

## Professional Skills Development

<b>Course Code</b>	21BA3L1	<b>Year</b>	II	<b>Semester</b>	I
<b>Course Category</b>	Core	<b>Branch</b>	Business Administration	<b>Course Type</b>	Theory/Practical
<b>Credits</b>	1	<b>L-T-P</b>	0-0-4	<b>Prerequisites</b>	Nil
<b>Continuous Internal Evaluation</b>	50	<b>Semester End Evaluation</b>	-	<b>Total Marks</b>	50

<b>Course Outcomes</b>		
Upon successful completion of the course, the student will be able to:		
<b>CO1</b>	<b>Apply</b> academic knowledge in practical and creative ways.	<b>L3</b>
<b>CO2</b>	<b>Examine</b> the critical thinking, reflective listening and effective reasoning skills.	<b>L4</b>
<b>CO3</b>	<b>Solve</b> problems and make decisions effectively.	<b>L3</b>
<b>CO4</b>	<b>Evaluate</b> multiple perspectives and points of view.	<b>L5</b>
<b>CO5</b>	<b>Design, organize</b> short and long term processes.	<b>L5</b>
<b>CO6</b>	<b>Organize</b> short and long term processes.	<b>L3</b>

<b>Contribution of Course Outcomes towards achievement of Program Outcomes &amp; Strength of correlations (3-High, 2-Medium, 1-Low)</b>													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
<b>CO1</b>	2	3	3	-	3	3	-	3	3	-	2	3	3
<b>CO2</b>	2	3	3	-	3	3	-	3	3	-	2	3	3
<b>CO3</b>	2	3	3	-	3	3	-	3	3	-	2	3	3
<b>CO4</b>	2	3	3	-	3	3	-	3	3	-	2	3	3
<b>CO5</b>	2	3	3	-	3	3	-	3	3	-	2	3	3

<b>SYLLABUS</b>		
<b>Unit No.</b>	<b>Contents</b>	<b>Mapped CO</b>
<b>I</b>	<b>Creative Problem Solving-</b> Business Representative–Best from Waste-Innovative Introductions-Story Telling	<b>CO1 CO2 CO4 CO5 CO6</b>
<b>II</b>	<b>Decision Making</b> -Mind Games-Puzzles-Ethical Dilemmas-Trouble Shooting	<b>CO1 CO2 CO3 CO4</b>
<b>III</b>	<b>Business Etiquette</b> - Group Discussions – Public Speaking – Just A Minute	<b>CO1 CO2 CO4 CO5 CO6</b>
<b>IV</b>	<b>Mock Interviews:</b> General Interview- Technical Interview-HR Interview-Stress Interview	<b>CO1 CO2 CO4</b>

		<b>CO5</b> <b>CO6</b>
<b>V</b>	<b>Team Building Games: Hi-Tech Consumer -CEO talk – Self Appraisal.</b>	<b>CO1</b> <b>CO2</b> <b>CO4</b> <b>CO5</b> <b>CO6</b>

### Learning Resources

#### Text Books:

1. Barun K. Mitra (2011), “Personality Development & Soft Skills”, Oxford University Press.
2. Bradley J. Sugars (2005), “Instant Team Building”, Tata McGraw-Hill Companies, New Delhi.

#### Reference Books:

1. Dabreo, Desmond A. (2004), “Group Discussion and Team Building”, Better Yourself Books, Mumbai.
2. Jeff Butterfield (2012) , “Soft skills for Everyone”, Cengage learning, New Delhi,
3. John Newstrom (2004), “The Big Book of Team Building Games”, Tata McGraw Hill Education Private Limited.
4. Shoba Rao (2011), “Soft Skills for Positive Traits”, Tata McGraw Hill Publishing Co. Ltd, New Delhi.
5. Edward De Bono (2016), “Six Thinking Hats”, Penguin Publishers, United Kingdom.
6. Edward De Bono (2016), “Lateral Thinking -An Introduction”, Vermillion Publishers, United Kingdom.

#### e- Resources & other digital material:

1. [https://onlinecourses.nptel.ac.in/noc20\\_hs16/preview](https://onlinecourses.nptel.ac.in/noc20_hs16/preview)
2. [https://onlinecourses.nptel.ac.in/noc21\\_hs02/preview](https://onlinecourses.nptel.ac.in/noc21_hs02/preview)

**MBA II Year – II Semester  
Syllabus**

## Innovation Management

<b>Course Code</b>	21BA4T1	<b>Year</b>	II	<b>Semester</b>	II
<b>Course Category</b>	Core	<b>Branch</b>	Business Administration	<b>Course Type</b>	Theory
<b>Credits</b>	4	<b>L-T-P</b>	4-0-0	<b>Prerequisites</b>	Strategic Management
<b>Continuous Internal Evaluation</b>	30	<b>Semester End Evaluation</b>	70	<b>Total Marks</b>	100

### Course Outcomes

Upon successful completion of the course, the student will be able to:

<b>CO1</b>	<b>Identify</b> the key issues in understanding innovation management and its impact on corporate decision making.	<b>L3</b>
<b>CO2</b>	<b>Examine</b> the different types of innovation and innovation settings.	<b>L4</b>
<b>CO3</b>	<b>Infer and implement</b> innovation strategies in organisations through corporate foresight.	<b>L4</b>
<b>CO4</b>	<b>Inspect</b> sources of competitive advantage for evaluating and selecting proposals to meet organisational objectives.	<b>L4</b>
<b>CO5</b>	<b>Critically evaluate</b> methods and processes of innovation with the aim to evaluate and resolve issues and situations from the perspective of ethical behaviour, responsible management and sustainability.	<b>L4</b>

### Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3-High, 2-Medium, 1-Low)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
<b>CO1</b>	3	2	2	-	-	3	-	-	-	-	3	3	2
<b>CO2</b>	3	2	2	-	-	3	-	-	-	-	3	3	2
<b>CO3</b>	3	2	2	-	-	3	-	-	-	-	3	3	2
<b>CO4</b>	3	2	2	-	-	3	-	-	-	-	3	3	2
<b>CO5</b>	3	2	2	-	-	3	-	-	-	-	3	3	2

### SYLLABUS

<b>Unit No.</b>	<b>Contents</b>	<b>Mapped CO</b>
<b>I</b>	<b>Definitions and Typology:</b> Creativity - measurement – process - techniques - Definition of Innovation - Types of innovation (Product, Process and Organization) – barriers to innovation.	<b>CO1 CO2</b>
<b>II</b>	<b>Intellectual Property:</b> Patents - Copyrights - Trademarks - Geographical Indications - Legal Aspects.	<b>CO1 CO3 CO4</b>
<b>III</b>	<b>Processes and Mechanisms:</b> Models of Innovation - Sources and Transfer of Innovation - Strategizing for Innovation – technology adoption and diffusion.	<b>CO2 CO3 CO4</b>
<b>IV</b>	<b>Bottom-of-Pyramid (BOP) Innovations:</b> Nature of BoP markets – Dominant Logic – Products and Services for the BOP – Business model innovations.	<b>CO4 CO5</b>

<b>V</b>	<b>Contemporary Issues:</b> Managing disruptive innovations – Concepts of Open Innovation and Jugaad Innovation.	<b>CO4</b> <b>CO5</b>
<b>Case Study Compulsory.</b> Relevant cases have to be discussed in each unit.		

<b>Learning Resources</b>	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. Afuah, Alan, “Innovation Management”, 2<sup>nd</sup> edition, Oxford University Press, New York.</li> <li>2. Joe Tidd and John Bessant, “Managing Innovation - Integrating Technological, Market and Organizational Change”, John Wiley &amp; Sons Ltd., 4<sup>th</sup> Edition.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. Nigel King, Neil J. Anderson (2003), “Managing Innovation and Change: A Critical Guide for Organizations”, Thomson Asia, Singapore, 2003.</li> <li>2. Prahalad (2004), “The Fortune at the Bottom of the Pyramid”, Wharton School Publishing, New Jersey.</li> <li>3. Henry Chesbrough (2005), “Open Innovation”, Harvard Business School Press, Boston.</li> <li>4. Erik A. Rothand, Scott D. Anthony, Clayton M. Christensen (2004), “Seeing what’s Next”, Harvard Business School Press, Boston, 2004.</li> <li>5. Navi Radjou, Jaideep Prabhu and Simone Ahuja (2012), “Jugaad Innovation, Jossey-Bass”, San Francisco.</li> </ol>	
<b>e- Resources &amp; other digital material:</b>	
<ol style="list-style-type: none"> <li>1. <a href="https://nptel.ac.in/courses/110107094">https://nptel.ac.in/courses/110107094</a></li> </ol>	

## Business Law

<b>Course Code</b>	21BA4T2	<b>Year</b>	II	<b>Semester</b>	II
<b>Course Category</b>	Core	<b>Branch</b>	Business Administration	<b>Course Type</b>	Theory
<b>Credits</b>	4	<b>L-T-P</b>	4-0-0	<b>Prerequisites</b>	Nil
<b>Continuous Internal Evaluation</b>	30	<b>Semester End Evaluation</b>	70	<b>Total Marks</b>	100

### Course Outcomes

Upon successful completion of the course, the student will be able to:

<b>CO1</b>	Use the concepts, principles and theories for effective business decisions.	<b>L3</b>
<b>CO2</b>	<b>Relate</b> the principles of business laws adopted by firms to fulfil contractual obligations.	<b>L3</b>
<b>CO3</b>	<b>Connect</b> knowledge and develop understanding of the regulatory framework of various laws necessary for organisations.	<b>L4</b>
<b>CO4</b>	<b>Analyze</b> the legal and fiscal structures necessary for integrating corporate functions.	<b>L4</b>
<b>CO5</b>	<b>Apply</b> problem solving capabilities to be able to present coherent and concise legal arguments for solving business problems.	<b>L3</b>

### Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3-High, 2-Medium, 1-Low)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
<b>CO1</b>	3	3	-	-	-	2	-	1	2	2	1	3	2
<b>CO2</b>	3	3	-	-	-	2	-	1	2	2	1	3	2
<b>CO3</b>	3	3	-	-	-	2	-	1	2	2	1	3	2
<b>CO4</b>	3	3	-	-	-	2	-	1	2	2	1	3	2
<b>CO5</b>	3	3	-	-	-	2	-	1	2	2	1	3	2

### SYLLABUS

<b>Unit No.</b>	<b>Contents</b>	<b>Mapped CO</b>
<b>I</b>	<b>Importance of Commercial Law:</b> The Indian Contracts Act, 1872 – Nature of the Act and classification of contracts – Essentials of a valid contract – Offer and acceptance – Capacity – Consideration – Free consent – Performance of a contract – Discharge of a contract – Breach of a contract and remedies.	<b>CO1 CO2</b>
<b>II</b>	<b>Sales of Goods Act:</b> Introduction to act – Distinction between sale and agreement to Sell – Conditions and warranties – Performance of contract of sale – Transfer of ownership – Rights of an unpaid seller; Contract of agency - Meaning and nature of agency – Duties and rights of principal – Duties and rights of agent and principal -Termination of agency.	<b>CO1 CO2</b>
<b>III</b>	<b>Negotiable Instruments Act and Consumer Protection Act:</b> Characteristics of negotiable instruments – Kinds of negotiable instruments – Endorsement – Presentation of negotiable instrument – Discharge of a negotiable instrument. <b>Consumer Protection Act, 2019:</b> Introduction to act – Consumer right – Machinery for redressal of consumer grievances.	<b>CO2 CO3 CO4</b>

<b>IV</b>	<b>Indian Partnership Act, 1932:</b> Meaning and essentials of partnership - Registration – Tests of partnership - Duties and rights of partners – Dissolution of partnership; <b>Company Act, 2013</b> -Nature and types of companies – Formation – Winding up – Cyber Crime and the Legal Landscape - Information Technology Act, 2000.	<b>CO3</b> <b>CO4</b> <b>CO5</b>
<b>V</b>	<b>GST:</b> Introduction & Definition: Registration, Tax Invoice & Tax Payment, Filing return, Input tax credit, Refund, Penalties, Transitional Provisions for existing tax payers.	<b>CO4</b> <b>CO5</b>
<b>Case Study Compulsory.</b> Relevant cases have to be discussed in each unit.		

<b>Learning Resources</b>	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. Chandra Bose (2010), “Business Law”, PHI Learning, New Delhi.</li> <li>2. Kapoor N.D. (2017), “Business Law”, Sultan Chand, New Delhi.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. Garg K.C., Sareen V.K. (2015), “Business Law”, Kalyani Publication, New Delhi.</li> <li>2. Goyal P.K. (2012), “Business Law for Managers”, Biztantra, Dream tech Press, New Delhi.</li> <li>3. R. Bulchandani (2017), “Business Law for Management”, 5<sup>th</sup> Edition, Himalaya Publishing House (HPH), 2017.</li> <li>4. Gulshan S.S. and G.K. Kapoor (2020), “Business Law- Including Company Law”, New-Age Publishers, New Delhi.</li> <li>5. Maheshwari S.N. and Maheshwari S.K. (2011), “A Manual of Business Laws”, Himalaya Publishing House, Mumbai.</li> <li>6. B. Lal, “Income Tax and Central Tax: Law and Practice”, Pearson Education, Latest edition.</li> </ol>	
<b>e- Resources &amp; other digital material:</b>	
<ol style="list-style-type: none"> <li>1. <a href="http://neerajbhagat.com">Contents (neerajbhagat.com)</a></li> <li>2. <a href="http://wirc-icai.org">BASICS-GST.pdf (wirc-icai.org)</a></li> </ol>	

## Global Marketing Management

<b>Course Code</b>	21BA4T3MA	<b>Year</b>	II	<b>Semester</b>	II
<b>Course Category</b>	Elective (Marketing)	<b>Branch</b>	Business Administration	<b>Course Type</b>	Theory
<b>Credits</b>	3	<b>L-T-P</b>	3-0-0	<b>Prerequisites</b>	Marketing Management
<b>Continuous Internal Evaluation</b>	30	<b>Semester End Evaluation</b>	70	<b>Total Marks</b>	100

### Course Outcomes

Upon successful completion of the course, the student will be able to:

<b>CO1</b>	<b>Analyze</b> and identify international trades and opportunities within global marketing environments.	<b>L4</b>
<b>CO2</b>	<b>Examine</b> the impact of global and regional influences on products and services for consumers and businesses and develop creative market entry strategies in new firm.	<b>L4</b>
<b>CO3</b>	<b>Apply</b> the basic global oriented marketing strategies which include total product concept, pricing, place, and promotion.	<b>L3</b>
<b>CO4</b>	<b>Analyze</b> the different principles of promotion and develop the distribution channel in selecting foreign country market intermediaries and physical distribution of goods.	<b>L4</b>
<b>CO5</b>	<b>Apply</b> current technologies and regulations of EXIM policies to support an organization's integrative trade initiatives.	<b>L3</b>

### Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3-High, 2-Medium, 1-Low)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
<b>CO1</b>	3	3	-	-	-	3	-	2	-	-	-	3	2
<b>CO2</b>	3	3	-	-	-	3	-	2	-	-	-	3	2
<b>CO3</b>	3	3	-	-	-	3	-	2	-	-	-	3	2
<b>CO4</b>	3	3	-	-	-	3	-	2	-	-	-	3	2
<b>CO5</b>	3	3	-	-	-	3	-	2	-	-	-	3	2

### SYLLABUS

<b>Unit No.</b>	<b>Contents</b>	<b>Mapped CO</b>
<b>I</b>	<b>Global Marketing:</b> Scope and significance of Global Marketing - Difference between Domestic and Global Marketing - Need for International Trade-Trends in Foreign Trade - Global Market Environment factors and Regulatory Environment of Global Marketing - Technological Environment - Business Customs in international Market.	<b>CO1 CO2</b>
<b>II</b>	<b>Targeting International Market Opportunities and Market Entry Strategies:</b> Global market segmentation, targeting and product positioning, Regional Market Characteristics - Marketing in Transitional Economies and third world countries - Market Entry Strategies- Indirect Exporting - Domestic	<b>CO2 CO3</b>

	Purchasing - Direct Exporting - Foreign Manufacturing and Franchising strategies - Entry strategies of new firms.	
III	<b>Global Product Management and Pricing:</b> Global Product Life Cycle - New Products and brands in Global Markets. Global Pricing Policy: Price and Non-Price Factors, Methods of Pricing, Pricing Strategies, Dumping and Price Distortion. Global Pricing – Policy alternatives.	CO2 CO3
IV	<b>Promotion for Global Markets and Global Marketing Channels:</b> Communications Process, principles of communication. Global Marketing Channels: Distribution Structures, Distribution Patterns, Challenges in managing a Global Distribution Strategy - Selecting foreign country market intermediaries and physical distribution of goods.	CO1 CO3 CO4
V	<b>Foreign Markets and Export Marketing Process:</b> Export Pricing and Costing, Export-Import (EXIM) Policy of India, 2015-2020. Export Marketing Documentation: Introduction - Significance of export documentation.	CO1 CO5
<b>Case Study Compulsory.</b> Relevant cases have to be discussed in each unit.		

<b>Learning Resources</b>	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. Aryasri A.R., “International marketing”, Student Helpline Publishing Housing (P) Ltd</li> <li>2. Warren J. Keegan (2014), “Global Marketing management”, 5/e, Pearson Education, Noida.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. Philip R. Cateora, John L. Graham (2019), “International Marketing” 11/e, Tata McGraw-Hill Co. Ltd.</li> <li>2. Sunil Gupta (2011), “International Marketing”, Kalyani Publishers, New Delhi.</li> <li>3. Srinivasan R. (2010), “International Marketing”, Prentice-Hall of India Pvt. Ltd.</li> <li>4. Jeffrey Edmund Curry(2010), “International Marketing”, University Science Press, New Delhi.</li> <li>5. Czinkota (2009), “International Marketing”, Cengage Learning, New Delhi.</li> <li>6. Jean Pierre Jeannet (2001), “Global Marketing Strategies”, Jaico Publishing House, New Delhi.</li> <li>7. Raja Gopal (2009), “International Marketing”, Vikas Publishing House, New Delhi.</li> <li>8. Sak Onkvisit (2009), “International Marketing”, Routledge Publications, New Delhi.</li> <li>9. Kotabe, Peloso (2008), “International Marketing”, Wiley India, New Delhi.</li> </ol>	
<b>e- Resources &amp; other digital material:</b>	
<ol style="list-style-type: none"> <li>1. <a href="https://nptel.ac.in/courses/110/107/110107112/">https://nptel.ac.in/courses/110/107/110107112/</a></li> <li>2. <a href="https://nptel.ac.in/noc/courses/noc19/SEM1/noc19-mg10/">https://nptel.ac.in/noc/courses/noc19/SEM1/noc19-mg10/</a></li> </ol>	

## Sales and Distribution Management

<b>Course Code</b>	21BA4T3MB	<b>Year</b>	II	<b>Semester</b>	II
<b>Course Category</b>	Elective (Marketing)	<b>Branch</b>	Business Administration	<b>Course Type</b>	Theory
<b>Credits</b>	3	<b>L-T-P</b>	3-0-0	<b>Prerequisites</b>	Marketing Management
<b>Continuous Internal Evaluation</b>	30	<b>Semester End Evaluation</b>	70	<b>Total Marks</b>	100

### Course Outcomes

Upon successful completion of the course, the student will be able to:

<b>CO1</b>	<b>Apply</b> and design strategies to effectively manage company's sales operations.	<b>L3</b>
<b>CO2</b>	<b>Analyze</b> the role of sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team through sales force techniques.	<b>L4</b>
<b>CO3</b>	<b>Evaluate</b> the performance of sale person as well as Selection and Placement of Sales Personnel through various strategies into the business.	<b>L5</b>
<b>CO4</b>	<b>Analyze</b> the importance of sales budget and how to manage sales expenses from different types of sales budgets in business.	<b>L4</b>
<b>CO5</b>	<b>Examine</b> the channel of distribution through channel information system and also understand the estimate the sale in business.	<b>L4</b>

### Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3-High, 2-Medium, 1-Low)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
<b>CO1</b>	3	-	-	-	-	3	-	3	-	-	-	3	2
<b>CO2</b>	3	-	-	-	-	3	-	3	-	-	-	3	2
<b>CO3</b>	3	-	-	-	-	3	-	3	-	-	-	3	2
<b>CO4</b>	3	-	-	-	-	3	-	3	-	-	-	3	2
<b>CO5</b>	3	-	-	-	-	3	-	3	-	-	-	3	2

### SYLLABUS

<b>Unit No.</b>	<b>Contents</b>	<b>Mapped CO</b>
<b>I</b>	<b>Introduction:</b> Evolution of Sales Department - Marketing, Sales management and Marketing Management – Objectives of Sales Management – Sales Management Cycle – Responsibilities of Sales Manager.	<b>CO1 CO2</b>
<b>II</b>	<b>Sales Strategy Formulation:</b> Steps in Market analysis – Transaction Cost Analysis – Designing Sales Strategy - Determination of Sales Force – Personnel Selling – Strategies used by salesmen – Process of Personal Selling –Theories of Personal Selling.	<b>CO1 CO2 CO3</b>
<b>III</b>	<b>Recruitment of Sales Personnel:</b> Selection and Placement of Sales Personnel – Training of Sales Personnel – compensating of Sales Personnel - Motivating Sales Personnel –Monitoring and Performance Evaluation – Sales Displays.	<b>CO2 CO3</b>
<b>IV</b>	<b>Sales Forecasting:</b> Sales Quotas and Territory Management – Managing Sales Expenses – Sales Budget - importance and types – Sales Promotion Budget – Ethical Issues in Sales Management.	<b>CO4 CO5</b>

<b>V</b>	<b>Channels of Distribution:</b> Retailing and Wholesaling – Physical Distribution Management – Designing Channel Systems – Channel management – Channel Information System. – Elements of Distribution Logistics – Cost and Physical Distribution – Customer Service and Physical Distribution - Role of logistics companies.	<b>CO1</b> <b>CO4</b> <b>CO5</b>
----------	--	--

**Case Study Compulsory.** Relevant cases have to be discussed in each unit.

<b>Learning Resources</b>	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. Gupta S.L (2018), “Sales and Distribution Management”, Excel Books, New Delhi.</li> <li>2. Chunawala. S.A (2017), “Sales and Distribution Management”, Himalaya Publishing House, New Delhi.</li> <li>3. Tapan K Panda (2019), “Sales and Distribution Management”, Oxford University Press, New Delhi.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. Havaladar (2011), “Sales and Distribution Management”, TMH, New Delhi.</li> <li>2. Richard R Still (2017), “Sales Management”, Pearson Education, New Delhi.</li> <li>3. Hair, Anderson (2010), “Sales Management”, Cengage Learning, New Delhi.</li> <li>4. Mark W Johnston (2009), “Sales Force Management”, TMH, New Delhi.</li> <li>5. Tony Carter (2008), “Sales Force Management”, Jaico Publishing House, New Delhi.</li> <li>6. Venugopal P (2009), “Sales and Distribution Management”, Sage Publication, New Delhi.</li> </ol>	
<b>e- Resources &amp; other digital material:</b>	
<ol style="list-style-type: none"> <li>1. <a href="https://nptel.ac.in/courses/110/105/110105122/">https://nptel.ac.in/courses/110/105/110105122/</a></li> <li>2. <a href="https://onlinecourses.nptel.ac.in/noc20_mg13/preview">https://onlinecourses.nptel.ac.in/noc20_mg13/preview</a></li> </ol>	

## Supply Chain Management

<b>Course Code</b>	21BA4T4MA	<b>Year</b>	II	<b>Semester</b>	II
<b>Course Category</b>	Elective (Marketing)	<b>Branch</b>	Business Administration	<b>Course Type</b>	Theory
<b>Credits</b>	3	<b>L-T-P</b>	3-0-0	<b>Prerequisites</b>	Marketing Management
<b>Continuous Internal Evaluation</b>	30	<b>Semester End Evaluation</b>	70	<b>Total Marks</b>	100

### Course Outcomes

Upon successful completion of the course, the student will be able to:

<b>CO1</b>	<b>Analyze</b> the coordinated and collaborative processes and activities among the business partners in a supply chain management, leveraging current and emerging technologies.	<b>L4</b>
<b>CO2</b>	<b>Infer</b> the implications of globalization and/or outsourcing components of SCM and planning demand and supply chain planning strategies through ERP in the value chain of an enterprise.	<b>L4</b>
<b>CO3</b>	<b>Analyze</b> the different operation models and types in procurement and inventory management in business organization.	<b>L4</b>
<b>CO4</b>	<b>Identify</b> the benchmarking process and to build the channel structure and relationship through methods in logistics and supply chain management.	<b>L3</b>
<b>CO5</b>	<b>Analyze</b> the impact of geo-political and technological trends/developments on the supply chain management.	<b>L4</b>

### Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3-High, 2-Medium, 1-Low)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
<b>CO1</b>	3	-	-	-	-	3	-	2	-	-	-	3	3
<b>CO2</b>	3	-	-	-	-	3	-	2	-	-	-	3	3
<b>CO3</b>	3	-	-	-	-	3	-	2	-	-	-	3	3
<b>CO4</b>	3	-	-	-	-	3	-	2	-	-	-	3	3
<b>CO5</b>	3	-	-	-	-	3	-	2	-	-	-	3	3

### SYLLABUS

<b>Unit No.</b>	<b>Contents</b>	<b>Mapped CO</b>
<b>I</b>	<b>The Basics of Supply Chain Management</b> : Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions.	<b>CO1</b> <b>CO3</b>
<b>II</b>	<b>Planning Demand and Supply</b> - Three Components of SCM, Demand Management – Planning Demand and Supply: Supply Management, Evolution of ERP, Concept of ERP in SCM, Quick Response and Accurate Response System in SCM, Use of Other Planning Strategies.	<b>CO1</b> <b>CO2</b> <b>CO4</b>
<b>III</b>	<b>Procurement and Inventory Management</b> : Supply Chain Operations: Procurement Cycle, Inventory Management, Inventory Costs, Types of	<b>CO1</b> <b>CO3</b>

	Inventory Models, Inventory Control Systems, Tools of Inventory Management.	
IV	<b>Supply Chain Benchmarking</b> - Understanding the Benchmarking Concept, Benchmarking Process and types, Benchmarking Procedure – Channel structure – channel relationships.	<b>CO4 CO5</b>
V	<b>Recent Trends in Supply Chain Management:</b> New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co - Maker ship, The Role of E - Commerce in Supply Chain Management, Green Supply Chain Management, and Distribution Resource Planning.	<b>CO1 CO3 CO5</b>
<b>Case Study Compulsory.</b> Relevant cases have to be discussed in each unit.		

<b>Learning Resources</b>	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. Sunil Chopra and Peter Meindel (2013), “Supply Chain Management: Strategy, Planning, and Operation”, Prentice Hall of India.</li> <li>2. Rahul V. Altekar (2005), “Supply Chain Management- Concepts and Cases”, Latest Edition, Prentice Hall of India.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. R.B. Handfield and E.L. Nichols, Jr, “Introduction to Supply Chain Management” , Prentice Hall.</li> <li>2. Jeremy F. Shapiro (2006), “Modeling the Supply Chain”, Duxbury Thomson Learning.</li> <li>3. Sahay. B(2012), “Supply Chain Management: For global competitiveness”, Macmillan publishers.</li> <li>4. Dobler. D and Starling S (2002), “World class supply management - Key to supply chain management” , Tata Mc Graw Hills Education.</li> <li>5. David Simchi Levi, Philip Kaminsky, and Edith Simchi Levi (2000), “Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies”, Irwin Mc Graw Hill.</li> <li>6. Simchi, D.,Kaminsky, P., et al, “Designing and Managing the Supply Chain Concepts, Strategies and Case Studies” , McGraw- Hill Companies, Latest edition.</li> </ol>	
<b>e- Resources &amp; other digital material:</b>	
<ol style="list-style-type: none"> <li>1. <a href="https://onlinecourses.nptel.ac.in/noc21_mg79/preview">https://onlinecourses.nptel.ac.in/noc21_mg79/preview</a></li> </ol>	

## Retail Management

<b>Course Code</b>	21BA4T4MB	<b>Year</b>	II	<b>Semester</b>	II
<b>Course Category</b>	Elective (Marketing)	<b>Branch</b>	Business Administration	<b>Course Type</b>	Theory
<b>Credits</b>	3	<b>L-T-P</b>	3-0-0	<b>Prerequisites</b>	Marketing Management
<b>Continuous Internal Evaluation</b>	30	<b>Semester End Evaluation</b>	70	<b>Total Marks</b>	100

### Course Outcomes

Upon successful completion of the course, the student will be able to:

<b>CO1</b>	<b>Identify</b> the various principles, practices, and concepts used in retail marketing management.	<b>L3</b>
<b>CO2</b>	<b>Determine</b> the conceptual and organizational aspects of the retail sector, including strategic planning and management in the retail industry.	<b>L3</b>
<b>CO3</b>	<b>Examine</b> the implementation of marketing strategy through an analysis of the location opportunities, financial strategy and performance objectives.	<b>L4</b>
<b>CO4</b>	<b>Analyze</b> how retail managers can make informed strategic choices in relation to managing store design, retail form and merchandise plans.	<b>L4</b>
<b>CO5</b>	<b>Choose</b> the key elements in planning, managing, and executing the retail marketing mix as they relate to the product, price, distribution, and promotion.	<b>L3</b>

### Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3-High, 2-Medium, 1-Low)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
<b>CO1</b>	3	-	3	3	3	-	-	3	-	-	-	3	-
<b>CO2</b>	3	-	3	3	3	-	-	3	-	-	-	3	-
<b>CO3</b>	3	-	3	3	3	-	-	3	-	-	-	3	-
<b>CO4</b>	3	-	3	3	3	-	-	3	-	-	-	3	-
<b>CO5</b>	3	-	3	3	3	-	-	3	-	-	-	3	-

### SYLLABUS

<b>Unit No.</b>	<b>Contents</b>	<b>Mapped CO</b>
<b>I</b>	<b>Basic concepts of retailing:</b> Retail development – types and functions of retailers – multi channel retailing – organized retailing in India – special characteristics of retailing services retailing- legislation for retailing in India.	<b>CO1</b>
<b>II</b>	<b>Retail strategy:</b> Market strategy – retail format and target market – building sustainable competitive advantage – growth strategies – strategic retail planning process.	<b>CO1 CO2</b>
<b>III</b>	<b>Retail location:</b> Types, location opportunities – selection of location and Site analysis – financial strategy – strategic profit model – setting and measuring performance objectives.	<b>CO1 CO3</b>
<b>IV</b>	<b>Store layout and design:</b> store operations and inventory management merchandise planning and control, buying merchandise – developing assortment plan.	<b>CO3 CO4</b>

<b>V</b>	<b>Retail pricing strategy:</b> Category management, customer services – retail branding- International retailing – promotional strategies – advertising, sales promotion, store atmosphere.	<b>CO1 CO5</b>
<b>Case Study Compulsory.</b> Relevant cases have to be discussed in each unit.		

<b>Learning Resources</b>	
<b>Text Books:</b>	
1. Sheikh and Kaneez Fatima (2012), “Retail Management”, Himalaya Publishing House, Mumbai.	
2. A.J. Lamba (2011), “The Art of Retailing”, Tata McGraw Hill Education Pvt. Ltd. New Delhi.	
<b>Reference Books:</b>	
1. Siva Kumar A (2007)., “Retail Marketing”, Excel Books, New Delhi.	
2. Swapna Pradhan (2012), “Retail management”, Tata McGraw Hill Education Pvt. Ltd. New Delhi.	
3. Berman Barry, Joel R. Evans and Mini Mathur (2011), “Retail Management-A Strategic Approach”, Pearson Education, New Delhi.	
4. Chetan Bajaj RajnishTuli, Nidhivarma Srivastava (2012), “Retail Management”, Oxford University Press, New Delhi.	
5. Gibson G. Vedamani, “Retail Management”, Jaico Publishing House, New Delhi.	
6. Dunne (2013), “Introduction to Retailing”, Cengage Learning, New Delhi.	
<b>e- Resources &amp; other digital material:</b>	
1. <a href="https://archive.nptel.ac.in/courses/110/105/110105158/">https://archive.nptel.ac.in/courses/110/105/110105158/</a>	

## Global Financial Management

<b>Course Code</b>	21BA4T5FA	<b>Year</b>	II	<b>Semester</b>	II
<b>Course Category</b>	Elective (Finance)	<b>Branch</b>	Business Administration	<b>Course Type</b>	Financial Management
<b>Credits</b>	3	<b>L-T-P</b>	3-0-0	<b>Prerequisites</b>	Nil
<b>Continuous Internal Evaluation</b>	30	<b>Semester End Evaluation</b>	70	<b>Total Marks</b>	100

Course Outcomes		
Upon successful completion of the course, the student will be able to:		
<b>CO1</b>	<b>Identify</b> the concepts of International financial management and understand the concept of exports and imports including Balance of Payment.	<b>L3</b>
<b>CO2</b>	<b>Analyze</b> the evolution of the global monetary system and related world bodies.	<b>L4</b>
<b>CO3</b>	<b>Examine</b> the relationships that exist between national stock markets, currency markets and interest rate markets.	<b>L4</b>
<b>CO4</b>	<b>Develop</b> the knowledge of various sources of international finance and their importance in MNC's.	<b>L3</b>
<b>CO5</b>	<b>Evaluate</b> the techniques of international capital budgeting, international capital structure and cost of capital and international financing.	<b>L5</b>

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3-High, 2-Medium, 1-Low)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
<b>CO1</b>	3	-	3	3	3	-	-	3	3	-	-	3	-
<b>CO2</b>	3	-	3	3	3	-	-	3	3	-	-	3	-
<b>CO3</b>	3	-	3	3	3	-	-	3	3	-	-	3	-
<b>CO4</b>	3	-	3	3	3	-	-	3	3	-	-	3	-
<b>CO5</b>	3	-	3	3	3	-	-	3	3	-	-	3	-

SYLLABUS		
Unit No.	Contents	Mapped CO
<b>I</b>	<b>Global Financial Management:</b> An overview of IFM – Scope - Recent challenges of IFM- EXIM policy- Regulations and guidelines- Balance of payments (BoP)- Fundamentals of BoP-Accounting components of BOP.	<b>CO1</b>
<b>II</b>	<b>Global Monetary System:</b> Evolution- Gold Standard- Bretton Woods system-The flexible exchange rate regime- the current exchange rate arrangements- The Economic and Monetary Union (EMU).	<b>CO2</b>
<b>III</b>	<b>Foreign Exchange Market:</b> Function and structure of the Forex markets-Major participants- Foreign exchange quotations- Process of arbitrage, Factors influencing exchange rates; International arbitrage and interest rate parity-Relationship between inflation- interest rates and exchange rates – Purchasing power parity – International fisher effect.	<b>CO3</b>
<b>IV</b>	<b>Currency Futures and Options Markets:</b> Overview of the other markets – Euro currency market- Euro credit market- Euro bond market- International stock market.	<b>CO4</b>

<b>V</b>	<b>Long term &amp; Short term Asset–Liability Management:</b> Long term asset liability management: International capital budgeting, International capital structure and cost of capital; International financing: Equity, Bond financing- Parallel loans; Short term asset liability management- International cash management- Accounts receivable management- Inventory management.	<b>CO5</b>
<b>Case Study Compulsory.</b> Relevant cases have to be discussed in each unit.		

<b>Learning Resources</b>	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. P G Apte, Sanjeevan Kapshe (2020), “International Financial Management”, McGraw Hill Education (India) Private Limited.</li> <li>2. Cheol S. Eun, Bruce G. Resnick (2017), “International Financial Management”, McGraw Hill Education.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. Avadhani V.A, “International Financial Management”, Himalaya Publishing House, New Delhi.</li> <li>2. Vyuptakesh Sharan, “International Financial Management”, PHI Learning, New Delhi.</li> <li>3. Alan C. Shapiro, “Multinational Financial Management”, Wiley India, New Delhi.</li> <li>4. Apte P.G, “International Financial Management”, TMH, New Delhi.</li> <li>5. Shailaja G, “International Finance”, Universities Press (India) Private Limited, Hyderabad.</li> <li>6. Srivastava M.R., “Multinational Financial Management”, Excel Books, New Delhi.</li> <li>7. Thomas J O’Brien, “International Finance”, Oxford University Press, New Delhi.</li> </ol>	
<b>e- Resources &amp; other digital material:</b>	
<ol style="list-style-type: none"> <li>1. <a href="https://nptel.ac.in/courses/110/105/110105031/">https://nptel.ac.in/courses/110/105/110105031/</a></li> <li>2. <a href="https://nptel.ac.in/courses/110/105/110105057/">https://nptel.ac.in/courses/110/105/110105057/</a></li> <li>3. <a href="https://dor.gov.in/foreign-exchange-management-list">https://dor.gov.in/foreign-exchange-management-list</a></li> </ol>	

## Strategic Financial Management

<b>Course Code</b>	21BA4T5FB	<b>Year</b>	II	<b>Semester</b>	II
<b>Course Category</b>	Elective (Finance)	<b>Branch</b>	Business Administration	<b>Course Type</b>	Theory
<b>Credits</b>	3	<b>L-T-P</b>	3-0-0	<b>Prerequisites</b>	Strategic Management
<b>Continuous Internal Evaluation</b>	30	<b>Semester End Evaluation</b>	70	<b>Total Marks</b>	100

### Course Outcomes

Upon successful completion of the course, the student will be able to:

<b>CO1</b>	<b>Identify</b> the principles of developing strategic goals and objectives for establishing key performance indicators, to evaluate and interpret financial information.	<b>L3</b>
<b>CO2</b>	<b>Explore</b> alternative solutions to financial and business problems.	<b>L4</b>
<b>CO3</b>	<b>Employ</b> multidimensional skills to comprehend the process of strategy formulation for financial and investment decision.	<b>L3</b>
<b>CO4</b>	<b>Solve</b> complex problems to support financial evaluations and business management decisions.	<b>L4</b>
<b>CO5</b>	<b>Assess</b> value-based management concepts of forecasting models and evaluate business strategies.	<b>L4</b>

### Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3-High, 2-Medium, 1-Low)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
<b>CO1</b>	3	3	3	2	-	-	3	-	-	-	-	3	3
<b>CO2</b>	3	3	3	2	-	-	3	-	-	-	-	3	3
<b>CO3</b>	3	3	3	2	-	-	3	-	-	-	-	3	3
<b>CO4</b>	3	3	3	2	-	-	3	-	-	-	-	3	3
<b>CO5</b>	3	3	3	2	-	-	3	-	-	-	-	3	3

### SYLLABUS

<b>Unit No.</b>	<b>Contents</b>	<b>Mapped CO</b>
<b>I</b>	<b>Investment Decisions:</b> Project Investment Management Vs Project Management – Introduction to Profitable Projects – Evaluation of Investment Opportunities – Investment Decisions under Conditions of Uncertainty – Risk Analysis in Investment Decision – Types of Investments and Disinvestment.	<b>CO1 CO2 CO4</b>
<b>II</b>	<b>Critical Analysis of Appraisal Techniques:</b> Significance of Information and data bank in project selections – Investment Decisions under Capital Constraints – Capital Rationing, Portfolio – Portfolio Risk and Diversified Project.	<b>CO1 CO2 CO3</b>
<b>III</b>	<b>Strategic Analysis of Selected Investment Decisions:</b> Lease Financing – Lease Vs Buy Decision – Hire Purchase and Installment Decision – Hire Purchase Vs Lease Decision – Mergers and Acquisition – Cash Vs Equity for Mergers.	<b>CO2 CO3</b>

<b>IV</b>	<b>Financing Decisions:</b> Capital Structure – Capital Structure Theories – Capital Structure Planning in Practice.	<b>CO3</b> <b>CO4</b> <b>CO5</b>
<b>V</b>	<b>Financial Distress:</b> Consequences, Issues, Bankruptcy, Settlements, Reorganization and Liquidation in Bankruptcy.	<b>CO4</b> <b>CO5</b>
<b>Case Study Compulsory.</b> Relevant cases have to be discussed in each unit.		

<b>Learning Resources</b>	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. Prasanna Chandra (2017), “Projects: planning, Analysis, Financing implementation and review”, Tata McGraw Hills , New Delhi.</li> <li>2. Richard Pike &amp; Bill Neale (2015), “Corporate Finance &amp; Investment-Decisions and Strategies”, 8<sup>th</sup> Edition, PHI, New Delhi.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. Ravi M. Kishore, “Strategic Financial Management”, 3<sup>rd</sup> Edition, Taxmann’s.</li> <li>2. Bodie, Kane, Marcus (2019), “Investments”, 11<sup>th</sup> Edition, Tata McGraw Hill, New Delhi.</li> <li>3. I.M. Pandey (2015), “Financial Management” , 11<sup>th</sup> Edition, Vikas Publishing House.</li> <li>4. Brigham E. F &amp; Houston J.F. (2019), “Financial Management”, 15<sup>th</sup> Edition, Thomson Publications.</li> <li>5. M.Y. Khan and P.K. Jain (2013), “Financial Management - Text and Problems”, 6<sup>th</sup> Edition, Tata McGraw Hill Publishing Company.</li> <li>6. V.K. Bhalla (2007), “Financial Management and Policy”, Anmol Publications Pvt. Ltd.,</li> <li>7. Alexander (2015), “Fundamentals of Investment”, 3<sup>rd</sup> Edition, Pearson Education.</li> </ol>	
<b>e- Resources &amp; other digital material:</b>	
<ol style="list-style-type: none"> <li>1. <a href="#">Strategic Financial Management Notes, PDF I MBA 2021 (geektonight.com)</a></li> </ol>	

## Financial Derivatives

<b>Course Code</b>	21BA4T6FA	<b>Year</b>	II	<b>Semester</b>	II
<b>Course Category</b>	Elective (Finance)	<b>Branch</b>	Business Administration	<b>Course Type</b>	Theory
<b>Credits</b>	3	<b>L-T-P</b>	3-0-0	<b>Prerequisites</b>	Nil
<b>Continuous Internal Evaluation</b>	30	<b>Semester End Evaluation</b>	70	<b>Total Marks</b>	100

### Course Outcomes

Upon successful completion of the course, the student will be able to:

<b>CO1</b>	<b>Discover</b> various types of derivatives including options, futures, and swaps etc.	<b>L3</b>
<b>CO2</b>	<b>Analyze</b> trading mechanism of derivatives in the derivative market.	<b>L4</b>
<b>CO3</b>	<b>Apply and analyze</b> various trading strategies using options and futures in the derivative market	<b>L3, L4</b>
<b>CO4</b>	<b>Analyze</b> the value of options using option pricing models.	<b>L4</b>
<b>CO5</b>	<b>Examine</b> the role of swaps in the risk management.	<b>L4</b>

### Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3-High, 2-Medium, 1-Low)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
<b>CO1</b>	3	3	3	-	-	-	3	-	-	-	-	3	-
<b>CO2</b>	3	3	3	-	-	-	3	-	-	-	-	3	-
<b>CO3</b>	3	3	3	-	-	-	3	-	-	-	-	3	-
<b>CO4</b>	3	3	3	-	-	-	3	-	-	-	-	3	-
<b>CO5</b>	3	3	3	-	-	-	3	-	-	-	-	3	-

### SYLLABUS

Unit No.	Contents	Mapped CO
<b>I</b>	<b>Introduction:</b> Meaning, objectives of derivatives, different types of derivatives -Forwards and futures contracts- Other derivatives -Trading – regulation -Index futures - Futures on currencies - Interest rate futures - Derivatives market in India.	<b>CO1 CO2</b>
<b>II</b>	<b>Options Market:</b> Properties of stock options – option trading process - Underlying assets - Stock options – Warrants- Executive stock options- Convertibles.	<b>CO1 CO2</b>
<b>III</b>	<b>Trading Strategies:</b> Strategies involving options – Spread- Combinations- Other payoffs -Options on indices - Hedging Strategies using Derivatives.	<b>CO1 CO3</b>
<b>IV</b>	<b>Options Valuation:</b> Binomial model - One-step and two step binomial trees - Black- Scholes model – Log normal property of stock prices - Volatility - Causes of volatility.	<b>CO1 CO4</b>
<b>V</b>	<b>Swaps:</b> Interest rate swaps, different types of interest rate swaps - Currency swaps - Equity swaps - Credit derivatives – Credit default swaps - Caps and floors.	<b>CO1 CO5</b>

**Case Study Compulsory.** Relevant cases have to be discussed in each unit.

## **Learning Resources**

### **Text Books:**

1. Bhalla, V.K, “Financial Derivatives”, Sultan Chand, New Delhi.
2. Bishnu Priya Mishra, “Financial Derivatives”, Excel Books, New Delhi.

### **Reference Books:**

1. Brennet, M, “Option Pricing: Theory and Applications”, Lexington Books, Toronto.
2. Dhanesh Kumar K, “Derivatives and Risk Managements”, Mc Millan Publishers India Ltd., New Delhi,
3. Franklin Edwards and Cindy Ma, “Futures and Options”, Tata McGraw Hill, New Delhi.
4. Gupta S L., “Financial Derivatives: Theory, Concepts and Problems”, Prentice Hall of India, New Delhi.
5. John C. Hull, “Options, Futures and Other Derivatives”, Prentice Hall of India, New Delhi.
6. Kumar S SS, “Financial Derivatives”, Prentice Hall of India, New Delhi.
7. Preeti Singh, “Financial Institutions”, Ane Books India, New Delhi.
8. Redhead: Financial Derivatives, “An Introduction to Futures, Forwards and Options”, Prentice Hall of India, New Delhi.
9. Satyanarayana Chary T, “Financial Derivatives”, Excel Books, New Delhi.

### **e- Resources & other digital material:**

1. <https://www.investopedia.com/terms/d/derivative.asp>
2. <https://bookboon.com/>
3. <https://libertex.com/blog/what-are-derivatives-finance>

## Tax Management

<b>Course Code</b>	21BA4T6FB	<b>Year</b>	II	<b>Semester</b>	II
<b>Course Category</b>	Elective (Finance)	<b>Branch</b>	Business Administration	<b>Course Type</b>	Theory
<b>Credits</b>	3	<b>L-T-P</b>	3-0-0	<b>Prerequisites</b>	Nil
<b>Continuous Internal Evaluation</b>	30	<b>Semester End Evaluation</b>	70	<b>Total Marks</b>	100

Course Outcomes		
Upon successful completion of the course, the student will be able to:		
<b>CO1</b>	<b>Discover</b> various types of taxes and tax management process	<b>L3</b>
<b>CO2</b>	<b>Analyze</b> calculation of tax from various types of head of income	<b>L4</b>
<b>CO3</b>	<b>Analyze</b> income under the head of business, capital gains and other source	<b>L4</b>
<b>CO4</b>	<b>Analyze</b> the income and the total income	<b>L4</b>
<b>CO5</b>	<b>Examine</b> the role of GST and its implications	<b>L4</b>

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3-High, 2-Medium, 1-Low)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
<b>CO1</b>	3	3	3	-	-	-	3	-	-	-	-	3	-
<b>CO2</b>	3	3	3	-	-	-	3	-	-	-	-	3	-
<b>CO3</b>	3	3	3	-	-	-	3	-	-	-	-	3	-
<b>CO4</b>	3	3	3	-	-	-	3	-	-	-	-	3	-
<b>CO5</b>	3	3	3	-	-	-	3	-	-	-	-	3	-

SYLLABUS		
Unit No.	Contents	Mapped CO
<b>I</b>	<b>Basic concepts:</b> assessment year, previous year, person, assessee, Income, charges on income, gross total income, capital and revenue receipts, residential status, receipt and accrual of income, connotation of income deemed to accrue or arise in India. Tax Planning, Tax Evasion and Tax Management.	<b>CO1</b> <b>CO2</b>
<b>II</b>	<b>Explanation</b> under various heads of income. Income from salary (Basic problems), Income from House Property.	<b>CO1</b> <b>CO2</b>
<b>III</b>	<b>Income</b> under the head Profit and Gains of Business or Professions (Theory Only) Income under capital gain, deductions from capital gains. (Theory Only). Income from Other Sources (Theory Only).	<b>CO1</b> <b>CO3</b>
<b>IV</b>	Computation of Total Income; Permissible deductions under section 80C to 80U. Setoff and carry forward of losses and clubbing of Incomes.	<b>CO1</b> <b>CO4</b>
<b>V</b>	<b>Goods &amp; Services Tax Act 2016:</b> Need and Importance, Classification of Goods and Services and the tax rates; CGST, SGST, IGST; Registration, Filing Returns, Issues in implementation of GST.	<b>CO1</b> <b>CO5</b>

**Case Study Compulsory.** Relevant cases have to be discussed in each unit.

## Learning Resources

### **Text Books:**

1. Dr. Vinod K. Singhania & Dr. Monica Singhania, Students Guide to Income Tax, Taxmann Publications Pvt. Ltd.
2. Gaur & Narang, Income Tax Law & Practice, Kalyani Publishers.

### **Reference Books:**

1. Hariharan N, Income Tax Law & Practice: Vijay Nicole Imprints
2. Nitya Tax Associates, Basics of GST (August 2016, Taxmann Publications Pvt. Ltd, 2016
3. Jayaram Hiregange & Deepika Rao, India GST for Beginners, 2<sup>nd</sup> Edition, June 2017, India GST for Beginners (2<sup>nd</sup> Edition, June 2017) by Jayaram Hiregange
4. L.V.R. Prasad & G.J. Kiran Kumar, GST - A Brief Introduction (Includes GST Rates, PK Publishers, 2017.

### **e- Resources & other digital material:**

1. <https://bookboon.com/>

## Global Human Resource Management

<b>Course Code</b>	21BA4T5HA	<b>Year</b>	II	<b>Semester</b>	II
<b>Course Category</b>	Elective (HR)	<b>Branch</b>	Business Administration	<b>Course Type</b>	Theory
<b>Credits</b>	3	<b>L-T-P</b>	3-0-0	<b>Prerequisites</b>	Basics of HRM
<b>Continuous Internal Evaluation</b>	30	<b>Semester End Evaluation</b>	70	<b>Total Marks</b>	100

### Course Outcomes

Upon successful completion of the course, the student will be able to:

<b>CO1</b>	<b>Identify</b> the basic concepts of global human resource management to understand the challenges of globalization and the differences between Domestic and international Human Resource Management.	<b>L3</b>
<b>CO2</b>	<b>Examine</b> the concepts like staffing, training and development, appraisal in global perspective.	<b>L4</b>
<b>CO3</b>	<b>Identify</b> factors affecting cross cultural management with theories and challenges faced by Indian MNC's.	<b>L3</b>
<b>CO4</b>	<b>Compare and contrast</b> global compensation management practices and domestic practices.	<b>L4</b>
<b>CO5</b>	<b>Identify</b> the global strategic advantages and challenges through the concept of Human Resource Development.	<b>L3</b>

### Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3-High, 2-Medium, 1-Low)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
<b>CO1</b>	3	2	-	-	-	3	-	2	3	2	-	3	3
<b>CO2</b>	3	2	-	-	-	3	-	2	3	2	-	3	3
<b>CO3</b>	3	2	-	-	-	3	-	2	3	2	-	3	3
<b>CO4</b>	3	2	-	-	-	3	-	2	3	2	-	3	3
<b>CO5</b>	3	2	-	-	-	3	-	2	3	2	-	3	3

### SYLLABUS

<b>Unit No.</b>	<b>Contents</b>	<b>Mapped CO</b>
<b>I</b>	<b>Introduction:</b> A Global HR Perspective in New Economy-Challenges of Globalization - Implications of Managing People and Leveraging Human Resource - Strategic Role of International HRM – Distinction between Domestic and International HRM.	<b>CO1</b>
<b>II</b>	<b>Managing International Assignments:</b> Significance -Global HR Planning – Staffing policy – Training and development – performance appraisal- Positioning Expatriate – Repatriate – factors of consideration - Strategies - International assignments for Women – Problems.	<b>CO1 CO2</b>
<b>III</b>	<b>Cross Culture Management:</b> Importance – Concepts and issues –Cross-Cultural Theories – Hofstede's Model– Andre- Laurent's Theory – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams	<b>CO1 CO3</b>

<b>IV</b>	<b>Compensation Management:</b> Objectives -Importance- Issues – Methods – Factors of Consideration– Approaches of Compensation in Global Assignments - global compensation implications on Indian systems.	<b>CO1 CO4</b>
<b>V</b>	<b>Global Strategic Advantages through HRD:</b> Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working Life and Productivity – Challenges in Creation of New Jobs through Globalization.	<b>CO1 CO5</b>
<b>Case Study Compulsory.</b> Relevant cases have to be discussed in each unit.		

<b>Learning Resources</b>	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. Aswathappa K, Sadhana Dash (2011), “International Human Resource Management”, Tata Mc Graw Hills, New Delhi.</li> <li>2. Subba Rao P (2015), “International Human Resource Management”, Second Edition, Himalaya Publishing House, Hyderabad.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. Sujata Mangaraj (2008), “Globalization and Human Resource Management”, Excel Books, New Delhi.</li> <li>2. Peter J. Dowling, Denice E. Welch. (2015), “International Human Resource Management”, Thomson, India.</li> <li>3. Charles M. Vance (2009), “Managing a Global Work Force”, PHI Learning, New Delhi.</li> <li>4. Chris Brewster (2008), “International Human Resource Management”, University Press, New Delhi.</li> <li>5. Pradeep Kumar Sinha &amp; Sanchari Sinha (2008), “International Business Management”, Excel Books, New Delhi.</li> <li>6. Nilanjan Sen Gupta (2011), “International Human Resource Management Text and cases”, Excel Books, New Delhi.</li> <li>7. Tony Edwards (2012), “International Human Resource Management”, Pearson Education, New Delhi.</li> <li>8. Monir H Tayeb (2012), “International Human Resource Management”, Oxford Universities Press, Hyderabad.</li> <li>9. E Parry, Stavrou, Lazorova (2013), “Global Trends in HRM”, Springer Publications.</li> <li>10. S K Bhatia (2009), “HRM in Global Scenario”, Deep and Deep Publishers, New Delhi.</li> <li>11. Srinivas Kandula (2018), “International HRM”, Sage Publications, New Delhi.</li> <li>12. Peter Holland (2019), “Contemporary HRM Issues in the 21st Century”, Emerald Publishing, London.</li> </ol>	
<b>e- Resources &amp; other digital material:</b>	
-Nil-	

## Compensation and Reward Management

<b>Course Code</b>	21BA4T5HB	<b>Year</b>	II	<b>Semester</b>	II
<b>Course Category</b>	Elective (HR)	<b>Branch</b>	Business Administration	<b>Course Type</b>	Theory
<b>Credits</b>	3	<b>L-T-P</b>	3-0-0	<b>Prerequisites</b>	Basics of HRM
<b>Continuous Internal Evaluation</b>	30	<b>Semester End Evaluation</b>	70	<b>Total Marks</b>	100

### Course Outcomes

Upon successful completion of the course, the student will be able to:

<b>CO1</b>	<b>Identify</b> the basic concepts of compensation management at both domestic and international levels.	<b>L3</b>
<b>CO2</b>	<b>Analyze</b> the concepts of job evaluation and compensation structure.	<b>L4</b>
<b>CO3</b>	<b>Distinguish</b> the concepts of wage and salary administration.	<b>L4</b>
<b>CO4</b>	<b>Compare and contrast</b> the practical applications of control systems for labour costs.	<b>L4</b>
<b>CO5</b>	<b>Analyze</b> the pay structures and tax planning in Indian context.	<b>L4</b>

### Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3-High, 2-Medium, 1-Low)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
<b>CO1</b>	3	2	-	-	2	3	-	-	3	2	-	3	3
<b>CO2</b>	3	2	-	-	2	3	-	-	3	2	-	3	3
<b>CO3</b>	3	2	-	-	2	3	-	-	3	2	-	3	3
<b>CO4</b>	3	2	-	-	2	3	-	-	3	2	-	3	3
<b>CO5</b>	3	2	-	-	2	3	-	-	3	2	-	3	3

### SYLLABUS

<b>Unit No.</b>	<b>Contents</b>	<b>Mapped CO</b>
<b>I</b>	<b>Compensation:</b> Concept and definition – objectives and dimensions of compensation programme – factors influencing compensation – concept of reward – nonfinancial compensation system -Reward management process-frame work of compensation policy- the new trends in compensation management at national and international level.	<b>CO1</b>
<b>II</b>	<b>Job evaluation and Compensation Structure:</b> Introduction to Principles and Procedures of job evaluation programs-Introduction to basic job evaluation methods-Compensation Structure-History and past practices, elements of, management compensation –Types of compensation system, Role of compensation and Reward in modern organizations-compensation surveys-Incentive payments and its objectives.	<b>CO1 CO2</b>
<b>III</b>	<b>Wage and Salary administration:</b> Nature and Purpose, Wage Surveys-Administration of wage and salary-Principles-Components of wages-Theory of wages-Wage Differentials-Importance-Wage differentials in India-	<b>CO1 CO3</b>

	Executive compensation plans-Legal frame work for wage and salary administration.	
IV	<b>Control systems for labour costs:</b> Introduction-Direct and Indirect labour, Role of various departments-The personnel department-Types of worker-Payroll department -Process and steps for preparation of payroll-Wage Analysis-Cost accounting treatment of wages components- Profit sharing.	CO1 CO4
V	<b>Pay Structure and Tax Planning:</b> Introduction- Compensation Structures-Performance based and Pay based structures-Designing pay structures-comparison in evaluation of different types of pay structures-Significance of factors affecting-Tax Planning –Concept of Tax Planning-Role of tax planning in compensation benefits-Tax efficient compensation package-Fixation of tax liability salary restructuring	CO1 CO5

**Case Study Compulsory.** Relevant cases have to be discussed in each unit.

### Learning Resources

#### Text Books:

1. A.M.Sarma and N.Sambasiva Rao (2014), “Compensation and Performance management”, Himalaya Publishing House, Mumbai.
2. Dewakar Goel (2012), “Performance Appraisal and Compensation Management”, PHI Learning, New Delhi.

#### Reference Books:

1. Biswanath Ghosh (2012), “Compensation & Reward Management”, Sterling Publishers Private Limited, United Kingdom.
2. Michael Rose (2014), “Reward Management (HR Fundamentals)”, 1<sup>st</sup> Edition, Kogan Page, New Delhi.
3. Tapomoy D.E.B (2014), “Compensation Management”, 3<sup>rd</sup> Edition ,Excel Books, New Delhi.
4. George T. Milkovich, Jerry M. Newman, C.S. Venkatratnam (2017), “Compensation: Special Indian Edition”, Tata McGraw Hills Publishing House, New Delhi.
5. Richard I. Henderson (1999), “Compensation Management: Rewarding Performance”, 6<sup>th</sup> edition, Prentice Hall of India, India.
6. Santhosh Roopa (2011), “Compensation and Reward Management”, Students helpline Publishing House Private Limited, Hyderabad.
7. B.D. Singh (2017), “Compensation and Reward Management”, 3<sup>rd</sup> Edition, Excel Books, Hyderabad.
8. R. C Sharma and Sulabh Sharma (2019), “Compensation Management”, Sage Publishing, New Delhi.
9. Marticho (2008), “Strategic compensation”, Pearson Education, India.

#### e- Resources & other digital material:

1. <https://nptel.ac.in/courses/110/105/110105137/>

### Management of Industrial Relations

<b>Course Code</b>	21BA4T6HA	<b>Year</b>	II	<b>Semester</b>	II
<b>Course Category</b>	Elective (HR)	<b>Branch</b>	Business Administration	<b>Course Type</b>	Theory
<b>Credits</b>	3	<b>L-T-P</b>	3-0-0	<b>Prerequisites</b>	Basics of HRM
<b>Continuous Internal Evaluation</b>	30	<b>Semester End Evaluation</b>	70	<b>Total Marks</b>	100

#### Course Outcomes

Upon successful completion of the course, the student will be able to:

<b>CO1</b>	<b>Analyze</b> the basic concepts of Industrial Relations.	<b>L4</b>
<b>CO2</b>	<b>Identify</b> how the state and other institutions can assist in the prevention and resolution of industrial unrest.	<b>L3</b>
<b>CO3</b>	<b>Examine</b> how the express and implied terms which bind the employer/employee relationship, an employer's exposure where they fail to meet their legal obligations and the circumstances in which the employer is obliged to consult with the employee.	<b>L4</b>
<b>CO4</b>	<b>Make use of</b> how the concepts are related to the prevailing knowledge regarding social security issues in the society.	<b>L3</b>
<b>CO5</b>	<b>Identify</b> the types of disputes handled by the Labour court and other IR Institutions.	<b>L3</b>

#### Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3-High, 2-Medium, 1-Low)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
<b>CO1</b>	2	2	-	-	-	3	-	-	3	3	-	3	3
<b>CO2</b>	2	2	-	-	-	3	-	-	3	3	-	3	3
<b>CO3</b>	2	2	-	-	-	3	-	-	3	3	-	3	3
<b>CO4</b>	2	2	-	-	-	3	-	-	3	3	-	3	3
<b>CO5</b>	2	2	-	-	-	3	-	-	3	3	-	3	3

#### SYLLABUS

<b>Unit No.</b>	<b>Contents</b>	<b>Mapped CO</b>
<b>I</b>	<b>Industrial Relations Management:</b> Concept- Evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Economic, Social and Political environments- Employment Structure –Social Partnership-Wider approaches to industrial relations-Labour Market.	<b>CO1</b>
<b>II</b>	<b>Trade Unions:</b> Introduction-Definition and objectives-growth of Trade Unions in India-trade Unions Act, 1926 and Legal framework-Union recognition-Union Problems-Employees Association-introduction, Objective Membership, Financial Status.	<b>CO1 CO2</b>

<b>III</b>	<b>Quality of Work Life:</b> Workers' Participation in Management - Worker's Participation in India, shop floor, Plant Level, Board Level- Workers' Welfare in Indian scenario- Collective bargaining concepts & Characteristics – Promoting peace. Wage and Salary administration: Nature & Significance of wage, salary administration, essentials- Minimum wage- Fair wage, Real wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India.	<b>CO1 CO3</b>
<b>IV</b>	<b>Social Security:</b> Introduction and types –Social Security in India, Health and Occupational safety programmes- Salient features of Workmen Compensation Act and Employees' State Insurance Act relating to social security – Workers' Education Objectives -Rewarding.	<b>CO1 CO4</b>
<b>V</b>	<b>Employee Grievances:</b> Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes – Prevention and Settlement of industrial disputes in India.	<b>CO1 CO5</b>
<b>Case Study Compulsory.</b> Relevant cases have to be discussed in each unit.		

<b>Learning Resources</b>	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. Sinha (2017), "Industrial Relations, Trade Unions and Labour Legislation", 3<sup>rd</sup> Edition, Pearson Education, New Delhi.</li> <li>2. C.S Venkataratnam (2017), "Industrial Relations", Oxford University Press, New Delhi.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. C.B. Mamoria, Satish Mamoria, P. Subba Rao (2019), "Dynamics of Industrial Relations", 16<sup>th</sup> Edition, Himalaya Publishing House, New Delhi.</li> <li>2. B.D. Singh (2010), "Industrial Relations" Excel Books, New Delhi.</li> <li>3. Arun Monappa (2012), "Industrial Relations", TMH, New Delhi.</li> <li>4. Prof. N. Sambasiva Rao and Dr. Nirmal Kumar (2011), "Human Resource Management and Industrial Relations", Himalaya Publishing House, Mumbai.</li> <li>5. Ratna Sen (2011), "Industrial Relations", MacMillan Publishers, New Delhi.</li> <li>6. S. C. Srivatava (2013), "Industrial Relations and Labour Laws", Vikas Publishing House, New Delhi.</li> <li>7. R. Sivarethina Mohan (2010), "Industrial Relations and Labour Welfare", PHI Learning, New Delhi.</li> <li>8. Amandeep Kaur (2010), "Industrial Relations", Kalyani Publishers, New. Delhi.</li> </ol>	
<b>e- Resources &amp; other digital material:</b>	
<ol style="list-style-type: none"> <li>1. <a href="https://nptel.ac.in/courses/122/105/122105020/">https://nptel.ac.in/courses/122/105/122105020/</a></li> <li>2. <a href="https://nptel.ac.in/courses/110/105/110105069/">https://nptel.ac.in/courses/110/105/110105069/</a></li> </ol>	

## Organizational Development & Change Management

<b>Course Code</b>	21BA4T6HB	<b>Year</b>	II	<b>Semester</b>	II
<b>Course Category</b>	Elective (HR)	<b>Branch</b>	Business Administration	<b>Course Type</b>	Theory
<b>Credits</b>	3	<b>L-T-P</b>	3-0-0	<b>Prerequisites</b>	Nil
<b>Continuous Internal Evaluation</b>	30	<b>Semester End Evaluation</b>	70	<b>Total Marks</b>	100

### Course Outcomes

Upon successful completion of the course, the student will be able to:

<b>CO1</b>	<b>Analyze</b> the relevance of a range of change management approaches and models to a variety of situations where appropriate.	<b>L4</b>
<b>CO2</b>	<b>Apply</b> a range of skills relevant to the change management process.	<b>L3</b>
<b>CO3</b>	<b>Prepare</b> diagnostic tools and models to explore underlying organizational and behavioural issues that may affect the change process.	<b>L3</b>
<b>CO4</b>	<b>Analyze</b> of the role of teams and their applicability in organizational settings.	<b>L4</b>
<b>CO5</b>	<b>Analyze</b> the Concepts Of team building, types of teams and team development process.	<b>L4</b>

### Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3-High, 2-Medium, 1-Low)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
<b>CO1</b>	3	-	-	3	-	-	3	-	-	-	-	3	3
<b>CO2</b>	3	-	-	3	-	-	3	-	-	-	-	3	3
<b>CO3</b>	3	-	-	3	-	-	3	-	-	-	-	3	3
<b>CO4</b>	3	-	-	3	-	-	3	-	-	-	-	3	3
<b>CO5</b>	3	-	-	3	-	-	3	-	-	-	-	3	3

### SYLLABUS

<b>Unit No.</b>	<b>Contents</b>	<b>Mapped CO</b>
<b>I</b>	<b>Basics of Change Management:</b> Introduction to organizational Development: Definition, 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. OD practitioner role, competencies and professional ethics.	<b>CO1 CO2</b>
<b>II</b>	<b>Mapping Change and Systems Approach to Change:</b> The role of diagramming in system investigation – A review of basic flow diagramming techniques – Systems relationships – Systems diagramming and mapping; Systems autonomy and behaviour – The intervention strategy model – Total project management model (TPMM); Learning organization: The relevance of a learning organization – Strategies to build a learning organization.	<b>CO1 CO2 CO4</b>

<b>III</b>	<b>Organisation Development (OD):</b> Meaning - Nature and scope of OD - Dynamics of planned change – Person-Focussed and Role focussed OD interventions –Planning OD Strategy – OD interventions in Indian Organisations – Challenges to OD practioners.	<b>CO3 CO2</b>
<b>IV</b>	<b>Negotiated Change:</b> Change in the labour - Management relations in the post-liberalized India – A review of the response of collective bargaining strategy to the challenges of Globalization and the restructuring of enterprises in India - Changes in the legal frame work of collective bargaining- Negotiated flexibility- Productivity bargaining- improved work relations- Public sector bargaining and social security.	<b>CO4 CO5</b>
<b>V</b>	<b>Team Building:</b> Nature and Importance of Teams – Team vs Groups – Types of teams – Characteristics of Virtual teams – Team building life cycle – Role of managers as Linking Pin Streams- Building skills— Self managing teams – Building Team Relationships – Empowered Teams – Leadership on teams – Managing cross – Cultural diversity in teams – Group think as a decision-making process – Role of Change Consultant.	<b>CO5 CO3</b>
<b>Case Study Compulsory.</b> Relevant cases have to be discussed in each unit.		

<b>Learning Resources</b>	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. Nilanjan Sengupta (2009), “Managing Changing Organisations”, PHI Learning, New Delhi.</li> <li>2. Radha R Sharma (2008), “Change Management”, Tata McGraw Hills, New Delhi.</li> <li>3. Robert A Paton (2008), “Change Management”, Sage Publications, New Delhi.</li> <li>4. Mark Hughes, “Change Management in Organisations”, Jaico Publishing House, New Delhi.</li> <li>5. Adrian Thornhill (2008), “Managing Change”, Pearson Education, New Delhi.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. Cummings and Worley (2009), “Organisational Development and Change”, Cengage Learning, New Delhi.</li> <li>2. Kavitha Singh, “Organisation Change and Development”, Excel Books, New Delhi.</li> <li>3. Venkataratnam C.S (2003), “Negotiated Change –Collective Bargaining”, Liberalisation and Restructuring in India, Response Books, New Delhi.</li> <li>4. Sarah Lewis (2010), “Appreciative Inquiry for Change Management”, Kogan Page Publication, New Delhi.</li> <li>5. Sethi and William R King (2003), “Organisational Transformation through Business Process Reengineering”, Pearson Education, New Delhi.</li> </ol>	
<b>e- Resources &amp; other digital material:</b>	
<ol style="list-style-type: none"> <li>1. <a href="https://nptel.ac.in/courses/110/101/110101146/">https://nptel.ac.in/courses/110/101/110101146/</a></li> </ol>	

## Business Intelligence

<b>Course Code</b>	21BA4T5SA	<b>Year</b>	II	<b>Semester</b>	II
<b>Course Category</b>	Elective (Systems)	<b>Branch</b>	Business Administration	<b>Course Type</b>	Theory
<b>Credits</b>	3	<b>L-T-P</b>	3-0-0	<b>Prerequisites</b>	Nil
<b>Continuous Internal Evaluation</b>	30	<b>Semester End Evaluation</b>	70	<b>Total Marks</b>	100

### Course Outcomes

Upon successful completion of the course, the student will be able to:

<b>CO1</b>	<b>Explain</b> the concepts and components of Business Intelligence	<b>L4</b>
<b>CO2</b>	<b>Construct</b> Business Intelligence for supporting decision making in an organisation	<b>L3</b>
<b>CO3</b>	<b>Infer</b> the data analysis framework for optimal performance.	<b>L4</b>
<b>CO4</b>	<b>Build</b> and enhance business intelligence capabilities by adapting the appropriate technology and software solutions.	<b>L4</b>
<b>CO5</b>	<b>Prioritize</b> the data analysis framework for optimal performance.	<b>L4</b>

### Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3-High, 2-Medium, 1-Low)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
<b>CO1</b>	3	3	3	3	-	3	-	-	-	-	-	3	3
<b>CO2</b>	3	3	3	3	-	3	-	-	-	-	-	3	3
<b>CO3</b>	3	3	3	3	-	3	-	-	-	-	-	3	3
<b>CO4</b>	3	3	3	3	-	3	-	-	-	-	-	3	3
<b>CO5</b>	3	3	3	3	-	3	-	-	-	-	-	3	3

### SYLLABUS

<b>Unit No.</b>	<b>Contents</b>	<b>Mapped CO</b>
<b>I</b>	<b>Business Intelligence:</b> Effective and timely decisions – Data, information and knowledge – Role of mathematical models – Business intelligence architectures: Cycle of a business intelligence analysis – Enabling factors in business intelligence projects – Development of a business intelligence system – Ethics and business intelligence.	<b>CO1 CO2</b>
<b>II</b>	<b>Knowledge Delivery:</b> The business intelligence user types, Standard reports, Interactive Analysis and Ad Hoc Querying, Parameterized Reports and Self-Service Reporting, dimensional analysis, Alerts/Notifications, Visualization: Charts, Graphs, Widgets, Scorecards and Dashboards, Geographic Visualization, Integrated Analytics, Considerations: Optimizing the Presentation for the Right Message.	<b>CO1 CO4</b>
<b>III</b>	<b>Efficiency:</b> Efficiency measures – The CCR model: Definition of target objectives- Peer groups – Identification of good operating practices; cross	<b>CO1 CO2</b>

	efficiency analysis – virtual inputs and outputs – Other models. Pattern matching – cluster analysis, outlier analysis.	
<b>IV</b>	<b>Business Intelligence Applications:</b> Marketing models – Logistic and Production models – Case studies.	<b>CO1 CO3</b>
<b>V</b>	<b>Future of Business Intelligence:</b> Future of business intelligence – Emerging Technologies, Machine Learning, Predicting the Future, BI Search & Text Analytics – Advanced Visualization – Rich Report, Future beyond Technology.	<b>CO1 CO5</b>
<b>Case Study Compulsory.</b> Relevant cases have to be discussed in each unit.		

<b>Learning Resources</b>	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. Efraim Turban, Ramesh Sharda, Dursun Delen (2019), “Decision Support and Business Intelligence Systems”, 4<sup>th</sup> Edition, Pearson.</li> <li>2. Larissa T. Moss, S. Atre (2003), “Business Intelligence Roadmap: The Complete Project Lifecycle of Decision Making”, Addison Wesley.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. Carlo Vercellis (2013), “Business Intelligence: Data Mining and Optimization for Decision Making”, Wiley Publications.</li> <li>2. David Loshin Morgan, Kaufman (2012), “Business Intelligence: The Savvy Manager’s Guide”, Second Edition.</li> <li>3. Cindi Howson, “Successful Business Intelligence: Secrets to Making BI a Killer App”, McGraw Hill, 2<sup>nd</sup> Edition.</li> <li>4. Ralph Kimball, Margy Ross, Warren Thornthwaite, Joy Mundy, Bob Becker (2008), “The Data Warehouse Lifecycle Toolkit”, Wiley Publication Inc.</li> </ol>	
<b>e- Resources &amp; other digital material:</b>	
-Nil-	

## Enterprise Resource Planning

<b>Course Code</b>	21BA4T5SB	<b>Year</b>	II	<b>Semester</b>	II
<b>Course Category</b>	Elective (Systems)	<b>Branch</b>	Business Administration	<b>Course Type</b>	Theory
<b>Credits</b>	3	<b>L-T-P</b>	3-0-0	<b>Prerequisites</b>	Nil
<b>Continuous Internal Evaluation</b>	30	<b>Semester End Evaluation</b>	70	<b>Total Marks</b>	100

<b>Course Outcomes</b>		
Upon successful completion of the course, the student will be able to:		
<b>CO1</b>	<b>Analyze</b> the basic concepts and technologies used in enterprise resource planning.	<b>L4</b>
<b>CO2</b>	<b>Apply</b> the knowledge of the different types of implementation methodologies for dealing with the various issues relating to ERP.	<b>L3</b>
<b>CO3</b>	<b>Make Use</b> of the Concepts of post implementation review for the support, maintenance and security of ERP.	<b>L3</b>
<b>CO4</b>	<b>Evaluate</b> the role of systems options and selection methods of proposal evaluation.	<b>L5</b>
<b>CO5</b>	<b>Identify</b> the ERP systems work together to accomplish the objectives of an organization by adopting faster implementation technologies.	<b>L4</b>

<b>Contribution of Course Outcomes towards achievement of Program Outcomes &amp; Strength of correlations (3-High, 2-Medium, 1-Low)</b>													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
<b>CO1</b>	-	3	3	-	3	-	-	-	-	-	-	3	3
<b>CO2</b>	-	3	3	-	3	-	-	-	-	-	-	3	3
<b>CO3</b>	-	3	3	-	3	-	-	-	-	-	-	3	3
<b>CO4</b>	-	3	3	-	3	-	-	-	-	-	-	3	3
<b>CO5</b>	-	3	3	-	3	-	-	-	-	-	-	3	3

<b>SYLLABUS</b>		
<b>Unit No.</b>	<b>Contents</b>	<b>Mapped CO</b>
<b>I</b>	<b>Introduction to ERP:</b> Overview of ERP – Introduction and Evaluation – advanced ERP-SCM and CRM systems and related technologies - ERP life cycle ERP implementation Life cycle-SDLC and ERP life cycle.	<b>CO1 CO4 CO5</b>
<b>II</b>	<b>ERP Implementation:</b> reasons for ERP failure. pre – implementation Tasks –Implementation methodologies – Process definition – Dealing with employee resistance Training and Education – Project management and monitoring Success and failure factors of an ERP implementation.	<b>CO1 CO2 CO5</b>
<b>III</b>	<b>Post ERP implementation:</b> Change Management – post implementation review, support, maintenance and security of ERP. Different business modules of an ERP package. ERP market place and market place dynamics.	<b>CO3 CO2</b>

<b>IV</b>	<b>ERP System Options and Selection Methods:</b> Optimal Means of Developing an ERP, Measurement of Project Impact, IT Selection and Project Approval, ERP proposal Evaluation, Project Evaluation Techniques, Testing.	<b>CO4 CO3</b>
<b>V</b>	<b>ERP present and future:</b> Turbo charge the ERP system- EAI - ERP. Internet and WWW- Future Directions and trends in ERP - Future Directions in ERP: New Markets, New Technologies, Faster Implementation Methodologies, New Business Segments, Trends in Security.	<b>CO5 CO4 CO3</b>
<b>Case Study Compulsory.</b> Relevant cases have to be discussed in each unit.		

<b>Learning Resources</b>	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. Singla (2013), "Enterprise Resource Planning", Cengage Learning, New Delhi.</li> <li>2. Alex leon (2011), "Enterprise Resource Planning", TMH, New Delhi.</li> <li>3. Mahadeo Jaiswal, Ganesh Vanapalli (2013), "Enterprise Resource Planning", MacMillan, New Delhi.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. N.Venkateswaran (2009), "Enterprise Resource Planning", SCITECH Publication, NewDelhi.</li> <li>2. S.Kesharwani, S. Bodduluri, M Ashok Kumar(2012), "Enterprise Resource Planning", Paramount Publishing House, New Delhi.</li> </ol>	
<b>e- Resources &amp; other digital material:</b>	
<ol style="list-style-type: none"> <li>1. <a href="https://www.youtube.com/watch?v=y0FIMuhZ7BI">https://www.youtube.com/watch?v=y0FIMuhZ7BI</a></li> </ol>	

### Information Systems Audit and Control

<b>Course Code</b>	21BA4T6SA	<b>Year</b>	II	<b>Semester</b>	II
<b>Course Category</b>	Elective (Systems)	<b>Branch</b>	Business Administration	<b>Course Type</b>	Theory
<b>Credits</b>	3	<b>L-T-P</b>	3-0-0	<b>Prerequisites</b>	Nil
<b>Continuous Internal Evaluation</b>	30	<b>Semester End Evaluation</b>	70	<b>Total Marks</b>	100

Course Outcomes		
Upon successful completion of the course, the student will be able to:		
<b>CO1</b>	<b>Identify</b> the meaning and concepts of Information System Auditing used in organizations.	<b>L3</b>
<b>CO2</b>	<b>Analyze</b> the importance of Management Control Framework in information systems.	<b>L4</b>
<b>CO3</b>	<b>Distinguish</b> Management Control Framework required for establishing effective controls.	<b>L4</b>
<b>CO4</b>	<b>Compare and contrast</b> evidence collection systems in Indian Perspective.	<b>L4</b>
<b>CO5</b>	<b>Examine</b> the concepts of evidence evaluations in Indian Context.	<b>L4</b>

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3-High, 2-Medium, 1-Low)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
<b>CO1</b>	3	2	3	-	-	-	-	-	3	-	-	3	3
<b>CO2</b>	3	2	3	-	-	-	-	-	3	-	-	3	3
<b>CO3</b>	3	2	3	-	-	-	-	-	3	-	-	3	3
<b>CO4</b>	3	2	3	-	-	-	-	-	3	-	-	3	3
<b>CO5</b>	3	2	3	-	-	-	-	-	3	-	-	3	3

SYLLABUS		
Unit No.	Contents	Mapped CO
<b>I</b>	<b>Overview of Information System Auditing:</b> Effect of Computers on Internal Controls, Effects of Computers on Auditing, Foundations of information Systems Auditing, Conducting an Information Systems Audit.	<b>CO1</b>
<b>II</b>	<b>The Management Control Framework-I:</b> Introduction, Evaluation the Planning Function, Leading Function and Controlling Function, Systems Development - Management Controls, Approaches to Auditing Systems Development, Normative Models of the Systems Development Process, Evaluating the Major phases in the Systems Development Process, Programming Management Controls, Data Resource Management Controls.	<b>CO1 CO2</b>

<b>III</b>	<b>The Management Control Framework-II:</b> Security Management Controls, Operations Management Controls Quality Assurance Management Controls - Case Studies.	<b>CO1 CO3</b>
<b>IV</b>	<b>Evidence Collection:</b> Audit Software, Code Review, Test Data, and Code Comparison, Concurrent Auditing techniques, Interviews, Questionnaires, and Control Flowcharts. Performance Management tools- Case Studies	<b>CO1 CO4</b>
<b>V</b>	<b>Evidence Evaluation:</b> Evaluating Asset Safeguarding and Data Integrity, Evaluating System Effectiveness, Evaluating System Efficiency. Information Systems Audit and Management: Managing the Information Systems Audit Function.	<b>CO1 CO5</b>
<b>Case Study Compulsory.</b> Relevant cases have to be discussed in each unit.		

### Learning Resources

**Text Books:**

1. Ron Weber (2013), "Information Systems Control and Audit", Pearson Education.
2. D. P. Dube, Ved Prakash Gulati (2008), "Information System Audit and Assurance", Tata McGraw Hills Publishing Company, New Delhi.

**Reference Books:**

1. Sandra Senft, Frederick Gallegos, Aleksandra Davis(2018), " Information Technology Control and audit", 5<sup>th</sup> Edition, Auerbach Publications.
2. CA. Manoj Agarwal (2016), "Information Systems Control and Audit",4<sup>th</sup> Edition, Bharat Law House Publications, India.

**e- Resources & other digital material:**

1. <https://nptel.ac.in/courses/106/108/106108103/>
2. <https://nptel.ac.in/courses/106/106/106106129/>

## Project Management

<b>Course Code</b>	21BA4T6SB	<b>Year</b>	II	<b>Semester</b>	II
<b>Course Category</b>	Elective (Systems)	<b>Branch</b>	Business Administration	<b>Course Type</b>	Theory
<b>Credits</b>	3	<b>L-T-P</b>	3-0-0	<b>Prerequisites</b>	Nil
<b>Continuous Internal Evaluation</b>	30	<b>Semester End Evaluation</b>	70	<b>Total Marks</b>	100

Course Outcomes		
Upon successful completion of the course, the student will be able to:		
<b>CO1</b>	<b>Discuss</b> the concepts of project management	<b>L3</b>
<b>CO2</b>	<b>Explain</b> the process of identification of a project	<b>L5</b>
<b>CO3</b>	<b>Analyze</b> different technical concepts of project	<b>L4</b>
<b>CO4</b>	<b>Explain</b> various financial issues related project	<b>L5</b>
<b>CO5</b>	<b>Explain</b> concepts of Social Cost Benefit Analysis	<b>L5</b>

Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3-High, 2-Medium, 1-Low)													
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
<b>CO1</b>	1	3	3	-	2	-	3	-	-	-	1	3	3
<b>CO2</b>	1	3	3	-	2	-	3	-	-	-	1	3	3
<b>CO3</b>	1	3	3	-	2	-	3	-	-	-	1	3	3
<b>CO4</b>	1	3	3	-	2	-	3	-	-	-	1	3	3
<b>CO5</b>	1	3	3	-	2	-	3	-	-	-	1	3	3

SYLLABUS		
Unit No.	Contents	Mapped CO
<b>I</b>	<b>Concept of project:</b> Basic concepts, classification, characteristics of project, Project life cycle, Project management, Tools & Techniques of project management, project organization.	<b>CO1</b>
<b>II</b>	<b>Project identification:</b> Identification, generation of ideas, SWOT analysis, Preliminary screening, project rating index. <b>Market &amp; Demand Analysis:</b> Collection of data, market survey, market planning, market environment, project risk analysis, demand forecasting techniques.	<b>CO2</b>
<b>III</b>	<b>Technical Analysis:</b> selection of technology, material input and utilities, plant capacity, location & site, machinery and equipment, structures and civil work, environmental aspects, project charts and layouts. <b>Financial Estimation:</b> Project cost, source of finance, cost of production.	<b>CO3</b>
<b>IV</b>	<b>Financial Analysis:</b> Characteristics of financial statement, Working Capital, Project income statement, projected cash flow statement, projected balance sheet, projected profitability. <b>Investment Evaluation:</b> Investment decision rule,	<b>CO4</b>

	techniques of evaluation, payback period, accounting rate of return, profitability index method, Net profitability index, Internal rate of return, discounted payback period.	
V	<b>Social Cost Benefit Analysis:</b> Concept of social cost benefit, significance of SCBA, Approach to SCBA, UNIDO approach to SCBA, Shadow pricing of resource, the little miracle approach, Project Implementation: Schedule of project implementation, Project Planning, Project Control, Human aspects of project management, team building, high performance team.	<b>CO5</b>
<b>Case Study Compulsory.</b> Relevant cases have to be discussed in each unit.		

<b>Learning Resources</b>	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. Sanjiv Marwah (2011), “Project Management”, Wiley Dream tech.</li> <li>2. Chandra Prasanna (2017), “Project: Preparation, Appraisal, Budgeting and Implementation”, McGraw Hill Education.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. Shilpi Jauhari &amp; S.K. Chaturvedi (2014), “Project Management”, Himalaya Publishing House, New Delhi.</li> <li>2. R.C. Mishra (2011), “Modern Project Management”, New Age International Private Limited.</li> <li>3. M.R. Gopalan (2014), “Project Management Core Text Book”, Wiley.</li> <li>4. Goyal B.B. (2012), “Project Management: A Development Perspective”, Deep &amp; Deep publications, New Delhi.</li> </ol>	
<b>e- Resources &amp; other digital material:</b>	
<ol style="list-style-type: none"> <li>1. <a href="https://nptel.ac.in/courses/110104073">https://nptel.ac.in/courses/110104073</a></li> <li>2. <a href="https://nptel.ac.in/courses/110107081">https://nptel.ac.in/courses/110107081</a></li> </ol>	

### Analysis of SME Enterprises and Success Stories of Emerging Leaders

<b>Course Code</b>	21BA4L1	<b>Year</b>	II	<b>Semester</b>	II
<b>Course Category</b>	Core	<b>Branch</b>	Business Administration	<b>Course Type</b>	Theory/Practical
<b>Credits</b>	1	<b>L-T-P</b>	4-0-0	<b>Prerequisites</b>	Nil
<b>Continuous Internal Evaluation</b>	50	<b>Semester End Evaluation</b>	-	<b>Total Marks</b>	-

#### Course Outcomes

Upon successful completion of the course, the student will be able to:

<b>CO1</b>	Develop the confidence and morale that automatically improve the performance in real life situations.	<b>L3</b>
<b>CO2</b>	Apply knowledge in practical and creative ways.	<b>L3</b>
<b>CO3</b>	Examine the use of multiple perspectives and points of view in evaluating business situations.	<b>L4</b>
<b>CO4</b>	Analyze and reflect upon information and experiences for decision making.	<b>L4</b>
<b>CO5</b>	Perceive knowledge and information about contemporary business issues.	<b>L5</b>

#### Contribution of Course Outcomes towards achievement of Program Outcomes & Strength of correlations (3-High, 2-Medium, 1-Low)

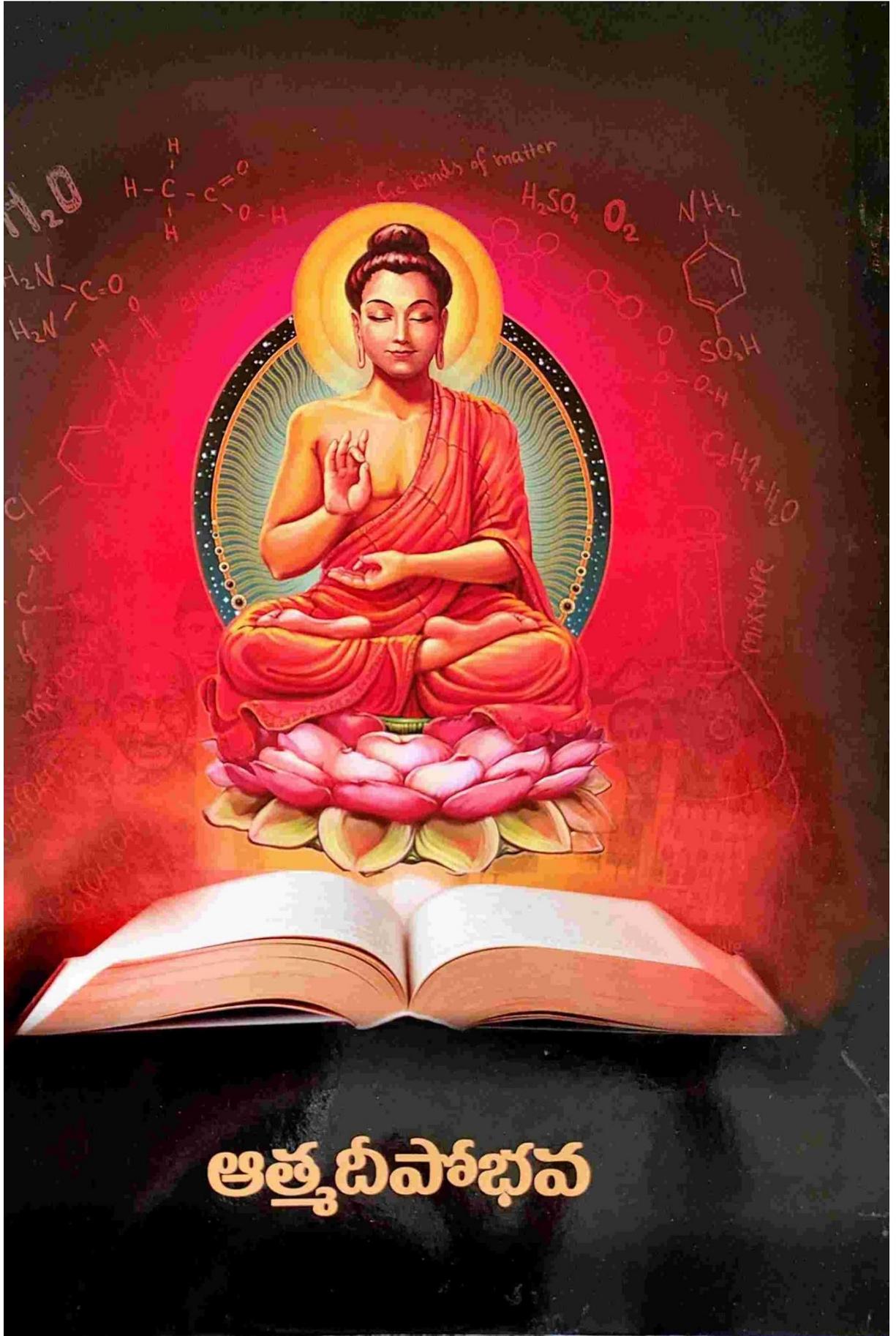
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PSO1	PSO2
<b>CO1</b>	3	-	3	3	3	-	-	3	3	-	3	3	-
<b>CO2</b>	3	-	3	3	3	-	-	3	3	-	3	3	-
<b>CO3</b>	3	-	3	3	3	-	-	3	3	-	3	3	-
<b>CO4</b>	3	-	3	3	3	-	-	3	3	-	3	3	-
<b>CO5</b>	3	-	3	3	3	-	-	3	3	-	3	3	-

#### SYLLABUS

<b>Unit No.</b>	<b>Contents</b>	<b>Mapped CO</b>
<b>I</b>	<b>Entrepreneurial Activity:</b> formal insights about successful entrepreneurs in different domains and young entrepreneurs of their contemporary age, with guidance from a faculty advisor at the beginning of the semester.	<b>CO1</b>
<b>II</b>	<b>SME Projects:</b> Students are expected to undergo practical internships to a small and micro enterprise during the fourth semester – which also involves submission of a project report on that enterprise with detailed analysis and interpretation such as: 1. Understanding their business model & planning 2. Interpreting the business operations and giving suggestions accordingly.	<b>CO2</b> <b>CO3</b>
<b>III</b>	<b>Presentation/viva voce of SME project:</b> Presentation and viva voce on the practical internship and project	<b>CO2</b> <b>CO3</b>

		<b>CO4</b>
<b>IV</b>	<p><b>Current Business Affairs:</b> Students are expected to read the business magazines and newspapers for understanding the current business activities locally and globally-which involves:</p> <ol style="list-style-type: none"> <li>1. Reading the daily Business Newspaper/ Monthly magazine</li> <li>2. Undergo a monthly test on the business news</li> </ol>	<b>CO5</b>

<b>Learning Resources</b>	
<b>Text Books:</b>	
<ol style="list-style-type: none"> <li>1. M. Charantimath Poornima (2018), “Entrepreneurship Development and Small Business Enterprises” ,Pearson Education.</li> <li>2. Vasant Desai (2015), “Small Scale Industries &amp; Entrepreneurship”, Himalaya Publishing House,New Delhi.</li> </ol>	
<b>Reference Books:</b>	
<ol style="list-style-type: none"> <li>1. Howard Rothman (2004), “50 Companies that Changed the World”, Jaico Publishing House, Mumbai.</li> </ol>	
<b>e- Resources &amp; other digital material:</b>	
<ol style="list-style-type: none"> <li>1. <a href="https://www.thehindubusinessline.com/">https://www.thehindubusinessline.com/</a></li> <li>2. <a href="https://economictimes.indiatimes.com/">https://economictimes.indiatimes.com/</a></li> <li>3. <a href="https://timesofindia.indiatimes.com/business/international-business">https://timesofindia.indiatimes.com/business/international-business</a></li> </ol>	



ఆత్మదీపాభవ