

# **KONERU LAKSHMAIAH EDUCATION FOUNDATION**

## **MASTER OF BUSINESS ADMINISTRATION (LOGISTICS & SUPPLY CHAIN MANAGEMENT)**

**PROGRAMME  
CURRICULUM  
2025-2026**

**MBA(LSCM) I YEAR ODD SEM (1st SEM)**

Code	Course Title	L	T	P	S	Credits
22MB5101O	APPLIED QUANTITATIVE METHODS FOR BUSINESS MANAGEMENT	2	1	0	0	3
22MB5102O	PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	3	0	0	0	3
22MB5103O	BUSINESS ECONOMICS	3	0	0	0	3
22MB5104O	FINANCIAL AND MANAGEMENT ACCOUNTING	2	1	0	0	3
22MB5105O	MARKETING MANAGEMENT	3	0	0	0	3
24MB5106O	BUSINESS ENVIRONMENT AND LAW	3	0	0	0	3
22SDMB01O	LOGIC BUILDING AND REASONING SKILLS FOR MANAGERS	0	0	0	8	2
24SDMB02O	IT SKILLS FOR MANAGERS	0	0	2	4	2
Total Credits						22

**MBA(LSCM) I YEAR EVEN SEM (2nd SEM)**

Code	Course Title	L	T	P	S	Credits
22MB5208O	BUSINESS ANALYTICS FOR DECISION MAKING	2	0	2	0	3
22MB5209O	BUSINESS RESEARCH METHODOLOGY	3	0	0	0	3
22MB5210O	HUMAN RESOURCE MANAGEMENT	3	0	0	0	3
22MB5211O	FINANCIAL MANAGEMENT	2	1	0	0	3
22MB5212O	OPERATIONS MANAGEMENT	2	1	0	0	3
22MB5214O	PROJECT MANAGEMENT	2	0	0	0	2
24SDMB03O	ENTERPRISE RESOURCE PLANNING	2	0	0	4	3
24UC1203O	DESIGN THINKING AND INNOVATION	2	0	2	0	3
22UC2107O	PROFESSIONAL SKILLS FOR MANAGERS	0	0	4	0	2
Total Credits						25

24IE50N0O	SUMMER INTERNSHIP PROGRAM	0	0	0		9
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**MBA(LSCM) II YEAR ODD SEM (3rd SEM)**

Code	Course Title	L	T	P	S	Credits
22MB6115O	STRATEGIC MANAGEMENT	3	0	0	0	3
24MB6116O	INNOVATION, BUSINESS MODELS AND ENTREPRENEURSHIP	2	0	0	0	2
24MB6117O	BUSINESS ETHICS AND CORPORATE GOVERNANCE	3	0	0	0	3
22MB61L1O	MATERIALS MANAGEMENT	3	0	0	0	3
22MB61L2O	FUNDAMENTALS OF SUPPLY CHAIN MANAGEMENT	3	0	0	0	3
22MB61L3O	OPERATIONS STRATEGY	3	0	0	0	3
22MB61L4O	TOTAL QUALITY MANAGEMENT	3	0	0	0	3
22MB61XX	SECTORAL SPECIALIZATION I	3	0	0	0	3
24IE61E1O	MANAGEMENT RESEARCH-TERM PAPER	0	0	4	0	2
Total Credits						25

**MBA(LSCM) II YEAR EVEN SEM (4th SEM)**

Code	Course Title	L	T	P	S	Credits
24MB6218O	LEADERSHIP IN ORGANISATIONS	3	0	0	0	3
22MB62L5O	LEAN MANAGEMENT	3	0	0	0	3
22MB62L6O	WAREHOUSE MANAGEMENT	3	0	0	0	3
22MB62L7O	SUPPLY CHAIN ANALYTICS	2	0	2	0	3
22MB62L8O	INTERNATIONAL LOGISTICS MANAGEMENT	3	0	0	0	3
22MB62XX	SECTORAL SPECIALIZATION II	3	0	0	0	3
24IE62E2O	MANAGEMENT RESEARCH PROJECT	0	0	12	0	6
Total Credits						24

## SECTORAL ELECTIVES

### BANKING

Code	Course Title	L	T	P	S	Credits
22MB61B0	OVERVIEW OF BANKING	3	0	0	0	3
22MB62B1	BANKING SERVICE OPERATIONS	3	0	0	0	3

### RETAIL MANAGEMENT

Code	Course Title	L	T	P	S	Credits
22MB61R0	OVERVIEW OF RETAILING	3	0	0	0	3
22MB62R1	MANAGEMENT OF RETAIL OPERATIONS	3	0	0	0	3

## Semester-I

### 22MB5101O - APPLIED QUANTITATIVE METHODS FOR BUSINESS MANAGEMENT

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5101O	APPLIED QUANTITATIVE METHODS FOR BUSINESS MANAGEMENT	AQM	R	2	1	0	0	3

#### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Application of Probability, Probability Distributions and R- Programming in managerial Decision Making	3	PO1, PO6, PSO1
CO2	Analysing the sample data by applying sampling and hypothesis testing in solving various managerial Problems	4	PO1, PO6
CO3	Analysing data using Correlation and Regression Concepts	4	PO1, PO6, PSO2
CO4	Analysing different managerial data sets using Time series and Index Numbers	4	PO1, PO6

#### Syllabus

Probability and Sampling, Definitions and rules for probability, conditional probability independence of events, Bayes theorem, and random variables. Probability distributions, Binomial, Poisson and Normal distributions. Introduction to R Programming

Sampling, Introduction to sampling, Basic Concepts, Types of Sampling. Sampling distributions, sampling distribution of mean and proportion, application of Central Limit Theorem. Determining the sample size. Estimation Point and Interval estimates for population parameters of large sample and small samples. 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. Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test and Rank Test

Correlation and Regression: Meaning, Types of Correlation, measurement, graphic and algebraic, Scatter Plot, Pearson Correlation Coefficient, and Rank Correlation, Spearman's Rank Correlation. Testing the significance of correlation coefficient. Regression, Meaning, Types. Estimating the regression coefficients. Testing the significance of regression coefficients.

Index Numbers and Time Series Analysis, Time series analysis, Meaning and Components of Time Series. Variations in time series, Smoothing Methods, trend analysis, cyclical variations, seasonal variations and irregular variations. Index Numbers, Unweighted and Weighted Index numbers

#### Reference Books

- 1 Statistics for Management, Levin R.I. and Rubin D.S, 8, Pearson Education.
- 2 Business Statistics for Contemporary Decision Making, Ken Black, 6, Wiley Publishers.
- 3 Statistics for Business and Economics., Anderson, Sweeny, Williams, 2005, South-Western Pub.
- 4 Introduction to R Programming, Venables, W.N, 2015, CRAN.

## 22MB5102O - PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5102OO	PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	PMOB	R	3	0	0	0	3

### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the concepts, principles and functions of management and planning process to develop plans and improve organizational performance, apply organizing concepts in designing organizational structures	3	PO1
CO2	Apply the knowledge of Personality, Perceptions and Values to manage the individuals in the organizations.	3	PO2
CO3	Apply the knowledge of Learning, Motivation and Attitudes to manage the individuals in the organizations.	3	PO6
CO4	Apply the knowledge of group/organizational behavior of the people to manage the teams in the organization.	3	PO5

### Syllabus

Introduction to Management: Importance of Management, Evolution of Management Thought, Principles of Management, Management Process/Functions. Planning: Types, Steps in Planning, Organizing and Staffing: Introduction, Organizational Division and Span of Control, Types of Departmentation, Staffing function, Controlling: Types of Control and Process.

Organizational Behaviour: Introduction, Importance of Organizational Behaviour, Evolution of OB, Interpersonal Relations, Transactional Analysis, Johari Window, Foundations of Individual Behaviour, Personality: Concept, Personality determinants, Personality theories, Personality traits, MBTI, The Big Five Model, Values: Concept, Types of Values, Perception: Concept, Perceptual process, Factors influencing Perception, Perceptual distortion.

Motivation: Concept, Theories of Motivation: Hierarchy Needs Theory: Two-Factor Theory, Applications of Motivation, Attitudes: Concept, Source of attitudes, Types of Attitudes, Learning: Concept, Theories of learning, Principles of learning.

Foundations of Group Behaviour: Definition of Groups, Nature of groups, Types of groups, Stages of Group Development, Group Cohesiveness, Leadership: Definitions, Nature, Leadership Styles, Leadership theories: Trait theory, Behavioural and Situational theories. Conflict Management: Definition, Techniques, Organizational Change Management: Definition, Forces for change, Resistance to change, Approaches to Managing Organizational Change; Organizational Development: Definition, Techniques of organizational development.

### Reference Books

- 1 Essentials of Management, Harold Koontz, Heinz Weihrich, Mark V. Cannice, 11th Edition, 2020, Mc Graw Hill.
- 2 Organizational Behaviour, Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, 18th Edition, 2022, Pearson.
- 3 PRINCIPLES AND PRACTICE OF MANAGEMENT, Prasad L M, Edition, 2019, SULTAN CHAND & SONS-NEW DELHI.
- 4 Organisational Behaviour, K. Aswathappa, 2 Edition, 2010, HPH.

## 22MB5103O - BUSINESS ECONOMICS

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB51030	BUSINESS ECONOMICS	BE	R	3	0	0	0	3

### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the intuition for analyzing economic problems from a Managerial perspective in an organizational & business context. use the basic tools that structure the microeconomic problems for optimal decision making.	3	PO2
CO2	Analyze the theory of demand, forecast and estimation of demand for managerial decision-making.	4	PO3
CO3	Analyze different types of competition that existing external Environment.	4	PO4
CO4	Analyze the Macro Economic Environment of the Organization	4	PO4

### Syllabus

Introduction: Economics and managerial decision making; Managerial Economics, nature and scope of Managerial Economics; Tools of Managerial Economics; Risk, Uncertainty and Probability Analysis. Optimization techniques: Firm Theory: Objectives of the firm; Theory of the growth of the firm : Marris and Penrose; Role of a Managerial Economist.

Demand and Advertisement Analysis: Concept of demand; Determinants of demand, Law of Demand; Elasticity of demand; Demand estimation and demand forecasting, Demand forecasting for consumer durables and capital goods.

Production and Cost Analysis: Production functions, Long Run and Short Run Production Functions, The Cobb- Douglas Production function, Optimum input combination; Cost concepts, Short- run and Long- run cost functions, Cost curves, Economies of Scale; Introduction to pricing and pricing practices. Market analysis: Markets, Kinds of Competition; Features of different types of market structures, Price & Output determination under Perfect competition,

Macro economic concepts: National Income, Measurement of National Income, Uses of National Income Statistics; Business Cycles, Stages of business cycles; Inflation, Types of Inflation, Impact of inflation, Measures to over come Inflation.

### Reference Books

- 1 Managerial Economics, Dominick Salvatore, 2007, Oxford publications.
- 2 Managerial Economics, H.L.Ahuja, 2008, McGraw Hill.
- 3 Managerial Economics, Paul G.Keat, Philip K.Y.Young and Sreejata Banerjee, 2009, Pearson education.
- 4 Managerial Economics, P.L. Mehta, 2007, S.Chand& Sons.

## 22MB51040 - FINANCIAL AND MANAGEMENT ACCOUNTING

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
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22MB51040	FINANCIAL AND MANAGEMENT ACCOUNTING	FMA	R	2	1	0	0	3
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### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Able to synthesize the knowledge, management skills, and tools acquired in the program, which will be helpful to shape the organizations effectively.	2	PO1, PSO1
CO2	Able to gain an understanding of professional, legal, financial, marketing, production & operational activities, logistics, ethical, social issues and responsibilities.	3	PO7, PSO1
CO3	Able to gain knowledge of contemporary issues and develops an art of using current techniques, skills and necessary analytical tools for managerial practice.	3	PO6, PSO2
CO4	Able to gain knowledge of contemporary issues and develops an art of using current techniques, skills and necessary analytical tools for managerial practice.	3	PO7, PSO2

### Syllabus

Financial Accounting, Accounting Book keeping, Users of Accounting information, Classification of Accounting, Accounting concepts and conventions, Accounting standards , GAAP and IFRS

Double entry system, Journal, Ledger. Trial Balance, Subsidiary Books, Cash Book. Trading and Profit & Loss Account, Balance Sheet with Adjustments (Problems).

Methods of Depreciation; Issue of shares (entries) Companies Financial Accounts as per schedule 6 part I & Part II Management Accounting, Ratio Analysis (problems) & Financial Distress

Budgeting, Types of Budgets Marginal Costing (Problems), Break-even Analysis (Problems)

### Reference Books

- 1 Accounting for Management, S N Maheshwari, 2012, Vikas Publishing House.
- 2 Financial and Managerial -Accounting, Horngren / Harrison / Oliver, 2018, PHI.
- 3 Cost and Management Accounting, Colin Drury, 2017, Cengage Publishing.
- 4 Accounting For Management, M Sakthivel Murugan and N P Srinivasan, 2011, S. Chand.

## 22MB51050 - MARKETING MANAGEMENT

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB51050	MARKETING MANAGEMENT	MKM	R	3	0	0	0	3

## Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understanding the key terms, definitions, and concepts used in the study of Marketing Management and understand the changing. Marketing Environment and analyzing the impact of marketing. environment on the firm\'s growth and development	2	PO2, PSO2
CO2	Apply the knowledge of marketing concepts to strategize the marketing programs about product and price and evaluating the impact of strategic decisions on product and pricing policies	3	PO4, PO5
CO3	Apply the knowledge of marketing concepts to strategize the marketing program regarding promotion and distribution	3	PO2
CO4	Analyze the marketing strategies and analyze the role of social, green and digital marketing strategies on firm\'s performance	4	PO4, PO5, PSO2

## Syllabus

Overview of Marketing Core concepts of Marketing; Marketing Orientations & Philosophies Marketing Environment Buyer Behavior Marketing Planning Process Consumer value and satisfaction Identification and Analysis of Competitors. Market Segmentation, Targeting and Positioning strategies

Marketing Mix The product New Product Development Product Life Cycle Product Mix decisions Branding Packaging and Labeling. Brand Management Process Brand Hierarchy Brand personality, Brand image Brand Identity, Brand loyalty, Brand equity

Pricing Decisions Factors influencing Price. five Cs. Pricing Techniques, Tactics & Strategies, Distribution Decisions Channel alternatives Choice of Channel Channel Management, Channel Dynamics, Managing promotion Mix

Advertising, Personal selling, Sales Promotion and publicity, Integrated Marketing Communication Marketing Control techniques Marketing Audit Social Marketing Green Marketing Web Marketing, Digital Marketing, Viral Marketing, Neuroscience Marketing

## Reference Books

- 1 Marketing Management,, V. S. Ramaswamy and S. Namakumari, 2018, Prentice Hall.
- 2 Marketing: Concepts and Cases, Etzel, walker, Stanton and Pandit, 2017, TMH.
- 3 Marketing Management, Philip Kotler & Gary Armstrong, 2021, Prentice Hall.
- 4 . Case Studies in Marketing - Indian context, R. Srinivas, 2018, PHI Learning Pvt. Ltd..

## 24MB51060 - BUSINESS ENVIRONMENT AND LAW

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB51060	BUSINESS ENVIRONMENT AND LAW	BEL	R	3	0	0	0	3

## Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand the concepts, significance, and nature of the business environment.	2	PO1, PO4, PSO1
CO2	Illustrate the significance of the economic environment of business.	3	PO1, PO4, PSO1
CO3	Understand the key legal requirements that applies to commercial organisations.	2	PO1, PO7, PSO2
CO4	Outline the resolution for the legal challenges.	2	PO4, PO7, PSO2

### Syllabus

Business Environment Introduction: Concepts Significance and Nature of Business Environment Elements of business environment Internal and External. Influence of Socio Cultural, Political and Legal and Technological factors on business decisions Techniques for Environmental Scanning and Monitoring

Economic Environment of Business: Significance and Elements of Economic Environment Economic Systems Economic Planning in India NITI AYOJ and its importance Government Policies Industrial Policy Monetary Policy Fiscal Policy Foreign Trade Policy Demonetization

Law of Contract: Importance of Contract Act Meaning and kinds of Contract Essentials of a Contract Performance of contract Discharge of contract Quasi Contracts Special Contracts Indemnity and Guarantee Bailment and Pledge Agency Sale of Goods Act 1930: Sale and Agreement to Sell Conditions and Warranties Transfer of Property Rights of Unpaid Seller

Company Law Definition and characteristics of a company Kinds of companies Formation and advantages of incorporation of a company Memorandum of Association Articles of Association Prospects Directors powers and liabilities Kinds of meetings Winding up of a company

### Reference Books

- 1 Business Environment Text and Cases, Justin Paul, 4th Edition, 2018, Mc Graw Hill.
- 2 Business Environment, Shaik Saleem, 1st Edition, 2008, Pearson.
- 3 Business Environment And Law, A Mustafa , 7th edition , 2008, A.I.T.B.S Publishers.
- 4 Business Law and the Legal Environment (The Dryden business law series), Jethro K. Lieberman ,George J. Siedel , 3rd edition, 1992, Excel Books.

## 22SDMB010- LOGIC BUILDING AND REASONING SKILLS FOR MANAGERS

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22SDMB010	LOGIC BUILDING AND REASONING SKILLS FOR MANAGERS	LBRS	R	0	0	0	8	2

### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the concepts of mathematical principles besides logic and basic mathematical formulae to solve word based situational challenges.	2	, PSO2
CO2	Formulate the particulars of commercial math with logical tricks.	2	PO3
CO3	Estimate inductive reasoning, to categorize the rules-set from agiven list of observations and relate them to predict the conclusions according to the given conditions.	2	PO3
CO4	Differentiate assumptions and arguments in critical reasoning.	2	PO2

### Syllabus

Numbers- Divisibility Rules, Units Digit, Remainders, LCM & HCF, Simplification, Square roots & Cube Roots, Decimals & Fractions, Problems On Ages, Ratio & Proportion, Partnership, Problems on Averages & Alligations

Basic definition and utility of percentage, concept of percentage change, problems on percentages , Problems on Profit & Loss , Discounts, Problems on Simple & Compound Interest,, Problems on Time & work, Problems on Chain Rule Problems on Pipes, Speed, Distance & Time, Problems on Trains, Boats & Streams,

Problems on Clocks,, Problems on Calendars, Problems on same Calendar Year, Number & Letter Series and Analogy, Coding-Decoding, Odd Man Out, Blood Relations, Direction Sense, Puzzle Test. Syllogisms,

Problems on Logical Venn Diagrams, Problems , Number, ranking and time sequence test,, Problems on Data Sufficiency, Critical Reasoning - Statement & Conclusions, Statements & Assumption

### Reference Books

- 1 Quantitative Aptitude , R S Aggarwal , 12TH (2023), SCHAND .
- 2 A Modern Approach to Verbal Reasoning , R S Aggarwal , 12TH (2023), SCHAND .
- 3 Quantitative Aptitude, Abhijit Guha, 8th(2022), Tata MCGraw Hills.
- 4 LogicalReasoning, Arun Sharma, 7th (2021), Mc Graw Hill.
- 5 Analytical & Logical Reasoning, Peeyush Bhardwa, 6th (2020), Arihant Publications.

## 24SDMB020- IT SKILLS FOR MANAGERS

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24SDMB020	IT SKILLS FOR MANAGERS	ITSM	R	0	0	2	4	2

### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the options of word on data.	3	PO3
CO2	Apply different options of Power-Point in presenting the data	3	PO3
CO3	Analyze the data using Excel functions	4	PO4
CO4	Analyze the data using Advanced Excel functions in excel	4	PO4
CO5	Draft present and analyze data using suitable MS Office tools	4	PO4

### Syllabus

Getting Started with Word: Navigating the Word interface, Creating new documents and opening existing ones, Saving and managing documents  
 Creating and Formatting Documents: Working with text boxes, fonts, and styles, Paragraph formatting and alignment, Page layout and margins  
 Working with Text and Styles: Editing and proofreading tools (spell check, grammar check), Applying character and paragraph styles, Creating and managing custom styles  
 Inserting Images and Tables: Adding and formatting images, shapes, and clip art, Creating and modifying tables, Working with rows, columns, and cell formatting  
 Printing and Sharing Documents: Setting up printing options (margins, orientation), Sharing documents electronically (email, cloud storage)

Module 2 Creating Effective Presentations: Planning and organizing presentations, Choosing presentation content and structure, Using templates and themes  
 Using Slides and Layouts: Working with different slide layouts, Adding and arranging slides, Creating master slides  
 Adding Text, Images, and Multimedia: Inserting and formatting text on slides, Adding and formatting images, graphics, and videos, Working with hyperlinks and action buttons  
 Applying Design Themes and Animations: Choosing and customizing design themes, Applying animations and transitions to slides and objects.  
 Delivering Powerful Presentations: Using the presenter tools (speaker notes, slideshow view), Delivering confident and engaging presentations.

Module 3 Introduction to Spreadsheets: Understanding spreadsheet concepts (rows, columns, cells), Entering and formatting data in cells, Working with data types (numbers, text, dates)  
 Working with Formulas and Functions: Introduction to formulas and functions, Using basic arithmetic, logical, and text functions, Creating simple formulas and applying them to cells.  
 Creating Charts and Graphs: Choosing appropriate chart types (bar, pie, line), Customizing charts and graphs with formatting options, Using charts to present data visually  
 Managing and Analyzing Data: Sorting and filtering data  
 Creating data tables and using what-if analysis, Using conditional formatting to highlight data.

Using Lookup and Reference Functions: VLOOKUP, HLOOKUP, INDEX MATCH for retrieving data, Using relative and absolute cell references, Working with Logical and Text Functions: IF, AND, OR functions for making conditional decisions, Using text functions (CLEAN, CONCATENATE, LEFT, RIGHT) to manipulate text data.  
 Financial and Statistical Functions: Using functions for common financial calculations (PMT, FV, IRR), Using statistical functions (AVERAGE, COUNT, SUMIF) to analyze data.  
 Data Analysis Tools and PivotTables: Creating pivot tables to summarize and analyze large datasets, Using pivot tables to create charts and reports  
 Automating Tasks with Macros: Recording and editing macros to automate repetitive tasks.

### Reference Books

- 1 Microsoft Word 2021 Inside Out & Microsoft 365 Apps for Windows, Mary Foley, 2021 (Edition 1), Pearson Education.
- 2 Microsoft Excel 2021 Step by Step, Bryan Bates, 2021 (Edition 1), Microsoft Press.
- 3 PowerPoint 2019 for Dummies, Doug Lowe, 2019 (Edition 1), John Wiley & Sons.
- 4 Microsoft Office 2019 Step by Step, Joan Lambert and Curtis Frye, 2019 (Edition 1), Microsoft Press.

## Semester-II

### 22MB52080 - BUSINESS ANALYTICS FOR DECISION MAKING

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB52080	BUSINESS ANALYTICS FOR DECISION MAKING	BADM	R	2	0	2	0	3

### Prerequisite

S#	Course Title	Acronym	Rule
1	APPLIED QUANTITATIVE METHODS FOR BUSINESS MANAGEMENT	AQM	-

### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the concept and types of Business analytics.	3	PO1, PSO1
CO2	Analyze the data using descriptive statistical tools and nominal tests.	4	PO6, PSO1
CO3	Analyze the data using ordinal and scale tests.	4	PO6, PSO2
CO4	Analyze the data using data visualization tools and understanding python too.	4	PO6, PSO2
CO5	Analyze real-time data using learned tools like R and Python.	4	PO6, PSO2

### Syllabus

Understanding Business Analytics, Types of Business Analytics, Descriptive, Diagnostic, Predictive, Prescriptive and Cognitive Analytics, Overview of R and R Studio, Data Structures, Functions, Statements and Looping in R. Choose your Test for Data Analysis.

Descriptive Analytics, Introduction, Measures of Central Tendency, Measures of Dispersion, Measures of Skewness and Measures of Kurtosis Diagnostic Analytics, Parametric Vs NonParametric Tests, Nominal Tests, Binomial Test, Mc Nemars Test, Cochran's test, post.hoc test, Chi-square test, Phi Coefficient of Correlation.

Ordinal Tests, Wilcoxon Signed Rank Test, Mann-Whitney U Test, Kruskal-Wallis Test, Friedman Tests and related Post.hoc Tests, Spearman Rank Correlation Scale Tests, T tests, one Sample, Two Sample, Paired Sample, ANOVA, One way and Two Way with Posthoc tests, Repeated Measures ANOVA, Karl Pearson's Coefficient of Correlation.

Data Visualization, Types of Presentation of Data, Graphical Presentation, Scatter plot, Histogram, Diagrammatic Presentation, One Dimensional are Bar Charts including Simple, SubDivided and Multiple, Two Dimensional includes Pie charts 2D and 3D, Other Charts include Box plots, Line plots Using R Graphics and R Commander and R Deducer. Understanding python Data types, operators, numpy, pandas, scipy, Pingouin.

### Reference Books

- 1 R in Action Data Analysis and Graphics with R, Robert Kabacoff, 2, Manning Publications.
- 2 Practical Business Analytics Using R and Python, Umesh R Hodeghatta, Umesh Nayak, 1, Apress.
- 3 Practical Statistics for Data Scientists, Peter Bruce, Andrew Bruce, and Peter Gedeck, 2, O'Reilly Media.
- 4 Numerical Python Scientific Computing and Data Science Applications with Numpy, SciPy and Matplotlib, Robert Johansson, 2, Apress.

## 22MB52090 - BUSINESS RESEARCH METHODOLOGY

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB52090	BUSINESS RESEARCH METHODOLOGY	BRM	R	3	0	0	0	3

### Prerequisite

S#	Course Title	Acronym	Rule
1	APPLIED QUANTITATIVE METHODS FOR BUSINESS MANAGEMENT <b>22MB5209</b>	AQM	-

### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand Social science research processes to identify business problems.	2	PO1, PO4
CO2	Apply the research process to business problems.	3	PO4
CO3	Analyze the process of creating an appropriate research tool or instrument tailored for addressing the identified business problem.	4	PO4
CO4	Analyze the data systematically to derive relevant and actionable recommendations.	4	PO4, PSO1

### Syllabus

Introduction: Definition and Objectives of Research of Business Research- Research Process-Defining research problem and Sources of Research Problem, review of the literature. Ethics in research

Identifying the variable, Developing the conceptual framework- hypothesis formulation, Research questions -Framing the objectives, Research Design-Types- Sampling designs: Concepts, types and their applicability. Sampling Process-

Scaling Methods and Scaling of Techniques: Turnstone, Likert, and semantic differentials. Methods of collection of Primary data and secondary data: Observation Method Interview method, Questionnaire design, periodicals and newspapers, Characteristics of good questionnaire/schedule-Pilot Study-Reliability and validity of data

Data processing Editing Coding and Tabulation of data Data analysis interpretation and forecasting meaning of data analysis and its types descriptive and inferential statistics And predictive statistics Report Writing Significance of report writing Types of reports Steps in report writing Layout of the research reports Mechanics of report writing precautions in research reporting

### Reference Books

- 1 Business research methods, William Zikmund, Babincarr, 13th , Cengage.
- 2 Statistical Methods for Practice and Research: A Guide to Data Analysis Using SPSS (Response Books) , Ajay S Gaur and Sanjaya Singh Gaur, 2009, Sage Publication.
- 3 Methodology and Techniques of Social Research,, Dipak Kumar. Bhattacharya, Himalaya, , 2004.
- 4 Research Methodology - Methods & Techniques , C.R Kothari , 2009, VishwaPrakashan, .

## 22MB52110 - FINANCIAL MANAGEMENT

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB52110	FINANCIAL MANAGEMENT	FM	R	2	1	0	0	3

### Prerequisite

S#	Course Title	Acronym	Rule
1	FINANCIAL AND MANAGEMENT ACCOUNTING	FMA	-

#### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	To gain a knowledge on availability of various sources of finance and markets for raising of funds.	2	PO1
CO2	To apply the long term and short term investment decisions,	3	PO2
CO3	To apply the financing decisions by using different techniques of valuation.	3	PO4
CO4	To apply the dividend Decisions in relation to wealth maximization.	3	PO2

#### Syllabus

Introduction to Finance: Nature and Scope of Financial Management, Goals& Objectives of Financial Management, Emerging Role of Financial Manager , organization of finance function, Sources of Finance, Long Term and Short Term Financing ,Time Value of Money.

Capital Budgeting Decisions: Payback Period, Average Rate of Return, Net Present value, Internal Rate of Return, Profitability Index and Discounted Payback Period.

Cost of Capital and Capital Structure: Capital Structure Theories, EBIT& EPS Analysis, Financial Leverage, Operating Leverage, Specific Cost of Capital and Weighted Average Cost of Capital.

Dividend Decisions: Dividend Theories, Forms of Dividend. Working Capital Management: Working Capital Management Determinants, Working Capital Financing approaches, Estimation of working Capital, Cash Management, Receivables Management, Inventory Management.

#### Reference Books

- 1 Corporate Finance, Jonathan Berk and Peter DeMarzo, 3, Pearson.
- 2 Principles of Corporate Finance, Richard A. Brealey, Stewart C. Myers, and Franklin Allen, 2, Pearson.
- 3 Financial Management: Principles and Practice, Timothy Gallagher, Joseph D. Andrew, and Anne Marie Ward, 4, Cengage Learning.
- 4 Financial Management: Theory & Practice, Eugene F. Brigham and Michael C. Ehrhardt, 2, Cengage Learning.

## 22MB52100 - HUMAN RESOURCE MANAGEMENT

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB52100	HUMAN RESOURCE MANAGEMENT	HRM	R	3	0	0	0	3

#### Course Outcomes

CO#	CO Description	BTL	PO/PSO
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CO1	Apply perspective role of HRM in modern business, Ability to plan human resources and implement techniques of job design	3	PO4, PO5, PS02
CO2	Articulate competency levels for recruit, train, and appraise the performance of employees	3	PO3, PO5, PS02
CO3	Analyse the rationality in designing compensation and ability to handle employee issues	4	PO4, PO5, PS02
CO4	Analyse the matters of employee integration and separation and New Trends in HRM	4	PO4, PO5, PS02

### Syllabus

Introduction To HRM, Importance, Scope, and Functions Of HRM, Human Resource Management in a Changing Environment; Manpower Planning: Manpower Planning Process; Job Analysis, Job Description and Job Specification; Job Design and Techniques of Job Design.

HR Processes; Employee Selection and Development: Recruitment, Selection and Induction, Training and Development; Performance Appraisal.

Compensation Planning: Employee Compensation, Job evaluation; Employee Benefits and Welfare Compensation and Salary Administration; Employee Discipline.

Integration and Separation: Suspension, Dismissal and Retrenchment; Employee Grievance Handling; Trade Unionism, Collective Bargaining, Industrial Democracy; New Trends in HRM: HRM in India; HRM in International Firms; Talent management; HR Accounting; HR Audit; HRIS.

### Reference Books

- 1 Human Resource Management, G Dessler, 13th edition (2023), Mc Graw Hill.
- 2 Human Resource Management: Gaining a Competitive Advantage, Raymond Noe, John Hollenbeck, Barry Gerhart and Patrick Wright, 9th edition (2020), Pearson Publications.
- 3 Managing Human Resources, Luis R. Gomez- Mejia, David B. Balkin, Kenneth P. Carson, 10th edition (2023), Mc Graw Hill.
- 4 Human Resource Management: Text and Cases, K Aswathappa, 1st edition (2019), Wiley.

## 22MB52120 - OPERATIONS MANAGEMENT

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB52120	OPERATIONS MANAGEMENT	OM	R	2	1	0	0	3

### Prerequisite

S#	Course Title	Acronym	Rule
1	APPLIED QUANTITATIVE METHODS FOR BUSINESS MANAGEMENT	AQM	-

#### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the concepts of Operations Strategy to real time	3	PO6, PSO1
CO2	Analyse the data using Project Management techniques	4	PO7, PSO2
CO3	Evaluate the production data by using statistical quality	4	PO7, PSO2
CO4	Analyse the operations data using OR Techniques	4	PO7, PSO1

#### Syllabus

Introduction and Overview: Historical Evolution of Operations Management- Operations Management Strategy framework: Product development: Operations strategy- Product Strategy and Integrated Product Development- Process Strategy.

Capacity Planning Decisions- Facilities Location Strategies. System Design- Facilities Layout and Material Handling Strategy- Group Technology- Flexible Manufacturing System. Project Management: Network Diagram, CPM vs PERT, CPM: Types of Floats, Critical Path, and Project Crashing. PERT: Types of Slack, Critical Path, Probability of Completion.

Productivity & Quality Tools: Productivity Concepts-Quality Circle - Kaizen-Value Analysis and Value Engineering, Statistical Quality Control- Work Study-Method Study & Work Measurement-Learning Curves-Work Sampling-control charts for Variables and Attributes. Planning and Managing Operations -Supply Chain Management-Purchasing - Demand forecasting

Job Sequencing-Transportation problems-Assignment problems, Advanced Operations Management-Constraint management (TOC-Theory of Constraints), Computer Integrated Manufacturing, Six Sigma

#### Reference Books

- 1 Production and Operations Management, O.P.Khanna, Work Study Chase et al, 2003, DhanpatRai Publications.
- 2 Production and Operations Management: Concepts, models and behavior, Everett Adam and Ronald Ebert, 5, Tata McGraw Hill Company, New Delhi.
- 3 Operations Management, William Stevenson Nigel Slack, Stuart Chambers, Tata McGraw Hill Company, New Delhi., 2018.
- 4 Operations Management, Norman Gaither and Greg Frazier, 2008, South Western, Thomson Learning Inc.

## 22MB52140 - PROJECT MANAGEMENT

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB52140	PROJECT MANAGEMENT	PM	M	2	0	0	0	2

#### Course Outcomes

CO#	CO Description	BTL	PO/PSO
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CO1	Understand tools and considerations used in assessing and selecting suitable projects.	2	, PSO1
CO2	Understand the usefulness of planning, monitoring and control techniques as means of achieving business improvement and change	2	PO4, PSO2
CO3	Analyse a project to provide cost estimates and to plan the various activities	3	PO5
CO4	Analyse the issues and challenges in project execution	3	PO5

### Syllabus

Project Management Concepts: Concept and characteristics of a project, types of projects, importance of project management, project organizational structure .Project life cycle,Statement of Work, Work Breakdown Structure. Project Planning: Project feasibility studies, Components of project feasibility studies

Project Planning and Scheduling techniques, project planning to project completion: Pre-investment phase, Investment Phase and operational phase Developing the project network using CPM/PERT, Crashing of Project Networks

Managing Project resources flow. Project Quality and Cost Management: Steps in Project appraisal process - Concept of project quality - TQM in projects Project control process - Monitor and assess project performance, schedule, and cost

Performance measurement:Methods to monitor, evaluate, and control planned cost, Cost and time overruns. Project Closure: Meaning of closure or termination, project audit process: termination steps, final closure. Managing Project Teams: Team development process

### Reference Books

- 1 Project Management for Business and Technology, John M Nicholas & Herman Steyn, 2016, Elsevier.
- 2 Project Management, K Nagarajan, 2017, New Age International Publishers.
- 3 Project Management, R. Panneerselvam& P. Senthilkumar, 2009, PHI Learning Pvt. Ltd.
- 4 Project Management-The Managerial Process, Clifford F Gray, Erik W Larson, 2013, Tata Mcgraw-Hill Publishing Co Ltd.

## 24SDMB030 - ENTERPRISE RESOURCE PLANNING

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24SDMB030	ENTERPRISE RESOURCE PLANNING	ERP	R	2	0	0	4	3

### Prerequisite

S#	Course Title	Acronym	Rule
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1	PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	PMOB	-
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### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understanding the Foundational concepts of ERP	2	PO2
CO2	Identify various modules within an ERP system	3	PO3
CO3	Apply the ERP Implementation Processes and Methodologies	3	PO4
CO4	Apply the ERP selection which suits business applications	3	PO4
CO5	Demonstrate the ERP system's user interface, navigation, and basic functionalities.	3	PO4

### Syllabus

Introduction to ERP: - Definition, objectives and benefits of ERP- Evolution and growth of ERP- Role of ERP in an organization- ERP system architecture. Business modelling; Integrated data model: Benefits of ERP: Quantifiable, Intangible; Risks: People, process, Technology, Implementation, Operational and Managerial risks.

ERP Modules:- Finance and accounting- Sales and marketing- Materials management- Production planning and control- Human resource management.

ERP Implementation:- Planning and preparation for ERP implementation- Phases of ERP implementation - ERP implementation strategies- Risks and challenges of ERP implementation.

ERP Evaluation and Selection: - Evaluation criteria for ERP selection- Selection of ERP vendor and software- Request for proposal (RFP) and response management- ERP evaluation.

### Reference Books

- 1 Introduction to Information Systems, R. Kelly Rainer Jr. and Casey G. Cegielski, 2011, John Wiley and Sons, Inc. 2011.
- 2 Enterprise Resource Planning, Alexis Leon, 2011, TMH publishing company.
- 3 Enterprise Resource Planning Systems, Enterprise Resource Planning Systems, 2002, Cambridge University Press..
- 4 Management Information Systems, Laudon&Laudon, 2011, Tata Mc-Graw Hill.

## 24UC12030 - DESIGN THINKING AND INNOVATION

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24UC12030	DESIGN THINKING AND INNOVATION	DTI	R	2	0	2	0	3

### Course Outcomes

CO#	CO Description	BTL	PO/PSO
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CO1	Understand the importance of Design thinking mindset for identifying contextualized problems	2	PO3
CO2	Analyze the problem statement by empathizing with user	4	PO7
CO3	Develop ideation and test the prototypes made	3	PO6
CO4	Explore the fundamentals of entrepreneurship skills for transforming the challenge into an opportunity	2	, PSO1

### Syllabus

Introduction to Design Thinking and Innovation: Introduction to design thinking and its principles, Design definitions and stories, desirability, feasibility, viability, mystery, heuristics, algorithm, requirements, patterns, connect, blind spots; Laws of Design Thinking: less is more, last 2% equals 200%, theory of prioritization; Design mind: definitions, 5 forces of growth (SEPIA), 5 frictional forces (DCAFE), 3 capacity levers (VAL), Design thinking for contextualized problem-solving, Incorporating sustainable development goals into design thinking,

Design Thinking Process: Overview of the design thinking process, Design framework (L0); Empathy research: understanding user needs and perspectives, Persona development: creating user profiles; Customer journey mapping: visualizing user experiences, Define phase: asking the right questions and problem statement formulation.

Ideation, Prototyping and Testing: Ideation techniques, brainstorming and generating creative ideas, Identifying patterns and anti-patterns in ideation, Evaluation of ideas using different criteria (10/100/1000 gm): Prototyping and testing: translating ideas into tangible prototypes.

Entrepreneurial Innovation: Introduction to innovation management, Basics of business models and their role in innovation, Financial estimation for innovation projects: Pitch decks: creating persuasive presentations for innovation, Considerations for intellectual property rights (IPR) in innovation.

### Reference Books

- 1 Design Thinking in the Classroom, David Lee, Kindle, Ulysses Press.
- 2 The Art of Innovation: Lessons in Creativity from IDEO, America, Tom Kelley , Jonathan Littman , Tom Peters, 2001, Doubleday Broadway Publishing, USA.
- 3 Unmukt- Science and Art of Design Thinking, Arun Jain, 2019, School of Design Thinking.
- 4 The Design Thinking Play Book, Michael Lewrick, Patrick Link & Larry Leifer, 2018, Wiley Press.

## 22UC21070 - PROFESSIONAL SKILLS FOR MANAGERS

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22UC21070	PROFESSIONAL SKILLS FOR MANAGERS	PSM	R	0	0	4	0	2

### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Demonstrate the concepts of communication, syntax, and semantics while listening and speaking.	3	PO5, PSO2
CO2	Apply time management skills and demonstrate team spirit in various tasks and projects. Utilize techniques for managing stress and implement strategies to become an effective leader.	3	PO4, PSO1
CO3	Apply the principles of writing and preparing business documents, such as reports and emails, in practical scenarios.	3	PO6, PSO2
CO4	Apply the principles of empathy and assertiveness in real-life interactions. Prepare an effective CV using best practices and tailoring it to specific job opportunities.	3	PO2, PSO2

### Syllabus

Concepts of Communications: Definition, Objectives of Communication, Characteristics of Communication, Process of Communication, Forms of Communication, Roles of a Manager, Communication Roadblocks and Overcoming them, Overcoming Communication Barriers, Effectiveness in Managerial Communication. Syntax and Semantics of Communication. Listening Skills: Definition, Types of Listening Skills, strategies, Barriers to Effective Listening. Speaking Skills: Clarity in speaking, Conversations, Role plays, 10 steps in Pitching, Elevator Pitching

Introduction of the course - The introduction of the course sets the stage by outlining its objectives, scope, and relevance. SWOT- stands for Strengths, Weaknesses, Opportunities, and Threats. Attitude - Attitude formation and theories. Character vs Personality, Assertiveness- styles of communication and techniques to develop Assertiveness. Building Confidence.

Paragraph Writing-Paragraph writing involves organizing ideas into coherent units of thought within a larger piece of writing. E-mail writing- Importance and the structure. Report writing - different types and its structure and Memo writing

Goal Setting- types of goals and action plan. Time management - importance and the rubrics of Eisen hower matrix and its application. Presentation skills - stypes of presentation. Group Discussion- Dos and donts of GD. Leadership- traits and Theories. problem-solving, and decision-making

### Reference Books

- 1 Business Communication Today , Bovee, Thill & Schatzman., 7th edition - 2022, Prentice Hall.
- 2 Effective Business Communication., Murphy, Hildebrandt & Thomas,, 7th edition - 2018, Tata McGraw-Hill.
- 3 Essentials of Business Communication., Mary Ellen Guffey, & Dana Loewy, 11th Edition 2021, South-Western .
- 4 Personality Development and Soft skills tomorrow, Shikha Kapoor, 1st Jan 2020, Dreamtech Press.

## Semester -III

### 22MB61150 - STRATEGIC MANAGEMENT

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
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22MB61150	STRATEGIC MANAGEMENT	SMG	R	3	0	0	0	3
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### Prerequisite

S#	Course Title	Acronym	Rule
1	BUSINESS ENVIRONMENT AND LAW	BEL	-

### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the concepts Strategic Management to changing business landscape	3	PO1, PSO1
CO2	Analyse the internal and external tools in executing a strategic decision.	4	PO3, PSO1
CO3	Analyse the various forms of strategies and corporate restructuring in strategic evaluation	4	PO3, PSO1
CO4	Analyse the strategies in implementing and evaluating strategies and strategic control.	4	PO3, PSO1

### Syllabus

Introduction to Strategic Management, Evolution of the concept of strategic management Components of strategic management, The three levels of strategic planning, making strategic decisions. Strategic Management Process, Benefits and limitations of Strategic Management. Company Vision, Mission statements

External Analysis: The Identification of Opportunities and Threats, the five forces framework, industry dynamics and forces driving the change, strategic group analysis, competitor analysis and the SOAR framework. Internal Analysis: Evaluating company resources, capabilities and competitiveness, SWOT analysis, Types of company resources, Four tests for competitive power.

Building Competitive Advantage: Functional Level Strategy, Building Competitive Advantage Through Business-Level Strategy, Cost leadership, differentiation, focus; other strategic issues -Corporate-Level Strategy: Horizontal Integration, Vertical Integration, and Strategic Outsourcing, Corporate-Level Strategy: Related and Unrelated Diversification Corporate Restructuring: Forms of Corporate Restructuring: Expansion, Sell offs, Turnaround Management, Joint Ventures and Strategic Alliances, Mergers & Acquisitions, Divestitures and Spin Offs. Takeover Strategies and Defenses: Kinds of Takeovers.

Implementing strategy: corporate Performance, Governance, and Business Ethics, implementing Strategy in Companies that Compete in a Single Industry, Implementing Strategy in Companies that Compete Across Industries and Countries- Strategy Evaluation and control, Establishing strategic controls for measuring performance, appropriate measures.

### Reference Books

- 1 Strategic Management: A South Asian Perspective, Hitt & Ireland et al., 2013 (12e), Cengage Learning.
- 2 Strategic Management , Fred R. David, 2022 (18e), Pearson.
- 3 Strategic Management, Concepts and Cases, Thompson & Strickland, 2013(13e), Mc Graw Hill.
- 4 Strategic Management : An Integrated Approach, Charles Hill & Gareth Jones, 2020(12e), Cengage India Private Limited.

## 24MB61160 - INNOVATION, BUSINESS MODELS AND ENTREPRENEURSHIP

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
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24MB61160	INNOVATION, BUSINESS MODELS AND ENTREPRENEURSHIP	IBME	M	2	0	0	0	2
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### Prerequisite

S#	Course Title	Acronym	Rule
1	PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	PMOB	-

### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand aspects of innovation, creativity, evolving business models, incubation and entrepreneurship	2	PO1, PSO1
CO2	Apply concept of the Blue Ocean Strategy in today's competitive scenario	3	PO2
CO3	Apply the concept of sustainability innovation and Entrepreneurship	3	PO3
CO4	Application of management practices for in innovation management	3	PO3

### Syllabus

Analysing the Current Business Scenario, Innovation and Creativity- An Introduction, Innovation in Current Environment, Types of Innovation, School of Innovation. Challenges of Innovation, Steps of Innovation Management, Idea Management System, Divergent V/s Convergent Thinking, Design Thinking and Entrepreneurship

Experimentation in Innovation Management, Idea Championship, Participation for Innovation, Co-creation for Innovation, Prototyping to Incubation. What is a Business Model, Who is an Entrepreneur, Social Entrepreneurship, Blue Ocean Strategy-I, Blue Ocean Strategy-II

Marketing of Innovation, Technology Innovation Process, Technological Innovation Management Planning, Technological Innovation Management Strategies, Technology Forecasting. Sustainability Innovation and Entrepreneurship, Innovation Sustainable Conditions, Innovation: Context and Pattern, SMEs strategic involvement in sustainable development, Exploration of business models for material efficiency services.

Management of Innovation, creation of IPR, Management of Innovation, creation of IPR, Types of IPR, Patents and Copyrights, Patents in India. Business Models and value proposition, Business Model Failure: Reasons and Remedies, Incubators: Business Vs Technology, Managing Investor for Innovation, Future markets and Innovation needs for India.

### Reference Books

1. Innovation and Entrepreneurship, Peter Drucker, 1 2002, Tata.
2. Entrepreneurship, Robert Hisrich, 2 2005, Himalaya.
2. HBS series on Innovation and Entrepreneurship, HBS, 3 2017, jaico.
4. The Business Model Book, Adam J Bock, 1 2021, Pearson.
5. On Business Model Innovation, Clayton M. Christensen, 1 2022, Harvard Business Review.

## 24MB61170 - BUSINESS ETHICS AND CORPORATE GOVERNANCE (R)

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
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24MB61170	BUSINESS ETHICS AND CORPORATE GOVERNANCE	BECG	R	3	0	0	0	3
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### Prerequisite

S#	Course Title	Acronym	Rule
1	PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	PMOB	-

### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the knowledge of the concept of ethics, its nature and importance to resolve the situations of ethical dilemma	3	PO1, PSO2
CO2	Apply the knowledge of ethical theories and indian ethos to examine the ethical practices and implement ethical processes in the corporates	3	PO3, PSO2
CO3	Apply the knowledge of CSR and Corporate Governance to assess the practices of corporates	3	PO6, PSO2
CO4	Apply the knowledge of ethical issues in Human Resource Management, Marketing and Advertising to assess the practices of corporates	3	PO5, PSO2

### Syllabus

Introduction to Ethics: Definition of Ethics. Objectives, nature, and sources of ethics, Business Ethics, Nature, Importance and Factors influencing Business Ethics, Ethical Leadership and Courage

Values, Norms, Morals and Beliefs: Ethical theories; Teleological, Deontological, Natural and Kantian; Indian Ethos and Values for Managers; Ethical Codes; Ethical Dilemma

Corporate Social Responsibility: Ethical issues in Corporate Governance; The role of Insider Trading; The problem of whistle blowing, Recent case studies. Nature and significance; arguments for and against CSR; the conflicting interests of various stakeholders; Nestle India: Creating a New CSR Strategy

Employees and Business Ethics, Ethical issues in employer and employee relation, discrimination at workplace, Sexual and racial harassment, working conditions, employee privacy. Consumer and Business Ethics, the limits of doctrine of caveat emptor, Ethical issues in marketing, advertising, the ethical challenges under globalization.

### Reference Books

- 1 Business Ethics, M.G. Velasquez, 8 (2021), Prentice Hall India Limited, New Delhi.
- 2 Business Ethics, Andrew Crane and Diark Matten, 4 (2016), Oxford Publication, New Delhi.
- 3 Corporate Governance in India: An Evaluation, DAS, SUBHASH CHANDRA, 5 (2009), PHI Learning Pvt. Ltd..
- 4 Ethics in Management- Vedantic Perspectives, S.K. Chakraborty, 12 (1999), Oxford India paper backs, New Delhi.

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61L10	MATERIALS MANAGEMENT	MTM	R	3	0	0	0	3

#### Prerequisite

S#	Course Title	Acronym	Rule
1	OPERATIONS MANAGEMENT	OM	-

#### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the impact of materials management on various aspects of the organization, such as cost, quality, customer service, and sustainability.	3	PO1, PSO1
CO2	Apply the key components of materials management, including procurement, inventory management, storage and handling, and transportation.	3	PO1, PSO1
CO3	Analyse various techniques and tools used in materials management, such as ABC analysis, just-in-time (JIT) inventory, and material requirements planning (MRP).	4	PO6, PSO1
CO4	Analyse the effectiveness of materials management systems and recommend improvements.	4	PO6, PSO1

#### Syllabus

Materials management: Importance of materials management Organization for materials management, Transportation management, Warehousing, Organization & control for logistic management. Classification of materials: Classification and coding systems, Specification of materials Standardization, Elements of value analysis/engineering & quality control, Estimation of demand: concepts of dependent and independent demands: ABC, VED, FSN analysis, Materials audit.

Purchasing: Purchasing Process , purchase order, purchasing policies and procedures, Purchase Cost Analysis. INCOTERMS, Source location, supplier evaluation, Supplier rating, Methodology of rating . Legal aspects of purchase procedures, Bid evaluation criteria, e-Procurement, Import procedures.

Inventory control : Objectives of inventory control , Organization of inventory . Concept of operating cycle: Levels of inventory , Classification of inventory, Optimum inventory ,Basic EOQ formula, EOQ computation with shortages and discounts. Sales and operations planning (S&OP) , Barcoding and RFID technology

Material requirement planning :Inputs and outputs, Manufacturing resource planning, Production planning , Bill of materials, Zero inventory system , WIP inventory. GANTT charts, Concept of project inventory

#### Reference Books

- 1 Essentials of Inventory Management, Max Miller, 2019, American Management Association.
- 2 Materials Management: An Executive, Stan C. McDonald, 2009, John Wiley & Sons.
- 3 Introduction To Materials Management , Tony Arnold, Stephen N. Chapman, and Lloyd Clive, 2017, Pearson Ed. India.
- 4 MATERIALS MANAGEMENT: AN INTEGRATED APPROACH, P.GopalaKrishnan, 2000, PHI.

## 22MB61L20 - FUNDAMENTALS OF SUPPLY CHAIN MANAGEMENT

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61L20	FUNDAMENTALS OF SUPPLY CHAIN MANAGEMENT	FSCM	R	3	0	0	0	3

### Prerequisite

S#	Course Title	Acronym	Rule
1	OPERATIONS MANAGEMENT	OM	-

### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understanding the concepts of Supply chain	2	
CO2	Apply knowledge in designing networks in different sectors	3	PO3
CO3	Analyze using forecasting methods	4	PO5, PSO2
CO4	Analyzing the need and importance of sourcing in SCM	4	PO5, PO6, PSO2

### Syllabus

Understanding the Supply Chain. What is supply chain; objectives and importance of supply chain, decision phases in supply chain, process views of a supply chain; examples of supply chain. Supply chain performance achieving strategic fit and scope, Supply chain drivers and metrics. Designing Distribution Networks. The role of distribution in the supply chain, factors influencing distribution network design; design options for distribution network

e-business and the distribution network; distribution channels for FMCG sector, commodities, and agricultural produce, factors influencing network design decisions, models for facility location and capacity allocation. Demand Forecasting and Aggregate Planning: Methods and Characteristics of demand forecasting, forecasting in practice, the role of aggregate planning in SCM, aggregate planning strategies, aggregate planning; the role of IT in aggregate planning; implementing aggregate planning in practice.

Transportation and Sourcing in SCM, role of transportation in SCM, transportation infrastructure and policies, design options for transportation network and trade-offs, tailored transportation system, risk management, transportation decisions in practice, IT in supply chain

in-house or outsource; third- and fourth-party logistics; contracts, risk sharing and supply chain performance, vendor analysis, the procurement process. Lack of coordination and the Bullwhip Effect, obstacles to coordination in a supply chain, building strategic partnership and trust within a supply chain.

### Reference Books

- 1 Logistics and Supply Chain Management, Raghuram, G. and N. Rangaraj,, 2000, Macmillan.
- 2 Designing and Managing the Supply Chain: Concepts, Simchi-Levi, D., P. Kaminski and E. Simchi-Levi, 2003, McGraw-Hill.
- 3 Modelling the Supply Chain, Shapiro, J, 2001, Thomson Learning..
- 4 Operations and Supply Chain Management: The Core, F. Robert Jacobs, Richard Chase, 5th Edition (2019)., McGraw-Hill Education.
- 5 Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies, David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, 4th Edition (2021)., McGraw-Hill Education.

## 22MB61L30 - OPERATIONS STRATEGY

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61L30	OPERATIONS STRATEGY	OS	R	3	0	0	0	3

### Prerequisite

S#	Course Title	Acronym	Rule
1	OPERATIONS MANAGEMENT	OM	-

### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the world of operations and evaluate the role of Operations Management within the organizational chart.	3	PO1, PSO1
CO2	Apply the concept of operations as a service and analyze the historical role of Operations Management, while considering current perspectives in the field	3	PO3, PSO1
CO3	Apply the strategic dimensions of operations and their impact on competitiveness.	3	PO3, PSO1
CO4	Analyse the relationship between operations and corporate strategy, ensuring strategic fit within the organization.	4	PO1, PSO1

### Syllabus

Introduction to Operations Management: World of operations in 2020-Operations Management in the organizational chart-Operations as a service-Historical role of Operations Management-Relationship between operations strategy and organizational goals-Process Analysis and Design-Process mapping and flowcharting-Process performance metrics. Capacity Planning and Management-Forecasting demand and capacity requirements-Strategies for matching capacity and demand-Managing capacity constraints.

Operations Strategy and Competitive Dimensions: Operations Strategy and Competitive dimensions-Operations and Corporate Strategy-Strategic Fit-A framework for Operations Strategy in Manufacturing and Services-Role of manufacturing/operations in business strategy-Value as a business concept-Strategic issues in manufacturing-Sustainable operations and corporate social responsibility

Methodology for Developing Operations Strategy: Checking markets-Outcome of Market debate-Linking manufacturing to Markets-Strategic integration-Why products sell in the markets-Order Winners, Order Qualifiers-Dynamic Markets and Generic Strategies-Technology strategy-Issues in New Product development-Time to market-Strategic nature of the process-Business implication of Process choice-Hybrid Process-Product/service profiling-Company or plant-based profiles-Decisions for product reallocation-Emerging Trends in Operations Strategy: Digital transformation and Industry 4.0-Artificial Intelligence (AI) and automation-Sustainable operations and circular economy

Redefining Operations Strategy :Operations Redefining and Restructuring, Demand and Revenue Management. Operations Strategy Process. Substitutes: BPR, TQM, Lean, Six Sigma. Business Process Focused Strategies and Organization Development: Quality Planning and Controlling System, Improving Response Time with IT. Operations Audit Approach, Risk Management and Hedging. Accounting and Financial Perspectives and Operations System, Business Continuity Planning, Disaster Recovery strategy

### Reference Books

- 1 Operations Strategy: Principles and Practice, Richard B. Chase, F. Robert Jacobs, and Nicholas J. Aquilano, 2001, Pearson Education Limited.
- 2 "Operations Strategy", Nigel Slack and Michael Lewis, 2017, Pearson.
- 3 Operations Strategy: competing in the 21st Century , Brown / Lamming Beckman / Barry, 2008, McGraw-Hill Higher Ed,.
- 4 Strategic Operations Management , Bessant / Jones , 2005, Elsevier-India (Butterworth-Heinemann) 2005.

## 22MB61L40 - TOTAL QUALITY MANAGEMENT

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61L40	TOTAL QUALITY MANAGEMENT	TQM	R	3	0	0	0	3

### Prerequisite

S#	Course Title	Acronym	Rule
1	OPERATIONS MANAGEMENT	OM	-

### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Remember basic concepts associated with Quality competitiveness and customers	1	PO2, PSO1
CO2	Understand Models Frameworks and Approach For TQM	2	PO3, PSO1
CO3	Understanding Quality Design the students about Management Partnership Performance	2	PO7, PSO2
CO4	Provide a basic understanding about the Processes Redesign Re Engineering	2	PO5, PSO2

### Syllabus

Understanding Quality Quality competitiveness and customers understanding and building quality chains managing quality quality starts with understanding the needs quality in all functions

Models, Frameworks and Approach For TQM Early TQM frameworks the 4Ps and 3Cs of TQM a new model TQM approach creating or changing the culture effective leadership integrating TQM into policy and strategy

Quality Design Partnership Performance The quality design process quality design for services quality function deployment partnering and JIT. Processes

Redesign ReEngineering Process classification framework and process modelling Business process reengineering and methodology Quality management systems design and models management benchmarking and performance measurement framework choosing benchmarking driven activities wisely

### Reference Books

- 1 Total Quality Management, Abemathy W J Utterback J M , 4,1996, Pearson.
- 2 TQM in health care industry, Mohammed R Twati, 2,2019, Lambert Academic Publishing.
- 3 Total Quality management, Besterfield Carol, 5,1994, Pearson Education.
- 4 Total Quality Management, Poornima Charantimath, 4,2022, Pearson.

## 22MB61R00 - OVERVIEW OF RETAILING

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61R00	OVERVIEW OF RETAILING	OR	R	3	0	0	0	3

### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Excel in the functions of a retailer Student will be aware of the role of a retailer in global economy career opportunities in retail retail theories and various retail	2	PO4
CO2	Gain practical expertise in designing of retail marketing strategies including Retail communication mix and pricing strategies And understand role of consumer shopping and accordingly designing strategies to give a robust experience to consumers	3	PO4
CO3	Analyze HR programs and identify initiatives to improve operations and Employee retentions	4	PO4
CO4	Analyze measures of financial performance including strategic profit model	4	PO4, PSO1

### Syllabus

Retailing Meaning Nature and Classification Emergence of Organized Retailing Indian vs. Global Scenario Factors Influencing Retailing Functions of Retailing Retail as a career Types of Retailing Store & Non-Store Retail Formats Multichannel Retailing Issues & Challenges in Multichannel Retailing Servicing the Retail Customers Customer service- customer complaints

Retail marketing and branding mix Retail consumer and factors influencing buying behavior Segmentation Targeting- Positioning Retail Strategies Developing and applying Retail Strategy- Strategic Retail Planning Process.Retail Organization- The changing Structure of Retail Concept of Life cycle Retail Retail pricing strategies.CRM in retailing process planning and implementing loyalty programs- Social Marketing in retailing Impact of Technology E-tailing Issues and Challenges

Human Resource Management in Retailing Human Resource Planning Role of Human Resources in Retail Organizations Recruitment Selection Training needs for Employees Motivation and Performance Appraisal Compensation and rewarding store Employees

Importance of Financial Management in Retailing Financial Performances and Financial Strategy Accounting Methods Strategic Cost Management Strategic Profit Model Managing Diversity Legal and Regulatory issues

### Reference Books

- 1 Retailing Management - A Strategic Approach,, Barry Berman Joel &R Evans, Pearson Education, 2009.
- 2 Retailing Management Texts & Cases, Swapna Pradhan, 2009, .3/e-McGraw Hill,.
- 3 Retailing Management,, Michael Levy, Burton A Weitz, Ajay Pundit-, 2008, 6/e, The McGraw -Hill Companies.  
Retail Management,, Chetan Bajaj, Rajnish Tuli, Srivastava, N.V, , 2005, Oxford University Press,

## 22MB61B00 - OVERVIEW OF BANKING

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61B00	OVERVIEW OF BANKING	OB	R	3	0	0	0	3

### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand India's financial sector evolution, including banking history, the RBI's role, and bank categorizations.	2	PO1
CO2	Understand the key operations and services of commercial banks in India and the fundamental aspects of bank accounting.	2	PO1, PO2
CO3	Understand the essential principles of credit scoring, credit management, and the monitoring of lending activities and the role of various banking services and mechanisms in both urban and rural financial contexts.	2	PO2, PO3
CO4	Understand the key roles and impact of specialized financial institutions supporting agriculture and rural development and the fundamental banking regulations.	2	PO3

### Syllabus

The Financial Services - An overview, Origin and Growth of Indian Banking System, Reserve Bank of India Structure, Role of RBI, Types of Banks

Commercial Banking in India Functions of Banks primary and Ancillary functions of commercial banks Deposit products Fee based and fund based activities Principles of lending loan products bank assurance Types of charges Types of securities letters of Credit Bank guarantees off balance Sheet Activities Basic accounting for Banking Statement of Sources and uses of Funds bank Profit and loss Account Books of Accounts in Bank

Credit Scoring Credit appraisal techniques Credit management and credit monitoring Priority sector lending Credit Information bureau limited Banking Codes and Standards Board of India Banking Ombudsman Service Loan Syndication The Syndication process Non-Performing Assets Prudential Norms securitization Retail Banking Corporate Banking Developments in Corporate banking Issues/problems Consortium finance multiple banking Arrangements Rural Banking Sources of Rural Finance Credit delivery Mechanism in Rural finance Multi Agency Approach Regional rural banks

National Bank for Agriculture and rural Development (NABARD) Banking Regulation Monetary policy Money laundering and prevention of Money laundering Act Negotiable Instruments Act Banking Regulation Act Recent developments and future challenges in banking sector

### Reference Books

- 1 Banking Law and Practice in India,, P.N. Varshney, 2021, Sultan Chand & Sons,.
- 2 Financial Institutions and Markets- Structure Growth and Innovations,, L.M. Bhole Jitendra Mahakud, 2018, Tata McGraw Hill.
- 3 Bank Management and Financial Services, Peters S. Rose and Sylvia C. Hudgins, 2014, Tata McGraw Hill.
- 4 Banking Law and Practice, Sukhavinder Mishra, 2017, Sultan Chand & Sons,.

## Semester -IV

### 24MB62180 - LEADERSHIP IN ORGANISATIONS

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB62180	LEADERSHIP IN ORGANISATIONS	LO	M	3	0	0	0	3

#### Prerequisite

S#	Course Title	Acronym	Rule
1	HUMAN RESOURCE MANAGEMENT	HRM	-

#### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	To Identify leadership in a dynamic business environment	2	PO3, PO7, PS02
CO2	To interpret effective leaders by teaching them the necessary techniques and behaviours.	2	PO5, PO7, PS02
CO3	To categorize how to use leadership in organisations.	4	PO5, PO7, PS02
CO4	To discriminate the capacity of leaders for organisations.	4	PO6, PO7, PS02

#### Syllabus

From Management to Leadership, Nature and Importance of Leadership, Difference between Leadership and Management, Leadership Theories, Trait Theories, Behavioral Theories, Scandinavian Studies, Contingency Approaches, Situational Theories, Servant Leadership, Adaptive Leadership.

Leadership Skills and Leadership Styles, Leadership Skills and Tactics, Social Skills Persuasion Skills, Motivational Skills, Communication and Conflict Resolution Skills, Role Models, Story Telling, Leadership Styles, The Impact of Leadership Styles on Work Climate.

Strategic Leadership by Executives, The Nature of Strategic Leadership, How leaders influence organizational performance, Constraints on Executives, Conditions Affecting the Need for Strategic Leadership, Political Power and Strategic Leadership, Research on Effects of CEO Leadership, Strategic Leadership by Executive Teams, Women CEOs.

Leadership Development and Succession, Development through Self-Awareness and Self- Discipline, Development through Education, Experience and Mentoring, Leadership Development Programs. Developing next Generation Leaders , Leadership Development and Organizational Goals, Coaching Leaders, Leadership Succession, Choosing the Right CEO.

#### Reference Books

- 1 Leadership in Organizations, Yulk, Gary, Edition 7th, 2013, Pearson.
- 2 Leadership Principles, Du Brin, Andrew J, Edition. 2009, Cengage Learning, New Delhi.
- 3 Leadership: Theory and Practice, Peter G. Northouse, 6th 2018, Sage.
- 4 Transformational Leadership, Bernard M. Bass, Ronald E. Riggio, 2nd 2006, Lawrence Erlbaum Associates.

## 22MB62L50 - LEAN MANAGEMENT

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62L50	LEAN MANAGEMENT	LM	R	3	0	0	0	3

### Prerequisite

S#	Course Title	Acronym	Rule
1	OPERATIONS MANAGEMENT	OM	-

### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the key principles of lean management, including waste reduction, continuous improvement, and customer focus	3	PO1, PSO1
CO2	Apply the skills in problem-solving, process improvement, and teamwork required for lean management.	3	PO1, PSO1
CO3	Apply lean management principles to various industries and processes, such as manufacturing, healthcare, and service operations	3	PO5, PSO1
CO4	Analyse the effectiveness of lean management systems and recommend	4	PO1, PSO1

### Syllabus

Introduction: The mass production system , Origin of lean production system: Necessity, Lean revolution in Toyota , Systems and systems thinking . Basic image of lean production, Customer focus, Muda, Stability of Lean System, Standards in the lean system 5S system, Total Productive Maintenance. Standardized work: Elements of standardized work, Charts to define standardized work. Man power reduction, Overall efficiency: standardized work and Kaizen Common layouts. Just In Time, Principles of JIT, JIT system, Kanban Systems: Kanban & Agile Methodologies.

Heijunka Production leveling . Kanban Pull systems, Value stream mapping, Case study analysis of VSM in different industries, Jidoka (Automation with a Human Touch Jidoka concept), Poka, Yoke (mistake proofing) systems : Inspection systems and zone control ,Types and use of Poka, Yoke systems, Implementation of Jidoka. Worker Involvement and Systematic Planning Methodology .

Lean Six Sigma: Integrating Lean and Six Sigma, Quality circle activity, Kaizen training, A3 problem solving process. Suggestion Programmes. Hoshin Planning System (systematic planning methodology), Phases of Hoshin Planning Lean culture.

### Reference Books

- 1 The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Eric Ries, 2011, Crown Business.
- 2 Lean Production Simplified: A Plain-Language Guide to the World, Pascal Dennis, 2017, Productivity Press.
- 3 Lean Six Sigma: Combining Six Sigma with Lean Speed, Michael L. George, 2002, McGraw-Hill.
- 4 The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer, Jeffrey K. Liker, 2003, McGraw-Hill Education.

## 22MB62L60 - WAREHOUSE MANAGEMENT

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62L60	WAREHOUSE MANAGEMENT	WM	R	3	0	0	0	3

### Prerequisite

S#	Course Title	Acronym	Rule
1	OPERATIONS MANAGEMENT	OM	-

### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	To understand various warehouse operations	2	PO3
CO2	To understand warehouse management system	2	PO4, PO7, PSO2
CO3	Illustrate various costs involved	3	PO3
CO4	analyzing the impact of warehouse waste management concepts	4	PO4, PO7, PSO2

### Syllabus

The role of the warehouse Types of warehouse operation Warehouse location Supply chain trends affecting warehouses e-fulfilment and its effect on the warehouse Specialized warehousing Warehouse processes receiving and put-away

pick preparation Picking strategies and equipment Types of automated picking Handling equipment Storage equipment Order-picking methods Comparisons Cost of errors. Warehouse processes from replenishment to dispatch and beyond Replenishment Value-adding services Indirect activities Stock management Warehouse management systems The process Selecting the right WMS Selecting a partner

Implementation Software as a service Cloud computing Storage and handling equipment Vertical and horizontal movement Automated storage and retrieval systems (AS/RS) . Resourcing a warehouse Processing activities Warehouse costs Types of costs Return on investment (ROI) Traditional versus activity-based costing systems

Charging for shared-user warehouse services Logistics charging methods Health and safety Risk assessments - Layout and design Fire safety slips and trips Manual handling Warehouse equipment legislation First aid. The warehouse waste management Product waste Waste disposal Hazardous waste The warehouse of the future Views of the future: the warehouse Other advances

### Reference Books

- 1 Warehouse Management Handbook, James A. Tompkins, 2013, Tompkins Press,.
- 3 World-Class Warehousing and Material Handling, Edward Frazelle, 2004, McGraw Hill.
- 4 Warehouse Management: Automation and Organisation of Warehouse and Order Picking Systems, Michael Hompel and Thorsten Schmidt, 2015, Springer.
- 5 Warehouse & Distribution Science, John Bartholdi and Steven Hackman, 2010, LeanCor Supply Chain Group.

## 22MB62L70 - SUPPLY CHAIN ANALYTICS

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62L70	SUPPLY CHAIN ANALYTICS	SCA	R	2	0	2	0	3

### Prerequisite

S#	Course Title	Acronym	Rule
1	OPERATIONS MANAGEMENT	OM	-

### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the knowledge of the fundamentals of supply chain management	3	PO1, PSO1
CO2	Apply descriptive analytics techniques to identify patterns, trends, and relationships in supply chain data.	3	PO1, PSO1
CO3	Analyse the data mining techniques, such as cluster analysis and market basket analysis, to identify valuable insights in supply chain data.	4	PO6, PSO1
CO4	Analyse optimization techniques for inventory & transportation optimization in the supply chain.	4	PO6, PSO1
CO5	Analyse and Apply the optimization techniques in the supply chain	4	, PSO1

### Syllabus

Introduction to Analytics and Supply Chain Management: Introduction to analytics and its applications in supply chain management-Types of analytics: Descriptive, diagnostic, predictive, and prescriptive analytics-Fundamentals of supply chain management-Significance of supply chain analytics (SCA)-Components of SCA-Supply Chain Operations Reference (SCOR) Framework: Source, make, deliver, return, and plan

Descriptive Analytics in Supply Chain: Supply chain mapping and visualization- Understanding and analyzing supply chain data-Techniques for descriptive analytics in supply chain management

Predictive Analytics in Supply Chain: Bullwhip effect and its impact on supply chain management-Time series methods for demand forecasting: Moving averages, exponential smoothing, autoregressive models-Analytical causal forecasting models: Linear, non-linear, and logistic regression models-Data mining techniques in supply chain analytics: Cluster analysis, market basket analysis

Prescriptive Analytics in Supply Chain: Multi-criteria decision-making techniques, particularly AHP (Analytical Hierarchical Process), for supplier selection-Game theory for pricing decisions in supply chain management-Optimization techniques: Mixed-integer linear programming (MILP), inventory optimization using multi-echelon inventory theory- Transportation optimization using the traveling salesman problem-Network optimization using Excel Solver-Simulation techniques: Discrete event simulation using Arena and Monte Carlo simulation-Emerging technologies in supply chain analytics: Internet of Things (IoT), sensor data, artificial intelligence, machine learning, and block chain applications in supply chain management

### Reference Books

- "Supply Chain Management: Strategy, Planning, and Operation", Sunil Chopra and Peter Meindl , 2021, Pearson Education.
- "Supply Chain Management: A Logistics Perspective" ,, "John J. Coyle, Edward J. Bardi, C. John Langley Jr., and Brian J. Gibson , 2020, Cengage Learning.
- Supply Chain Analytics , T. A. S. Vijayaraghavan , 2021, Wiley 2021.
- Supply Chain Analytics: Concepts, Techniques and Applications , Kurt Y. Liu , 2022, Springer 2022.

## 22MB62L80 - INTERNATIONAL LOGISTICS MANAGEMENT

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62L80	INTERNATIONAL LOGISTICS MANAGEMENT	ILM	R	3	0	0	0	3

### Prerequisite

S#	Course Title	Acronym	Rule
1	OPERATIONS MANAGEMENT	OM	-

### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Understand and analyse the various components of International Logistics management	2	PO2
CO2	Analyse different modes of transportation in international trade	3	PO3
CO3	Analyse Containerization and Chartering in the present scenario	3	PO3, PSO2
CO4	Examine and analyse the importance of Packing in Logistics	3	PO6

### Syllabus

Overview Logistics: Definition, Evolution, Concept, Components, Importance, Objectives; Logistic Subsystem; The work of Logistics; Integrated Logistics; Barrier to Internal Integration, International Trade, Process, Importance; International Marketing Channel: Role of Clearing Agent, Various Modes of Transport, Choice and Issues for Each Mode,

Various Modes of Transport, Choice and Issues for Each Mode, Transport Cost Characteristics .Basics of Transportation: Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice Containerization and Chartering Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR; Chartering: Kinds of Charter, Charter Party, and Arbitration

Packaging and Packing: Labels, Functions of Packaging, Designs, Kinds of Packaging; Packing for Transportation and Marking: Types of Boxes, Container, Procedure, Cost, Types of Marking, Features of Marking

### Reference Books

- 1 Supply Chain Logistics Management, Donald J. Bowersox, 2009, McGraw-Hill.
- 2 Logistic Management and World Sea Borne Trade , Mutiah Krishnaveni, 2011, Himalaya Publication.
- 3 Supply Chain Management: A Logistics Perspective, Coyle, J.C., C.J. Langley, Jr., R.A. Novack, and B.J. Gibson, 2016, Pearson.
- 4 Supply Chain Logistics Management, Bowersox, D.J., D.J. Closs, M.B. Cooper, and J.C. Bowersox, 2013, McGraw-Hill.

## 22MB62R10 - MANAGEMENT OF RETAIL OPERATIONS

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62R10	MANAGEMENT OF RETAIL OPERATIONS	MRO	R	3	0	0	0	3

### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Apply the retail store location strategies including store layout, space planning and store Image.	3	PO1
CO2	Apply the retail store environment strategies to enhance customer shopping experience and store loyalty and Inventory Management.	3	PO2
CO3	Apply the promotional strategies, Demand Forecasting techniques and Merchandise Management to manage a Retail Store.	3	PO4, PSO2
CO4	Apply the supply chain management techniques in retail sector	3	PO4

### Syllabus

Setting up Retail Store-Size and space allocation- location strategy, factors affecting the retail location. Store layout and space planning. Store Management. Responsibilities of Store Manager. Retail Store Image.

Store Environment-Exteriors, Interiors-Store Ambience-Store Atmospherics-Visual Merchandising -Store Security- Retail Inventory Management- Techniques.

Sales Promotion Importance Types and Impact of Sales Promotions. Sales Forecasting. Forecasting Techniques in Estimating Demand. Retail Merchandising. Role and responsibilities of merchandiser. The process of Merchandise Planning, Merchandise Procurement, Sourcing, Vender selection. Category management. Manufacturer brands and Private label brands.

Supply chain management Definition, Scope, Need and Challenges. Role of Logistics in SCM. Differences in SCM and Logistics. Integrated supply chain planning and supply chain management. Supply chain Drivers and Obstacles. Supply chain Network. Cross Docking, Collaborative Planning and Bull Whip Effect. Innovations in Supply chain management.

### Reference Books

- 1 Retailing Management, Michael Levy, Barton Weitz, Ajay Pandit, 2021, 11th Edition, Tata McGraw Hill Education.
- 2 Retailing Management : Text and Cases, Swapna Pradhan, 2020, 6th Edition, McGraw Hill.
- 3 Retailing Management, Barry Berman, Ritu Srivastava, Patrali Chatterjee and Joel R. Evans, 2017, 13th Edition, Pearson Education.
- 4 Supply Chain Management for Retailing, Rajesh Ray, 2009, 1st Edition , Tata McGraw Hill Education.

## 22MB62B10 - BANKING SERVICE OPERATIONS

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62B10	BANKING SERVICE OPERATIONS	BSO	R	3	0	0	0	3

### Course Outcomes

CO#	CO Description	BTL	PO/PSO
CO1	Analyze nature of Banking service operations and role of technology in banking	4	PO1, PSO1
CO2	Analyze e-banking mechanism	4	PO1, PSO1
CO3	Analyze Service Quality Metrics and CRM Practices	4	PO4, PSO2
CO4	Analyze marketing of banking services and risk management strategies	4	PO4, PSO2

### Syllabus

Introduction to Banking Operations Changing Nature of Banking Operations Computerization in Banks Communication Net work and security considerations Risk Management in Banks loan review mechanism Capital Adequacy Basel norms Mergers and Acquisitions in the Indian banking scenario Role and Impact of Technology on banks

E banking E Products and Services offered to Customers Plastic money Parties to the transaction Salient Features Distinction between Credit card Charge Card Debit card and Operational aspects Credit card business in India Payment and settlement systems Payment Methods Types Financial networks in India Electronic Funds Transfers Automatic Teller Machines Electronic Clearing Service Electronic Data Interchange Real Time Gross Settlement System and Clearing House Risks in E Banking Security Public Key Infrastructure Digital certificate

Customer Relationship Management Types of Customers Financial situation Vs Banking needs Banker and Customer Relationship Role and impact of Customer Relationship Management Stages in Customer Relationship Management Regulations relating to Know Your Customer Service Quality Technical Quality and Functional Quality Gap analysis ISO 9000 Certification in Banking Services

Marketing of Services importance of marketing for Indian banks, characteristics of service product marketing of financial services and banking services Implications of service characteristics for marketing services marketing mix Product Life Cycle New Product development banking product mix Bank pricing Channels for Banking Services Delivery Strategies in a Bank Promotion mix Role of direct selling agent direct marketing agent in a bank Designing of Service Quality Marketing Issues

### Reference Books

- 1 Banking Operation Management, Bimal Jaiswal, 1st edition, 2015, Vikas Publishing.
- 2 Banking Services Operations, C M Chaudhary, 1st edition, 2012, RBSA Publishers.
- 3 AI and the Future of Banking, Tony Boobier, 1st edition, 2020, Wiley.
- 4 Managing Indian Banks: Challenges ahead, 3. Vasant C Joshi and Vinay V Joshi, 3rd edition, 2009, Response, Business Books from Sage.

