VISION

To be an iconic management institute with a goal of developing competent and socially conscious management professionals.

MISSION

- To focus on developing holistic and highly specialized management graduates.
- To collaborate with industries and institutions to train and to be trained in contemporary practices.
- To be a socially responsive management institute.
PROGRAMME EDUCATIONAL OBJECTIVES (PEOs) :

MBA programme curriculum is designed to prepare the post graduate students

I. To have a thorough understanding of the core aspects of the business.
II. To provide the learners with the management tools to identify, analyze and create business opportunities as well as solve business problems.
III. To prepare them to have a holistic approach towards management functions.
IV. To motivate them for continuous learning.
V. To inspire and make them practice ethical standards in business.

PROGRAMME OUTCOMES (POs):

On successful completion of the programme,
1. Ability to apply the business acumen gained in practice.
2. Ability to understand and solve managerial issues.
3. Ability to communicate and negotiate effectively, to achieve organizational and individual goals.
4. Ability to upgrade their professional and managerial skills in their workplace.
5. Ability to explore and reflect about managerial challenges, develop informed managerial decisions in a dynamically unstable environment.
6. Ability to take up challenging assignments.
7. Ability to understand one’s own ability to set achievable targets and complete them.
8. Ability to pursue lifelong learning.
9. To have a fulfilling business career.
10. Ability to have financial literacy.
11. Ability to fulfill social outreach
12. Ability to understand business analytics

MAPPING OF PEOS WITH POS:

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Given below for each stream/Specialization

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**SEM 3**

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Attended

DIRECTOR
Centre for Academic Courses
Anna University, Chennai-600 025
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Attested

Centre for Academic Courses
Anna University, Chennai-600 025

DIrector
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**NOTE:** In the second semester

Students need to choose one elective from the Non-Functional stream.

Summer internship – minimum of 4 weeks of internship. Training diary has to be submitted.

**Attested**

**Director**

Centre for Academic Courses
Anna University, Chennai-600 025
## SEMESTER - III

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**NOTE:** In the third semester

Students need to choose -
Three electives from 2 functional streams for Dual Specialization

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### UNIVERSITY DEPARTMENTS
### REGULATIONS – 2019
### CHOICE BASED CREDIT SYSTEM
### MASTER OF BUSINESS ADMINISTRATION (PART TIME)
### CURRICULA AND SYLLABI FOR I TO VI SEMESTERS

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**THEORY**

1. BA5101 Statistics for Management
   - PCC
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   - Total Contact Periods: 3
   - Credits: 3

2. BA5151 Management Concepts and Organizational Behavior
   - PCC
   - L: 3, T: 0, P: 0
   - Total Contact Periods: 3
   - Credits: 3

3. BA5152 Managerial Economics
   - PCC
   - L: 3, T: 0, P: 0
   - Total Contact Periods: 3
   - Credits: 3

4. BA5102 Accounting for Decision Making
   - PCC
   - L: 3, T: 0, P: 0
   - Total Contact Periods: 3
   - Credits: 3

**PRACTICALS**

5. BA5162 Business Communications (Laboratory)
   - EEC
   - L: 0, T: 0, P: 4
   - Total Contact Periods: 4
   - Credits: 2

**TOTAL**

- Total Theory: 12 L, 0 T, 4 P, 16 Total Contact Periods, 14 Credits

#### SEMESTER - II

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**THEORY**

1. BA5201 Quantitative Techniques for Decision Making
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   - Credits: 3

2. BA5202 Financial Management
   - PCC
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   - Credits: 3

3. BA5251 Human Resource Management
   - PCC
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   - Credits: 3

4. BA5203 Operations Management
   - PCC
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   - Total Contact Periods: 3
   - Credits: 3

**PRACTICALS**

5. BA5211 Data Analysis and Business Modelling (Laboratory)
   - PCC
   - L: 0, T: 0, P: 4
   - Total Contact Periods: 4
   - Credits: 2

**TOTAL**

- Total Theory: 12 L, 0 T, 4 P, 16 Total Contact Periods, 14 Credits

[Attested]

**DIRECTOR**

Centre for Academic Courses
Anna University, Chennai-600 025
### SEMESTER - III

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**NOTE:** Students need to choose one elective from the Non-Functional stream.

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Summer internship – minimum of 4 weeks of internship  
Training diary has to be submitted
## SEMESTER – V

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NOTE: Students need to choose - Three electives from 2 functional streams for Dual Specialization

## SEMESTER - VI

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**TOTAL NO. OF CREDITS: 90**
### Non Functional Electives

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### Professional Electives (PEC)

### Functional Electives

Stream/ Specialization: **Financial Management (9 subjects)**

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Stream/ Specialization: **Business Analytics (10 subjects)**

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59. BA5045 | Social media web Analytics                      | PEC  | 3       | 0    | 0    | 3    |
| 56. BA5046 | Stochastic Modelling                            | PEC  | 3       | 0    | 0    | 3    |
| 57. BA5047 | Time Series Analysis                            | PEC  | 3       | 0    | 0    | 3    |
| 58. BA5048 | Multivariate data analysis                      | PEC  | 3       | 0    | 0    | 3    |
OBJECTIVE:
➢ To learn the applications of statistics in business decision making.

UNIT I INTRODUCTION 9
Basic definitions and rules for probability, conditional probability independence of events, Baye’s theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

UNIT II SAMPLING DISTRIBUTION AND ESTIMATION 9
Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

UNIT III TESTING OF HYPOTHESIS - PARAMETIRC TESTS 9
Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way

UNIT IV NON-PARAMETRIC TESTS 9

UNIT V CORRELATION AND REGRESSION 9

TOTAL:45 PERIODS

OUTCOMES:
➢ To facilitate objective solutions in business decision making.
➢ To understand and solve business problems
➢ To apply statistical techniques to data sets, and correctly interpret the results.
➢ To develop skill-set that is in demand in both the research and business environments
➢ To enable the students to apply the statistical techniques in a work setting.

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REFERENCES:
OBJECTIVES:
- To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.
- To acquaint the students with the fundamentals of managing business and to understand individual and group behaviour at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases.

UNIT I  NATURE AND THEORIES OF MANAGEMENT  9

UNIT II  PLANNING AND ORGANISING  9


UNIT III  INDIVIDUAL BEHAVIOUR  9

UNIT IV  GROUP BEHAVIOUR  9

UNIT V  EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR  9
Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Organizational behavior across cultures- Conditions affecting cross cultural organizational operations, Managing International Workforce, Productivity and cultural contingencies, Cross cultural communication, Management of Diversity.

TOTAL: 45 PERIODS

OUTCOMES:
On completion of course, Students will develop
- CO1 Understanding of various management concepts and skills required in the business world
- CO2 In-depth knowledge of various functions of management in a real time management context
- CO3 Understanding of the complexities associated with management of individual behavior in the organizations
- CO4 Develop the skillset to have manage group behaviour in Organizations
- CO5 Insights about the current trends in managing organizational behavior
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BA5152 MANAGERIAL ECONOMICS L T P C 3 0 0 3

OBJECTIVE:
➢ To introduce the concepts of scarcity and efficiency; to explain principles of micro economics relevant to managing an organization; to describe principles of macroeconomics to have the understanding of economic environment of business.

UNIT I INTRODUCTION

UNIT II CONSUMER AND PRODUCER BEHAVIOUR
UNIT III PRODUCT AND FACTOR MARKET 9

UNIT IV PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS 9

UNIT V AGGREGATE SUPPLY AND THE ROLE OF MONEY 9

TOTAL: 45 PERIODS

OUTCOMES:
1. To introduce the concepts of scarcity and efficiency;
2. To explain principles of microeconomics relevant to managing an organization
3. To describe principles of macroeconomics
4. To have the understanding of economic environment of business.
5. To study about the policies that regulate economic variables

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OBJECTIVE:

- Acquire a reasonable knowledge in accounts analysis and evaluate financial statements

UNIT I  FINANCIAL ACCOUNTING  9

UNIT II  ANALYSIS OF FINANCIAL STATEMENTS  9
Financial ratio analysis, Interpretation of ratio for financial decisions- Dupont Ratios – Comparative statements - common size statements. Cash flow (as per Accounting Standard 3) and Funds flow statement analysis – Trend Analysis.

UNIT III  COST ACCOUNTING  9

UNIT IV  MARGINAL COSTING  9
Marginal Costing and profit planning – Cost, Volume, Profit Analysis – Break Even Analysis – Decision making problems -Make or Buy decisions -Determination of sales mix - Exploring new markets - Add or drop products -Expand or contract.

UNIT V  BUDGETING AND VARIANCE ANALYSIS  9
Budgetary Control – Sales, Production, Cash flow, fixed and flexible budget – Standard costing and Variance Analysis – (excluding overhead costing) -Accounting standards and accounting disclosure practices in India.

TOTAL : 45 PERIODS

OUTCOMES:
1. A thorough grounding of financial accounting concepts
2. Preparation of financial statement analysis
3. Understand the management and cost accounting techniques
4. Apply the management and cost accounting techniques for decision making
5. Assess the accountancy standards of practices in India

REFERENCES:
7. N.M. Singhvi, Ruzbeh J.Bodhanwala, Management Accounting – Text and cases,3 rd edition PHI Learning, 2018
BA5153 LEGAL ASPECTS OF BUSINESS L T P C
3 0 0 3

OBJECTIVE:

➢ The objective of this course is to familiarize the students with various laws that will help them to refine their understanding of how law affects the different aspects of business.

UNIT I COMMERCIAL LAW

THE INDIAN CONTRACT ACT 1872


NEGOTIABLE INSTRUMENTS ACT 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

UNIT II COMPANY LAW AND COMPETITION ACT

COMPANY ACT 1956&2013 Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

Competition Act 2002 - Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations.

UNIT III INDUSTRIAL LAW

UNIT IV CORPORATE TAX & GST
Corporate Tax Planning, Corporate Taxes and Overview of Latest Developments in Indirect tax Laws relating to GST: An introduction including constitutional aspects, Levy and collection of CGST & IGST, Basic concept of time and value of supply, Input tax credit, Computation of GST Liability, Registration, Tax Invoice, Credit & Debit Notes, Electronic Way bill, Returns, Payment of taxes including Reverse Charge.
UNIT V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS


OUTCOMES:
CO1 Understand the fundamental legal principles in developing various contracts and commercial laws in the business world
CO2 Identify the common forms of business associations and elements of Corporate Governance
CO3 Develop insights regarding the laws related to industrial environment
CO4 Ability to understand the fundamentals of corporate tax and GST
CO5 Understand the role of consumer rights and cyber laws in the modern business environment

REFERENCES:
5 Sinha P.K, Dr. Vinod Singhania, Text Book of Indirect Tax, Taxman Publication, New Delhi
12. V.S. Datey, GST Ready Reckoner, 9 th edition, 2019

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BA5103 INFORMATION MANAGEMENT L T P C

OBJECTIVES:
➢ To understand the importance of information in business
➢ To know about the recent information systems and technologies.

UNIT I INTRODUCTION
Data, Information, Information System, evolution, types based on functions and hierarchy, Enterprise and functional information systems.
UNIT II SYSTEM ANALYSIS AND DESIGN
System development methodologies, Systems Analysis and Design, Data flow Diagram (DFD), Decision table, Entity Relationship (ER), Object Oriented Analysis and Design (OOAD), UML diagram.

UNIT III DATABASE MANAGEMENT SYSTEMS
DBMS – types and evolution, RDBMS, OODBMS, RODBMS, Data warehousing, Data Mart, Data mining.

UNIT IV INTEGRATED SYSTEMS, SECURITY AND CONTROL
Knowledge based decision support systems, Integrating social media and mobile technologies in Information system, Security, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web.

UNIT V NEW IT INITIATIVES
Introduction to Deep learning, Big data, Pervasive Computing, Cloud computing, Advancements in AI, IoT, Block chain, Crypto currency, Quantum computing

TOTAL : 45 PERIODS

OUTCOMES :
- Learn the basics of data and information system.
- Understand the system development methodologies.
- Understand database management system and its types.
- Learn the various technologies in information system and its security.
- Gains knowledge on effective applications of information systems in business.

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BA5104 MARKETING MANAGEMENT

OBJECTIVE:
- To understand the changing business environment and the fundamental premise underlying market driven strategies.
- To identify the indicators of management thoughts and practices.

UNIT I INTRODUCTION
UNIT II  MARKETING STRATEGY

UNIT III  MARKETING MIX DECISIONS

UNIT IV  BUYER BEHAVIOUR

UNIT V  MARKETING RESEARCH & TRENDS IN MARKETING

TOTAL: 45 PERIODS

OUTCOMES:
CO1: Applied knowledge of contemporary marketing theories to the demands of business and management practice
CO2: Enhanced knowledge of marketing strategies for consumer and industrial marketing
CO3: Deep understanding of choice of marketing mix elements and managing integrated marketing channels
CO4: Ability to analyze the nature of consumer buying behaviour
CO5: Understanding of the marketing research and new trends in the arena of marketing

REFERENCES:
OBJECTIVES:
- To enable the learners in understanding of the basic concepts of Indian Ethos and familiarise about ethical behaviour and value systems at work.
- To enable the learners to have exposure on business ethics and ethical business perspectives.

NOTE:
- The following is the list of topics suggested for preparation and presentation by students twice during the semester.
- This will be evaluated by the faculty member(s) handling the course and the final marks are consolidated at the end of the semester. No end semester examination is required for this course.
  1) Indian Ethos and Personality Development
  2) Work ethos and values for Professional Managers
  3) Indian Values, Value Systems and Wisdom for modern managers
  4) Management Lessons from the Vedas, Puranas, Indian religions
  5) Spirituality in Business Management
  6) Individual Culture and Ethics
  7) Ethical codes of conduct and value Systems
  8) Loyalty and Ethical Behaviour
  9) Ethical business issues and solutions
  10) Social Responsibilities of Business

TOTAL: 60 PERIODS

OUTCOMES:
After the completion of the course, the students will be able to:
CO1. The learners are able to apply the basic concepts of Indian ethos and value systems at work.
CO2. The learners can handle issues of business ethics and offer solutions in ethical perspectives
CO3. The learners are professionally efficient and skilful in value systems and culture
CO4. The learners are capable in ethically manage business towards well being of the society.
CO5. The learners can be socially effective in undertaking business responsibilities.

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OBJECTIVES:
➢ To help the students to acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as - making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising, and maintaining one’s poise in private and in public.

UNIT I INTRODUCTION AND TYPES OF BUSINESS COMMUNICATION

UNIT II BUSINESS COMMUNICATION WRITING MODELS AND TOOLS
Business letters, Routine letters, Bad news and persuasion letters, sales letters, collection letters, Maintaining a Diary, Resume/CV, job application letters, proposals. Internal communication through - notices, circulars, memos, agenda and minutes, reports. Case Studies. Exercises on Corporate Writing, Executive Summary of Documents, Creative Writing, Poster Making, Framing Advertisements, Slogans, Captions, Preparing Press Release and Press Notes

UNIT III EFFECTIVE PRESENTATIONS
Principles of Effective Presentations, Principles governing the use of audiovisual media.

UNIT IV INTERVIEW SKILLS
Mastering the art of giving interviews in - selection or placement interviews, discipline interviews, appraisal interviews, exit interviews, web / video conferencing, tele-meeting.

UNIT V REPORT WRITING

Note: The emphasis of the entire subject should be on practical aspects.

Practical: Module 1-This module introduces both written and spoken communication skills to students to build their confidence in delivering clear and logical messages to their audience. They will develop written communication skills through crafting business messages such as business letters, emails, and meeting minutes. In addition, students will work through presentations and simulated meetings to refine their spoken communication skills, discussion techniques and people skills.

Practical - Module 2-This module builds on the foundation of Business Communication 1 and creates opportunities for students to strengthen their oral and written communication. Students will be required to enhance their presentation skills through impromptu speeches. Students will also learn how to prepare a formal business report. Job hunting and employment skills will be introduced to prepare students for a positive start to their careers. Students will be taught to write application letters and resumes. Additionally, students will learn job interview techniques through role-plays and simulations

Practical - Module 3-This practical module aims to help students be persuasive in the business world. Students will learn listening and data gathering skills to better
understand their target audience's needs and requirements and persuasive skills to convince the audience to accept a new policy/suggestion/product through role-playing a boardroom presentation. Students will also be taught business networking skills including conversation techniques, dining etiquette and personal branding through role-plays and simulations.

OUTCOMES:
CO1: Develop good managerial communication skills
CO2: Ability to excel in different forms of written communication required in a business context
CO3: Develop good presentation skills
CO4: In-depth understanding of interview skills
CO5: Ability to prepare Business reports

REFERENCES:
5. C. S. Rayadu, Communication by, HPH, 2015

WEBSITES:
www.businesscommunicationskills.com
www.kcittraining.com
www.mindtools.com
www.businesscommunication.org

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OBJECTIVE:
➢ To apply quantitative techniques in modeling and solving business related problems.

UNIT I INTRODUCTION TO LINEAR PROGRAMMING (LP) 9
Relevance of quantitative techniques in management decision making. Linear Programming- formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases. Sensitivity Analysis.

UNIT II LINEAR PROGRAMMING EXTENSIONS 9


UNIT III DECISION AND GAME THEORIES 9
Decision making under risk – Decision trees – Decision making under uncertainty.

Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.

UNIT IV INVENTORY AND JOB SEQUENCING MODELS 9
Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models.

Job Sequencing algorithm (Johnson’) - n jobs thro’ 2 machines, n jobs thro’ 3 machines and n jobs thro’ m machines.

UNIT V QUEUING THEORY AND REPLACEMENT MODELS 9
Queueing Theory - single and Multi-channel models – infinite number of customers and infinite calling source.

Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

TOTAL: 45 PERIODS

COURSE OUTCOMES
To understand the applications of
1. Linear programming in product mix decisions
2. Transportation and assignment in logistics and job allocation scenarios
3. Game theory and heuristics of decision making in real time decisions
4. Inventory management and job sequencing in manufacturing context
5. Queuing and replacement theories in real time scenario optimisation

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BA5202  FINANCIAL MANAGEMENT  L T P C  3 0 0 3

OBJECTIVES:
Facilitate student
- Understand the operational nuances of a Finance Manager.
- Comprehend the technique of making decisions related to finance functions.

UNIT I  FOUNDATIONS OF FINANCE  9

UNIT II  INVESTMENT DECISIONS  9
Capital Budgeting: Principles and techniques - Nature of capital budgeting - Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques - Concept and measurement of cost of capital - Specific cost and overall cost of capital.

UNIT III  FINANCING AND DIVIDEND DECISION  9

UNIT IV  WORKING CAPITAL MANAGEMENT  9

UNIT V  LONG TERM SOURCES OF FINANCE  9

OUTCOMES:
1. Identify the concepts of financial decision of an organisation
2. Recognize the time value of money
3. Learn the capital budgeting and cost of capital techniques
4. Understand how to decide the decision of capital structure and distribution of dividend
5. Assess the short-term and long-term sources of finance
REFERENCES:

BA5251 HUMAN RESOURCE MANAGEMENT

OBJECTIVE:
➢ To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.

UNIT I PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT

UNIT II HUMAN RESOURCE PLANNING AND RECRUITMENT

UNIT III TRAINING AND DEVELOPMENT

UNIT IV EMPLOYEE ENGAGEMENT

UNIT V PERFORMANCE EVALUATION AND CONTROL

TOTAL: 45 PERIODS

OUTCOMES:
➢ Students would have gained knowledge on the various aspects of HRM
➢ Students will gain knowledge needed for success as a human resources professional.
➢ Students will develop the skills needed for a successful HR manager
➢ Students would be prepared to implement the concepts learned in the workplace.
➢ Students would be aware of the emerging concepts in the field of HRM

Attested

DIRECTOR
Centre for Academic Courses
Anna University, Chennai-600 025
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BA5203 OPERATIONS MANAGEMENT L T P C 3 0 0 3

OBJECTIVE:

➢ To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.

UNIT I INTRODUCTION TO OPERATIONS MANAGEMENT 9

UNIT II OPERATIONS AND THE VALUE CHAIN 9
Capacity Planning – Long range, Types, Developing capacity alternatives, tools for capacity planning. Facility Location – Theories, Steps in Selection, Location Models. Sourcing and procurement - Strategic sourcing, make or buy decision, procurement process, managing vendors.

UNIT III DESIGNING OPERATIONS 9

UNIT IV PLANNING AND CONTROL OF OPERATIONS 9
Demand Forecasting – Need, Types, Objectives and Steps - Overview of Qualitative and Quantitative methods. Operations planning - Resource planning - Inventory Planning and Control. Operations Scheduling - Theory of constraints - bottlenecks, capacity constrained resources, synchronous manufacturing

Attested

DIRECTOR
Centre for Academic Courses
Anna University, Chennai-600 025
UNIT V QUALITY MANAGEMENT

Definitions of quality, The Quality revolution, quality gurus; TQM philosophies; Quality management tools, certification and awards. Lean Management - philosophy, elements of JIT manufacturing, continuous improvement. Six sigma.

TOTAL: 45 PERIODS

OUTCOMES:

CO1: Understanding of the evolution of operations management practices and world class manufacturing processes
CO2: Knowledge about capacity planning, strategic sourcing and procurement in organizations
CO3: Enhances the understanding of product development and design process
CO4: Ability to forecast demand and overcome bottlenecks
CO5: Provides insight to Quality management tools and practices.

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BA5252 BUSINESS RESEARCH METHODS

OBJECTIVE:

➢ To make the students of tourism understand the principles of scientific methodology in business enquiry, develop analytical skills of business research and to prepare scientific business reports.

UNIT I INTRODUCTION


UNIT II RESEARCH DESIGN AND MEASUREMENT

UNIT III  DATA COLLECTION  9

UNIT IV  DATA PREPARATION AND ANALYSIS  9
Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Applications of Bivariate and Multivariate statistical techniques, Factor analysis, Discriminant analysis, Cluster analysis, Multiple regression and Correlation, Multidimensional scaling – Conjoint Analysis – Application of statistical software for data analysis.

UNIT V  REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH  9

TOTAL : 45 PERIODS

OUTCOMES :
➢ Students will understand and appreciate scientific inquiry
➢ Students would know to write research proposals
➢ The students would be able to undertake a systematic outlook towards business situations for the purpose of objective decision making, and the method of conducting scientific inquiry to solve organizational problems
➢ Students would be able to analyze data and find solutions to the problems.
➢ Students could prepare research reports

REFERENCES :
OBJECTIVES:
Learn to
1. Use business analytics for decision making
2. To apply the appropriate analytics and generate solutions
3. Model and analyse the business situation using analytics.

UNIT I  INTRODUCTION TO BUSINESS ANALYTICS (BA)  9
Business Analytics - Terminologies, Process, Importance, Relationship with Organisational Decision Making, BA for Competitive Advantage.

UNIT II  MANAGING RESOURCES FOR BUSINESS ANALYTICS  9
Managing BA Personnel, Data and Technology. Organisational Structures aligning BA. Managing Information policy, data quality and change in BA.

UNIT III  DESCRIPTIVE ANALYTICS  9
Introduction to Descriptive analytics - Visualising and Exploring Data - Descriptive Statistics - Sampling and Estimation - Probability Distribution for Descriptive Analytics - Analysis of Descriptive analytics

UNIT IV  PREDICTIVE ANALYTICS  9
Introduction to Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modeling and procedure - Data Mining for Predictive analytics. Analysis of Predictive analytics

UNIT V  PRESCRITIVE ANALYTICS  9
Introduction to Prescriptive analytics - Prescriptive Modeling - Non Linear Optimisation - Demonstrating Business Performance Improvement.

TOTAL: 45 PERIODS

OUTCOMES:
CO1:  Ability to understand the role of Business Analytics in decision making
CO2:  Ability to identify the appropriate tool for the analytics scenario
CO3:  Ability to apply the descriptive analytics tools and generate solutions
CO4:  Understanding of Predictive Analytics and applications
CO5:  Knowledge of Prescriptive Analytics and demonstrating business process improvement

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OBJECTIVE:
- to have hands-on experience on data analysis for business modeling.

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➢ Spreadsheet Software and Data Analysis Tools

TOTAL: 60 PERIODS

OUTCOMES:
CO1: Deep knowledge about the nature of data and conducting hypothesis testing using various data analysis techniques
CO2: Facilitates to identify the relationship between variables using data analytical tools
CO3: Provides understanding about forecasting in real time business world using analytical tools
CO4: Ability to conduct Risk and sensitivity analysis and portfolio selection based on business data
CO5: Enhances knowledge about networking, inventory models and queuing theory using data analytical tools
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BA5261 RURAL COMMUNITY ENGAGEMENT L T P C
0 0 4 2

OBJECTIVES:
- To provide practical opportunities for students to participate in rural community mobilization, service engagement and empowerment activities
- To promote preparation of strategies for building resilience and community responding system in nutrition including water, food safety and healthcare
- To orient the students into Village Development Plans and handling susceptibility of rural communities to impending emergencies arising out of natural and manmade disasters, climate variability

COURSE CONTENT:
1. Dynamics of Rural Society: Social, Economic, political and cultural 6
2. Community Goal setting: Inner Engineering 6
3. Participatory Learning and social mapping: Approaches and methods, community project proposal and project management, concept and steps, Thematic maps 12
4. Village development including aspects and process of preparation of village disaster management plan 6
5. Resource Mapping: Natural and Human resource mapping and management 6
6. Rural Institutions: Engagement with school/ street/ Health centre/ Panchayat/ SHGs 6
7. Community Awareness: Health & Hygiene/ Rights/ Policies & Programmes/ Corruption 6
8. Disaster Management: Disaster Preparedness- Risk reduction, Rehabilitation- Physical and Psychological aspects 6
9. Professional Intervention- Partnership with Public, Private and Non-governmental organizations 6

TOTAL: 60 PERIODS

OUTCOMES:
CO1: Understand the social, economic, political and cultural framework of the rural society
CO2: Address the challenges with suitable solutions in the identified rural issues
CO3: Engage in rural community development programmes
CO4: Ability to create community awareness on health and hygiene and disaster management
CO5: Knowledge on establishing professional intervention

Attested
Director
REFERENCES:
1. Common core curriculum for Rural Engagement, National council of Rural Institutes, MHRD, GOI.
4. Transforming rural India, Ministry of Rural Development, GOI.

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BA5351 STRATEGIC MANAGEMENT   L T P C
3 0 0 3

OBJECTIVES:
- To learn the major initiatives taken by a company's top management on behalf of corporate, involving resources and performance in external environments. It entails specifying the organization's mission, vision and objectives, and to equip with skills required to manage business and non-business organizations at senior levels. The course adopts a functional approach to management developing policies and plan to understand the analysis and implementation of strategic management in strategic business units.

UNIT I STRATEGY AND PROCESS

UNIT II COMPETITIVE ADVANTAGE

UNIT III STRATEGIES
UNIT IV  STRATEGY IMPLEMENTATION & EVALUATION
The implementation process, Resource allocation, Designing organisational structure-
Designing Strategic Control Systems- Matching structure and control to strategy-
Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic
evaluation & control-case study.

UNIT V  OTHER STRATEGIC ISSUES
Managing Technology and Innovation - Strategic issues for Non Profit organisations. New
Business Models and strategies for Internet Economy-case study Challenges in Strategic
Management: Introduction, Strategic Management as an Organisational Force, Dealing with
Strategic Management in Various Situations, Strategic Management Implications and
Challenges
Recent Trends in Strategic Management: Introduction, Strategic Thinking, Organisational
Culture and its Significance, Organisational Development and Change, Change
Management, Strategic management in a new globalised economy

TOTAL: 45 PERIODS

OUTCOMES:
CO1:  Ability to understand the Strategic management process and social responsibility of
business organizations
CO2: In-depth understanding about the need for developing competitive advantage for
organizations
CO 3:  Provides insights into various corporate and business level strategies
CO 4: Facilitates to identify the various control systems required for organizational strategy
implementation process
CO 5:  Enhances the cognitive knowledge about various strategic issues and development of
new business models

REFERENCES:
4. AdriaHaberberg and Alison Rieple, Strategic Management Theory & Application, Oxford
6. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts
and Application, Prentice Hall of India, 2005.
7 Dr.DharmaBir Singh, Strategic Management & Business Policy, KoGent Learning
8. John Pearce, Richard Robinson and Amita Mittal, Strategic Management, McGraw Hill,

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OBJECTIVE:
➢ To understand the multinational dimensions in management of a MNC company and the business operations in more than one country.

UNIT I  AN OVERVIEW OF INTERNATIONAL BUSINESS  9

UNIT II  THEORIES OF INTERNATIONAL TRADE AND INVESTMENT  9

UNIT III  GLOBAL ENTRY  9
Strategic compulsions— Strategic options – Global portfolio management- Global entry strategy, different forms of international business, advantages - Organizational issues of international business – Organizational structures – Controlling of international business, approaches to control – Performance of global business, performance evaluation system.

UNIT IV  PRODUCTION, MARKETING, FINANCIALS OF GLOBAL BUSINESS  9

UNIT V  HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL BUSINESS  9
Selection of expatriate managers- Managing across cultures -Training and development-Compensation- Disadvantages of international business – Conflict in international business-Sources and types of conflict – Conflict resolutions – Negotiation –Ethical issues in international business – Ethical decision-making.

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

REFERENCES :
OBJECTIVES:

- To understand the nuances involved in Creativity & Innovation.
- To get hands on experience in applying creativity in problem solving.

UNIT I INTRODUCTION
Need for Creative and innovative thinking for quality – Essential theory about directed creativity, Components of Creativity, Methodologies and approaches, individual and group creativity, Organizational role in creativity, types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation.

UNIT II MECHANISM OF THINKING AND VISUALIZATION
Definitions and theory of mechanisms of mind heuristics and models: attitudes, Approaches and Actions that support creative thinking - Advanced study of visual elements and principles- line, plane, shape, form, pattern, texture gradation, color symmetry. Spatial relationships and compositions in 2 and 3 dimensional space - procedure for genuine graphical computer animation – Animation aerodynamics – virtual environments in scientific Visualization – Unifying principle of data management for scientific visualization – Visualization benchmarking

UNIT III CREATIVITY

UNIT IV CREATIVITY IN PROBLEM SOLVING
Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences. Assessing Your Personal Creativity and Ability to Innovate, Enhancing Your Creative and Innovative Abilities

UNIT V INNOVATION

TOTAL: 60 PERIODS
OUTCOME:
CO1: Provides insights about approaches to creativity and innovation
CO2: Understanding of heuristic models and its applications
CO3: Enhances the knowledge of nature of creativity
CO4: Ability to apply creativity in problem solving
CO5: Knowledge about radical and disruptive models of innovation

Note: Students will undergo the entire programme similar to a Seminar. It is activity based course.
Students will undergo the programme with both theoretical and practical content. Each student will be required to come out with innovative products or services. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark. No end semester examination is required for this course

REFERENCES:
2. Geoffrey Petty," how to be better at Creativity", The Industrial Society 2012
5. CSG Krishnamacharyalu, Lalitha R Innovation management, Himalaya Publishing House 2013

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BA5071 ENTREPRENEURSHIP DEVELOPMENT

OBJECTIVES:
- To equip and develop the learners entrepreneurial skills and qualities essential to undertake business.
- To impart the learners entrepreneurial competencies needed for managing business efficiently and effectively.

UNIT I ENTREPRENEURAL COMPETENCE
Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful Entrepreneurs – Knowledge and Skills of an Entrepreneur.

UNIT II ENTREPRENEURAL ENVIRONMENT

UNIT III BUSINESS PLAN PREPARATION
UNIT IV LAUNCHING OF SMALL BUSINESS

UNIT V MANAGEMENT OF SMALL BUSINESS

TOTAL : 45 PERIODS

COURSE OUTCOMES:
After the completion of the course, the students will be able to:
CO1. The learners will gain entrepreneurial competence to run the business efficiently.
CO2. The learners are able to undertake businesses in the entrepreneurial environment.
CO3. The learners are capable of preparing business plans and undertake feasible projects.
CO4. The learners are efficient in launching and develop their business ventures successfully.
CO5. The learners shall monitor the business effectively towards growth and development.

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BA5072 CORPORATE GOVERNANCE
OBJECTIVES:
- This course will help to explore, recognize and understand the multiple paradoxes related to the study and application of corporate governance in organizations.
- The course will help to relate the corporate government practices of an organization to its performance, and to develop the technical skills required to evaluate the governance of a company from the perspective of an investor (individual or organizational capacity).
UNIT I FUNDAMENTAL OF CORPORATE AND GOVERNANCE

Understanding Corporate Governance: Corporate governance – an overview, History of corporate governance-Concept of corporations -Concept of extended view of corporate citizenship, Owners and stakeholders, Types of owners, Rights and privileges of shareholders (Fernando, 4), Ownership structures and corporate governance- Pyramids and Tunneling: Issues of corporate control and cash flow rights- Examples from restructure proposals of Vedanta group -Need for investor protection

UNIT II THEORIES AND PRACTICE OF CORPORATE GOVERNANCE


UNIT III ADMINISTRATIVE AND AUDIT MECHANISM

Board Committees and Chairman - Separation OF CEO & Board Chairman post - Nomination Committee - Board Selection - Boards Performance Evaluation- Executive Compensation - Role of Remuneration Committee - Human Side of Governance- Financial Oversight and Audit Mechanisms - Audit Committee - Disclosure mechanisms - Role of SEBI

UNIT IV GOVERNANCE METHODS AND RATING

Governance and Risk Management • Risk Management Committee - Corporate Misconduct & Misgovernance- Reasons for Corporate Misconduct - Whistle Blower's Protection - Factors Responsible for Obstructing Effective Corporate Governance Practices- Corporate Governance Rating • Standard & Poor’s Corporate Governance Scores • Corporate Governance Rating Methodology (Crisil)

UNIT V GOVERNANCE ISSUES AND PRACTICES

Governance of Financial Organizations & PSU’s- Organizational patterns of PSU’s - Powers of PSU Boards - Governance issues in Entrepreneurial Firms - Unique issues among entrepreneurial forms- Choosing Board of Directors and Venture capitalists - Role of venture capitalists and buy-outs- Corporate Governance in Practice - Governance issues in MNC’s & Joint Ventures

TOTAL : 45 PERIODS

OUTCOMES :
1. Demonstrate a solid understating of the purpose and nature of corporations
2. Evaluate different stakeholder's roles and significance in relations to corporate governance
3. Explain the importance of regulation, markets and information in corporate governance
4. Understand corporate governance methods and practices
5. Critically assess governance concerns for individual corporation and their stakeholders

REFERENCES :
2. Cadbury, Adrian, Corporate Governance and Chairmanship: a personal view, Oxford University Press, 2003
OBJECTIVE:

This course is designed to provide an introduction to the principles of event management. The course aims to impart knowledge on the various events and how these events can be organized successfully.

UNIT I  EVENT CONTEXT


UNIT II  EVENT PLANNING & LEGAL ISSUES


UNIT III  EVENT MARKETING


UNIT IV  EVENT OPERATION


UNIT V  SAFETY & EVENT EVALUATION


TOTAL: 45 PERIODS

OUTCOMES:
1. Learning about structure and code of ethics of events
2. Exploring and getting to know about event planning and regulations
3. Understand about event marketing, planning and strategies
4. Enhance professional skills in event management
5. Analyse the safety measure of event management

REFERENCES:
2. Lynn Van Der Wagen, & Brenda R. Carlos, Successful Event Management.
7. Shannon Kilkenny, The complete guide to successful event planning.

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BA5073 MICRO AND SMALL BUSINESS MANAGEMENT

OBJECTIVES:
- To familiarize students with the theory and practice of small business management.
- To learn the legal issues faced by small business and how they impact operations.

UNIT I INTRODUCTION TO SMALL BUSINESS

UNIT II SCREENING THE BUSINESS OPPORTUNITY AND FORMULATING THE BUSINESS PLAN
Concepts of opportunity recognition; Key factors leading to new venture failure; New venture screening process; Applying new venture screening process to the early stage small firm Role planning in small business – importance of strategy formulation – management skills for small business creation and development.

UNIT III BUILDING THE RIGHT TEAM AND MARKETING STRATEGY
Management and Leadership – employee assessments – Tuckman’s stages of group development - The entrepreneurial process model - Delegation and team building - Comparison of HR management in small and large firms - Importance of coaching and how to apply a coaching model.
Marketing within the small business - success strategies for small business marketing - customer delight and business generating systems, - market research, - assessing market performance- sales management and strategy - the marketing mix and marketing strategy.

UNIT IV FINANCING SMALL BUSINESS
Main sources of entrepreneurial capital; Nature of ‘bootstrap’ financing - Difference between cash and profit - Nature of bank financing and equity financing - Funding-equity gap for small firms. Importance of working capital cycle - Calculation of break-even point - Power of gross profit margin- Pricing for profit - Credit policy issues and relating these to cash flow management and profitability.
UNIT V VALUING SMALL BUSINESS AND CRISIS MANAGEMENT

Causes of small business failure - Danger signals of impending trouble - Characteristics of poorly performing firms - Turnaround strategies Concept of business valuation - Different valuation measurements - Nature of goodwill and how to measure it - Advantages and disadvantages of buying an established small firm - Process of preparing a business for sale.

TOTAL: 45 PERIODS

OUTCOMES:
1. Familiarise the students with the concept of small business
2. In depth knowledge on small business opportunities and challenges
3. Ability to devise plans for small business by building the right skills and marketing strategies
4. Identify the funding source for small start ups
5. Business evaluation for buying and selling of small firms

REFERENCES:
3. Journal articles on SME’s.

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BA5049 FUZZY LOGIC FOR MANAGEMENT DECISION MAKING L T P C

OBJECTIVE:
➢ To study the fundamentals of fuzzy logic to apply in management decision making.

UNIT I FUZZY SETS
Introduction - Definitions & Terminologies - Formulation and Parameterisation of Membership Functions - Fuzzy Union, Intersection and Complement.

UNIT II FUZZY RULES AND REASONING

UNIT III FUZZY APPLICATIONS IN MANAGEMENT DECISIONS
Fuzzy Models - Mamdani and Sugeno models. Applications in Management Decision making.

UNIT IV ADAPTIVE NEURO FUZZY INFERENC SYSTEMS
ANFIS Architecture - Hybrid Learning Algorithm - ANFIS and RBFN cross fertilization - ANFIS as a Universal Approximator.
UNIT V  
COACTIVE NEURO FUZZY MODELING


TOTAL: 45 PERIODS

OUTCOMES:
CO1 Understand the basics and terminologies of fuzzy.
CO2 Understand the principles and relations of fuzzy.
CO3 The student will understand the applications of fuzzy.
CO4 The students will understand the architecture of adaptive neuro fuzzy inference system.

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BA5050 INTELLECTUAL PROPERTY RIGHTS

OBJECTIVE:
➢ To understand intellectual property rights and its valuation.

UNIT I INTRODUCTION
Intellectual property rights - Introduction, Basic concepts, Patents, Copyrights, Trademarks, Trade Secrets, Geographic Indicators; Nature of Intellectual Property, Technological Research, Inventions and Innovations, History - the way from WTO to WIPO, TRIPS.

UNIT II PROCESS
New Developments in IPR, Procedure for grant of Patents, TM, GIs, Patenting under Patent Cooperation Treaty, Administration of Patent system in India, Patenting in foreign countries.

UNIT III STATUTES

UNIT IV STRATEGIES IN INTELLECTUAL PROPERTY
Strategies for investing in R&D, Patent Information and databases, IPR strength in India, Traditional Knowledge, Case studies.
UNIT V MODELS

The technologies Know-how, concept of ownership, Significance of IP in Value Creation, IP Valuation and IP Valuation Models, Application of Real Option Model in Strategic Decision Making, Transfer and Licensing.

TOTAL: 45 PERIODS

OUTCOME:

➢ Understanding of intellectual property and appreciation of the need to protect it
➢ Awareness about the process of patenting
➢ Understanding of the statutes related to IPR
➢ Ability to apply strategies to protect intellectual property
➢ Ability to apply models for making strategic decisions related to IPR

REFERENCES:
2. Intellectual Property rights and copyrights ,EssEss Publications.

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BA5051 SUSTAINABLE MANAGEMENT L T P C

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OBJECTIVES:

➢ To provide students with fundamental knowledge of the notion of corporate sustainability.
➢ To determine how organizations impacts on the environment and socio-technical systems, the relationship between social and environmental performance and competitiveness, the approaches and methods.

UNIT I MANAGEMENT OF SUSTAINABILITY


UNIT II CORPORATE SUSTAINABILITY AND RESPONSIBILITY

Corporate sustainability perimeter, corporate sustainability institutional framework, integration of sustainability into strategic planning and regular business practices, fundamentals of stakeholder engagement.

UNIT III SUSTAINABILITY MANAGEMENT: STRATEGIES AND APPROACHES

Corporate sustainability management and competitiveness: Sustainability-oriented corporate strategies, markets and competitiveness, Green Management between theory and practice, Sustainable Consumption and Green Marketing strategies, Environmental regulation and strategic postures; Green Management approaches and tools; Green engineering: clean technologies and innovation processes; Sustainable Supply Chain Management and Procurement.
UNIT IV  SUSTAINABILITY AND INNOVATION
8
Socio-technical transitions and sustainability, Sustainable entrepreneurship, Sustainable pioneers in green market niches, Smart communities and smart specializations.

UNIT V  SUSTAINABLE MANAGEMENT OF RESOURCES, COMMODITIES AND COMMONS
9
Energy management, Water management, Waste management.

OUTCOMES:
CO1: An understanding of sustainability management as an approach to aid in evaluating and minimizing environmental impacts while achieving the expected social impact.
CO2: An understanding of corporate sustainability and responsible Business Practices
CO3: Knowledge and skills to understand, to measure and interpret sustainability performances.
CO4: Knowledge of innovative practices in sustainable business and community management
CO5: Deep understanding of sustainable management of resources and commodities

REFERENCES:
4. Margaret Robertson, Sustainability Principles and Practice, 2014
5. Peter Rogers, An Introduction to Sustainable Development, 2006

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BA5001  SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
L T P C
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OBJECTIVES:
Enables student to
➢ Understand the nuances of stock market operations.
➢ Understand the techniques involved in deciding upon purchase or sale of securities.

UNIT I  INVESTMENT SETTING
9

UNIT II  FUNDAMENTAL ANALYSIS
9

[Signature]
DIRECTOR
Centre for Academic Courses
Anna University, Chennai-600 025
UNIT III  
TECHNICAL ANALYSIS  
9
Fundamental Analysis Vs Technical Analysis -- Dow theory – Charting methods - Chart Patterns Trend – Trend reversals – Market Indicators -Moving Average – Exponential moving Average Oscillators -RSI -ROC - MACD. 
Efficient Market theory - Forms of market efficiency -weak, semi-strong, strong form - Empirical tests of market efficiency -its application.

UNIT IV  
PORTFOLIO CONSTRUCTION AND SELECTION  
9
Portfolio analysis - Reduction of portfolio risk through diversification – Portfolio risk - Portfolio Selection - Feasible set of portfolios - Efficient set - Markowitz model - Single index model - Construction of optimum portfolio - Multi-index model.

UNIT V  
9

TOTAL :45 PERIODS

OUTCOMES:
1. Understand the concept of investment and identify the investment alternatives to investors
2. Learn the nuances of fundamental analyses and technical analyses
3. Analyse and evaluate the value of securities
4. Explain how to construct an efficient portfolio
5. Explore the various methods through which portfolio evaluation could be done

REFERENCES:
8. V.K.Bhalla, Investment Management, S.Chand& Company Ltd., 2012

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BA5002 FINANCIAL MARKETS

OBJECTIVE:
- To understand the types and functions of the various financial markets in India, its instruments and Regulations.

UNIT I FINANCIAL MARKETS IN INDIA
Indian financial system and markets – structure of financial markets in India – Types-Participants in financial Market – Regulatory Environment, - RBI, CCIL, Common securities market, Money market, - Capital market - Governments philosophy and financial market – financial instruments

UNIT II INDIAN CAPITAL MARKET- PRIMARY MARKET
Primary Market - Primary market system - Types of scripts - Issue of capital: process, regulation pricing of issue, – Methods of floating new issues, Book building- Primary markets intermediaries: commercial banks, development banks, Merchant banker, issue managers, rating agencies etc – Role of primary market – Regulation of primary market.

UNIT III SECONDARY MARKET
Stock exchanges in India History and development -listing - Depositaries - Stock exchange mechanism : Trading, Settlement, risk management, Basics of pricing mechanism - Player and stock exchange - Regulations of stock exchanges –Role of SEBI – BSE, OTCEI, NSE, ISE, - Role of FIIs, MFs and investment bankers –Stock market indices – calculation.

UNIT IV DEBT MARKET AND FOREX MARKET
Bond markets in India: Government bond market and its interface with capital market - Components of bond market - G-Sec, T-Bills, Corporate Bonds, Yield conventions, Role of primary dealers, Auction Markets - Pricing of Bonds
Introduction to Forex markets, basics in exchange rates theory - Forex risk exposures and basics of corporate forex risk management.

UNIT V MUTUAL FUNDS, DERIVATIVES MARKETS AND VENTURE CAPITAL AND PRIVATE EQUITY
Mutual funds institutions in India. Types of mutual funds, Basics in portfolio management, Metrics of performance for fund manager
Introduction to Derivatives and the size of derivatives markets -Brief introduction to forwards, Options, Futures and Swaps. Role of VCs and PEs in financial markets - Venture capital and Private equity

OUTCOMES:
1. Understanding the basic concepts of the finance markets in India
2. Identify the underlying structure and functions of Indian financial markets
3. Familiarise the methods of issuing shares and the role of intermediaries in the primary market
4. Learn about the trading mechanism in stock market
5. Describe the instruments, participants and trading in debt market

REFERENCES:
OBJECTIVES:
- Grasp how banks raise their sources and how they deploy it and manage the associated risks
- Understand e-banking and the threats that go with it.
- Understand about other asset based and fund based financial services in India

UNIT I
INTRODUCTION TO INDIAN BANKING SYSTEM AND PERFORMANCE VALUATION

UNIT II
MANAGING BANK FUNDS/ PRODUCTS & RISK MANAGEMENT

UNIT III
DEVELOPMENT IN BANKING TECHNOLOGY

UNIT IV
ASSET BASED FINANCIAL SERVICES

UNIT V
INSURANCE AND OTHER FEE BASED FINANCIAL SERVICES

TOTAL :45 PERIODS

OUTCOMES:
1. Understand the overall structure and functions of Indian Financial System
2. Gain knowledge about regulations governing the Indian Banking system
3. Price various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks
4. Familiarise the students with the concept of e-banking
5. In-depth understanding of fee-based and fund-based financial services in India

REFERENCES:
OBJECTIVES:
To enable students
➢ Understand the nuances involved in derivatives
➢ Understand the basic operational mechanisms in derivatives

UNIT I INTRODUCTION

UNIT II FUTURES CONTRACT

UNIT III OPTIONS

UNIT IV SWAPS
Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.

UNIT V DERIVATIVES IN INDIA

OUTCOMES:
1. Possess good skills in hedging risks using derivatives
2. Understand about future contract and options
3. Learning in depth about options and swaps
4. Knowing about the evolution of derivative markets
5. Develop in depth knowledge about stock options and index futures in NSE
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BA5005   FINANCIAL MODELLING   L T P C
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OBJECTIVE:
Making students to build financial models by including various fields of study viz Financial Management and Derivatives.

UNIT I   INTRODUCTION TO FINANCIAL MODELLING & BUILT IN FUNCTIONS USING SPREAD SHEETS

UNIT II   BOND & EQUITY SHARE VALUATION MODELLING
Bond valuation – Yield to Maturity(YTM): Rate method Vs IRR method-Flexi Bond and Strip Bond YTM Modelling-Bond redemption modelling -Equity share valuation : Multiple growth rate valuation modelling with and without growth rates

UNIT III   CORPORATE FINANCIAL MODELLING
Alt Man Z score Bankruptcy Modelling-Indifference point modelling – Financial Break even modelling -Corporate valuation modelling( Two stage growth)- Business Modelling for capital budgeting evaluation: Payback period, NPV, IRR and MIRR

UNIT IV   PORTFOLIO MODELLING
Risk, Beta and Annualised Return – Security Market Line Modelling –Portfolio risk calculation (Equal Proportions)-Portfolio risk optimisation (varying proportions)-Portfolio construction modelling

UNIT V   DERIVATIVE MODELLING
Option pay off modelling: Long and Short Call & Put options - Option pricing modeling (B-S Model)-Optimal Hedge Contract modelling

TOTAL: 45 PERIODS
OUTCOMES:
1. Develop fast, efficient and accurate excel skills
2. Design and construct useful and robust financial modelling applications
3. Recognize efficient financial budgeting and forecasting techniques
4. Familiarise the students with the valuation modelling of securities
5. The course establishes the platform for students to develop various portfolio models

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BA5006 BUSINESS ANALYSIS AND VALUATION L T P C
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OBJECTIVE:
➢ To understand the financial analysis and valuation techniques of a firm
➢ To acquire the analytical skills to assess and value a firm

UNIT I BUSINESS ANALYSIS – AN INTRODUCTION 9
Financial modelling for project appraisal – concept & application – forecasting techniques – financial analysis.

UNIT II FINANCIAL ANALYSIS 9

UNIT III BUSINESS VALUATION 9

UNIT IV VALUATION OF MERGERS AND ACQUISITIONS 9

UNIT V VALUATION OF ASSETS AND LIABILITIES 9

TOTAL : 45 PERIODS
OUTCOMES:
1. Perform a strategy analysis and use it to make proforma statements
2. Familiarise the student with different valuation methods and tools for assessing their accuracy
3. Value creation in a merger and acquisition context
4. Choose a proper valuation method given the characteristic of a firm and estimate the value of the firm given the chosen method
5. Analyse the accounting quality of financial statements and valuation of assets and liabilities

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BA5007 INTERNATIONAL FINANCE

OBJECTIVE:
➢ To understand the International Financial Environment, Management and Risks involved.

UNIT I INTERNATIONAL TRANSACTIONS

UNIT II MULTINATIONAL FINANCIAL MANAGEMENT

UNIT III INTERNATIONAL MONETARY SYSTEM
Introduction to Institutions of the Foreign Exchange Interbank Market - Foreign Exchange Spot Transactions – forward market — Hedging and Speculation - Hedging FX Transaction Exposure - The Eurocurrency market – international banking – structure and instruments

UNIT IV BORROWING AND LENDING: INTERNATIONAL SOURCES OF FINANCE
Bond Markets of various countries – Fixed and floating rate notes - Syndicate loans – Syndicated Eurocredits – ADR – GDR – Managing interest rate risk – Bond prices and yeilds – Bond Management – tools and techniques

UNIT V INTERNATIONAL RISK ASSESSMENT AND OTHER INTERNATIONAL MARKETS

TOTAL: 45 PERIODS
OUTCOMES:
1. Learn about evolution, process and system of International Finance
2. Identify the concepts of international merger and acquisitions, financial techniques and regulations
3. Understand about international monetary system
4. Knowing about ADR, GDR and bond management
5. Explore the learning in international risk assessment

REFERENCES:
5. Website of Indian Government on EXIM policy

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BA5008 BEHAVIOURAL FINANCE

OBJECTIVE:
➢ To identify and understand systematic behavioral factors that influences the investment behavior.

UNIT I INTRODUCTION: WHY BEHAVIORAL FINANCE
The role of security prices in the economy – EMH – Failing EMH – EMH in supply and demand framework – Equilibrium expected return models – Investment decision under uncertainty – Introduction to neoclassical economics and expected utility theory – Return predictability in stock market - Limitations to arbitrage

UNIT II DECISION AND BEHAVIORAL THEORIES

UNIT III DECISION MAKING BIASES

UNIT IV ARBITRAGEURS
Definition of arbitrageur - Long-short trades - Risk vs. Horizon - Transaction costs and short-selling costs - Fundamental risk - Noise-trader risk - Professional arbitrage - Destabilizing informed trading
UNIT V MANAGERIAL DECISIONS

Supply of securities and firm investment characteristics (market timing, catering) by rational firms - Associated institutions - Relative horizons and incentives - Biased managers

OUTCOME:
1. Understanding the need of behavioural finance
2. Knowing about various decision and behavioural theories
3. Learn about heuristic and behavioural biases of investors
4. Analyse and understand about arbitragers and managerial decision
5. Thorough understanding about the price discovery in markets

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BA5009 FINTECH AND BLOCKCHAIN APPLICATIONS IN FINANCE

OBJECTIVES:
- To provide a broad introduction to the field of FinTech and Blockchain and its application in the field of Financial sector.
- To get a thorough knowledge on topics related block chain and crypto currencies, decentralized applications, innovative wealth management markets for smart contracts, applications of blockchain technologies in various finance areas, alternative and P2P lending and crowd funding.

UNIT I

UNIT II
New Generation Commerce-Point of sale evolution (POS)- m-POS business model-m-Wallets-Smart credit cards-T-commerce- Crowd funding and Crowd investing-P2P lending-Robo advising-FinTech and Global economy-New operating models for banks-Banking as service and Open APIs-Neo banks-Challenger banks

UNIT III
Big data in the Financial services Industry-Internet of Things (IOT) - IOT in Financial services-Innovative wealth management-Personal Finance Management-InsurTech-P2P insurance Block chained insurance-Risk associated with crypto market-Cost associated with crypto market investment-Crypto currency wallets
UNIT IV
Blockchain-Components of Blockchain -Public and private keys-Crypto currencies-Distributed ledgers- Impact of Blockchain in Financial Services—Applications of Blockchain in Financial Services-Clearing and Settlement- Trade Finance-Compliances-Know Your Customer-Anti Money Laundering.

UNIT V
Distributed ledger for identification-Identification for Unbanked-Unique identification system in India-Using biometrics as Identification Cybercrime-Cyber security categories and players-RegTech

TOTAL: 45 PERIODS

OUTCOMES:
CO1: Ability to apply the concepts of FinTech and critically evaluate its role in financial services.
CO2: Ability to apply the concept of new generation commerce and new operating models for banks.
CO3: Knowledge to use the concepts of FinTech in wealth management, personal finance management, crowd funding and crowd investing.
CO4: Apply the concept of cryptocurrencies, risk associated with crypto market and cost involved.
CO5: Critically evaluate the role of FinTech in financial services and understand recent developments such as Distributed ledger for identification, Identification for Unbanked-Unique identification system in India, Cybercrime, Cyber security categories

TEXT BOOKS
1. Blockchain Application in Finance, Peter Borovykh, Blockchain Driven, 2nd Edition, 2018

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BA5010 SUPPLY CHAIN MANAGEMENT

OBJECTIVE:
➢ To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.

UNIT I INTRODUCTION
Supply Chain – Fundamentals, Evolution, Role in Economy, Importance, Decision Phases, Enablers & Drivers of Supply Chain Performance; Supply chain strategy; Supply Chain Performance Measures.
UNIT II    SUPPLY CHAIN NETWORK  
Distribution Network Design – Role in supply chain, Influencing factors, design options, online sales and distribution network, Distribution Strategies; Network Design in supply chain – Role, influencing factors, framework for network design, Impact of uncertainty on Network Design.

UNIT III    PLANNING DEMAND, INVENTORY AND SUPPLY  
Managing supply chain cycle inventory and safety inventory - Uncertainty in the supply chain . Analyzing impact of supplychain redesign on the inventory, Risk Pooling, Managing inventory for short life-cycle products, multiple item -multiple location inventory management; Pricing and Revenue Management.

UNIT IV    LOGISTICS  
Transportation – Role, Modes and their characteristics, infrastructure and policies, transport documentation, design options, trade-offs in transportation design, intermodal transportation. Logistics outsourcing – catalysts, benefits, value proposition. 3PL, 4PL, 5PL, 6PL; International Logistics -objectives, importance in global economy, Characteristics of global supply chains, Incoterms.

UNIT V    SUPPLY CHAIN INNOVATIONS  
Supply Chain Integration, SC process restructuring, IT in Supply Chain; Agile Supply Chains, Legible supply chain, Green Supply Chain, Reverse Supply chain; Supply chain technology trends – AI, Advanced analytics, Internet of Things, Intelligent things, conversational systems, robotic process automation, immersive technologies, Blockchain.

TOTAL: 45 PERIODS

OUTCOME:
➢ Understanding of supply chain fundamentals
➢ Ability to design supply chain networks to enhance supply chain performance
➢ Ability to plan demand based on inventory and supply
➢ Understanding the role of logistics in supply chain performance
➢ Awareness of innovations for sustainable supply chains

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OBJECTIVE:
- To learn the various principles and practices of Quality Management

UNIT I INTRODUCTION

UNIT II QUALITY MANAGEMENT PHILOSOPHIES AND PRINCIPLES

UNIT III STATISTICAL PROCESS CONTROL

UNIT IV QUALITY TOOLS AND TECHNIQUES

UNIT V QUALITY MANAGEMENT SYSTEMS

OUTCOMES:
- Understanding the evolution of Quality management
- Understanding of quality philosophies and practices
- Ability to apply statistical process control to enhance quality.
- Ability to apply quality tools to enhance organization’s quality performance
- Awareness of quality management systems.

REFERENCES:
5. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.
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**BA5012 MATERIALS MANAGEMENT**

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**OBJECTIVE:**

- To understand why materials management should be considered for profit in operations

**UNIT I INTRODUCTION**

Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches-master scheduling-manufacturing planning and control system-manufacturing resource planning-enterprise resource planning-making the production plan

**UNIT II MATERIALS PLANNING**


**UNIT III INVENTORY MANAGEMENT**

Policy Decisions—objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand With and without shortages -Quantity discount models. Probabilistic inventory models.

**UNIT IV PURCHASING MANAGEMENT**

Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment-international purchasing

**UNIT V WAREHOUSE MANAGEMENT**

Warehousing functions—types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-material handling-transportation and traffic management -operational efficiency-productivity-cost effectiveness-performance measurement

**TOTAL: 45 PERIODS**

**OUTCOMES:**

- Understanding basics of materials management
- Understanding requirement analysis for material planning
- Ability to apply inventory management models
- Understanding purchasing practices
- Understanding storage in warehouse
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BA5013 SERVICES OPERATIONS MANAGEMENT  L T P C 3 0 0 3

OBJECTIVE:
➢ To help understand how service performance can be improved by studying services operations management.

UNIT I  INTRODUCTION  9
Services – Importance, role in economy, service sector – nature, growth. Nature of services distinctive characteristics, Service Package, Service classification, service-dominant logic, open-systems view. Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness.

UNIT II  SERVICE DESIGN  9

UNIT III  SERVICE QUALITY  9
Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality – SERVQUAL, Walk-through Audit, Quality service by design, Service Recovery, Service Guarantees. Process Improvement – productivity improvement - DEA, quality tools, benchmarking, Quality improvement programs.
UNIT IV  SERVICE FACILITY

UNIT V  MANAGING CAPACITY AND DEMAND
Managing Demand – strategies: Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, News vendor Model; Managing Waiting Lines – Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising, globalization.

OUTCOMES:
➢ Appreciation of nature of service operations
➢ Ability to design services
➢ Ability to inculcate quality in service design and delivery
➢ Apply models to design service facility
➢ Ability to grow and sustain service business

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BA5014  PROCESS MANAGEMENT

OBJECTIVE:
➢ To provide with a comprehensive understanding of various tools that can be used in designing business processes

UNIT I  INTRODUCTION
UNIT II  PROCESS FLOW  9

UNIT III  PROCESS MODELING  9
Modeling - empirical models, deterministic models, stochastic models; simulating business Process – Application, simulation process, discrete event simulation, computer simulation

UNIT IV  PROCESS IMPROVEMENT  9
Constraint Management – theory of constraints, Measuring capacity, Utilization , and performance in TOC, key principles ; Strategic Capacity Management –Tools for capacity planning, cycle time and capacity analysis; process layout – designing flexible flow layouts; Lean Systems – Toyota production system, characteristics of lean systems, continuous improvement, Kanban system Value stream mapping, JIT II; Process Synchronization and Improvement

UNIT V  PROCESS OPTIMIZATION  9

TOTAL: 45 PERIODS

OUTCOMES:
- Ability to design business processes that are in alignment with the external requirements
- Ability to analyze process flow
- Ability to apply models and simulate processes
- Ability to apply concepts to improve processes
- Ability to apply models to optimize processes

REFERENCES:
3. Raví Anupindi, Sunil Chopra, Sudhakar Deshmukh, Jan A. Van Mieghem, and Eitan Zemel,

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OBJECTIVES:
➢ To treat the subject in depth by emphasizing on the advanced quantitative models and methods in logistics and supply chain management and its practical aspects and the latest developments in the field.

UNIT I INTRODUCTION 9
Introduction to analytics – descriptive, predictive and prescriptive analytics, Data Driven Supply Chains – Basics, transforming supply chains, Barriers to implementation, Road Map.

UNIT II WAREHOUSING DECISIONS 9
Mathematical Programming Models - P-Median Methods - Guided LP Approach - Balmer – Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, Space Determination and Layout Methods

UNIT III INVENTORY MANAGEMENT 9
Inventory aggregation Models, Dynamic Lot sizing Methods, Multi-Echelon Inventory models, Aggregate Inventory system and LIMIT, Risk Analysis in Supply Chain - Measuring transit risks, supply risks, delivering risks, Risk pooling strategies.

UNIT IV TRANSPORTATION NETWORK MODELS 9

UNIT V MCDM MODELS 9
Analytic Hierarchy Process(AHP), Data Envelopment Analysis (DEA), Fuzzy Logic and Techniques, the analytical network process (ANP), TOPSIS-Application in SCM

TOTAL: 45 PERIODS

OUTCOMES:
➢ Understanding of supply chain analytics fundamentals
➢ Ability to design warehouse models to enhance supply chain performance.
➢ Ability to analyse models and strategies in inventory management.
➢ Ability to understand network models in transportation.
➢ Ability to make decision using multi-criteria in applications of SCM

REFERENCES:
OBJECTIVE:
➢ To learn the fundamental principles and practices of managing projects.

UNIT I INTRODUCTION TO PROJECT MANAGEMENT

UNIT II PLANNING, BUDGETING AND RISK MANAGEMENT

UNIT III SCHEDULING & RESOURCE ALLOCATION

UNIT IV PROJECT ORGANISATION & CONFLICT MANAGEMENT

UNIT V CONTROL AND COMPLETION

TOTAL: 45 PERIODS

OUTCOMES:
➢ Ability to understand the roles and responsibilities of a project manager
➢ Ability to plan and budget projects
➢ Ability to schedule and allocate resources to projects
➢ Ability to manage project organization
➢ Ability to control and complete projects
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BA5017  PRODUCT DESIGN     L T P C
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OBJECTIVE:
➢ To understand the application of structured methods to develop a product

UNIT I   PRODUCT DESIGN & DEVELOPMENT 9
Product design & development - characteristics, duration and cost, challenges; Development Process - Generic Process, Concept development, Adapting to product types; Product Planning - Process, Understanding customer need, Product Specification; Concept Generation Evaluation - decay curve, cost expenditure curve; Technology Life Cycle; Disruptive Technologies.

UNIT II   PRODUCT CONCEPT 9
Concept Selection – Importance, Methodology, concept Screening, Concept Scoring, Concept Testing; Product Architecture - Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.

UNIT III   PRODUCT DATA MANAGEMENT 9
PDM - concept and benefits, functions, Product data and workflow, Product reliability, CIM data, Architecture of PDM systems, Product data interchange, Portal integration, PDM acquisition and implementation; Product Life Cycle management - strategy, Change management for PLM.

UNIT IV   DESIGN TOOLS 9
Design Approaches - Industrial Design, Design for Manufacturing, Value Engineering, Ergonomics, Robust Design, Design for Excellence; Collaborative Product development-Prototyping, failure rate curve, product use testing-Product development economics, scoring model, financial analysis.

UNIT V   PATENTS 9

TOTAL: 45 PERIODS
OUTCOMES:
- Understanding the designing and developing the product
- Understanding the basic concept of the product
- Understanding management of product data
- Ability to apply design tools to enhance product performance
- Awareness of patenting new products.

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BA5018 LEAN SIX SIGMA L T P C
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OBJECTIVE:
- To gain insights about lean six sigma as a methodology to improve business processes and also to understand the metrics that strives for near perfection

UNIT I UNDERSTANDING LEAN SIX SIGMA 9
Lean Thinking - Basics, principles; Six Sigma Methodology - Identification, Prioritization and Selection of Improvement opportunities; Six Sigma implementation - Overview, Roles & Responsibilities; Tools - DMAIC, DFSS, DMADV.

UNIT II DEVELOPMENT OF BUSINESS CASES 9
Cost of Poor Quality (COPQ), Cost of Doing Nothing, CTQ Tree, Translating the needs of the customer into the specific requirements - Development of Project Team and Charter, Define and Map Processes to be improved (SIPOC / COPIS); Voice of Customer, Identification of Critical to Customer (CTC) / Critical to Business (CTB) characteristics.

UNIT III THE SCOPE OF TOOLS AND TECHNIQUES 9
Data Collection planning, Understanding of Prioritization Matrix, FMEA, Type of Data, Measurement System Evaluation (Gauge R&R) for variables as well as attribute data, Understanding variation - special causes vs. common causes through dot plots, box plots, histogram and control charts, Stratification methods through Pareto, Bar Diagrams, stratified dot plot, etc; Evaluation of Process Capability and Sigma level.

UNIT IV PROCESS MAPPING ESSENTIALS 9
Activity flow chart, identification of Value-added and Non-value-added activities (Lean Sigma), Organizing for potential causes - Cause and effect diagram, Verification/validation of causes using workplace investigation - GEMBA, Statistical tools; Concepts of industrial experimentation.
UNIT V EVALUATION AND CONTINUOUS IMPROVEMENT METHODS

Deploying Lean Six Sigma, Selection and prioritization of solutions - Concept of risk analysis, pilot and full-scale implementation. process control plans, Evaluation, monitoring mechanism (SPC), process audits, the economics of six sigma quality Return on six Sigma (ROSS), ROI, comparison of results after implementation of the solutions, institutionalization and integration of the solutions, closing of the project.

TOTAL: 45 PERIODS

OUTCOMES:
- Understanding basics of lean six sigma
- Ability to develop business cases
- Ability to apply tools and techniques of lean six sigma to increase productivity
- Ability to map processes
- Ability to evaluate processes and apply continuous improvement

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BA5019 ROBUST DESIGN

OBJECTIVE:
- To learn about effective methods of experimental research design

UNIT I INTRODUCTION

Introduction to robust design - Robust Design and Experiments - Planning of experiments - Overview of quality by design - Quality loss function - ANOVA rationale - Single Factor Experiments.

UNIT II FACTORIAL EXPERIMENTS

Basic Definition and Principles - Two factor factorial design - tests on means - EMS rule - 2 K and 3 K factorial designs - Fractional factorial design.

UNIT III SPECIAL EXPERIMENTAL DESIGNS

Randomized blocks - Latin square design - Blocking and confounding - Response Surface method - Nested designs.
UNIT IV  ORTHOGONAL EXPERIMENTS  
Comparison of classical and Taguchi’s approach - Selection and application of orthogonal arrays for design - Conduct of experiments - collection and analysis of simple experiments - modifying orthogonal arrays - multi-response data analysis.

UNIT V  MAKING THE DESIGN ROBUST  
Variability due to noise factors - classification of quality characteristics and parameters - objective functions - Parameter design - optimization using S/N ratios - attribute data analysis.

OUTCOME:
- Students can develop the ability to effectively plan the framework for experimentation and make a robust design.

REFERENCES:

BA5020  RETAIL MARKETING  L T P C
3 0 0 3

OBJECTIVE:
- To understand the concepts of effective retailing

UNIT I  INTRODUCTION  
An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.

UNIT II  RETAIL FORMATS  
Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC’s role in organized retail formats.

UNIT III  RETAILING DECISIONS  

UNIT IV  RETAIL SHOP MANAGEMENT  

UNIT V  RETAIL SHOPPER BEHAVIOUR  
Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India.

TOTAL: 45 PERIODS
OUTCOMES:
1. To provide insights on retail operation
2. To understand effective methods and strategies required for retail management.
3. To understand how to utilize resources and techniques used in retail management.
4. To understand analysis of store location, merchandising, products and pricing.
5. To gain knowledge about shopping behaviour

REFERENCES:
8. Dr.Jaspreet Kaur, Customer Relationship Management, Kogent solution.

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BA5021 CONSUMER BEHAVIOR L T P C
3 0 0 3

OBJECTIVE:
- To study and understand the consumer’ behavior in-order to effectively utilise the market’ potential

UNIT I INTRODUCTION
Understanding Consumer behaviour - Consumption, Consumer orientation, Interpretive and Quantitative approaches - Effects of Technology, Demographics and Economy on Consumer behaviour.

UNIT II INTERNAL INFLUENCES
Influences on consumer behavior – motivation – perception – Attitudes and Beliefs - Learning and Experience - Personality & Self Image.

UNIT III EXTERNAL INFLUENCES
Socio-Cultural, Cross Culture - Family group – Reference group – Communication - Influences on Consumer behavior

UNIT IV CONSUMER BEHAVIOR MODELS
Traditional and Contemporary Consumer behaviour model for Individual and industrial buying behaviour and decision making.
UNIT V  PURCHASE DECISION PROCESS
Consumer decision making process – Steps, Levels and decision rules - Evolving Indian consumers – Opinion Leadership - Diffusion and Adoption.

OUTCOMES:
The student understands
1. Consumer orientation and consumption
2. Intrinsic influences
3. Effects of external influences
4. Models of consumer and industrial buying
5. The decision making process

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BA5022 INTEGRATED MARKETING COMMUNICATIONS

OBJECTIVE:
➢ This course introduces students to the essential concepts and techniques for the development and designing an effective Integrated Marketing Communication programme.

UNIT I AN INTRODUCTION TO INTEGRATED MARKETING COMMUNICATION (IMC)
An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour

UNIT II UNDERSTANDING COMMUNICATION PROCESS
UNIT III  PLANNING FOR MARKETING COMMUNICATION (MARCOM)  9
Establishing marcom Objectives and Budgeting for Promotional Programmes- Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget

UNIT IV  DEVELOPING THE INTEGRATED MARKETING COMMUNICATION PROGRAMME  9
Planning and development of creative marcom, Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC.

UNIT V  DIGITAL MEDIA & ADVERTISING  9

TOTAL: 45 PERIODS

OUTCOMES:
1. To review and give a general understanding of the basics of traditional communication forms, such as advertising, personal selling, sales promotion and indirect promotion within various delivery vehicles from broadcast to targeted social media.
2. This course introduces students to the essential concepts and techniques for the development and designing an effective Integrated Marketing Communication programme.
3. To know how IMC fits into the marketing mix.
4. To develop an awareness about marketing communications tools, and how each can be used effectively- individually or in an integrated mix.
5. To examine the process by which integrated marketing communications programs are planned, developed, executed and measured.

REFERENCES:
7. Dr Niraj Kumar, Integrated Marketing Communication, Himalaya Publishing House 2015

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OBJECTIVES:
- To appreciate the challenges involved in managing the services and analyse the strategies to deal with these challenges.
- To give insights about the foundations of services marketing, customer expectations of services and gap existing in the service delivery processes and service Quality.

UNIT I INTRODUCTION

UNIT II SERVICE MARKETING OPPORTUNITIES
Assessing service market potential – Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

UNIT III SERVICE DESIGN AND DEVELOPMENT

UNIT IV SERVICE DELIVERY AND PROMOTION
Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle – Managing demand, Managing supply, managing Demand and Supply of Service– Integrated Service marketing communication.

UNIT V SERVICE STRATEGIES

OUTCOMES:
On successful completion of the course students will be able to:
- Demonstrate an extended understanding of the similarities and differences in service-based and physical product based marketing activities;
- Develop and justify marketing planning and control systems appropriate to service-based activities
- Demonstrate integrative knowledge of marketing issues associated with service productivity, perceived quality, customer satisfaction and loyalty
- Develop blueprint for the services sector and develop a better appreciation of the necessary strategies to create a service excellence.
- Recognise the challenges faced in services delivery as outlined in the services gap model

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BA5024 SALES AND DISTRIBUTION MANAGEMENT L T P C 3 0 0 3

OBJECTIVE:
➢ To gain insights into the selling and distribution process.

UNIT I INTRODUCTION

UNIT II PERSONAL SELLING PROCESS, SALES TERRITORIES & QUOTAS
Selling process and relationship selling. Designing Sales Territories and quotas .Sales organisation structures.

UNIT III MANAGING THE SALES FORCE
Sales force - recruitment, selection, training, motivating, compensation and control.

UNIT IV MANAGING DISTRIBUTION CHANNELS
Distribution Management - Introduction, need and scope. Channels -Strategies and levels, retailing and wholesaling. Designing channel systems and channel management.

UNIT V BASICS OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT
Logistics - Scope, definition and components. Managing FG Inventory & warehousing. Transportation - Scope, Modes and role in Supply Chain effectiveness. Use of Information Technology in Online Selling and Goods tracking.

TOTAL: 45 PERIODS

OUTCOMES:
The student get to learn about
1. the basics of sales management, theories and strategies
2. the process of personal and relationship selling
3. managing sales force
4. managing distribution channels
5. inventory and supply chain.
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BA5025 PRODUCT AND BRAND MANAGEMENT
L T P C
3 0 0 3

OBJECTIVES:
- To help the students appreciate the relationship between Corporate Strategy and Product and Brand Management
- To provide a framework to understand the new product development process, the organisational structures for new product development and product management functions within an organisation
- To explore the various issues related to Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset, including brand associations, brand identity, brand architecture, leveraging brand assets, brand portfolio management etc.

UNIT I

UNIT II

UNIT III

UNIT IV

UNIT V

TOTAL: 45 PERIODS
OUTCOMES:
CO1. On successful completion of the course students will be able to:
CO2. Apply the fundamental concepts of product and brand development and management.
CO3. Use the brand positioning framework to develop a brand, keep it relevant, expand a brand internationally, and reposition a brand.
CO4. Use tools and metrics to analyse competitors and develop positioning strategies.
CO5. Recognize the importance of using teams and organization to coordinate multiple interdisciplinary tasks in order to create and manage products within an organization.
CO6. Apply an understanding of the product manager’s role in product pricing, sales, and promotion.

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BA5026 DIGITAL MARKETING L T P C 3 0 0 3

OBJECTIVES:
- The primary objective of this module is to examine and explore the role and importance of digital marketing in today’s rapidly changing business environment.
- It also focuses on how digital marketing can be utilised by organisations and how its effectiveness can be measured.

UNIT I 9
Online Market space- Digital Marketing Strategy- Components -Opportunities for building Brand- Website - Planning and Creation- Content Marketing.

UNIT II 9

UNIT III 9
E- Mail Marketing - Types of E- Mail Marketing - Email Automation - Lead Generation - Integrating Email with Social Media and Mobile- Measuring and maximising email campaign effectiveness. Mobile Marketing- Mobile Inventory/channels- Location based; Context based; Coupons and offers, Mobile Apps, Mobile Commerce, SMS Campaigns-Proﬁling and targeting.
UNIT IV

UNIT V
Digital Transformation & Channel Attribution - Analytics - Ad-words, Email, Mobile, Social Media, Web Analytics - Changing your strategy based on analysis - Recent trends in Digital marketing.

TOTAL : 45 PERIODS

OUTCOMES:
1. To examine and explore the role and importance of digital marketing in today's rapidly changing business environment.
2. To focuses on how digital marketing can be utilised by organisations and how its effectiveness can measured.
3. To know the key elements of a digital marketing strategy.
4. To study how the effectiveness of a digital marketing campaign can be measured.
5. To demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.

REFERENCES:
2. Digital Marketing by Vandana Ahuja; Publisher: Oxford University Press (April 2015)

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BA5027 INTERNATIONAL MARKETING L T P C
3 0 0 3

OBJECTIVES:
- To understand the principles & concepts in international Marketing to provide the knowledge of marketing management in the international perspective to develop marketing strategies for the dynamic international markets.
UNIT I  INTRODUCTION 9

UNIT II  INTERNATIONAL MARKETING ENVIRONMENT 9

UNIT III  POLICY FRAMEWORK AND PROCEDURAL ASPECTS 9

UNIT IV  INTERNATIONAL MARKETING PLANNING 9

UNIT V  INTERNATIONAL MARKETING MIX 9

TOTAL: 45 PERIODS

OUTCOMES:
1. To understand the principles & concepts in international Marketing
2. To provide the knowledge of marketing management in the international perspective
3. To study to develop marketing strategies for the dynamic international markets.
4. To study the most important forces behind international trade,
5. To know the guidelines for establishing foreign business operations,

REFERENCES :
   The Lexus and the Olive Tree: Understanding Globalization by Thomas L. Friedman, Anchor
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BA5028 MARKETING ANALYTICS  
L T P C  
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OBJECTIVE:
- This course will provide you with an introduction to marketing analytics. We will study various tools for generating marketing insights from empirical data in such areas as segmentation, targeting and positioning, satisfaction management, customer lifetime analysis, customer choice, and product and price decisions using conjoint analysis.

UNIT I  INTRODUCTION TO MARKETING ANALYTICS  9

UNIT II  DATA MANAGEMENT  9
Exploring Data; Frequencies; Descriptive Statistics Cross tabulations; Independent Samples t-Test; One-Way ANOVA Simple Regression and Correlation, Multiple Regression to Forecast sales, Modelling Trend and Seasonality, Ratio to Moving Average Method.

UNIT III  CUSTOMER SEGMENTATION AND VALUATION  9

UNIT IV  METRICS AND MEASUREMENTS ANALYTICS  9

UNIT V  WEB ANALYTICS  9
Search Engine Optimisation- Tracking the success of SEO. Web metrics - Google Ad words, Advertising & Analytics.

TOTAL: 45 PERIODS

OUTCOMES:
1. This course will provide with an introduction to marketing analytics.
2. To show the benefits of using a systematic and analytical approach to marketing decision-making.
3. To help students develop analytic competencies pertaining solving of marketing problems.
4. To study various tools for generating marketing insights from empirical data in such areas as segmentation, targeting and positioning, satisfaction management, customer lifetime analysis, customer choice, and product and price decisions using conjoint analysis.
5. To understand the recent practices scientific and empirical approach by case studies.
REFERENCES:
3. Cases and data sets for hands on learning. Pearson Education.

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BA5029  STRATEGIC HUMAN RESOURCE MANAGEMENT  L  T  P  C
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OBJECTIVE:
➢ To help students understand the transformation in the role of HR functions from being a support function to strategic function.

UNIT I  CONTEXT OF SHRM
SHRM - SHRM models - strategic HRM vs Traditional HRM - Barriers to Strategic HR- Adopting an Investment Perspective - Understanding and Measuring Human capital - Human side of corporate strategies - strategic work redesign - Strategic Capability - Benchmarking.

UNIT II  HUMAN RESOURCE DEVELOPMENT

UNIT III  E-HRM

UNIT IV  CAREER & COMPETENCY DEVELOPMENT
UNIT V  EMPLOYEE COACHING & COUNSELING


TOTAL: 45 PERIODS

OUTCOMES:

CO1: Understand the relationship of HR strategy with overall corporate strategy, the strategic role of specific HR systems.

CO2: Appreciate SHRM in the context of changing forms of organisation and will have a better understanding of the tools and techniques used by organizations to meet current challenges.

CO3: To be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organisations. Students will look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

CO4: Providing an overview of the counselling and coaching processes and techniques. Developing alternative approach to dealing with problem situations in organisations.

CO5: Understand the career development theories and models and gain necessary self-insight, skills and techniques to become effective HR managers.

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BA5030  INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS  L T P C

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OBJECTIVES:

- To explore contemporary knowledge and gain a conceptual understanding of industrial relations.
- To have a broad understanding of the legal principles governing the employment relationship at individual and collective level.
UNIT I  INDUSTRIAL RELATIONS  9
Concept, scope- objectives- Importance - Approaches to IR- Industrial relations system in India. Trade Unions Act, 1926- trade union movement in India- objective -role - functions- procedure for registration of trade unions- Rights and responsibilities- problems- Employee relations in IT sector.

UNIT II  INDUSTRIAL CONFLICTS AND LABOUR WELFARE  9

UNIT III  LABOUR LEGISLATIONS-I  9
Origin and growth of labour legislation in India.- Principles of labour legislations-Factories Act 1948- Minimum Wages Act, 1948- Payment of Wages Act, 1936- Payment of Bonus Act, 1965-

UNIT IV  LABOUR LEGISLATIONS-II  9

UNIT V  LABOUR LEGISLATIONS-III  9

TOTAL: 45 PERIODS

COURSE OUTCOMES:
The student gets to learn about
1. Industrial relations system and Trade unions
2. Industrial Disputes and labour welfare measures
3. Labour legislation introduction and legal provisions for factory workers, wages and Bonus
4. Legal provisions for equal remuneration, gratuity, compensation, industrial employment and Apprenticeship
5. Legal provisions for EPF, ESI, Maternity, contract labours, and child labour prevention

REFERENCES:
BA5031 SOCIAL PSYCHOLOGY

OBJECTIVE:
To study how people view themselves and others, how people interact, influence and act when they are a part of a group.

UNIT I INTRODUCTION TO SOCIAL PSYCHOLOGY 6
Social Psychology – Origin and development – Social behavior and social thought – Applications in society and business.

UNIT II PERCEIVING AND UNDERSTANDING OTHERS 9
Social perception – Nonverbal communication – Attribution – Impression formation and impression management.

UNIT III COGNITION IN THE SOCIAL WORLD 10

UNIT IV INTERPERSONAL RELATIONS 10

UNIT V APPLIED SOCIAL PSYCHOLOGY 10
Social Influence – Conformity – Compliance – Social Influence - Prosocial behaviour – Groups – Social issues, Stress, personal beliefs and health

TOTAL: 45 PERIODS

COURSE OUTCOMES:
The student gets to learn about
1. the fundamentals of social psychology
2. Social perception and impression management
3. Social cognition and comparison
4. Social identity and interpersonal attraction and relations
5. Social influence and the application of social psychology

REFERENCES:

Attested
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Centre for Academic Courses
Anna University, Chennai-600 025
### BA5032 ORGANIZATIONAL DESIGN, CHANGE AND DEVELOPMENT

**L T P C**

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**OBJECTIVES:**

- To help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively.
- To understand the concept and techniques of OD and to enable the skills for the application of OD in organizations.

**UNIT I ORGANIZATIONAL DESIGN**

9

Organizational Design – Determinants – Components – Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment -Mechanistic and Organic Structures- Technological and Environmental Impacts on Design-Importance of Design – Success and Failures in design.

**UNIT II ORGANIZATIONAL CHANGE**

9


**UNIT III ORGANIZATIONAL DEVELOPMENT**

9


**UNIT IV OD INTERVENTION**

9


**UNIT V ORGANIZATIONAL EVOLUTION AND SUSTENANCE**

9

Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

The student gets to learn about

1. The fundamentals of organizational design and structure
2. Change process, types, and models of change in organizations
3. The fundamentals of organizational development
4. Organizational development Interventions
5. Organizational evolution and sustenance
REFERENCES:

BA5033 MANAGERIAL BEHAVIOR AND EFFECTIVENESS

OBJECTIVES:
- To examine managerial styles in terms of concern for production and concern for people.
- To assess different systems of management and relate these systems to organisational characteristics.

UNIT I DEFINING THE MANAGERIAL JOB

UNIT II DESIGNING THE MANAGERIAL JOB

UNIT III THE CONCEPT OF MANAGERIAL EFFECTIVENESS
Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

UNIT IV ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS
Organizational Processes – Organizational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.

UNIT V DEVELOPING THE WINNING EDGE
Organizational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation.

TOTAL: 45 PERIODS
COURSE OUTCOMES:
After the completion of the course, the students will be able to:
CO1. The learners will gain knowledge about appropriate style of managerial behavior.
CO2. The learners will acquaint with different streams of managerial effectiveness.
CO3. The learners shall be competent in the current practices of managerial effectiveness.
CO4. The learners can solve environmental issues in managerial effectiveness.
CO5. The learners are effective in developing a winning edge in creativity and innovation.

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BA5034 NEGOTIATION AND CONFLICT MANAGEMENT

OBJECTIVES:
- To develop an understanding of the nature and strategies of negotiation.
- To understand conflict and strategies to resolve the conflict.

UNIT I FUNDAMENTALS OF NEGOTIATION

UNIT II NEGOTIATION STRATEGIES
strategy and planning for negotiation- Strategy and Tactics for distributive bargaining - Integrative negotiation- Negotiation power- source of power- Cross culture Negotiation- Ethics in negotiation.

UNIT III INTRODUCTION TO CONFLICT MANAGEMENT

UNIT IV MANAGING INTERPERSONAL, GROUP AND ORGANIZATIONAL CONFLICT
UNIT V  CONFLICT RESOLUTION AND COST
Conflict resolution models-framework model-classical ideas- new developments in conflict
resolution-Environmental conflict resolution-gender and conflict resolution-Assessing the cost
of workplace conflict.

TOTAL: 45 PERIODS

COURSE OUTCOMES:
The student gets to learn about
1. The fundamentals of Negotiation, Types, process and techniques
2. Strategies and tactics in Negotiation
3. The basics of Conflict management, models, approaches and process
4. Managing interpersonal, group and organizational conflict
5. Conflict resolution models and cost of workplace conflict

REFERENCES:
1. Negotiation - Lewicki, Saunders, Barry, TMGH, 2014
9. Conflict Resolution Techniques by Subbulakshmi, ICFAI University press, 2005

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BA5035  REWARD AND COMPENSATION MANAGEMENT  L T P C
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OBJECTIVES:
➢ To impart skills in designing analyzing and restructuring reward management systems, policies and strategies.
➢ To understand the various dimensions of Compensation Management.

UNIT I  INTRODUCTION
Compensation - Definition - objectives- principles of compensation formulation-
UNIT II EMPLOYEE COMPENSATION AND LABOUR MARKET

UNIT III MANAGING EMPLOYEE BENEFITS AND REWARDS

UNIT V PERFORMANCE RELATED COMPENSATION

UNIT IV EXECUTIVE AND SALES COMPENSATION PLAN
Executive Compensation – Components, Theories, Design- Relationship between Fixed and variable pay-Executive Incentive Programmes. Sale Compensation plan- design and administration- sales incentives and motivations. Compensation Management in Multi-National organisations.

COURSE OUTCOMES:
The student gets to learn about
1. The basics of Compensation Management and Reward system, Theories and strategies
2. Macro and micro economics of labour market and employee compensation
3. Managing employee benefits and rewards
4. Performance related compensation
5. Executive and sales compensation plans, theories and design

REFERENCES:
2. Richard Thrope& Gill Homen: Strategic Reward Systems- Prentice-Hall, 2000
3. Reward Management: A Handbook of salary administration by Armstrong, Michael and
4. Marlis, Kogan page business books, 2005

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TOTAL: 45 PERIODS
OBJECTIVES:

- To enhance one's own self awareness and understand others.
- To explore one's own feelings and behavior.

UNIT I  SELF AWARENESS AND MANAGEMENT  9
Personal Effectiveness - Definition - Emotional Intelligence - Understanding oneself - Importance self knowledge - Stress and EI - Competence and Personal Competency - Personal Competency Models - Learning - Importance of Ongoing Learning - Learning and Unlearning - Personal Change - Impression Formation and Impression Management.

UNIT II  BUILDING TEAMS  9
Team Building methods and strategies - Leadership and Team Building - Nature of Power - Creating Effective work teams - Impact of Motivation and Delegation on Team Building - Participative Decision Making.

UNIT III  COMMUNICATION  9

UNIT IV  INFLUENCING OTHERS  9

UNIT V  TRANSCATIONAL ANALYSIS AND NLP  9

COURSE OUTCOMES:

After the completion of the course, the students will be able to:

- CO1. The learners can develop a better understanding of themselves and others.
- CO2. The learners can develop themselves to be a better person.
- CO3. The learners will gain knowledge about appropriate style of managerial communication.
- CO4. The learners will acquaint with the ability to influencing others
- CO5. The learners are competent in the process of transactional analysis and nlp.

REFERENCES:

2. Brilliant Personal Effectiveness. Douglas Miller, 2015, Pearson Education
OBJECTIVE:
➢ The course aims to provide students insights to HR practices followed in Global organizations.

UNIT I INTRODUCTION TO IHRM
Definition – Evolution of HRM- Importance of IHRM, Models of IHRM – Matching Model, Harvard Model, Contextual Model, 5p Model, European Model, IHRM policies, Standardization and Localization of HRM practices

UNIT II HRM STRATEGIES
Internationalization and world business – Strategic orientation, IHRM in cross border Mergers and Acquisitions, International Alliances – IHRM & Competitive advantage- Cultural context of IHRM

UNIT III RECRUITMENT AND SELECTION
International Managers staffing – Approaches to staffing – Role of Expatriates – Role of inpatriate – Role of Non expatriates- recruitment and selection methods- Current practices

UNIT IV TRAINING AND DEVELOPMENT, PERFORMANCE APPRAISAL
Expatriate training program, components, types, effectiveness measures, HCN training- Trends in international training and development – repatriation process and training. International performance Management methods – cultural issues in Performance Management

UNIT V INTERNATIONAL COMPENSATION
Components of international compensation- Approaches to international compensation – Challenges and choices -International Labor Standards – emerging Issues

TOTAL: 45 PERIODS

COURSE OUTCOMES:
The student gets to learn about
1. the basics of IHRM, models and practices
2. strategic orientation and cultural context towards IHRM
3. International practices on recruitment and selection
4. International perspectives on Training, development, performance appraisal
5. International practices on Compensation management
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BA5038 HUMAN RESOURCE ANALYTICS

OBJECTIVES:
- To develop the ability of the learners to define and implement HR metrics that are aligned with the overall business strategy
- To know the different types of HR metrics and understand their respective impact and application
- To understand the impact and use of HR metrics and their connection with HR analytics
- To understand common workforce issues and resolving them using people analytics.

UNIT I INTRODUCTION TO HR ANALYTICS
HR analytics - People Analytics: Definition - context - stages of maturity - Human Capital in the Value Chain: impact on business. HR Analytics vs HR Metrics – HR metrics and KPIs.

UNIT II HR ANALYTICS I: RECRUITMENT
Recruitment Metrics: Fill-up ratio - Time to hire - Cost per hire - Early turnover - Employee referral hires - Agency hires - Lateral hires - Fulfillment ratio- Quality of hire- Recruitment to HR cost - Recruitment analysis.

UNIT III HR ANALYTICS II: TRAINING AND DEVELOPMENT
Training & Development Metrics: Percentage of employee trained- Internally and externally trained - Training hours and cost per employee - ROI - Optimising the ROI of HR Programs - Training and Development analysis.

UNIT IV HR ANALYTICS III: EMPLOYEE ENGAGEMENT AND CAREER PROGRESSION
Career Progression Metrics: Promotion index - Rotation index - Career path index - Level wise succession readiness index.
UNIT V HR ANALYTICS IV: WORKFORCE DIVERSITY AND DEVELOPMENT

Workforce Diversity and Development Metrics:
- Employees per manager
- Workforce age profiling
- Workforce service profiling
- Churnover index
- Workforce diversity index
- Gender mix
- Differently abled index
- Revenue per employee
- Operating cost per employee
- PBT per employee
- HR cost per employee
- HR budget variance
- Compensation to HR cost.

TOTAL: 45 PERIODS

COURSE OUTCOMES:
After the completion of the course, the students will be able to:
CO1. The learners will be conversant about HR metrics and ready to apply at work settings.
CO2. The learners will be able to resolve HR issues using people analytics.
CO3. The learners will gain knowledge about analytics of training and development.
CO4. The learners will know about the analytics of employee engagement and career progression.
CO5. The learners are competent in the analytics of workforce diversity and development.

REFERENCES:
UNIT IV  e-BUSINESS PAYMENTS AND SECURITY 9

UNIT V  LEGAL AND PRIVACY ISSUES 8
Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.

OUTCOMES :
CO1: Ability to build and manage an e-business.
CO2: Knowledge about Technology Infrastructure
CO3: Understanding of customer oriented business applications
CO4: Knowledge of e business payment protocols and security
CO5: Understanding of ethical, legal , privacy issues and encryption policies

TOTAL: 45 PERIODS

REFERENCES :
5. Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007

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BA5040  INTERNET OF THINGS L T P C 3 0 0 3

OBJECTIVES :
➢ To experiment the technical aspects of Internet of Things.
➢ To expose the application of Internet of Things.

UNIT I  INTRODUCTION 9
Introduction to Internet of Things - Physical Design of IoT - Logical Design of IoT - IoT Enabling Technologies - IoT Levels and Deployment Templates - Domain Specific to IoTs.

UNIT II  IoT ARCHITECTURE 9
UNIT III BUILDING IoT

UNIT IV IoT DATA PLATFORM

UNIT V CASE STUDIES AND REAL-WORLD APPLICATIONS

OUTCOMES:
CO1: Technical knowledge of Internet of Things.
CO2: Ability to understand IoT Architecture
CO3: Understanding of building blocks of IoT
CO4: Deep insights about IoT Data Platform
CO5: Knowledge of real world applications

REFERENCES:
1. Arshdeep Bahga, Vijay Madisetti, - Internet of Things - A hands-on approach, University Press, 2015
2. Dieter Uckelmann, Mark Harrison, Michahelles, Florian (Eds), —Architecting the Internet of Things‖, Springer, 2011.
4. Jan Ho” Ilfer, VlasiosTsiasitsis , Catherine Mulligan, Stamatis , Karnouskos, Stefa
6. Olivier Hersent, David Boswarthick, Omar Elloumi , -The Internet of Things – Key applications and Protocols‖, Wiley, 2012

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TOTAL : 45 PERIODS

OBJECTIVES:
- To expose the students to the frontier areas of Cloud Computing
- To provide an in-depth and comprehensive knowledge of the Cloud Computing fundamental issues, technologies, applications and implementations.
- To shed light on the Security issues in Cloud Computing
- To introduce about the Cloud Standards.
UNIT I  HISTORY OF CLOUD COMPUTING  9

UNIT II  INTRODUCTION TO CLOUD COMPUTING  9

UNIT III  CLOUD COMPUTING APPLICATIONS  9

UNIT IV  CLOUD SECURITY  9

UNIT V  GOVERNANCE AND THE FUTURE OF CLOUD  9

TOTAL: 45 PERIODS

OUTCOMES:
CO1 Students will get to know the history of cloud computing.
CO2 Identify the architecture and infrastructure of cloud computing, including SaaS, PaaS, IaaS, public cloud, private cloud, hybrid cloud, etc.
CO3 Provide the appropriate cloud computing solutions and recommendations according to the applications used.
CO4 Understand the core issues of cloud computing such as security, privacy.
CO5 Students will get the idea about the future of cloud computing.

REFERENCES:
1. Kai Hwang, Geoffrey C. Fox and Jack J. Dongarra, Distributed and cloud computing from Parallel Processing to the Internet of Things, Morgan Kaufmann, Elsevier, 2012
6. Tim Mather, Subra Kumaraswamy, and Shahed Latif, Cloud Security and Privacy An Enterprise Perspective on Risks and Compliance, O'Reilly 2009

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OBJECTIVES:
- To exhibit the theoretical aspects of Enterprise Resource Planning.
- To provide practical implication on ERP Suite implementation.

UNIT I  INTRODUCTION  8
Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - warehouse management.

UNIT II  ERP SOLUTIONS AND FUNCTIONAL MODULES  10
Overview of ERP software solutions, BPR, Project management, Functional modules- Organisational data, master data and document flow.

UNIT III  ERP IMPLEMENTATION  10

UNIT IV  POST IMPLEMENTATION  8
Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

UNIT V  EMERGING TRENDS ON ERP  9

TOTAL: 45 PERIODS

OUTCOMES:
CO1: Knowledge of risk and benefits associated with Enterprise Resource Planning.
CO2: Knowledge or ERP solutions and functional modules
CO3: Exposure to the implementation environment
CO4: Understanding of post implementational impact and maintenance of ERP
CO5: Knowledge of emerging trends on ERP

REFERENCES:
5. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009
8.
OBJECTIVES:
- To create an understanding on methodologies, tools, techniques, metrics, quality and risk issues in software project management.
- To provide the knowledge and necessary skills for taking up quality related task in Software projects.

UNIT I SPM CONCEPTS

UNIT II SOFTWARE MEASUREMENTS
Monitoring & measurement of SW development – cost, size and time metrics – methods and tools for metrics – issues of metrics in multiple projects.

UNIT III SOFTWARE QUALITY AND RISK ISSUES

UNIT IV QUALITY PLANNING

UNIT V QUALITY CONTROL PRACTICES

OUTCOMES:
CO1 Apply project management concepts and techniques to a project.
CO2 Explain project management in terms of the software development process.
CO3 Understand the risk issues in software development.
CO4 Apply the concepts in preparing the quality plan & documents.
CO5 Assess the quality of software product.

REFERENCES:
OBJECTIVES:

- To know how to derive meaning from huge volume of data and information
- To understand how knowledge discovering process is used in business decision making.

UNIT I  INTRODUCTION
Data mining, Text mining, Web mining, Spatial mining, Process mining, Data warehouse and datamarts.

UNIT II  DATA MINING PROCESS
Datamining process – KDD, CRISP-DM, SEMMA and Domain-Specific, Classification and Prediction performance measures - RSME, MAD, MAP, MAPE, Confusion matrix, Receiver Operating Characteristic curve & AUC; Validation Techniques - hold-out, k-fold cross-validation, LOOCV, random subsampling, and bootstrapping.

UNIT III  PREDICTION TECHNIQUES
Data visualization, Time series – ARIMA, Winter Holts, Vector Autoregressive analysis, Multivariate regression analysis.

UNIT IV  CLASSIFICATION AND CLUSTERING TECHNIQUES
Classification- Decision trees, k nearest neighbour, Logistic regression, Discriminant analysis; Clustering; Market basket analysis;

UNIT V  MACHINE LEARNING AND AI
Genetic algorithms, Neural network, Fuzzy logic, Support Vector Machine, Optimization techniques – Ant Colony, Particle Swarm, DEA

TOTAL: 45 PERIODS

OUTCOMES:
CO1 Learn to apply various data mining techniques into various areas of different domains.
CO2 Be able to interact competently on the topic of data mining for business intelligence.
   Know the basics of data mining processes, algorithms, & systems well enough to interact with CTOs, expert data miners, consultants, etc.
CO3 Apply various prediction techniques.
CO4 Learn about supervised and unsupervised learning technique.
CO5 Develop and implement a basic trainable neural network (or) a fuzzy logic system to design and manufacturing.

REFERENCES:
1. Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 2006
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2008.
7. G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2011
9. Elizabeth Vitt, Michael LuckevichStaciaMisner, Business Intelligence, Microsoft, 2011
OBJECTIVES:

- To understand the computational approaches to big data analytics
- To understand the various search methods and visualization techniques
- To learn to use various techniques for mining data stream
- To understand the applications using Map Reduce Concepts.

UNIT I  INTRODUCTION TO BIG DATA


UNIT II  MINING DATA STREAMS


UNIT III  HADOOP

History of Hadoop - the Hadoop Distributed File System – Components of Hadoop Analysing the Data with Hadoop- Scaling Out- Hadoop Streaming- Design of HDFS-Java interfaces to HDFS Basics- Developing a Map Reduce Application-How Map Reduce Works-Anatomy of a Map Reduce Job run-Failures-Job Scheduling-Shuffle and Sort – Task execution - Map Reduce Types and Formats- Map Reduce Features Hadoop environment.

UNIT IV  FRAMEWORKS

Applications on Big Data Using Pig and Hive - Data processing operators in Pig – Hive services – HiveQL – Querying Data in Hive - fundamentals of HBase and ZooKeeper - IBM Info Sphere BigInsights and Streams.

UNIT V  VISUALIZATION TECHNIQUES


TOTAL : 45 PERIODS

OUTCOME :

- Appreciate the computational softwares and techniques for handling big data in business applications.
- Learn the concepts, data model and architecture of streams.
- Understand core technical concepts related to Business Intelligence , Big Data Analytics along with Hadoop Architecture.
- Learn the various application in Big Data.
- Understand the visualization techniques.
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BA5076 DEEP LEARNING AND ARTIFICIAL INTELLIGENCE

OBJECTIVES:
➢ To expose various algorithms related to Deep Learning and Artificial Intelligence.
➢ To prepare students to apply suitable algorithm for the specified applications.

UNIT I DEEP NETWORKS

UNIT II MODELS
UNIT III INTELLIGENT SYSTEMS 9

UNIT IV KNOWLEDGE REPRESENTATION 9

UNIT V APPLICATIONS 9

TOTAL : 45 PERIODS

OUTCOMES :
CO2: Knowledge of applying Algorithm to specified applications.
CO3: Ability to understand intelligent systems and Heuristic Search Techniques
CO4: Understanding of Knowledge Representation, Semantic Networks and Frames
CO5: Knowledge Of Expert systems, applications and Machine learning

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BA5077 R PROGRAMMING L T P C 3 0 0 3

OBJECTIVE:➢ To study the fundamentals of R programming to apply in quantitative analysis.

UNIT I GETTING STARTED WITH R 9
Installing R - The R environment - R packages - Basics of R - Data Structures - Reading data into R - Graphics in R
UNIT II  FUNCTIONS AND STATEMENTS  
Writing R functions - Control Statements (if and else, switch, ifelse, compound tests) - Loops in R (for, while, controlling loops) - Applications using the functions and loops.

UNIT III  DATA MANIPULATION AND ANALYSIS  
Group manipulation - Data Reshaping - Manipulating Strings - Basic Statistics using R (Summaries, Correlation, t-tests, ANOVA)

UNIT IV  LINEAR MODELS USING R  
Linear Models - Simple and Multiple regression, GLM - Logit Regression, Model diagnostics - Residuals, Cross validation, Boot strapping.

UNIT V  NON-LINEAR MODELS, TIME SERIES AND CLUSTERING USING R  

TOTAL: 45 PERIODS

OUTCOMES:
CO1: Explore R language fundamentals, including basic syntax, variables, and types.
CO2: How to create functions and use control flow.
CO3: Work with data in R.
CO4: Understand the liner models using R.
CO5: The student will learn to use R programming to solve decision models.

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BA5078  PYTHON PROGRAMMING

OBJECTIVES:
- To explore the programming skills in the Python environment.
- To employ the programming in the Applications.

UNIT I  INTRODUCTION

UNIT II  DATA COLLECTIONS AND LANGUAGE COMPONENT
UNIT III    FUNCTIONS AND MODULES


UNIT IV   OBJECT AND CLASSES


UNIT V   I/O, ERROR HANDLING AND THREADS


TOTAL : 45 PERIODS

OUTCOMES:

CO1 Knowledge of programming in Python Environment.
CO2 Ability to apply Programming in the application specified.
CO3 Ability to apply programming as modules
CO4 Ability to develop program as objects and instances
CO5 Knowledge to handle errors

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OBJECTIVES:
- To understand Blockchain and its main application.
- Students will learn how this system works.

UNIT I INTRODUCTION
Distributed Database, Two General Problem, Byzantine General problem and Fault Tolerance, Hadoop Distributed File System, Distributed Hash Table, ASIC resistance, Turing Complete. Cryptography: Hash function, Digital Signature - ECDSA, Memory Hard Algorithm, Zero Knowledge Proof.

UNIT II BLOCKCHAIN & APPLICATIONS

UNIT III CRYPTOCURRENCY

UNIT IV ETHEREUM

UNIT V HYPERLEDGER FABRIC

OUTCOMES:
- CO1 To get an idea about history of Blockchain.
- CO2 Understand key features, different types of platforms & languages of blockchain technology.
- CO3 Students will be familiar with cryptocurrency concepts.
- CO4 Understand the design principles of ethereum.
- CO5 Learn about hyperledger fabric model and its architecture.

REFERENCES:
1. Imran Bashir, Mastering Blockchain, Packt Publishing, March 2017
2. Debajani Mohanty, BlockChain: From Concept to Execution, BPB Publications, 2nd edition, 2018
4. Andreas M. Antonopoulos, Gavin Wood, Mastering Ethereum: Building Smart Contracts and DApps, O'REILLY, 2018
OBJECTIVE:

- To showcase the opportunities that exist today to leverage the power of the web and social media.

UNIT I INTRODUCTION
Evolution of online communities - History and Evolution of Social Media - Social Media vs. traditional media - Social Media Audience and Goals for using Social Media - Understanding Social Media: Strong and weak ties – Influencers - How ideas travel – Viralness - Social theory and social media - technological determinism in popular discourse on social media technologies.

UNIT II COMMUNITY BUILDING AND MANAGEMENT
Science of Social Media - Keys to Community Building - Promoting Social Media Pages - Linking Social Media Accounts - The Viral Impact of Social Media - Digital PR - Encourage Positive Chatter in Social Media - Identity in social media: formation of identities, communities, activist movements, and consumer markets - Social Media as business.

UNIT III SOCIAL MEDIA POLICIES AND MEASUREMENTS
Social Media Policies - Etiquette, Privacy - ethical problems posed by emerging social media technologies - The road ahead in social media - The Basics of Tracking Social Media - social media analytics - Insights Gained From Social Media - Customized Campaign Performance Reports - Observations of social media use.

UNIT IV WEB ANALYTICS

UNIT V SEARCH ANALYTICS
Search engine optimization (SEO), non-linear media consumption, user engagement, user generated content, web traffic analysis, navigation, usability, eye tracking, online security, online ethics, content management system, data visualization, RSS feeds, Mobile platforms, User centered design, Understanding search behaviors.

TOTAL: 45 PERIODS

OUTCOMES
CO1 The students will be able to enhance the social media skills.
CO2 The students will be able to develop a mass communication strategy and guide campaigns.
CO3 To get an idea of social media policies.
CO4 Understand the fundamentals and concepts of web analytics.
CO5 How to effectively use the resulting insights to support website design decisions, campaign optimisation, search analytics, etc.
REFERENCES:
2. Christian Fuchs, Social Media a critical introduction, SAGE Publications Ltd, 2014
5. ric T. Peterson, Web Analytics Demystified, Celillo Group Media and Café Press, 2004

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BA5046 STOCHASTIC MODELING

OBJECTIVES:
➢ To learn the applications of stochastic modelling.
➢ To understand the techniques of stochastic modelling.

UNIT I INTRODUCTION TO STOCHASTIC PROCESSES
Basics of probability- random variables and distributions -sequence of random variables; Stochastic process- Definition, classification, Simple stochastic processes

UNIT II DISCRETE-TIME MARKOV CHAINS

UNIT III CONTINUOUS-TIME MARKOV CHAINS
Definition, Kolmogrov Differential Equation and, Infinitesimal Generator Matrix, Limiting and Stationary Distributions, Birth Death Processes, Poisson processes: M/M/1 Queuing model, Simple Markovian Queueing Models: Applications of CTMC- Queuing networks, Communication systems, Stochastic Petri Nets

UNIT IV BROWNIAN MOTION
Definition and Properties, Processes Derived from Brownian Motion, Stochastic Differential Equation: Martingales: Conditional Expectation and filtration, Definition and simple examples,

UNIT V RENEWAL PROCESSES

TOTAL: 45 PERIODS

OUTCOMES:
CO1: Knowledge of using stochastic modeling for business decision making.
CO2: Understanding of discrete – Time Markov chains
CO3: Knowledge of continuous – Time Markov chains
CO4: Ability to understand Brownian Motion
CO5: Understanding of Renewal Processes and applications
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BA5047 TIME SERIES ANALYSIS L T P C 3 0 0 3

OBJECTIVE:
- It familiarizes the learners and researchers to the theory and practice of time series analysis.

UNIT I UNIVARIATE STATIONARY TIME-SERIES MODELS 9
Introduction to stochastic process, stationary processes, Wold representation theorem, autocovariance functions, autocorrelation and partial autocorrelation, auto regressive and moving average models, conditions for stationary and invertible process, Box-Jenkins approach, forecasting.

UNIT II UNIVARIATE NONSTATIONARY PROCESSES 9
Nonstationary process, deterministic and stochastic trends, Integrated process and random walk, random walk with drift, Unit root process, test for unit root- Dicky Fuller tests, ARIMA process. Fractional integrated process.

UNIT III MODELING VOLATILITY CLUSTERING 9
Volatility-Meaning and measurement, Volatility clustering, Econometric models of volatility, ARCH model, GARCH model and its various extensions, testing for ARCH/GARCH effects.

UNIT IV MULTIVARIATE STATIONARY AND NON-STATIONARY PROCESSES 9
Vector autoregressive model, Granger causality, impulse response function, variance decomposition.

UNIT V MULTIVARIATE NON-STATIONARY PROCESSES 9

TOTAL: 45 PERIODS

OUTCOME:
CO1: Ability to understand the techniques of using univariate Time series models for decision making.
CO2: Knowledge of using Univariate Nonstationary processes
CO3: Understanding of Volatility Clustering
CO4: Knowledge of Multivariate stationary Processes
CO5: Knowledge of Multivariate Non-Stationary Processes
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BA5048 MULTIVARIATE DATA ANALYSIS L T P C

OBJECTIVE:
- To know various multivariate data analysis techniques for business research.

UNIT I INTRODUCTION
Introduction – Basic concepts – Uni-variate, Bi-variate and Multi-variate techniques – Types of multivariate techniques – Classification of multivariate techniques – Guidelines for multivariate analysis and interpretation – Approaches to multivariate model building.

UNIT II PREPARING FOR MULTIVARIATE ANALYSIS

UNIT III MULTIPLE LINEAR REGRESSION ANALYSIS, FACTOR ANALYSIS

UNIT IV LATENT VARIABLE TECHNIQUES
Confirmatory Factor Analysis, Structural equation modeling, Mediation models, Moderation models, Conditional processes, longitudinal studies, latent growth model, Bayesian inference

UNIT V ADVANCED MULTIVARIATE TECHNIQUES
Multiple Discriminant Analysis, Logistic Regression, Cluster Analysis, Conjoint Analysis, multidimensional scaling.

TOTAL: 45 PERIODS
OUTCOMES:

1. Demonstrate a sophisticated understanding of the concepts and methods; know the exact scopes and possible limitations of each method; and show capability of using multivariate techniques to provide constructive guidance in decision making.

2. Use advanced techniques to conduct thorough and insightful analysis, and interpret the results correctly with detailed and useful information.

3. Show substantial understanding of the real problems; conduct deep analysis using correct methods; and draw reasonable conclusions with sufficient explanation and elaboration.

4. Write an insightful and well-organized report for a real-world case study, including thoughtful and convincing details.

5. Make better business decisions by using advanced techniques in data analytics.

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