail about the role of various supporting agencies for MSME. Explain in detail about single window system.
9. Explain how e-commerce strategies help MSME. Discuss about E-Business environment.
10. Discuss the role of social responsibility in Entrepreneurs with real life example.

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. Kudumbashree, a community organization of Neighborhood Groups (NHGs) of women in Kerala, has been recognized as an effective strategy for the empowerment of women in rural as well as urban areas: bringing women together from all spheres of life to fight for their rights or for empowerment. The overall empowerment of women is closely linked to economic empowerment. Women through these NHGs work on a range of issues such as health, nutrition, agriculture, etc. besides income generation activities and seeking micro credit.
    a) Evaluate the strategies of Kudumbashree units and explain how it became successful.
    b) Analyse the revenue generation model of Kudumbashree units near you or in general in Kerala.

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Small Business** – Setting up a Small Business: Determination of the nature of the business unit, Micro, Small and Medium Enterprises (MSMEs), Characteristics and Objective of MSME, Role of MSME in Economic Development, Challenges Faced by MSME, Steps of Starting SMSME's and Measures taken by Government for the promotion of MSME's.
Module 2	**Business Planning** - Identifying and Evaluating Business Ideas and Opportunities – Sources of new ideas, Business Plan - Objectives, Structure and Elements of a Business Plan, Setting up a new venture, Business Feasibility Studies –Source and Criteria of Financing – Microfinance – Human Resource Mobilization - Technical Assistance – Marketing Assistance – Legal Formalities and Documentation.
Module 3	**Institutional Support to SMEs-** Activities and objectives of Institutions Supporting Entrepreneurs, Institutions Supporting Agencies - Small Industries Development Bank of India (SIDBI), NABARD, NSIC (National Small Industries Corporation), Commodity Boards, State Directorate of Industries, State Financial Corporations, MUDRA Bank. Institutional Support Schemes- Interest Subsidy, Seed/Margin Money, Refinance Scheme, Composite Loan Scheme, Single Window Scheme, National Equity Fund Scheme, Bills Rediscounting Scheme.
Module 4	**E-Commerce and SMEs** - E-Business - Emerging techniques in market analysis; E-Commerce Strategies, E-Commerce benefits to Small Business, Digital Marketing, Business models incorporating ICT, Digital Enterprise, E-shops, social media and, E- payments system, Digital Signatures, E-business Environment - Legal, Ethical and Security topics in E-business.
Module 5	**Contemporary Environment in SMEs** - Changing scenario of SMEs in the era of Liberalisation and Globalisation, Competitiveness, Quality Control and Branding, Need for Professionalism in Management of Small Business in India, Social Responsibility of Entrepreneurs, Rural Entrepreneurship, Women Entrepreneurship, Self Help Groups (SHG).

Text Book

1. Matthias Fink, Sascha Kraus (2009) *The Management of Small and Medium Enterprises*, New York/London, Routledge.
2. William D. Bygrave, Andrew Zacharakis (2014) *Entrepreneurship, Third Edition*, USA, Wiley.
3. Vasant Desai (2011) *Small Scale Industries and Entrepreneurship*, Himalaya Publishing House.
4. Khanka S. S., (2007). *Entrepreneurial Development*, S. Chand & Co.

References and Suggested Readings

1. Shukla, M.B., (2013), *Entrepreneurship and Small Business Management*, Kitab Mahal, Allahabad
2. Baporikar, Neeta (2011). *Enterpreneurship Development and Project Management: Text & Cases*, Himalaya Publishing, Mumbai.
3. Charantimath, Poornima M, (2009), *Entrepreneurship Development Small Business*

Enterprise, Dorling Kindersley India Pvt Ltd. (Pearson), Delhi

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Small Business**	
1.1	Setting up a Small Business	3 Hours
1.2	Micro, Small and Medium Enterprises (MSMEs),	2 Hours
1.3	Steps of Starting SMSME's	2 Hours
2	**Business Planning**	
2.1	Identifying and Evaluating Business Ideas and Opportunities	2 Hours
2.2	Business Plan	2 Hours
2.3	Business Feasibility Studies	3 Hours
3	**Institutional Support to SMEs**	
3.1	Activities and objectives of Institutions Supporting Entrepreneurs	3 Hours
3.2	Institutions Supporting Agencies	2 Hours
3.3	Institutional Support Schemes	3 Hours
4	**E-Commerce and SMEs**	
4.1	E-Business - Emerging techniques in market analysis	2 Hours
4.2	**E-Commerce**	2 Hours
4.3	E-business Environment	2 Hours
5	**Contemporary Environment in SMEs**	
5.1	Changing scenario of SMEs in the era of Liberalisation and Globalisation	4 Hours
5.2	Social Responsibility of Entrepreneurs	2 Hours
5.3	Rural Entrepreneurship, Women Entrepreneurship, Self Help Groups	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA278	MANAGING PUBLIC PRIVATE PARTNERSHIPS	Elective	3	0	0	3

Preamble: With the advent of Privatization, Public Private Partnerships (PPP) have been a popular way of financing infrastructure projects and social services. Major objective of this course is to familiarize students with the various issues in Public Private Partnerships that they are likely to face once they join the industry.

Prerequisite: NIL

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

CO 1	Understand the services that have been traditionally been provided by the Government and expected roles in service delivery
CO 2	Identify the recent trends in reforms on public service delivery
CO 3	Provide insights on the theories and practices of privatization
CO 4	Understand the importance of partnerships in infrastructure development
CO 5	Identify the critical factors to successful cooperation, planning, implementing and operating public-private ventures

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.

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA278 – MANAGING PUBLIC PRIVATE PARTNERSHIPS

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Give the basic concepts of Structure of Public-Private Partnerships.
2. Describe the contents of Contract Management in PPP.
3. Explain the risk management in PPPs.
4. Illustrate the Project Finance Structure.
5. What are the Key elements for an appropriate enabling and regulatory environment for PPPs?

(5x2 marks = 10 marks)

PART B

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

6. How will you deduce the working of DBFO?
7. With illustration, analyze the pre-feasibility project identification and selection process
8. Selecting the appropriate Procurement Method and Tendering Regulations for PPPs- Explain.
9. Discuss the key issues in PPP Project financing.
10. Examine in detail the core concepts of dispute resolution in PPPs.

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. Berlin Wasser Holding is at present one of the largest water companies in Europe, serving over three million water and wastewater customers in Berlin and its surrounding areas. After national reunification in 1992, the German government implemented a privatization programme to increase the overall performance of most large state-owned companies inherited from the socialist era. Since the privatization process took place under time constraints, it was not possible to include a large PPP component in the programme. However, a number of enterprises were able to attract the interest of private companies. This is the case of the Berlin Wasserbetriebe, former public water body of the Berlin State. The Berlin Wasserbetriebe was privatized through a Europe wide tendering process, which resulted in the constitution of a PPP in the form of a joint venture between an international consortium and Berlin

City. The international consortium comprises RWE Aqua GmbH, Allianz Capital Partners GmbH, both German companies and Veolia Deutshland GmbH (formerly Vivendi of France). The newly created company is the Berlin Wasser Holding AG. At present Berlin Wasser operates 11 water works for water supply and 7 wastewater treatment plants, all complying with regulatory standards for drinking water quality and effluent discharges.

PPP Features

The agreement reached between Berlin and the consortium provides that Berlin maintains control of the company with a 50.1% stake. The minority 49.9% stake is retained by three private enterprises, RWE Aqua GmbH, Allianz Capital Partners GmbH, Veolia Deutshland, in equal shares. The PPP agreement aimed to achieve two main objectives: restructure and reorganise the company to introduce new management methods and expertise to the water and waste water system; and to bring in new investment. At present the PPP agreement foresees: A Euro 250 million investment, up to 2009. Upgrading and improvement of the economic, environmental and technical standards of the system. A fixed tariff up to the end of 2003, tending to its reduction in the long term. No staff redundancies until 2014. Transfer of know – how. An annual concession fee of Euro 68 million. The private partner, selected through a European-wide tender, was judged to offer the best response to the selection criteria in a transparent, and competitive way. The PPP contract is structured as a joint venture agreement with the private partners assuming most of the risks. In addition, a loan of 420m Euros was granted by EIB to support the investment needs of the company. Since its establishment in 1999, Berlin Wasser has been able to expand its activities in other countries including Croatia, Hungary, Poland, Russia, and China. Unfortunately, Berlin Wasser experienced a liquidity crisis due to the large amount of new investments required, a 9% interest rate on contracted debts and the weight of the concession fee. This was resolved through an agreement between the Berlin State and the company for a debt guarantee of € 361 million, shared in equal part between the public and the private counterpart. Berlin Wasser introduced a new management toll and rotation system and time schedules for employees. This allowed labour cost reductions without layoffs, increasing efficiency and consolidating the company financial assets. In addition, as further cost reductions were hard to implement, the State of Berlin and Berlin Wasser agreed on a 30% increase of the water tariff for the year 2004

Suggest a set of new measures to improve the long-term liquidity problem and to increase economic efficiency of the company?

(1x20 marks = 20 marks)

Syllabus	
Module 1	**PPP Introduction** – Structure of Public-Private Partnerships (PPP), Rationale and options for PPP, Special Purpose/Project Vehicle (SPV), PPP Models; Build-Own-Operate (BOO), Build-Operate-Transfer (BOT), Design-Build-Finance-Operate (DBFO) models, Operation & Maintenance (O&M) - Service Management Contracts, Joint Ventures, Divestiture, Licensing, Leases and Concessions.
Module 2	**PPP Framework** – Objectives and Scope of the PPP Framework, PPP Process - Screening PPP Project ideas – Project Appraisal - Pre-feasibility Project Identification and Selection Process; Cost comparator and value for money models, Contract Agreement, Contract Management in PPP.
Module 3	**PPP Strategies** - PPP Procurement Process; Selecting the appropriate Procurement Method and Tendering Regulations for PPPs, PPP negotiations skills and techniques; Government and Civil Society, Government involvement in PPPs, Addressing Social Issues, Risk Management in PPPs – types of Risks.
Module 4	**PPP Financing** – Project Finance, Sources of Finance, Project Finance Structure, Risk Allocation and Risk Mitigation mechanism in PPP, Key issues in PPP Project financing, Compensations to Project Sponsor, Private Finance Initiative (PFI) & Investors.
Module 5	**PPP Regulation** – Regulatory System, Monitoring and Compliance; Key elements for an appropriate enabling and regulatory environment for PPPs, Regulatory Authority, Major issues in PPP development, Structuring and regulating a PPP contract, Institutionalizing PPP, Dispute Resolution in PPPs.

Text Books

1. Ramesh G., Vishnu Prasad Nagadevara, Gopal Naik, Anil Suraj. (2010). *Public-Private Partnerships*. Routledge India.
2. Yescombe, E. R., (2007) *Public-Private Partnerships: Principles of Policy and Finance*, Elsevier Science.

References and Suggested Readings

1. Akintola Akintoye Matthias Beck, Cliff Hardcastle (2003). *Public-Private Partnerships: Managing Risks and Opportunities*. Wiley.
2. Joshi R. N., (2013). *Public Private Partnership in Infrastructure*. Vision Books
3. https://www.unescap.org/ttdw/ppp/ppp_primer/introduction.html
4. https://ppp.worldbank.org/public-private-partnership/financing
5. https://ppp-certification.com/ppp-certification-guide/ppp-introduction-and-overview
6. Hodge, G.A., Greve, C., & Boardman, A. E., (Ed.) (2011): *International Handbook on Public Private Partnerships.* Edward Elgar Publishing.
7. Huxham, Chris. (1996). *Creating Collaborative Advantage*. Thousand Oaks, CA: Sage
8. Kamiya, M. (2011): *Partnership Design Guide: Creating Successful Cross-Sector Collaborations.* MelonAge Inc.
9. Nelson, J. (2002): *Building Partnerships: Cooperation between the United Nations*

System and the Private Sector. United Nations, Dept. of Public Information, New York.

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Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**PPP Introduction**	
1.1	Structure of Public-Private Partnerships (PPP)	3 Hours
1.2	PPP Models	2 Hours
1.3	Service Management Contracts	2 Hours
2	**PPP Framework**	
2.1	Objectives and Scope of the PPP Framework	3 Hours
2.2	PPP Process - Screening PPP Project ideas	2 Hours
2.3	Contract Agreement, Contract Management in PPP	2 Hours
3	**PPP Strategies**	
3.1	PPP Procurement Process	2 Hours
3.2	Government involvement in PPPs	2 Hours
3.3	Risk management in PPPs – types of Risks	3 Hours
4	**PPP Financing**	
4.1	Project Finance, Sources of Finance,	3 Hours
4.2	Risk Allocation and Mitigation in Project Finance	2 Hours
4.3	Private Finance Initiative (PFI) & Investors	2 Hours
5	**PPP Regulation**	
5.1	Regulation, Monitoring and Compliance	3 Hours
5.2	Major issues in PPP development	2 Hours
5.3	Institutionalizing PPP, Dispute Resolution in PPPs	3 Hours
	Total	36 Hours

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Course Code	Course Name	Category	L	T	P	Credit
20MBA280	NEW BUSINESS MODELS	Elective	3	0	0	3

Preamble: The term business model refers to a company's plan for making a profit. The discipline covers the issues on how a company in the data-driven economy creates and captures value. Business models are important for both new and established businesses. Established businesses should regularly update their business plans or they'll fail to anticipate trends and challenges ahead. Modules of the course discover the transformation of the key domains of business management under new market conditions. Students will be able to trace the customer value propositions, new pricing mechanisms, structure of the supply chain etc in the changing business environment. The exposure in the existing business models brings more insights into their thought process and it may help them to allocate and organize the resources of new businesses in an optimized manner. Business model helps to evaluate and forecast the financial and operational performance before making investment decisions.

Prerequisite: NIL

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

CO 1	Have an understanding of the different business models
CO 2	Recognize the trends in new business models which evolve as a response to the changing environment.
CO 3	Identify similar and distinguished features of business build on identical business models
CO 4	Solve business problems by finding new business models, optimizing operational activities or by modifying the existing model for better utilization of recourses.
CO 5	Evaluate and forecast the financial and operational performance before making investment decisions.

Mapping of course outcomes with program outcomes

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

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA280 NEW BUSINESS MODELS

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Differentiate between a business plan and a business model.
2. Explain the 'razor and blades' model.
3. Explain the term 'Freeterprise'.
4. Define a 'peer to peer' business model.
5. Interpret the term 'Gatekeeper model'.

(5x2 marks = 10 marks)

PART B

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

6. Formulate the different stages in design thinking in developing a new technology product.
7. "Customers are locked into a vendor's world of products and services and switching to another vendor is very costly". Evaluate the lock in business model.
8. "The subscription-based business model was pioneered by publishers of books and periodicals in the 17th century." Illustrate some of the innovative subscription-based business models.
9. Social media platforms provide a massive audience for the business to connect with its customers. Discuss the factors that influence business model development for social media companies.
10. Evaluate the blockchain business model by bringing out the different types of blockchain business models.

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. a. "Research on business models of several companies says that there is no such model which is the best in producing financial results". Critically evaluate the statement. (5)
    b. Examine the characteristics of a successful business model. (5)
    c. Develop the components of a business model which can be applied in the business in post Covid era. (10)

Syllabus	
Module 1	**Introduction to business models:** Introduction, meaning and importance of business model. Difference between business plan and a business model. Role of technology in bringing innovation in business models. Recent developments in technology driven business models. Components of a business model. Role of Design thinking.
Module 2	**Growth or Size or pricing based business models:** A mix of chain and franchise business model - Distribution based business model - Heavy-franchised business model – Blitzscale -mode business model - Bundle model - Cash conversion cycle or cash machine model - Discount business model focusing on high quality - Lock-in business model - Multi-brand business model - Multi-business model - Multi-product (Octopus) business model - Razor and blade model - Vertically integrated business model - Direct sales business model – Family -owned integrated business model - Enterprise business model built on complex sales.
Module 3	**Subscription based business models:** Educational niche business model - freemium business model - Freeterprise model - On-demand subscription based business model - Open-Source Business Model - Privacy based business model - Self-serving model - Ad-supported (subsidized) business model.
Module 4	**Affiliate or aggregate or Social Media driven business models:** Affiliate business model - Aggregator business model - Bidding multi-brand platform model - E-commerce marketplace business model - Feeding model or Peer-to-peer business model - Instant news business model - Market-maker model - Multi-sided platform business model - Platform-agnostic model - User-generated content business model - Unbundler model- Attention merchant business model - Asymmetric business models or Hidden revenue business model - Crowd Source Business Model - Data licensing business model.
Module 5	**Other business models:** Barbell business model- Gatekeeper model- Management consulting business model- One-for-one business model- Humanist enterprise business model - User-generated AI-amplified model- Blockchain-based business models- Brokerage Business Model- Leasing business model.

Text Book

1) Gerard George, Adam J. Bock (2017). *The Business Model Book: Design, Build and Adapt Business Ideas that Thrive Brilliant Business*, Pearson Education Limited.
2) Oliver Gassmann, Karolin Frankenberger, Michaela Choudury (2020) *The Business Model Navigator: The Strategies Behind the Most Successful Companies* – Pearson.
3) Alexander Osterwalder, Yves Pigneur (2010). *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*- John Wiley and Sons.

References and Suggested Readings

1) Bernd W. Wirtz (2011) *Business Model Management: Design-Instruments-Success Factors*. Gabler Vertlag.
2) Paul Hague (2019). *The Business Models Handbook: Templates, Theory and Case Studies*. Kogan Page.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to business models**	
1.1	Introduction, meaning and importance of business model.	1 Hours
1.2	Difference between business plan and a business model.	1 Hours
1.3	Role of technology in bringing innovation in business models.	1 Hours
1.4	Recent developments in technology driven business models.	1 Hours
1.5	Components of a business model.	1 Hours
1.6	Role of Design thinking	2 Hours
2	**Growth or Size or pricing based business models**	
2.1	A mix of chain and franchise business model - Distribution based business model - Heavy-franchised business model	2 Hours
2.2	Blitzscaler -mode business model - Bundler model	1 Hour
2.3	Cash conversion cycle or cash machine model - Discount business model focusing on high quality	1 Hour
2.4	Lock-in business model - Multi-brand business model - Multi-business model - Multi-product (Octopus) business model - Razor and blade model	2 Hours
2.5	Vertically integrated business model - Direct sales business model – Family -owned integrated business model - Enterprise business model built on complex sales	2 Hours
3	**Subscription based business models**	
3.1	Educational niche business model - freemium business model - Freeterprise model - On-demand subscription based business model	3 Hours
3.2	Open-Source Business Model - Privacy based business model - Self-serving model	3 Hours
3.3	Ad-supported (subsidized) business model	1 Hour
4	**Affiliate or aggregate or social media driven business models**	
4.1	Affiliate or aggregate or social media driven business models; Affiliate business model - Aggregator business model - Bidding multi-brand platform model - E-commerce marketplace business model	2 Hours
4.2	Feeding model or Peer-to-peer business model - Instant news business model - Market-maker model - Multi-sided platform business model	2 Hours
4.3	Platform-agnostic model - User-generated content business model - Unbundler model- Attention merchant business model	2 Hours
	Asymmetric business models or Hidden revenue business model - Crowd Source Business Model - Data licensing business model	2 Hours
5	**Other business models**	
5.1	Barbell business model- Gatekeeper model- Management consulting business model	2 Hours
5.2	One-for-one business model- Humanist enterprise business model	1 Hour
5.3	User-generated AI-amplified model- Blockchain-based business models	2 Hours
5.4	Brokerage Business Model- Leasing business model	1 Hour
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA282	WORLD CLASS MANUFACTURING	Elective	3	0	0	3

Preamble: The objective of this course is to acquaint the students with the global developments in the area of manufacturing, and the systems, tools and techniques which are required for achieving competitive edge by business organizations. The course helps the learner improve their learning and understanding in world class manufacturing. On completion of the course, the students are expected to learn what actions are appropriate for different situations of World Class Manufacturing with respect to the theories as well as concepts in competitive manufacturing and apply them in models and practices.

Prerequisite: NIL

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

CO 1	familiarize the students with the concepts of Business excellence and competitiveness
CO 2	Evaluate the practices of world class manufacturing organizations and the models through which it is implemented.
CO 3	Appraise the role of world class HR in moulding a world class manufacturing organization.
CO 4	Familiarize the different tools and techniques used in world class manufacturing and also the latest technological advancements in the manufacturing sector.
CO 5	Evaluate contemporary manufacturing issues and strategies for tackling those issues.

Mapping of course outcomes with program outcomes

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

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FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA282 WORLD CLASS MANUFACTURING

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. What are the manufacturing challenges of the information age?
2. Define benchmarking.
3. What is balanced scorecard? State its advantages?
4. What is Total Productive Maintenance?
5. What is the TOPP system?

(5x2 marks = 10 marks)

PART B

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

6. Explain the Schonberger's framework of World Class Manufacturing.
7. What is Toyota Production System? Explain its salient features.
8. Analyze the Human Resource Dimensions in World Class Manufacturing.
9. Explain the DMAIC process. How it differs from DMADV?
10. How Indian Scenario on World Class Manufacturing is different from the International Scenario? Give your views on this.

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. A small electronics components manufacturing company has been losing money for several years because they can't meet the demand of their customers on time. Pressure from their customers for shorter lead times and improved on-time delivery performance was causing this privately held company severe difficulty. They faced a very real risk of losing some critical accounts. Key customers were demanding "next day" shipment. They expected to be able to place an order today and pick up or have their order shipped first thing the next day. The company had spent many months attempted to make the transition to learn on their own, with minimal success. Lead times were still too long, and delivery performance was unacceptable.

    a) Identify the problem faced by the company? (6)
    b) What are the factors according to you, lead to the successful implementation of the changes? (7)
    c) What is the role of lean and process improvements in the successful journey of the company? (7)

Syllabus	
Module 1	**Evolution of World Class Manufacturing***:* World class organizations, competing in world markets, competitiveness and performance measures, factors affecting competitiveness, world class manufacturing and the information age, Manufacturing challenges of the information age- Models for Manufacturing excellence: Schonberger, Halls, Gunn & Maskell models and Business Excellence.
Module 2	**Benchmark and Best Practices**: Concepts of Benchmarking, bottleneck and best practices, best performers, gaining competitive edge through world class manufacturing- Value added manufacturing, Value stream mapping, Eliminating different types of waste- Lean Thinking (Toyota Production System), Theory of Constraints.
Module 3	**Human Resource Management in WCM:** Adding value to the organization - Organizational learning, Cross functional teams - People as problem solvers - Total Employee involvement - Morale and Teamwork -Human Integration movement- The Balanced Score Card. Associates: Facilitators, Teams man ship, Motivation and reward in the age of continuous improvement.
Module 4	**System & Tools for World Class Manufacturing***:* Improving Product & Process Design - Lean Production, FMS, Rapid Prototyping, Poka Yoke, 5-S, 7 M, JIT, Product Mix Optimizing, Procurement & Stores practices- Six Sigma philosophy, Design of Six Sigma-DMAIC, DMADV. Total Productive maintenance and Visual Control.
Module 5	**World Class Manufacturing**: International Scenario and Indian Scenario, Manufacturing Innovations, Quick Response Manufacturing, Agile manufacturing, lean manufacturing, concurrent engineering, Globalization and World Class Manufacturing - Generic Manufacturing Strategies for Information Age- Strategic Planning Methodology for WCM, Issues in Strategic Planning of WCM- Performance Measurement: POP System, TOPP System and Ambite Systems

Text Book

1. Sahay, B.S., Saxena, K.B.C and Ashish Kumar, (2018). *World Class Manufacturing – A Strategic Perspective*, Laxmi Publications.
2. Narayanan V. K, *Managing Technology & Innovation for Competitive Advantage,* Prentice Hall, 2014.
3. Nair, N., (2002). *Production & Operations Management*, McGraw Hill Education (India) Private Limited.

References and Suggested Readings

1. Richard J. Schonberger (2009). *World Class Manufacturing: The Next Decade: Building Power, Strength, and Value*, Free Press.
2. Chary S. N., (2012). *Production & Operations Management*, McGraw Hill Education India Private Limited.
3. Ron Moore (2013). *Making Common Sense Common Practice – Models for manufacturing Excellence* (Kindle edition), Reliabilityweb.com.
4. Korgaonkar M. G., (2008). *Just In Time Manufacturing*, MacMillan Publishers India.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Evolution of World Class Manufacturing**:	
1.1	World class organizations	3 Hours
1.2	World class manufacturing and the information age	2 Hours
1.3	Models for Manufacturing excellence:	2 Hours
2	**Benchmark and Best Practices**	
2.1	Concepts of Benchmarking	2 Hours
2.2	Gaining competitive edge through world class manufacturing-	2 Hours
2.3	Lean Thinking (Toyota Production System), Theory of Constraints.	3 Hours
3	**Human Resource Management in WCM**	
3.1	Organizational learning, Cross functional teams - People as problem solvers	2 Hours
3.2	Total Employee involvement	2 Hours
3.3	Associates: Facilitators, Teams man ship	2 Hours
4	**System & Tools for World Class Manufacturing**	
4.1	Lean Production, FMS, Rapid Prototyping, Poka Yoke, 5-S, 7 M, JIT	4 Hours
4.2	Product Mix Optimizing, Procurement & Stores practices, Toyota Production System (TPS).	2 Hours
4.3	Six Sigma philosophy and Design of Six Sigma-DMAIC	2 Hours
5	**World Class Manufacturing**	
5.1	International Scenario and Indian Scenario	3 Hours
5.2	Globalization and World Class Manufacturing -	2 Hours
5.3	Performance Measurement: POP System, TOPP System and Ambite Systems	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA292	BUSINESS DATA MINING	Elective	3	0	0	3

Preamble: Business Data mining is the technique of discovering correlations, patterns, or trends by analyzing large amounts of data stored in repositories such as databases and storage devices. It's a crucial part of advanced technologies such as machine learning, natural language processing (NLP), and artificial intelligence.

Prerequisite: NIL

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

CO 1	Define all the concepts, theories, terminologies associated with various models in business data mining
CO 2	Explain all the conceptual models of machine learning and data mining
CO 3	Apply the logic and algorithm in data mining to solve various business scenario
CO 4	Analyse various business problems using various techniques used in business data mining
CO 5	Evaluate the various machine learning tools to apply in most appropriate situation

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1		2			
CO 2		2			
CO 3		2			
CO 4		3			
CO 5		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		
Cr`eate	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.

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APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA292– BUSINESS DATA MINING

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define Data flood
2. What is Naïve Bayes method?
3. Define cost sensitive learning
4. Define WSARE.
5. What is lift and benefit estimation?

(5x2 marks = 10 marks)

PART B

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

6. Explain in detail about knowledge representation in decision table and decision tree. What are the various rules involved in plotting?
7. Illustrate in detail about OneR, Naive Bayes method? How it is useful in data representation?
8. Explain in detail about cross validation. How lift and gain charts are useful in data mining.
9. Explain in detail regarding data visualisation. How scatter plots and stick figures are useful.
10. Explain in detail regarding ethical and security issues related with business data mining.

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. Imagine that you are planning to start a e-commerce company in Kerala. You are starting online grocery shop like Big Basket. The targeted market is only Kerala. Apply targeted market and applied modelling for a new e-commerce company.

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Machine Learning, Data Mining, Concepts, attributes and Output** Data Flood; Data Mining Application Examples; Data Mining and Knowledge Discovery; Data Mining Tasks; Machine Learning and Classification, Examples; Learning as Search; Bias, Weka; Preparing the data; Knowledge Representation - Decision tables; Decision trees; Decision rules; Rules involving relations; Instance-based representation.
Module 2	**Classification** Basic Methods – OneR, Naïve Bayes; Decision Trees - Top-Down Decision Trees, Choosing the Splitting Attribute, Information Gain and Gain ratio; C4.5 - Handling Numeric Attributes, Finding Best Split Dealing with Missing Values, Pruning, Pre-pruning, Post-Pruning, Estimating Error Rates, From Trees to Rules; CART - CART Overview and Gymtutor Tutorial Example, Splitting Criteria, Handling Missing Values, Pruning, Finding Optimal Tree; Other Methods – Rules, Regression, Instance-based (Nearest neighbour).
Module 3	**Evaluation & Credibility and Lifts & Costs** Definition, Classification with Train, Test, and Validation sets Handling Unbalanced Data; Parameter Tuning, Predicting Performance, Evaluation on "small data": Cross-validation Bootstrap, Comparing Data Mining Schemes, Choosing a Loss Function; Lifts & Costs - Lift and Ga charts, ROC, Cost-sensitive learning, Evaluating numeric predictions, MDL principle and Occam's razor; Data Preparation for Knowledge Discovery - Data understanding, Data cleaning, Date transformation, Discretization, False "predictors" (information leakers), Feature reduction, leaker detection, Randomization, Learning with unbalanced data.
Module 4	**Clustering, Association, Visualizations and Summarization** Clustering – Definition, K-means, Hierarchical; Association – Transactions, Frequent item sets, Association rules, Applications; Visualization – concept, Graphical excellence and lie factor, Representing data in 1,2, and 3-D, Representing data in 4+ dimensions - Parallel coordinates, Scatter plots, Stick figures; Summarization and Deviation Detection – Summarization, KEFIR: Key Findings Reporter, WSARE: What is Strange About Recent Events.
Module 5	**Applications** Targeted Marketing and Customer Modelling - Direct Marketing Review, Evaluation: Lift, Gains, Lift and Benefit estimation; Genomic Microarray Data Analysis – Definition and techniques; Data Mining and Society; Future Directions; Data Mining and Society: Ethics, Privacy, and Security issues; Future Directions for Data Mining, web mining, text mining, multi-media data.

Text Books

1. Shinde S. K. and Uddagiri Chandrasekhar (2015), *Data Mining and Business intelligence*, Dreamtech Press.
2. Hand David, *Principles of Data Mining*, PHI Learning Private Limited-New Delhi.
3. Ian H. Witten, Eibe Frank, Mark A. Hall, (2010). *Data Mining: Practical Machine Learning Tools and Techniques*, Paperback, Elsevier.
4. Berry M. J. A. and Linoff G. S. (2008). *Mastering Data Mining*, Wiley India Private Limited, 2008

References and Suggested readings

1. Kumar T.V.S., Reddy B. E., and Kallimani J.S. (2012). *Data Mining: Principles and Applications*, Elsevier.
2. Shmueli G., Patel N.R., and Bruce P.C., (2010) *Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XL Miner*, Wiley-Blackwell.
3. Delmater R. and Hancock M. (2001). *Data Mining Explained: A Manager's Guide to Customer-centric Business Intelligence*, Digital Press, 2001

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Machine Learning, Data Mining, Concepts, attributes and Output**	
1.1	Data Flood; Data Mining Application Examples; Data Mining and Knowledge Discovery;	2 Hours
1.2	Machine Learning and Classification, Examples; Learning as Search; Bias, Weka; Preparing the data	3 Hours
1.3	Knowledge Representation - Decision tables; Decision trees; Decision rules; Rules involving relations; Instance-based representation.	2 Hours
2	**Classification**	
2.1	Basic Methods – OneR, Naïve Bayes; Decision Trees - Top-Down Decision Trees, Choosing the Splitting Attribute, Information Gain and Gain ratio	3 Hours
2.2	Handling Numeric Attributes, Finding Best Split Dealing with Missing Values, Pruning, Pre-pruning, Post-Pruning, Estimating Error Rates, From Trees to Rules	2 Hours
2.3	CART - CART Overview and Gymtutor Tutorial Example, Splitting Criteria, Handling Missing Values, Pruning, Finding Optimal Tree; Other Methods – Rules, Regression, Instance-based	3 Hours
3	**Evaluation & Credibility and Lifts & Costs**	
3.1	Definition, Classification with Train, Test, and Validation sets Handling Unbalanced Data; Parameter Tuning, Predicting Performance, Evaluation on "small data": Cross-validation	2 Hours
3.2	Bootstrap, Comparing Data Mining Schemes, Choosing a Loss Function; Lifts & Costs - Lift and Gains charts, ROC, Cost-sensitive learning, Evaluating numeric predictions, MDL principle and Occam's razor;	2 Hours
3.3	Data Preparation for Knowledge Discovery - Data understanding, Data cleaning, Date transformation, Discretization, False "predictors" (information leakers), Feature reduction, leaker detection, Randomization, Learning with unbalanced data.	3 Hours
4	**Clustering, Association, Visualizations and Summarization**	
4.1	Clustering–Definition, K-means, Hierarchical; Association–Transactions, Frequent item sets, Association rules	2 Hours
4.2	Applications; Visualization – concept, Graphical excellence and lie factor, Representing data in 1,2, and 3-D, Representing data in 4+ dimensions - Parallel coordinates, Scatterplots, Stick figures;	2 Hours

4.3	Summarization and Deviation Detection – Summarization, KEFIR: Key Findings Reporter, WSARE: What is Strange About Recent Events.	2 Hours
5	**Applications**	
5.1	Targeted Marketing and Customer Modelling - Direct Marketing Review, Evaluation: Lift, Gains, Lift and Benefit estimation	2 Hours
5.2	Genomic Microarray Data Analysis – Definition and techniques; Data Mining and Society; Future Directions; Data Mining and Society:	3 Hours
5.3	Ethics, Privacy, and Security issues; Future Directions for Data Mining, web mining, text mining, multi-media data.	3 Hours
	Total	36 Hours

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
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Course Code	Course Name	Category	L	T	P	Credit
20MBA294	SOFTWARE PROJECT MANAGEMENT	Elective	3	0	0	3

Preamble: This course intends to equip students with required knowledge and ability to manage software projects and to overcome challenges associated with software projects in today's complex business environment.

Prerequisite: Nil

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

CO 1	Explain Software Project Management and the various ways to initiate a software project
CO 2	Examine the methods for Activity planning and Risk Management
CO 3	Evaluate Software process models and to appraise the Effort Estimation techniques for Software Project Management
CO 4	Assess the cost monitoring and control methods for Software Projects
CO 5	Analyze the impact of groups, teams and organisational structure in Software Project Management

Mapping of course outcomes with program outcomes

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

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Estd. 2014

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA294– SOFTWARE PROJECT MANAGEMENT

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. What is project planning, why is it important?
2. Differentiate between CPM and PERT techniques.
3. What are Process models?
4. Identify the stages in Contract placement.
5. What is the role of a software project manager in decision making?

(5x2 marks = 10 marks)

PART B

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

6. (a) List and brief the various activities covered by software project management.
   (b) Explain in detail about step wise project planning.
7. (a) Explain network planning model in detail.
   (b) Elucidate the approaches in detail to identify the activities or tasks in a project.
8. (a) Do you agree with the statement that "an easy and useful way to estimate software efforts and costs is to estimate the lines of code of the software"?
   (b) Examine some of the project related cost factors of a software cost estimation model?
9. (a) Critically examine the Earned Value Analysis.
   (b) Classify the types of contracts and explain in detail.
10. (a) Explain the Oldham - Hackman job characteristic model.
    (b) Explain the method to overcome from stress, health and safety issues in managing the people and organizational teams.

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. Case Study:

    A software project has two main activity dimensions: engineering and project management. The engineering dimension deals with building the system and focuses on issues such as how to design, test, code, and so on. The project management dimension deals with properly planning and controlling the engineering activities to

meet project goals for cost, schedule, and quality. If a project is small (say, a team of one or two working for a few weeks), it can be executed somewhat informally. The project plan may be an e-mail specifying the delivery date and perhaps a few intermediate milestones. Requirements might be communicated in a note or even verbally, and intermediate work products, such as design documents, might be scribbles on personal note pads. These informal techniques, however, do not scale up for larger projects in which many people may work for many months—the situation for most commercial software projects. In such projects, each engineering task must be done carefully by following well-tried methodologies, and the work products must be properly documented so that others can review them. The tasks in the project must be carefully planned and allocated to project personnel and then tracked as the project executes. In other words, to successfully execute larger projects, formality and rigor along these two dimensions must increase. Formality requires that well-defined processes be used for performing the various tasks so that the outcome becomes more dependent on the capability of the processes. Formality is further enhanced if quantitative approaches are employed in the processes through the use of suitable metrics.

Infosys is a software house headquartered in Bangalore, India. Its stated mission is "to be a globally respected corporation that provides best-of-breed software solutions delivered by best-in-class people." It employs the global delivery model, in which the customer can be located anywhere in the world and customer fulfilment can be provided from anywhere. In this model, the customer is sought anywhere in the world where it provides the most value to the company. For customer fulfilment, a combination of processes, technology, and management is employed to segregate the work so that value can be added in the most optimum locations and then reaggregated for delivery to the customer. The quality department at Infosys contains the software engineering process group (SEPG).The SEPG is responsible for coordinating all the process activities, including process definition, process improvement, and process deployment. It also manages all information and data related to the use of processes. For delivery of customer services, Infosys has many *business units*. Within a business unit, a *team*, headed by a *project manager*, executes a project. The project manager is responsible for all aspects of project execution, from determining the requirements to final installation of the software. The project manager reports to a *business manager*, who in turn generally reports to the *business unit head*.Because project managers have the main responsibility for satisfying the customer, they need to master not only executing the technical aspects of a project but also interacting with customers, eliciting requirements, managing the team, and so on. Clearly no one is likely to possess all the skills needed, so it's crucial to train people to develop the necessary skills. Infosys has implemented a variety of programs to help people transition from being engineers to being project leaders.

Questions:

a) Explain the activity dimensions in a software project. (10)

b) Elaborate on the role of a project manager at Infosys? (10)

Syllabus	
Module 1	**Introduction to Software Project Management:** Project Definition — Activities covered By Software Project Management- Importance of Software Project management –Requirement Specification- Overview of Project Planning – Stepwise Project Planning- Categorisation of Software projects -Conceptualization and initiation of IT project.
Module 2	**Activity Planning and Risk Management:** Objectives – Project Schedule – Sequencing and Scheduling Activities – Shortening Project Duration – Activity on Arrow Networks – Risk Management–Managing Risk; Risk identification – Assessment – Risk Planning -Risk Management – PERT technique – Monte Carlo simulation – Resource Allocation – Creation of critical paths – Cost schedules.
Module 3	**Project Life Cycle and Effort Estimation:** Software process and Process Models – Choice of Process models – mental delivery – Rapid Application development – Agile methods– Extreme Programming – SCRUM – Managing interactive processes. **Basics of Software Estimation:** Effort and Cost estimation techniques COCOMO II- A Parametric Productivity Model–Staffing Pattern.
Module 4	**Monitoring and Control:** Creating Framework – Collecting the Data – Visualizing Progress – Cost Monitoring – Earned Value Analysis - Getting Project Back to Target – Change Control – Managing Contracts – Contract Management.
Module 5	**Managing People and Organizing Teams:** Best methods of staff selection – Motivation – The Oldham – Hackman job characteristic model –Working in Groups – Becoming A Team –Dispersed and Virtual teams- Decision Making – Leadership – Organizational Structures – Stress –Health and Safety – Case Studies.

Text Books

1. Hughes B., & Cotterell M. (2009). *Software Project Management (5th Revised ed.)*. McGraw-Hill Education.
2. Ramesh G. (2021). *CBT on Managing Global Software Projects*. TMH.

References and Suggested Readings

1. Royce W. (1998). *Software Project Management (1st ed.)*. Pearson India.
2. Jalote P. (2021). *Software Project Management in Practices*. Pearson India
3. Mantel M. J. S. R. (2021). *Project Management Core Textbook*. Wiley India.
4. Schwalbe K. (2018). *Information Technology Project Management* (9th ed.). Cengage Learning

Course Contents and Lecture Schedule

No.	Topic	No. of Lectures
1	**Introduction to Software Project Management:**	
1.1	Project Definition — Activities covered By Software Project Management-Importance of Software Project management	3 Hours
1.2	Requirement Specification- Overview of Project Planning – Stepwise Project Planning	2 Hours
1.3	Categorisation of Software projects -Conceptualization and initiation of IT project	3 Hours
2	**Activity Planning and Risk Management:**	
2.1	Objectives – Project Schedule – Sequencing and Scheduling Activities – Shortening Project Duration	2 Hours
2.2	Activity on Arrow Networks – Risk Management–Managing Risk; Risk identification – Assessment – Risk Planning -Risk Management	2 Hours
2.3	PERT technique – Monte Carlo simulation – Resource Allocation – Creation of critical paths – Cost schedules.	3 Hours
3	**Project Life Cycle and Effort Estimation:**	
3.1	Software process and Process Models – Choice of Process models – mental delivery – Rapid Application development.	2 Hours
3.2	Agile methods– Extreme Programming – SCRUM – Managing interactive processes	2 Hours
3.3	**Basics of Software Estimation:** Effort and Cost estimation techniques COCOMO II- A Parametric Productivity Model–Staffing Pattern.	3 Hours
4	**Monitoring and Control:**	
4.1	Creating Framework – Collecting the Data – Visualizing Progress – Cost Monitoring	2 Hours
4.2	Earned Value Analysis - Getting Project Back to Target – Change Control	2 Hours
4.3	Managing Contracts – Contract Management	3 Hours
5	**Managing People and Organizing Teams:**	
5.1	Best methods of staff selection – Motivation – The Oldham – Hackman job characteristic model	2 Hours
5.2	Working In Groups – Becoming A Team –Dispersed and Virtual teams-Decision Making	2 Hours
5.3	Leadership – Organizational Structures – Stress –Health and Safety – Case Studies.	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA296	ENTERPRISE RESOURCE PLANNING	Elective	3	0	0	3

Preamble: Businesses across the world, especially the fortune 500 companies are running on Enterprise Resource Planning systems. This course has been designed to empower the business management students with deeper understanding and practical insights on ERP systems. Upon successful completion of the programme a student should be able to understand ERP systems, and shall confidently work in an ERP environment.

Prerequisite: NIL

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

CO 1	Explain the features of Enterprise Resource Planning systems
CO 2	Illustrate the relevance of Business Process Reengineering in ERP implementations
CO 3	Evaluate ERP solutions to manage project implementations
CO 4	Analyse business requirements and develop business blueprint using the capabilities of ERP systems
CO 5	Devise methods to appraise, assess and manage ERP projects successfully

Mapping of course outcomes with program outcomes

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

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
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Estd. 2014

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA296– ENTERPRISE RESOURCE PLANNING

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. List out any four ERP solutions.
2. Define change management in an ERP implementation context.
3. What is GAP analysis?
4. Recall the benefits of the sales and marketing module of an ERP system.
5. Explain the organizational benefits of SCM.

(5x2 marks = 10 marks)

PART B

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

6. Explain business functions and elaborate the major functional modules of an ERP solution.
7. Discuss the various stages of BPR implementation in IT projects.
8. Elaborate the relevance of requirement analysis in the effective implementation of an ERP system.
9. Critically examine the salient features of human resource information system.
10. Explain the different types of risks faced in ERP implementation projects with suitable examples.

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. Identify an ERP implementation project you are familiar with and discuss elaborately on the following dimensions.
    a) ERP product selection
    b) Implementation strategy
    c) Benefits of BPR
    d) Modules implemented
    e) Benefits to the organization
    f) Top management approach

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Foundation for understanding Enterprise Resource Planning Systems** Emergence of ERP systems-What is ERP? – Evolution - Business benefits – ERP modules –ERP Vendors – ERP Products - ERP design architecture – Challenges of implementation of ERP system. Business functions, Processes, and data requirements - Functional areas- functional information systems. Case studies on ERP success and failures.
Module 2	**Business Process Reengineering (BPR) and ERP** BPR- Definition- Terminologies- Purpose- Relevance of BPR in ERP projects – BPR process – Stages in BPR implementation – Stakeholders – Change management – Changes that BPR can bring in an organization – Relevance of BPR in ERP project implementation. Case studies on BPR.
Module 3	**Planning, Design and Implementation of ERP systems** Traditional system development approaches – Contemporary approaches to system development – ERP system development processes – Planning – Requirement analysis – AS IS and TO BE study- GAP analysis – Selection of ERP solutions- Vendor selection- Design: reengineering versus customizing – Alternate ERP design options – detailed design - ERP implementation steps. Case study on ERP implementation.
Module 4	**Functional Module of an ERP system** Accounting and Finance- Accounting and finance processes – Management control processes in Accounting – Accounting and finance modules in ERP systems. Sales and Marketing – Sales and marketing processes- Management control processes in sales and marketing- Sales and marketing modules in ERP systems Production and materials management - Production planning and manufacturing processes - Management control processes in production and manufacturing – Production planning modules in ERP systems – Materials Management modules in ERP systems. Human Resources – Human resource management processes – Human resources information systems- Human resource modules in ERP systems. ERP Module integration. Cases study on ERP functional module integration.
Module 5	**ERP Implementation & Integration** ERP Implementation – Critical success factors – Risks in ERP projects implementation: technology, organizational, people and project related risks – Managing large scale ERP projects -Managing large scale ERP projects - Project related factors- other risk factors. ERP and SCM integration - ERP and CRM integration – e-business and ERP- Business intelligence with ERP. ERP Trends - Cloud ERP- Two-Tier ERP - Digital transformation - Other technology Integrated with ERP – Personalization - Predictive analytics - Mobile ERP - The Future of ERP. Case study on organisational transformation with ERP.

Text Books

1. Ashim Raj Singla (2009). *Enterprise Resource Planning*, Cengage Learning.
2. Alexis Leon (2014) *ERP demystified*, McGraw Hill Education India Private Ltd.
3. Goyal D. P. (2011). *Enterprise Resource Planning– A Managerial Perspective*, McGraw Hill Education Pvt Ltd.
4. Cedric Alexander (2011). *A Case Study Exploring the Effectiveness of ERP Integration Towards Managerial Performance*, Proquest, Umi Dissertation Publishing.
5. David L Olson (2003). *Managerial issues of ERP systems*, McGraw-Hill Higher Edn.

References and Suggested readings

1. Pramod Mantravadi M. (2003). *ERP – Concept and Cases*, ICFAI.
2. Dimpi Srivastava and Aarti Batra, (2010). *ERP Systems*, IK International Publishing House Pvt. Ltd.
3. Vinod Kumar Garg and N.K. Venkitakrishnan (2004). *ERP – Concepts and Practice*, Prentice Hall of India.
4. Sinha P. Mangal and Jeffrey Word (2009). *Essentials of Business Process and Information System*, Wiley India.
5. George Anderson, Charles D. Nilson, Tim Rhodes, Sachin Kakade, Andreas Jenzer, Bryan Kin, Jeff Davis, Parag Doshi, Veeru Mehta and Heather Hillary (2009). *SAP Implementation Unleashed: A Business and Technical Roadmap to Deploying SAP*, SAMS.
6. Jagan Nathan Vaman (2008). *ERP in Practice – ERP strategies for steering organizational competence and competitive advantage*, McGraw Hill Education India.
7. Alexis Leon (2007). *Enterprise Resource Planning*, McGraw Hill Education India.
8. Mahadeo Jaiswal (2008). *Enterprise Systems and Business Process Management*, Macmillan India.

Course Contents and Lecture Schedule

Sl. No.	Topic	No. of Lectures
1	**Foundation for understanding Enterprise Resource Planning Systems**	
1.1	Fundamentals and challenges of ERP systems	2 Hours
1.2	ERP design architecture	2 Hours
1.3	Business functions, Processes, and Data requirements	2 Hours
1.4	Case Study	2 Hours
2	**Business Process Reengineering (BPR) and ERP**	
2.1	Business Process Reengineering (BPR) and related concepts	5 Hours
2.2	Case Study	1 Hour
3	**Planning, Design and Implementation of ERP systems**	
3.1	Requirement analysis	2 Hours
3.2	ERP design	2 Hours
3.3	ERP implementation steps, Case Study	2 Hours
4	**Functional Module of an ERP system**	
4.1	Accounting and Finance	2 Hours
4.2	Sales and Marketing	2 Hours
4.3	Production and materials management	2 Hours
4.4	Human Resources	1 Hour
4.5	Case Study	1 Hour
5	**ERP Implementation & Integration**	
5.1	ERP Integration	2 Hours
5.2	ERP Project Management	2 Hours
5.3	ERP Integration with other systems	2 Hours
5.4	Future trends of ERP, Case Study	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA298	CLOUD COMPUTING & CYBER SECURITY	Elective	3	0	0	3

Preamble: The course on Cloud Computing and Cyber Security helps the students to comprehend the concepts of both cloud computing and cyber security to aid managerial decision making. The course imparts knowledge about cloud computing and its application in business and helps to understand the importance of information management and cyber security for a business organization.

Prerequisite: NIL

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

CO 1	Evaluate the importance of Cloud Computing in Business.
CO 2	Analyse the service models and deployment models in cloud computing.
CO 3	Appraise the cloud services tools and applications for the community.
CO 4	Assess cyber security issues in business and society.
CO 5	Examine technological solutions for ensuring cyber security in the cloud

Mapping of course outcomes with program outcomes

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

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA298 CLOUD COMPUTING & CYBER SECURITY

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Define Cloud computing.
2. What is Software as a Service?
3. What is google app engine?
4. Define Dos attack.
5. What is intrusion detection system?

(5x2 marks = 10 marks)

PART B

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

6. Explain how cloud computing is relevant in today's dynamic business scenario. List the advantages and disadvantages of cloud computing.
7. Discuss in detail about cloud deployment models. Briefly explain various approaches for migrating to cloud.
8. Explain the role of cloud computing for community. Discuss the role of cloud computing in Corporation.
9. Explain how cyber terrorism has become a big threat to global business scenario. List down the various ethical and legal issues in cyber security.
10. Explain in detail about the term Cryptography and the processes involved in cryptography. Discuss how the companies are improving their data security using various tools.

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. A medium scale manufacturer company in Kerala produces FMCG products. They are having various departments like a) Production b) HR c) Finance d)Marketing. They are now using conventional methods for all the processes in their business. They are now planning to expand their Business. They are really interested to move to cloud services to support all their business processes. Evaluate how they can ideally implement cloud in their various departments and explain how cloud computing helps to improve their efficiency.

(1x20 marks=20 Marks)

Syllabus	
Module 1	**Introduction to cloud computing**– Evolution of Cloud Computing – Cloud Architecture– Cloud Storage – Why Cloud Computing Matters –Advantages of Cloud Computing – Disadvantages of Cloud Computing – Companies in the Cloud Today - Cloud Services Web-Based Application – Pros and Cons of Cloud Service Development.
Module 2	**Service models and deployment models in cloud computing**-Types of Cloud Service Development –Software as a Service – Platform as a Service-Information as a Service – Web Services – On-Demand Computing-Cloud Deployment Models: Public, Community, Private & Hybrid Models-Approaches for Migrating to Cloud.
Module 3	**Cloud computing for everyone**- Discovering Cloud Services Development Services and Tools –Amazon Ec2 – Google App Engine – IBM Clouds-Cloud computing for the family (centralizing email communications, collaborating on schedules and to-do lists)-cloud computing for the community (collaborating on schedules, group projects and events)-cloud computing for the corporation (managing schedules, projects and collaborating on reports).
Module 4	**Introduction to cyber security** – cyber security and information security-ethical hacking-cyber laws-operations in computer networking-information assurance-security loopholes-cyber attacks-cyber terrorism and cyber crimes-frauds, information and identity theft-theft of funds-Dos attacks-digital security-digital forensics-malware functionality-legal and ethical issues in cyber security.
Module 5	**Cybersecurity management**- Hacking prevention-malware detection-cryptography-securing information online-encryption-firewalls-signature schemes-hash functions-authentication-estimating and eliminating security risks-detection and prevention of cyber attacks-Intrusion Detection systems and anti-virus software- cloud security-benefits.

Text Book

1. Michael Miller (2008). *Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Online*, Que Publishing.
2. Dan C. Marinescu (2017). *Cloud computing: Theory and Practice*, Morgan Kaufmann.
3. Gregory J Touhill, C Joseph Touhill (2014). *Cybersecurity for Executives: A Practical Guide*, Wiley.

References and Suggested Readings

1. Kai Hwang, Geoffrey C. Fox, Jack J. Dongarra, *Distributed and Cloud Computing: From Parallel Processing to the Internet of Things*, 1/e, Morgan Kaufmann.
2. Haley Beard, *Cloud Computing Best Practices for Managing and Measuring Processes for On-demand Computing, Applications and Data Centers in the Cloud with SLAs*, Emereo Pty Limited.
3. Kevin Mitnick (2017), *The Art of Invisibility*. Little Brown & Co.
4. Nina Godbole, Sunit Belapure, Cybersecurity: *Understanding cybercrimes, computer forensics and legal perspectives*, Wiley-India.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to cloud computing**	
1.1	History of cloud computing, cloud architecture and storage	2 Hours
1.2	Advantages, disadvantages, companies in the cloud	2Hours
1.3	Cloud services web-based application, pros and cons of cloud service development	3 Hours
2	**Service models and deployment models in cloud computing**	
2.1	Types of Cloud Service Development	2 Hours
2.2	Web Services, On-Demand Computing, Approaches for Migrating to Cloud	2 Hours
2.3	Compare and Contrast the Types of Demand Elasticity	3 Hours
3	**Cloud computing for everyone**	
3.1	Cloud Services Development Services and Tools, Amazon Ec2, Google App Engine, IBM Clouds	2 Hours
3.2	Cloud computing for the family and community	2 Hours
3.3	Cloud computing for the corporation	3 Hours
4	**Introduction to cyber security**	
4.1	Cyber security and information security, ethical hacking, cyber laws, operations in computer networking, information assurance	2 Hours
4.2	Security loopholes, cyber attacks, cyber terrorism and cyber crimes, frauds, information and identity theft	3 Hours
4.3	Theft of funds, Dos attacks, digital security, digital forensics, malware functionality, legal and ethical issues in cyber security	3 Hours
5	**Cybersecurity management**	
5.1	Hacking prevention, malware detection, cryptography, securing information online, encryption	2 Hours
5.2	Firewalls, signature schemes, hash functions, authentication, estimating and eliminating security risks	2 Hours
5.3	Prevention of cyber attacks, Intrusion Detection systems, cloud security.	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA302	ENTERPRISE MANAGEMENT IN DIGITAL ERA	Elective	3	0	0	3

Preamble: The digital firms are different from traditional firms because of reliance on a set of information technologies. This course focuses on the use of information technologies to manage and organize the digital firm. Managers of digital firms need to identify the challenges facing their firms; discover the technologies that will help them meet these challenges; design business processes to take advantage of the technology; and create management procedures and policies to implement the required changes. The course will help to get a close view to new technologies which will influence strategic business decision making now and in the future and will introduce students to the IT operational processes and the various standards in order to see the world of IT operations.

Prerequisite: NIL

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

CO 1	Develop an understanding of managing a digital firm and its assets.
CO 2	Plan for organizational IT systems Infrastructure and its architecture.
CO 3	Acquire knowledge on the role of IT in creating a digital firm strategy.
CO 4	Appraise the application of emerging technology and the future of technology innovation.
CO 5	Identify the role of leadership in digital transformation.

Mapping of course outcomes with program outcomes

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

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Estd. 2014

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA302 ENTERPRISE MANAGEMENT IN DIGITAL ERA

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. What are the characteristics of a virtual organisation?
2. Explain IT infrastructure.
3. Discuss 'snooping on employees?
4. What is the difference between technology and innovation?
5. Discuss the disadvantages of disruptive technologies?

(5x2 marks = 10 marks)

PART B

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

6.		Discuss scope and frame work for a successful entrepreneurship with artificial intelligence and blockchain?	(10)
7.	a.	Evaluate the application of technology innovation in energy management?	(5)
	b.	Pros and cons of technology innovation in education.	(5)
8.	a.	Compare the phases of digital firm strategy lifecycle?	(5)
	b.	Discuss with examples how would you manage security privacy in an organisation?	(5)
9.	a.	Critically examine the infrastructure requirements for web-based database server?	(5)
	b.	Outline the main advantages and disadvantages of voice-based data communication.	(5)
10.	a.	Summarize the guidelines for transforming a firm into a digital firm.	(5)
	b.	Discuss the skills and competencies for international human resource management.	(5)

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. The 'ease of doing business will go a long way in catapulting India as an innovation hub, as per the report of Office of Controller General of Patents, Designs and Trademarks in Mumbai. A robust Intellectual Property Rights (IPR) infrastructure bolster the ecosystem of patents, design, trademarks, and GI (Geographical Indication) systems. The pendency in the IPR department has come down drastically. It has also been decided that any pending application should be completed within days and not months." The reduction in filing fees for start-ups, MSMEs and women entrepreneurs -- allowed by the department -- by 80 percent to help and support start-ups and women entrepreneurs in the country. To increase awareness about GI tag and its significance, scholarships for students studying the Intellectual Property law have been initiated. In last 5-6 years, India has seen a rapid increase in grant of patents and copyrights. The number of patents granted has gone up from 6,326 in 2015-16 to 28,391 in 2020-21, while trademarks registration has shot up from 65,045 in 2015-16 to 2,55,993 in 2020-21. Similarly, while 4,505 Copyrights were granted in 2015-16, a total of 16,402 were granted last fiscal.

Questions

a. Explain the technological challenges faced by the start-ups and MSMEs in India? (10)

b. Evaluate the scope of Geographical Indication (GI) with examples? (10)

Syllabus	
Module 1	**The Digital firm:** Introduction- information technology, enterprise, management, Defining the Digital Firm- Management, organization and technology issues in the digital firm, Comparison of traditional and digital firms, Managing the digital assets of the firm, Managing people in a digital environment, Management and Organizational Challenges in Digital Firms, Virtual organizations, Essential skills and competence for enterprise management- creativity and problem solving, design thinking and innovation, International human resource management.
Module 2	**Digital firm infrastructure and architecture:** organizational IT systems infrastructure, new technologies, IT infrastructure and architecture- Hardware, Software, Databases, Web-based database servers, Web page servers. Telecommunications -VANs, WANs and LANs to Web and WAP. Major trends in voice and data communications, Network types, The Internet, WAP and iMode, Connectivity and interoperability, Enterprise Systems and ASP (application service providers), Industrial networks and XRP (extended enterprise resource planning).
Module 3	**Digital firm strategy:** Strategy, role of IT in corporate strategy, waves of technological change, Competitive forces and institutions model, Value chain models, Resource models, Aligning organizational and IT strategies, B2C Digital Enterprise, Managing digital assets, Implications of Mergers and Acquisitions for IT, Life cycle issues, difficulties of aligning business strategy to IT strategy, New Management Issues Facing Digital Firms, Managing Information Rights and Obligations. Security- Privacy, Freedom of information, Protecting intellectual property: copyrights, Snooping on Employees, New techniques for employee protection from unobtrusive employer surveillance systems.
Module 4	**Technology and Innovation:** Managing emerging technologies, future of Technology evolution, advantages and applications of Cloud, Big Data, Internet of Things. Risks in technology management. Intelligent use of technology- in business, government and society, Application of emerging technology in areas of Energy, Healthcare, Environment, education. Future of Technology Innovation.
Module 5	**Digital transformation in leadership:** Issues and challenges, Framework for successful business entrepreneurship in the 21st century, Mapping innovation in digital transformation, Artificial Intelligence and Block Chain, Disruptive technologies, Ideation and Building business Solutions, Advertising and promotions in digital era, Leveraging technology for enterprise transformation, Humanitarian supply chain, Sustainability in digital era.

Text Books

1. Karim Mezghani and Wassim Aloulou, (2019). *Business Transformations in the Era of Digitalization*, IGI Global 2019.
2. Jun Xu, *Managing Digital Enterprise: Ten Essential Topics* 2014th Edition Atlantis Press.
3. Nuno Ribeiro (2011). *Managing in the Digital Era*, CreateSpace Independent Publishing Platform.

References and Suggested Readings

1. Clayton M. Christensen, (1997). *Innovators Dilemma: Why Great Companies Fail*, Harper Collins.
2. Thomas H. Davenport, (2000). *Mission Critical: Realizing the Promise of Enterprise Systems*, Harvard Business Review Press.
3. Philip Evans and Thomas S. Wurster, (2000). *Blown to Bits: How the New Economics of Information Transforms Strategy*, Harvard Business School Press.

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**The digital firm**	
1.1	Defining the Digital Firm	3 Hours
1.2	Managing the digital assets of the firm	2 Hours
1.3	Essential skills and competence for enterprise management	2 Hours
2	**Digital firm infrastructure and architecture**	
2.1	IT systems infrastructure	3 Hours
2.2	Telecommunications	2 Hours
2.3	Enterprise Systems	2 Hours
3	**Digital firm strategy**	
3.1	Strategy	2 Hours
3.2	B2C Digital Enterprise	3 Hours
3.3	New Management Issues Facing Digital Firms	3 Hours
4	**Technology and Innovation**	
4.1	Managing emerging technologies	3Hours
4.2	Cloud, Big Data, Internet of Things	2 Hours
4.3	Future of Technology Innovation	2 Hours
5	**Digital transformation in leadership**	
5.1	Framework for successful business entrepreneurship	2 Hours
5.2	Artificial Intelligence and Block Chain	2 Hours
5.3	Humanitarian supply chain	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA304	SOFTWARE ENGINEERING	Elective	3	0	0	3

Preamble: This course emphasizes on the software concepts to equip management graduates to understand the key elements in software development. This course is designed to get familiarized with the industry standards, quality requirements and latest models in the software field.

Prerequisite: NIL

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

CO 1	Explain the software engineering concepts and various development models in organizations
CO 2	Analyse the principles of software requirements specification
CO 3	Evaluate the various estimation techniques in planning and executing a software project
CO 4	Assess the various concepts of software design and testing
CO 5	Analyse the significance of Capability Maturity Model for software and software quality assurance fundamentals

Mapping of course outcomes with program outcomes

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

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA304– SOFTWARE ENGINEERING

Max. Marks: 60 Duration: 3Hours

PART A

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

1. List the various phases in software development.
2. Differentiate between functional and non-functional requirements.
3. Assess significance of project monitoring plan.
4. Enumerate types of software designs.
5. Mention the five maturity levels of Capability Maturity Model.

(5x2 marks = 10 marks)

PART B

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

6. Compare the various lifecycle models of software development.
7. Appraise the significance of Software Requirements Specification and requirements validation.
8. Evaluate any two project estimation techniques.
9. Analyze the different types of software testing techniques that are followed across many organizations.
10. Software quality assurance is a means and practice of monitoring the software engineering processes and methods used in a project to ensure proper quality of the software. Elaborate.

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. **Canal Dreams Booking System Project Scenario**
    Canal Dreams is a major holiday company that specialises in canal holidays. The present organisation is the result of the acquisition of six regional canal boat leasing operators, as Canal Dreams has expanded over a number of years. Currently there is a central call centre that deals with holiday bookings using an in-house computer-based booking application, which is now some years old. Business development analysts have identified the need for an enhancement of the system so that customers can book boating holidays directly over the internet. One advantage of this is a possible increase in bookings by overseas customers. The current IT system was developed by an external software development company some time ago, and currently there are

two software developers who maintain the current system and implement relatively minor enhancements. However, the management of Canal Dreams does not believe that it has sufficient in-house resources to develop the new functionality, particularly as they see the required extension to the system as an urgent business need. The intention is therefore to contract out the system design and building of the system to an external company.

The main objective in this scenario is the enhancement of the Canal Dreams holiday booking system to allow potential customers to book holidays over the web. This will have business benefits for Canal Dreams. With the new system, potential customers can browse an online brochure of boats and start and finish locations, check if there is one available where and when they wish to go on holiday and, if available, make the booking – all via the internet. The new system will thus make booking possible 24 hours a day and seven days a week, and this improved accessibility, it is hoped, will increase sales. An automated online system should eventually allow staff reductions as the internet becomes the preferred medium for bookings.

1. Identify the requirements of the proposed system. (10)
2. Assess the significance of testing activities in the above case? (10)

Syllabus	
Module1	**Overview of Software Engineering:** Overview - Software and Software Engineering –Phases in Software Development – Software Development process, Models; Software Life cycle Models: Classical and Iterative Waterfall Model, Prototyping, Evolutionary Model, Spiral Model, Comparison of different life cycle models; Role of Management in Software Development–Software Quality Metrics; Professional software development; software engineering ethics; Agile software development.
Module 2	**Software Requirements Specification (SRS)** Role of SRS; Functional and non-functional requirements; the software requirements document; requirements specifications; requirements specification; requirements engineering processes; requirements elicitation and analysis; requirements validation; requirements management; Software Prototyping.
Module 3	**Planning and executing a software Project** Software Project Management- Project size estimation metrics, Line of Code (LOC), Function Point (FP). Project estimation techniques- empirical estimation techniques, Putnam's model, basic COCOMO model, Halstead's Software Science. Staffing Level Estimation, risk management, managing people, group, working, choosing and keeping people. Software cost estimation- software productivity, estimation of productivity, factors effecting programming productivity, project duration and staffing; Quality Assurance Plans–Project Monitoring Plans.
Module 4	**Software Design Concepts, Principles and Testing** Software Design, Design Process, Design Fundamentals, Modular Design, Data Design, Architectural Design, Procedural Design, Design Documentation. Software Testing Techniques and Technical Metrics - Software Testing Fundamentals, White Box Testing, Control Structure Testing, Black Box Testing, Testing Real Time System, Automated Testing.
Module 5	**Capability Maturity Model (CMM) for Software** Fundamentals, Five Maturity Levels, Key Process Areas, ISO9000 Series of Standards for Quality Management Systems, Mapping ISO9001 to the CMM - CMM Based Process Improvement. Software Quality Assurance- Fundamentals, Software Quality Assurance, Quality Concepts, Quality Movement, Reviews, Software Reliability, Background Issues, Software Quality Assurance Activities, SQA Plan.

Text Books

1. Ian Sommerville, *Software Engineering*, Pearson Education, 2013.
2. Pressman R.S., *Software Engineering: A Practitioner's Approach*, McGraw-Hill Higher Education, 2014.
3. Pankaj Jaiote, *An Integrated Approach to Software Engineering,* Narose Publishing House, 2005.

References and Suggested readings

1. Richard Fairly, *Software Engineering Concepts*, McGraw Hill Education India Private Limited, 2001.
2. Mall R., *Fundamentals of Software Engineering*, PHI Learning Private Limited-New Delhi, 2014.
3. Behferooz A. and Hudson F. J., *Software Engineering Fundamentals*, Oxford University Press, 1997.
4. Tory Dimes, *Scrum Essentials: Agile Software Development and Agile Project Management for Project*.
5. Sumit Prakash T, *Software Project Management*, Kindle Edition, University Science Press, 2011.
6. Mark C.P, *The Capability Maturity Model*, Amazon Publishing, 2015.
7. Carnegie Mellon University, *The Capability Maturity Model, Guidelines for Improving the Software Process*, Pearson Education,1995

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Overview of Software Engineering:**	
1.1	Overview - Software and Software Engineering – Phases in Software Development – Software Development process, Models	2 Hours
1.2	Software Life cycle Models: Classical and Iterative Waterfall Model, Prototyping, Evolutionary Model, Spiral Model, Comparison of different life cycle models; Role of Management in Software Development	2 Hours
1.3	Software Quality Metrics; Professional software development; software engineering ethics; Agile software development	3 Hours
2	**Software Requirements Specification (SRS)**	
2.1	Role of SRS; Functional and non-functional requirements; the software requirements document	2 Hours
2.2	Requirements specifications; requirements specification; requirements engineering processes; requirements elicitation and analysis	2 Hours
2.3	Requirements validation; requirements management; Software Prototyping.	3 Hours
3	**Planning and executing a software Project**	
3.1	Software Project Management- Project size estimation metrics, Line of Code (LOC), Function Point (FP). Project estimation techniques - empirical estimation techniques, Putnam's model, basic COCOMO model	2 Hours
3.2	Halstead's Software Science. Staffing Level Estimation, risk management, managing people, group, working, choosing and keeping people.	2 Hours
3.3	Software cost estimation- software productivity, estimation of productivity, factors effecting programming productivity, project	3 Hours

	duration and staffing; Quality Assurance Plans – Project Monitoring Plans	
4	**Software Design Concepts, Principles and Testing**	
4.1	Software Design, Design Process, Design Fundamentals, Modular Design, Data Design, Architectural Design, Procedural design	2 Hours
4.2	Design Documentation-Software Testing Techniques and Technical Metrics - Software Testing Fundamentals	2 Hours
4.3	White Box Testing, Control Structure Testing, Black Box Testing, Testing Real Time System, Automated Testing	3 Hours
5	**Capability Maturity Model (CMM) for Software**	
5.1	Fundamentals, Five Maturity Levels, Key Process Areas, ISO 9000 Series of Standards for Quality Management Systems, Mapping ISO 9001 to the CMM -CMM Based Process Improvement	2 Hours
5.2	Software Quality Assurance - Fundamentals, Software Quality Assurance, Quality Concepts, Quality Movement, Reviews	3 Hours
5.3	Software Reliability, Background Issues, Software Quality Assurance Activities, SQA Plan	3 Hours
	Total	36 Hrs

Course Code	Course Name	Category	L	T	P	Credit
20MBA312	MANAGEMENT OF NGO's	Elective	3	0	0	3

Preamble: The primary objective of this course is to familiarize the students with the basic concepts in NGOs. It provides students the ability to manage various strategic issues in NGOs and also the application of the various NGO principles. It also imparts knowledge of the rules and regulations governing NGOs. This course is expected to enhance the ability of the students in managing projects in NGOs and also the improvement of management competencies as well.

Prerequisite: Nil

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

CO 1	Understand the basic concepts in NGOs, their functions and nature.
CO 2	Develop skills to manage various strategic issues in NGOs
CO 3	Gain a basic knowledge of application of the various NGO principles in real life.
CO 4	Acquire knowledge on the rules and regulations governing NGOs.
CO 5	Manage projects in NGOs and thereby improve their management competencies.

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.

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA312– MANAGEMENT OF NGO'S

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. What are the characteristics of NGOs in India?
2. Write a note on accountability and sustainability of NGOs.
3. State the acts under which NGOs have to be registered.
4. Highlight the need of CSR activities in an NGO.
5. What are the components of a Project Proposal?

(5x2 marks = 10 marks)

PART B

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

6. Discuss some measures which can be taken to develop an NGO's capacity to handle new challenges.
7. How is development related to NGOs? Why do NGOs need good governance? Explain with the help of examples.
8. Explain the legal procedure of establishing an NGO. Explain the difference between private trust and public trust.
9. Give the profile of an NGO of your choice and discuss it vision, mission and objectives? Also state it activities in line with the vision and mission.
10. COVID-19 has become a major health hazard. Discuss how NGOs have responded to the crisis situation?

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. An NGO (Organization A) working on home based care and support for over 500 children living affected and living with HIV infection in a city in India. Staff of the NGO which include field staff living with HIV infection, most of who were below 30 years of age. Organization A had 30 staff on their rolls. They however work with over 500 families consisting of young widows affected by HIV or where one is living with HIV infection. This NGO began a child and adolescent based HIV care and support programme first with institutional care and then, acknowledging a child's right to family moved to home based care model in 2006. Since they were working with HIV, the management and staff felt that they did not stigmatize people living with HIV

infection. In fact, they felt they had an inclusive approach to care and support of people living with HIV infection. They employed few young women living with HIV infection in their outreach work and included them as paid staff in their planning and meetings of the programmes. In 2011, with technical support from Oxfam Novib, Stop AIDS Now! and funding support from ICCO Cooperation, INSA-India scaled up the Workplace Policy Program in India. Organization A was selected as a faith based organization for the strengthening of workplace interventions under this project. The baseline research study undertaken in 38 organizations in north and central India included theirs. Part of our significant interventions under the project was facilitating them to develop the workplace policy using the participatory methods, exclusive competency building for heads of the institution and focal point persons for the workplace interventions, addressing stigma and discrimination with action plans for optimum filtration of learning and actions within the organization. A key thrust was enabling staff to understand stigma from an experiential perspective and the de-linking of sex-sin-HIV concepts.

1. Analyze the case in detail? (10)
2. What are the factors, according to you, facilitate NGO A for successful implementation of the changes as per WPP? (10)

Syllabus	
Module 1	**Introduction to NGOs:** Meaning of NGO- Concepts, functions and types of NGO- Vision, mission and goals in NGOs- various approaches and models- - Role of NGOs in community development- NGO Environment - issues in NGO environment and problem identification- the development environment and strategic trends- NGOs: organisational types and structures.
Module 2	**Managing NGOs** *Managing NGOs; The strategic issues:* The issues of managing NGOs in the current aid architecture-Implications of the changing role of INGOs and civil society-Applying NGO principles and values-Governance and working with NGO Boards- NGO Capacity building: trends and effectiveness- Developing strategies and strategic plans-Building partnerships and managing inter-organisational relations. *Managing NGOs; People and Practices:* Managing effective, accountable and sustainable NGOs - NGO Leaders and Leadership Development- NGO management competencies-Dimensions of cross-cultural management in NGO context-Managing People & Teams in NGOs - OD and organisational change in NGOs - Promoting organisational learning and innovation in NGOs - Current issues in monitoring & evaluation.
Module 3	**Legal Framework for establishing NGOs** Legal- rational structure of Non- profits: Trusts and societies with Special reference to Trust and Society Registrations Acts - Foreign contributions and Regulations Act (FCRA)- Statutory Obligations – Income Tax Exemption (80-G, 12-A and 35AC). Rules and Regulations: Process in NGOs registration - Resource Mobilisation: Methods and techniques of fund raising – International, National and Local levels.
Module 4	**Human Resource Management in NGOs and CSR Activities** Leadership in the NGOs Context - Practice of Human Resources Management in NGOs - Human Resources Management and the role of creating change agents – Staffing, recruiting, induction and training. *CSR Activities:* Definition, concepts and need – Concentration areas of CSR – Role of social workers in CSR – National and International CSR activities: TVS, Infosys and Tata.
Module 5	**Project Management in NGOs** *Project Management:* Definition – Concept – Objectives- Scope and importance- Methodology- Micro and macro-Level planning –Project Dimensions- Identification – Need assessment- problem tree- formulation project proposal- project appraisal: Technical, Economical and Financial feasibility *Project Management in NGOs:* Concept, Meaning, Definition and Types of projects – Projects Implementation and Management: Project Planning Matrix - Project Cycle Management - Identification and formulation of Details Project Report (DPR), Monitoring and Evaluation (PERT and CPM) - Rural Appraisal: Tools and Techniques, SWOC (Strengths, Weaknesses, Opportunities, and Challenges) Analysis.

Text Books

1. Abraham Anita (2015). *Formation And Management of NGOs (Non- Governmental Organisation)*, Universal Law Publishing, New Delhi.
2. Brunt Carol (2016). *Human Resource Management in International NGOs: Exploring Strategy, Practice and Policy,* Palgrave Macmillan, New York.
3. Drucker Peter F. (2006). *Managing the Non-Profit Organisation,* Harper Collins, New York.

References and Suggested Readings

1. Fowler Alan and Malunga Chiku (2010). *NGO Management: The Earthscan Companion, Routledge,* New Delhi.
2. Halley John and Smilie Ian (2013). *Managing for change: Leadership, Strategy and Management in Asian NGOs*, Routledge, New Delhi.
3. Jones Orumwense (2012). *NGO Management and Development,* LAP LAMBERT Academic Publishing.
4. Srivastava Sanjeev (2018). *A Practical Approach to NGO Management*, Createspace Independent Pub, California.
5. Xavior Joseph S. (2019). *Organisation and Management of NGOs,* Educreation Publishing, New Delhi.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to NGOs**	
1.1	Meaning of NGO- Concepts, functions and types of NGO- Vision, mission and goals in NGOs	2 Hours
1.2	Various approaches and models Role of NGOs in community development	2 Hours
1.3	NGO Environment - issues in NGO environment and problem identification- the development environment and strategic trends- NGOs: organisational types and structures	3 Hours
2	**Managing NGOs**	
2.1	The strategic issues	2 Hours
2.2	NGO principles and values-Governance and working with NGO Boards	3 Hours
2.3	Managing NGOs; People and Practices	3 Hours
3	**Legal Framework for establishing NGOs**	
3.1	Enumerate the factors influencing Supply	2 Hours
3.2	Statutory Obligations – Income Tax Exemption	2 Hours
3.3	Legal- rational structure of Non- profits:	3 Hours
4	**Human Resource Management in NGOs and CSR Activities**	
4.1	Leadership in the NGOs Context	3Hours
4.2	Human Resources Management and the role of creating change agents	2 Hours
4.3	Concentration areas of CSR	2 Hours
5	**Project Management in NGOs**	
5.1	Project Dimensions- Identification – Need assessment	2 Hours
5.2	Projects Implementation and Management	2 Hours
5.3	Monitoring and Evaluation (PERT and CPM)	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA314	MANAGEMENT OF SUSTAINABLE BUSINESS	Elective	3	0	0	3

Preamble: This course is to create awareness and acquaint students with the tools to analyse, evaluate, improve, develop framework and create business models that alleviate challenges to mankind related to climate change, energy, waste, labour, and poverty in the global scenario. It also aims to review green technologies that are relevant for entrepreneurs and managers.

Prerequisite: Nil

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

CO 1	Examine the impact of climate change and global warming on society and environment.
CO 2	Devise measures for carbon mitigation, carbon adaptation and measure social impact of ozone layer depletion.
CO 3	Categorize business strategies for green markets and relate alternate energy and waste management measures.
CO 4	Evaluate sustainable engineering measures and lean practices for business innovation.
CO 5	Inculcate CSR responsibility and value the legal aspects of sustainability.

Mapping of course outcomes with program outcomes

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

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA314– MANAGEMENT OF SUSTAINABLE BUSINESS

Max. Marks: 60 Duration: 3 Hours

PART A

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

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1. Write a note on Kyoto Protocol?
2. Write a note ecological footprint.
3. Define waste management.
4. Write a short note on Poverty and sustainable development.
5. Highlight the need of CSR activities?

(5x2 marks = 10 marks)

PART B

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

6. Discuss the concept of sustainable livelihood and how it can be achieved?
7. Elaborate on various measurement tools for sustainability. Also comment on evaluation of social impact, economic impact and environment impact.
8. Discuss in detail the major objectives and fundamental principles in Green building concept and describe any one Global Green rating system.
9. Discuss in detail the major objectives and fundamental principles in green building concept and green entrepreneurship.
10. Describe important Environmental Regulations in India and their impact on sustainable development.

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. Along with being a basic human need, water is also a basic constituent for the survival of eco-systems of which people and their cultures are important components. The water resources distribution in India, predominantly an agrarian economy, is highly asymmetric and has been accompanied by severe decline in per-capita water availability during the past 50 years, with agriculture being the maximum water user, leading to over-exploitation of ground water and steadily depleting water tables along with a heavy energy bill. Gujarat State falls in a water stressed zone of the country and is also the victim of intra-state asymmetric water availability leading to an

unwanted socio-economic disparity, with the following results: a poor literacy rate in water-deficit districts; concentration of industry and housing in regions with better water resources endowment; and demographic change, e.g., the shift of the prime workforce from drought-prone districts to water-surplus districts. This in turn denies the right to life development, health, food, education and work for these migrant communities. To ensure a balanced development when there is less than one acre per capita of cultivable landholding and over 14 000 villages out of 18 563 are suffering from water scarcity, there is no other alternative but to transfer water from surplus to scarce areas of the state. Some critical questions on water issues, food security, energy viability, rights of people, and most importantly, water security in the context of sustainable development.

1. Analyse the case in detail? (10)
2. What are the factors, according to you, facilitate sustainable development? (10)

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Syllabus	
Module 1	**Introduction to Sustainability:** Introduction, concept and need for sustainability-Pillars of Sustainability-Energy Consumption and its Relationship to Climate, Change- The Potential Impacts of Climate Change-Technology Wedges- Systems thinking for sustainability-Challenges faced by sustainable development.
Module 2	**Measurement tools for Sustainability:** Technological Solutions for Carbon Mitigation and Carbon, Adaptation- carbon credits, carbon trading, carbon footprint-ozone layer depletion-measurement sustainability-Life Cycle Analysis-Environment Impact Assessment (EIA)-Green House Gas inventories-Measuring social impacts and benefits.
Module 3	**Driving towards sustainability:** Pollution-Air, Water and Noise -Alternate energy resources from solar, wind, fuel cells, biofuel, tidal and geothermal-Waste - to - Energy -Sustainable waste water treatment-solid waste management-zero waste concept and green buildings- Aspects of cleaner production--Green supply chain- 3 R concept- Concept of Environmental justice.
Module 4	**Integrating Sustainability into the Business:** Business innovation-framework for Sustainability in action- Resource Optimization, Triple Bottom line concept-Lean start-up, Lean Government, Agility of processes-Lean tool kit- cracking the unsolvable innovatively in business- Green entrepreneurship: Difference between entrepreneurship and Green Entrepreneurship-Nano technology-Developing a roadmap for transformation: Individual and Organisational levels.
Module 5	**CSR & Environmental Laws:** CSR Guidelines for companies on sustainability-Clean Development Mechanism- ISO 14000- Environment Legislation in India-Environment Protection Act 1986, Air Act 1981, Water Act 1974 -The National Green Tribunal Act, 2010- Environmental labels- Ethics and Sustainability-Sustainable Development Goals –Sustainable Development Goals by the UN, The Sustainable Development Goals and their Relevance for Business.

Text Books

1. Ni bin Chang (2010), *System Analysis for Sustainable Energy: Theory and Applications*, McGrawHill Publications.
2. Niko Roorda (2012), *Fundamentals of Sustainable Development*, Routledge.
3. Robert Brinkmann, (2016), *Introduction to Sustainability*, Wiley.

References and Suggested Readings

1. Water Resource Management http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter3.pdf
2. Properties, Goods and Services, http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter4.pdf
3. Impact on coastal zones. http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter6.pdf
4. Impact on Human health http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter8.pdf
5. Impact on Asia. http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter10.pdf
6. Climate change Risk, http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-

chapter19.pdf
7. Sustainable development and adaptation to climate change, http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter20.pdf
8. Policy Response to Climate Change, Stern Review, http://mudancasclimaticas.cptec.inpe.br/~rmclima/pdfs/destaques/sternreview_report_complete.pdf
9. Environmental Protection Agency (2003). Lean Systems Research in Manufacturing Systems for greener Performance. http://www.epa.gov/lean/environment/pdf/leanreport.pdf
10. http://www.greenbiz.com/blog/2014/01/24/startups-lead-way-cracking-unsolvables
11. Business strategies for sustainable development. https://www.iisd.org/business/pdf/business_strategy.pdf
12. http://isites.harvard.edu/fs/docs/icb.topic541380.files/Business%20Sustainability.pdf
13. Measuring and Evaluating Business Sustainability: Development and Application of Corporate Index of Sustainability Performance in book Sustainability Appraisal: Quantitative Methods and Mathematical Techniques for Environmental Performance Evaluation, pp.33-61, Editors: Erechtchoukova M. G., Peter A Khaiter, Paulina Golinska. Publisher: Springer Berlin Heidelberg.
14. UNDP Guidelines on CSR for Companies, https://www.spcc.pl/images/file/forums_workhops/csr_self_assesment_undp.pdf

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to Sustainability**	
1.1	Introduction to Sustainability – Concept and Need	2 Hour
1.2	Pillars of Sustainability, climate change	2 Hours
1.3	Technology Wedges	2 Hours
1.4	The Sustainable Development Goals	2 Hours
2	**Measurement tools for Sustainability**	
2.1	Carbon Mitigation and Carbon Adaptation	2 Hours
2.2	Carbon trading and Carbon Footprint, GHG Inventory	2 Hours
2.3	Life Cycle Analysis, Social Impacts and benefits, Environment Impact Assessment	3 Hours
3	**Driving towards sustainability**	
3.1	Alternate sources of energy	2 Hours
3.2	Sustainable waste management	2 Hours
3.3	Green Design in Buildings, Environmental Justice	3 Hours
4	**Integrating Sustainability into the Business**	
4.1	Consumption challenges and Innovation for Sustainability	2 Hours
4.2	Triple Bottom Line and Lean Philosophy	2 Hours
4.3	Individual and Organisational level transformational road-map	2 Hours
4.4	Green Entrepreneurship	1 Hour
5	**CSR & Environmental Laws**	
5.1	CSR Guidelines for sustainability	2 Hours
5.2	Various Laws and Legislations, Environmental Labels	2 Hours
5.3	Ethics and Sustainability: Sustainable Development Goals by the UN	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA316	FAMILY BUSINESS	Elective	3	0	0	3

Preamble: The course on Family Business helps the students to familiarise with the basics of family business. The course equip students to understand the basics of starting a family business and the importance of yearly strategic planning, different family business development models, the different types of family business, need for choosing the form of business for the family situation, the concepts of narcissism, envy and myths in family firms, the importance and process of leadership transition, transition and change in family business, basics of family business governance, the roots of family warfare and be able to identify the same in their family businesses.

Prerequisite: NIL

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

CO 1	Evaluate the basics of starting a family business and different family business development models.
CO 2	Analyse different types of family business and the need for choosing the form of business for the family situation.
CO 3	Appraise the concepts of narcissism, envy and myths in family firms.
CO 4	Explain the importance and process of leadership transition and change in family business.
CO 5	Evaluate the basics of family business governance and the roots of family warfare.

Mapping of course outcomes with program outcomes

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

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA316– FAMILY BUSINESS

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. What are the three dimensions of development model?
2. How to choose the form of business for the family situation?
3. What are the Managerial implications of dysfunctional narcissism?
4. What are the psychological pressures of new leaders?
5. Define family dynamics.

(5x2 marks = 10 marks)

PART B

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

6. Explain the family business life cycle and life cycle stages.
7. Discuss the role of founders and women's in family business.
8. Explain the role of family myths and impact of family myths on family business.
9. Discuss in detail the term family business and shed light on successful sectors for family businesses.
10. Explain the dilemmas and challenges faced by family business.

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. Murli and Mohan were the two sons of a businessman named Biswajeet–a famous builder. Biswajeet was a self-made man, he had risen from 'rags to riches' and had worked hard all his life to attain his current position of being one of the best builders in the town, both in terms of quality of construction and in public relations.His two sons also had an inclination towards the construction business and wanted to join their father after completing their Bachelors in Architecture and their Masters in Business Administration. They had happily returned home and expressed their wish of joining the family- owned business. But Biswajeet had different plans. The brothers were surprised when Biswajeet announced at the dining table, "Murli and Mohan, I have an important thing to discuss. As both of you know that I am a self-made man, I have gone my way and have taken no direction from anyone. In fact, I have taken the onus of all the decisions, good or bad. So now when both of you have armed yourself with formal education, I would like both of you to take over from me and run the show on

you own".

"But Dad your experience will only add to our education" exclaimed Murli. "And Dad, your vision will guide us towards greater success. Moreover, you have a good image in market and it will take ages for us to develop the same market image all over again", retorted Mohan. "Son, I want you to be on your own. I have performed all the duties of a father till now and now I want you to take over the show. You are right that I have experience and an image which can be built only over period of time, but remember, I have done it all by myself and without even financial backing. Believe me, my sons, the kind of self-respect that you would gain for yourself and the kind of business acumen you would evolve on being on your own is not possible under my umbrella.", replied Biswajeet. "Let me correct you here again. It's not we but I want both of you to take up independent charge of your fortune and hence I have decided to divide my entire property into two equal halves and transfer it to both of you.

I wish that both of you work independently for your own good and also for a good relationship between brothers. In a way, both of you would become business rivals but then there would be not just one but many more business players in the field. So get yourself charged and start drawing your independent business plans," said Biswajeet.

1. What is your opinion on Biswajeet decision of dividing the business? (7)
2. What are the hurdles both of them may face due to this division? (7)
3. What innovation can they bring in this family business (6)

Syllabus	
Module 1	**Starting a family business:** Introduction of Family Business – Uniqueness and Dynamics – People, Women in Family business, systems and Life cycles – Structural management of family business– Business plan essentials – Yearly strategic planning. **Family Business Development Models:** Conceptual Models of Family firms – Three dimension of development Model – ownership development dimension – Family Developmental Dimensions – Business Developmental Dimensions.
Module 2	**Family Business Types:** Four Classic Family Business types – Founders and the Entrepreneurial experiences – Growing and evolving family business – Complexity of family enterprise – Diversity of successions: Different Dreams and challenges. Organizing the business – Entity choices – Sole proprietorship – partnership – Limited partnership – Limited Liability corporation – choosing the form of business for the family situation – Choosing leadership in family business.
Module 3	**Narcissism, Envy And Myths In Family Firms:** Personality types – Managerial implications of dysfunctional narcissism – importance of individuation – power of envy – role of family myths and impact of family myths on family business – common personality characteristics of founder – common defensive structures in founder – maintaining the balance.
Module 4	**Leadership Transition:** Options for tackling succession problem – inheritance – psychological pressure on new leaders – systematic view of business family – family system proposition – family scripts and rules – practical example of family system thinking – diagnosing family entanglements. **Transition And Change**: Model of individual change – major themes in the individual journey towards change –process of change within organization – change process in families – family focus or organizational focus.
Module 5	**Family Business Governance:** Family Business owner – Power of cohesive ownership –Ownership attitude - Roles and responsibilities of owners, directors and managers – preparing and nurturing good owners Managing inside – outsider Dilemmas. **Roots of Family Warfare:** Families at war – roots of conflict – Gene politics and the family firm – family dynamics – culture and personality.

Text Books

1. Gersick K., Davis J. A., Hampton M. M. and Lansberg I. (1997). *Generation to generation Life cycles of Family business*. Harvard Business School publishing.
2. Manfred F.R., Kets de Vries, Randel S. Carlock, Elizabeth Florent – Treacy (2007). *Family Business on the Couch – A psychological perspective*. Wiley.
3. Aronoff C., Ward J. (2001). *Family business ownership: how to be an effective shareholder*. Family Enterprise Publisher.

References and Suggested Readings

1. Lansberg I. (1999). *Succeeding generations realizing the dream of families in business*. Harvard Business School Publishing India Pvt. Ltd.
2. Grant G, Nigel N. (2008). *Family Wars*. Kogan page.
3. Barbara Weltman. (2001). *J. K. Lesser's Financial and Tax Strategies for Family Business*. Wiley.
4. Ghosh A. (2016). *Strategies for Growth*. Penguin Random House Publishers, India.
5. Fleck, D. L. (2010). Why we should dare to manage growth responsibly. *Management Decision* 48(10):1529-1538.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Starting a family Business & Family Business Development Models**	
1.1	Introduction of Family Business	1 Hours
1.2	Uniqueness and Dynamics – People, Women in Family business, Structural management of family business, Business plan essentials	3 Hours
1.3	Conceptual Models of Family firms	2 Hours
1.4	Three dimension of development Model	2 Hours
2	**Family Business Types**	
2.1	Four Classic Family Business types	3 Hours
2.2	Organizing the business	2 Hours
2.3	Choosing the form of business for the family situation	2 Hours
3	**Narcissism, Envy And Myths In Family Firms**	
3.1	Personality types	3 Hours
3.2	Role of family myths and impact of family myths on family business	2 Hours
3.3	Common personality characteristics of founder	2 Hours
4	**Leadership Transition & Transition And Change**	
4.1	Options for tackling succession problem	1 Hours
4.2	Systematic view of business family	2 Hours
4.3	Model of individual change	1 Hours
4.4	Process of change within organization	2 Hours
4.5	Change process in families	1 Hours
5	**Family Business Governance & Roots of Family Warfare**	
5.1	Family Business owner	3 Hours
5.2	Families at war	2Hours
5.3	Family dynamics – culture and personality	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA318	MANAGING CONTRACTS	Elective	3	0	0	3

Preamble: This course explores the procurement process; the structure of contracts and options available; the relationship between parties; interpretation of the contract clauses and requirements; and best practices in contract management and administration.

Prerequisite: NIL

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

CO 1	Study the elements of concluding, and administering contracts
CO 2	Achieve awareness on arbitrations and legal procedures
CO 3	Study labour regulations and their impact on managing of contracts
CO 4	Study the types of tax involved in Construction.
CO 5	Evaluate the different acts related to Contract like Labour laws – workmen compensation act – minimum wages Act etc.

Mapping of course outcomes with program outcomes

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

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA318 – MANAGING CONTRACTS

Max. Marks: 60 Duration: 3 Hours

PART A

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

1. Explain the terms involved in Contract agreements
2. Deduce the requirements for tendering
3. Describe the term EMD.
4. What are the legal requirements of planning?
5. Define workmen compensation act.

(5x2 marks = 10 marks)

PART B

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

6. With illustration explain Elements of Contracts.
7. How can you evaluate the tender from Technical, financial aspects?
8. Explain the procedure of appointment of arbitrator.
9. Describe the salient features of sales tax and VAT.
10. Bring the necessary contents of Indian Contracts Act

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. Ithala Development Finance Corporation Limited (hereafter referred to as Ithala), the provincial economic development arm of the KwaZulu-Natal Provincial Government embarked on a capacity\ building, skills transfer and entrepreneurial development programme for emerging contractors in the building and engineering disciplines some 5 years ago. This programme supports the Vision of Ithala i.e., to become "... the preferred partner in socio-economic development, instrumental in creating sustainable economic growth that impacts upon an improvement in the quality of life of a significant proportion of the people of KwaZulu-Natal....." The programme is being supported by on site mentoring and after-hours theoretical training by Khuphuka

Education and Training Trust (hereafter referred to as Khuphuka), a development agency who works with under-resourced communities to increase people's access to the economy. Further assistance to emerging contractors is available from Ithala in the form of performance guarantees and working capital loans on building and engineering projects.

The programme was initiated as a construction management initiative, progressed to a contract management initiative and is currently entering the third phase in its development namely community focused contract management. During this phase of the development programme, fully fledged contractors were sourced via the press to participate in a building construction project. Preference was given to affirmative contractors in terms of Ithala's Affirmative Procurement policy which gives up to 15% preference to qualifying affirmative contractors. The successful contractor, upon appointment, had to identify supervisory members or employees of its company as well as emerging sub-contractors to be used by him in the construction programme to receive compulsory entrepreneurial training by Khuphuka. The responsibility to nominate trainees was placed on the successful building contractor(s) by means of a training clause in the tender documentation. The successful contractor(s) was responsible for the supply of all labour and materials in the execution of the project. As a developer, therefore only accepts financial responsibility in the following areas of the construction process: How will you support the firm in the following areas?

1. Project initiation.
2. Project planning.
3. Project monitoring in the execution and control phases.
4. Project close out

(1 x 20 Marks= 20 Marks)

Syllabus	
Module 1	Functions of Contracts in engineering- Introduction to Contract agreements, Terms involved in Contract agreements - Elements of Contracts -Types of Contracts – Standard Contract Document - Conditions of Contract-Law of Torts.
Module 2	Tendering Process - tender documents – requirements for tendering –Methods of inviting tenders-Evaluation of Tender from Technical, financial aspects – Two Cover System- Preparation of the Documentation.
Module 3	Earnest Money Deposit (EMD) – Security deposits - Arbitrator- appointment of arbitrator-power and duties of arbitrator – dispute review board- Violations – Certificates, Forms, Schedules – Case study.
Module 4	Potential Contractual Problems – price variation clause – fine and Liquidated Damages – insurance income tax – sales tax – VAT – Legal requirements of planning–Local government approval-Case study.
Module 5	Indian Contracts Act - Labour laws – workmen compensation act – minimum wages Act – Child labour Act- Industrial dispute Act- Maternity benefit Act – Domestic emerging on misconduct.

Text Books

1. John G. Betty. (2003). *Engineering Contracts*. McGraw Hill.
2. Gajaria G.T. (1986*). Laws Relating to Building and Engineering Contracts in India*, M. M. Tripathi Private Ltd. Bombay, 1982 Tamilnadu PWD Code.
3. Jimmie Hinze. (2001). *Construction Contracts*. McGraw Hill.
4. Joseph T. Bockrath. (2000). *Contracts, the Legal Environment for Engineers and Architects*. McGraw Hill.
5. Oxley Rand Posicit. (2000*). Management Techniques applied to the Construction Industry*. Granda Publishing Ltd.

References and Suggested readings

1. Furmston M.P. (2017). *Cheshire, Fifoot and Furmston's Law of Contract* (17th edition). Butterworth.
2. John Uff QC. (2021). *Construction Law (13th edition)*. Sweet and Maxwell.
3. Cornes D. L. (1994). *Design Liability in the Construction Industry* (4th edition), Blackwell Scientific.
4. The Hon Sir Vivian Ramsey and Stephen Furst (2020). *Keating on Construction Contracts (11th edition)*. Sweet and Maxwell.
5. Ashworth A. and Perera S. (1991). *Contractual Procedures in the Construction Industry (7th edition)*. Longman.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Contract Agreements**	
1.1	Functions of Contracts in engineering	1 Hours
1.2	Introduction to Contract agreements, Terms involved in Contract agreements	2 Hours
1.3	Elements of Contracts -Types of Contracts	2 Hours
1.4	Standard Contract Document - Conditions of Contract-Law of Torts	2 Hours
2	**Tendering Concepts**	
2.1	Tendering Process - tender documents	3 Hours
2.2	Requirements for tendering –Methods of inviting tenders	2 Hours
2.3	Methods of inviting tenders-Evaluation of Tender from Technical, financial aspects – Two Cover System- Preparation of the Documentation	2 Hours
3	**Appointment of Arbitrator**	
3.1	Earnest Money Deposit (EMD) – Security deposits - Arbitrator-appointment of arbitrator-power and duties of arbitrator	3 Hours
3.2	Dispute review board- Violations	2 Hours
3.3	Certificates, Forms, Schedules – Case study.	2 Hours
4	**Types of Tax Involved in Construction**	
4.1	Potential Contractual Problems – price variation clause	2 Hours
4.2	Fine and Liquidated Damages	2 Hours
4.3	Insurance income tax – sales tax	1 Hours
4.4	VAT – Legal requirements of planning	2 Hours
4.5	Local government approval-Case study.	1 Hours
5	**Labour Laws**	
5.1	Indian Contracts Act - Labour laws	3 Hours
5.2	workmen compensation act – minimum wages Act	2 Hours
5.3	Child labour Act- Industrial dispute Act- Maternity benefit Act – Domestic emerging on misconduct.	2 Hours
	Total	36 Hours