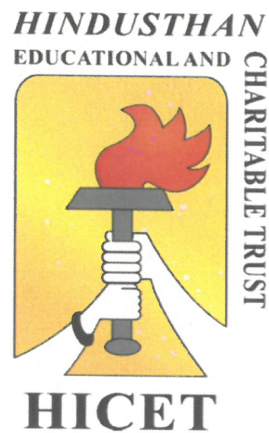


***HINDUSTHAN COLLEGE OF ENGINEERING AND TECHNOLOGY***  
**(An Autonomous Institution Affiliated to Anna University, Chennai)**  
**(Approved by AICTE, New Delhi, Accredited by NAAC with 'A'Grade)**  
**Coimbatore - 641032.**

**MASTER OF BUSINESS ADMINISTRATION (MBA)**



**(CHOICE BASED CREDIT SYSTEM)**

**Curriculum & Syllabus**

**2017-2018**



## VISION AND MISSION OF THE INSTITUTION

### VISION


To become a premier institution by producing professionals with strong technical knowledge, innovative research skills and high ethical values.

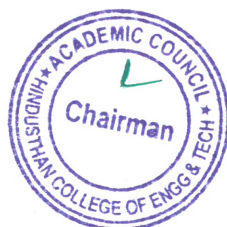
### MISSION

IM1: To provide academic excellence in technical education through novel teaching methods.

IM2: To empower students with creative skills and leadership qualities.

IM3: To produce dedicated professionals with social responsibility.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

Chairman - Bob  
MBA - NICK



Chairman - Bob  
MBA - NICK

## VISION AND MISSION OF THE DEPARTMENT

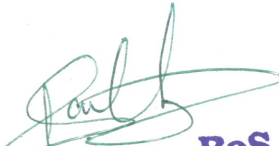
### VISION

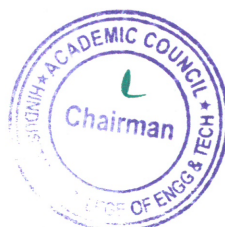
#### **VISION**

To excel in Management Education and develop leadership capabilities and business oriented learning for success in managerial or entrepreneurial ventures with social responsibility

### MISSION

- M1: To develop different leadership skills and qualities, to meet an increasingly complex business environment.
- M2: Our focus is on improving business competencies like, value creation, communication, networking and teamwork.
- M3 : We develop individuals who demonstrate a true passion for entrepreneurship and push themselves to achieve higher goals
- M4: We inculcate the idea of social responsibility towards business and environment.

  
**Chairman - BoS  
MBA - HiCET**



  
**Dean (Academics)  
HiCET**

Dean (Academics)  
NICET



Chairman - Bos  
MBA - NICET

## PROGRAM EDUCATIONAL OBJECTIVES (PEOs)


PEO1. Enable students to learn and understand business concepts, terminologies, models and perspectives.

PEO2. Students will establish themselves as effective management professional by solving real problems by using management science knowledge along with practices in the skills of effective communication, critical thinking, team work and problem solving skills.

PEO3. Students will use professional management skills to get employment or pursue entrepreneurship career along with lifelong learning in advanced areas of management related fields.

PEO4. Students will be prepared to achieve excellence in leadership roles through participation in various activities of the program.

PEO5. Incorporate ethical considerations while decision making and instill the importance of social responsibility

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

Dean (Academics)  
HICET -



Chairman - Bos  
MBA - HICET

## PROGRAM OUTCOMES (POs)

PO1. Ability to communicate effectively both writing and orally (speaking /writing skills)

PO2. Apply conceptual business foundations to solve problems both individually and organizationally.

PO3. Establish themselves as a management professional with skill sets like critical thinking, case analysis and project preparation.

PO4. An ability to identify a problem, analyze and formulate the appropriate managerial skills for obtaining the right solution.

PO5. Be a good team player (an ability to function effectively as a team player)

PO6. Use information and knowledge effectively like scanning, organizing data, synthesizing and analyzing for decision making and knowledge sharing.

PO7. Students graduating from MBA will be able to apply different domain knowledge to start their own business ventures.

PO8. An ability to demonstrate and interpret current business issues in a professional approach.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

THE UNIVERSITY OF CHICAGO  
LIBRARY



MRS. HICET  
Chairman - Bos

# **CURRICULUM**



**CBCS PATTERN  
POST GRADUATE PROGRAMMES  
MASTER OF BUSINESS ADMINISTRATION (MBA)(PG)**

**REGULATION-2016**

**For the students admitted during the academic year 2017-2018 and onwards  
SEMESTER – I**

Sl.No.	Course Code No.	Course Name	L	T	P	C	CIA	ESE	TOTAL
<b>THEORY</b>									
1.	16BA1201	Management Principles & Organizational Behavior	3	0	0	3	40	60	100
2.	16BA1202	Managerial Economics	3	1	0	4	40	60	100
3.	16BA1203	Total Quality Management	3	0	0	3	40	60	100
4.	16BA1204	Accounting for Managers	3	1	0	4	40	60	100
5.	16BA1205	Statistics for Management	3	1	0	4	40	60	100
6.	16BA1206	Legal Aspects of Business	3	0	0	3	40	60	100
	16BA1207	Banking and Insurance							
	16BA1208	Corporate Governance and Corporate Social Responsibilities.							
<b>PRACTICAL</b>									
7.	16BA1001	Professional Skill Lab for Managers	0	0	4	2	50	50	100
8.	16BA1002	Business Application Lab for Managers	0	0	4	2	50	50	100
9.	16BA1701	Industry Insight Orientation	0	0	2	1	100	0	100
		<b>TOTAL</b>	<b>18</b>	<b>3</b>	<b>10</b>	<b>26</b>	<b>440</b>	<b>460</b>	<b>900</b>



**SEMESTER II**

Sl.No.	Course Code No.	Course Name	L	T	P	C	CIA	ESE	TOTAL
<b>THEORY</b>									
1.	16BA2201	Operations Management	3	0	0	3	40	60	100
2.	16BA2202	Financial Management	3	1	0	4	40	60	100
3.	16BA2203	Marketing Management	3	0	0	3	40	60	100
4.	16BA2204	Human Resource Management	3	0	0	3	40	60	100
5.	16BA2205	Logistics and Supply Chain Management	3	0	0	3	40	60	100
6.	16BA2206	Applied Operation Research	3	1	0	4	40	60	100
7.	16BA2207	Business Research Methods	3	0	0	3	40	60	100
<b>PRACTICAL</b>									
8.	16BA2001	Data Analysis and Business Modeling-Lab	0	0	4	2	50	50	100
9.	16BA2701	Professional Research Presentation	0	0	2	1	100	0	100
10.	16BA2702	Business Etiquettes	0	0	2	1	100	0	100
		<b>TOTAL</b>	<b>18</b>	<b>2</b>	<b>8</b>	<b>27</b>	<b>530</b>	<b>470</b>	<b>1000</b>

For the students admitted during the academic year 2016-2017 and onwards

**SEMESTER III**

Sl.No.	Course Code No.	Course Name	L	T	P	C	CIA	ESE	TOTAL
<b>THEORY</b>									
1.	16BA3201	Strategic Management	3	0	0	3	40	60	100
2.	16BA3202	Entrepreneurship Development	3	0	0	3	40	60	100
3.	16BA33XX	ELECTIVE-Specialization I	3	0	0	3	40	60	100
4.		ELECTIVE-Specialization I	3	0	0	3	40	60	100
5.		ELECTIVE-Specialization I	3	0	0	3	40	60	100
6.		ELECTIVE-Specialization II	3	0	0	3	40	60	100
7.		ELECTIVE-Specialization II	3	0	0	3	40	60	100
8.		16XX34XX	Open Elective (Compulsory)	3	0	0	3	40	60





PRACTICAL									
9.	16BA3701	Business Plan Development	0	0	2	1	100	0	100
	16BA3702	Professional Research Publication							
	16BA3703	Business Consultancy							
	16BA3704	Case Analysis and Report Writing							
10.	16BA3705	Summer Internship Training	0	0	4	2	100	0	100
<b>TOTAL</b>			<b>24</b>	<b>0</b>	<b>6</b>	<b>27</b>	<b>520</b>	<b>480</b>	<b>1000</b>

#### SEMESTER IV

Sl.No.	Course Code No.	Course Name	L	T	P	C	CIA	ESE	TOTAL
THEORY									
1.	16BA4201	International Business Management	3	0	0	3	40	60	100
2.	16BA4202	Indian Ethos and Values	3	0	0	3	40	60	100
PRACTICAL									
3.	16BA4901	Project	0	0	24	12	100	100	200
<b>TOTAL</b>			<b>6</b>	<b>0</b>	<b>24</b>	<b>18</b>	<b>180</b>	<b>220</b>	<b>400</b>

#### LIST OF PROFESSIONAL ELECTIVES MASTER OF BUSINESS ADMINISTRATION (MBA)

Sl.No.	Course Code No	Course Name	L	T	P	C	CIA	ESE	TOTAL
THEORY MARKETING - ELECTIVES									
1.	16BA3301	Consumer Behavior & Marketing Research	3	0	0	3	40	60	100
2.	16BA3302	Brand Management	3	0	0	3	40	60	100
3.	16BA3303	Retail Management	3	0	0	3	40	60	100
4.	16BA3304	Services Marketing	3	0	0	3	40	60	100
5.	16BA3305	Integrated Marketing Communication	3	0	0	3	40	60	100





Sl.No.	Course Code No	Course Name	L	T	P	C	CIA	ESE	TOTAL
<b>THEORY FINANCE - ELECTIVES</b>									
1.	16BA3306	Investment Management	3	0	0	3	40	60	100
2.	16BA3307	Merchant Banking and Financial Services	3	0	0	3	40	60	100
3.	16BA3308	International Trade Finance	3	0	0	3	40	60	100
4.	16BA3309	International Financial Management	3	0	0	3	40	60	100
5.	16BA3310	Banking Financial Services Management	3	0	0	3	40	60	100

Sl.No.	Course Code No	Course Name	L	T	P	C	CIA	ESE	TOTAL
<b>THEORY HUMAN RESOURCE - ELECTIVES</b>									
1.	16BA3311	Industrial Relations & Labour Welfare	3	0	0	3	40	60	100
2.	16BA3312	Global Workforce Management	3	0	0	3	40	60	100
3.	16BA3313	Learning and Development	3	0	0	3	40	60	100
4.	16BA3314	Organizational Change and Development	3	0	0	3	40	60	100
5.	16BA3315	Performance Management	3	0	0	3	40	60	100

Sl.No.	Course Code No	Course Name	L	T	P	C	CIA	ESE	TOTAL
<b>THEORY LOGISTICS - ELECTIVES</b>									
1.	16BA3326	Store Keeping and Warehousing	3	0	0	3	40	60	100
2.	16BA3327	Purchasing and Inventory Management	3	0	0	3	40	60	100
3.	16BA3328	Export Trade and Documentation	3	0	0	3	40	60	100
4.	16BA3329	Transportation and Distribution management	3	0	0	3	40	60	100

Sl.No.	Course Code No	Course Name	L	T	P	C	CIA	ESE	TOTAL
<b>THEORY PRODUCTION AND OPERATIONS - ELECTIVES</b>									
1.	16BA3316	Project Management	3	0	0	3	40	60	100
2.	16BA3317	Technology Management & IPR	3	0	0	3	40	60	100





3.	16BA3318	Product Design & Development	3	0	0	3	40	60	100
4.	16BA3319	Lean Six Sigma	3	0	0	3	40	60	100
5.	16BA3320	Services Operations Management	3	0	0	3	40	60	100

Sl.No.	Course Code No	Course Name	L	T	P	C	CIA	ESE	TOTAL
<b>THEORY SYSTEMS - ELECTIVES</b>									
1.	16BA3321	Knowledge Management System	3	0	0	3	40	60	100
2.	16BA3322	E-Commerce Management	3	0	0	3	40	60	100
3.	16BA3323	Enterprise Resource Planning	3	0	0	3	40	60	100
4.	16BA3324	Management Information System	3	0	0	3	40	60	100
5.	16BA3325	Business Analytics	3	0	0	3	40	60	100

**OPEN ELECTIVE FOR ME/MCA/MBA**

Course Code No	Course Name	L	T	P	C	CIA	ESE	TOTAL
16BAX401	Principles of Management	3	0	0	3	40	60	100
16BAX402	Economics and Accounting for Engineers	3	0	0	3	40	60	100
16BAX403	Marketing Management for Engineers	3	0	0	3	40	60	100
16BAX404	International Marketing	3	0	0	3	40	60	100
16BAX405	Brand Management	3	0	0	3	40	60	100
16BAX406	Investment Management	3	0	0	3	40	60	100
16BAX407	Banking Financial Services Management	3	0	0	3	40	60	100
16BAX408	Global Workforce Management	3	0	0	3	40	60	100
16BAX409	Learning and Development	3	0	0	3	40	60	100
16BAX410	Technology Management & IPR	3	0	0	3	40	60	100
16BAX411	E-Commerce Management	3	0	0	3	40	60	100
16BAX412	Business Analytics	3	0	0	3	40	60	100
16BAX413	Store Keeping and Warehousing	3	0	0	3	40	60	100
16BAX414	Purchasing and Inventory Management	3	0	0	3	40	60	100







16BAX415	Export Trade and Documentation	3	0	0	3	40	60	100
16BAX416	Transportation and Distribution management	3	0	0	3	40	60	100

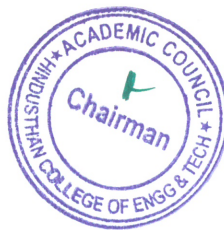
**CREDIT DISTRIBUTION**

Semester	I	II	III	IV	TOTAL
Credits	26	27	27	18	98

  
 Chairman, Board of Studies  
**Chairman - BoS**  
**MBA - HiCET**

  
 Dean – Academics  
**Dean (Academics)**  
**HiCET**

  
 Principal  
**PRINCIPAL**  
 Hindusthan College of Engineering & Tech  
 COIMBATORE - 641 032





# **SYLLABUS**



**SEMESTER - I**

<b>PROGRAMME</b>	<b>COURSE CODE</b>	<b>NAME OF THE COURSE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA</b>	<b>16BA1201</b>	<b>MANAGEMENT PRINCIPLES AND ORGANIZATIONAL BEHAVIOR</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

- COURSE OBJECTIVE**
- To expose the students to the basic concepts of management and organizational functions, theories and practices.
  - To make them understand the complexity and wide variety of issues.
  - To enable managers to face today's business environment.

<b>UNIT</b>	<b>DESCRIPTION</b>	<b>TOTAL INSTRUCTIONAL HOURS</b>
<b>I</b>	<b>MANAGEMENT THEORIES AND LEADERSHIP</b> Define management – evolution-roles and skills of management-approaches to management. Leadership- types – behavior theories-contingency theories. Social responsibility-managerial ethics. Understanding and managing in global environment-cases.	<b>9</b>
<b>II</b>	<b>MANAGEMENT PRINCIPLES</b> Planning – nature and purpose of planning – Types of plans – Management by objective (MBO). Organizing – span of control – centralization & decentralization – formalization. Directing – Communication – functions – effectiveness – barriers – issues. Controlling – process – financial control – organizational performance – issues in control. Decision making – types – process – biases and errors – effective decision making-cases.	<b>9</b>
<b>III</b>	<b>DYNAMICS OF ORGANIZATIONAL BEHAVIOR</b> Organizational behavior – definition – contributing disciplines – challenges and opportunities – OB models. Organization structure and design – work specialization – Departmentation –Mechanistic – Organic – Challenges. Organization culture and environment – origin – learning – cultural issues – environment; general – specific. Organizational Development and change – forces – planned – resistance – culture of change-cases.	<b>9</b>
<b>IV</b>	<b>INDIVIDUAL BEHAVIOR</b> Personality – determinants – traits. Attitude – components – major job attitudes. Emotions – functions – Emotional intelligence. Perception – factors – attribution theory. Values – terminal Vs instrumental values – Generational values. Motivation – elements – early theories – contemporary theories-cases.	<b>9</b>
<b>V</b>	<b>DYNAMICS OF GROUP BEHAVIOR</b> Groups – stages – properties – decision making. Teams – types –effective teams – roles – effectiveness. Power – bases – tactics. Politics – impression management – causes and consequences, Conflicts – Process – management technique. Negotiations – process – dender – third party, Stress management-cases and current trends in management involving creativity and innovation.	<b>9</b>
<b>TOTAL INSTRUCTIONAL HOURS</b>		<b>45</b>

#### COURSE OUTCOME


- Students should be able to describe and discuss the elements of effective management including planning, organizing and control process.
- Students will have a better understanding of human behavior in organization. They will know the framework for managing individual and group behavior.
- Students can read, understand, interpret and present case studies with report presentation.

#### TEXT BOOKS:

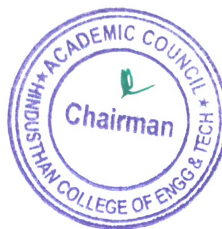
1. Robins, Coulter, Vohra, Management, Pearson Education 10<sup>th</sup> Edition 2013
2. Stephen P.Robins, Judge, Vohra Organizational behavior, PHI Learning / Pearson education 14<sup>th</sup> edition, 2008.

#### REFERENCE BOOKS:

1. Andrew J.Dubrin, Essentials of Management, Thomson Southwestern, 9<sup>th</sup> edition, 2012.
2. Harold Koontz and Heinz wehrich, Essentials of Management: An international and leadership perspective, Tata McGraw hill Education, 9<sup>th</sup> edition 2012.
3. Udai Pareek, Understanding organizational Behavior, 3<sup>rd</sup> edition, Oxford Higher Education, 2011.
4. Fred Lithans, Organizational Behavior, McGraw Hill, 11<sup>th</sup> Edition, 2001.
5. David.A.Whetten, Kim.S.Cameron, Developing management Skills, Pearson education, 7<sup>th</sup> edition 2007.

  
**Chairman - BoS**  
**MBA - HiCET**

  
**Dean (Academics)**  
**HiCET**



PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA1202	MANAGERIAL ECONOMICS	3	1	0	4

- COURSE OBJECTIVE**
- To comprehend the fundamental concepts and theoretical principles of the discipline among students.
  - To identify the economic dimensions of societal problems by effectively using appropriate economic concepts and definitions.
  - To make them understand the role of managerial economists in firm.


UNIT	DESCRIPTION	TOTAL INSTRUCTIONAL HOURS
I	<b>AN OVERVIEW</b> Meaning, Nature, Scope of Managerial Economics – Relationship between managerial economics and other disciplines – Roles and Responsibilities of managerial economist, Approaches of Managerial Decision Making – Objectives of the firm.	9
II	<b>DEMAND AND SUPPLY ANALYSIS</b> Demand – Meaning, Determinants and types of demand – Elasticity of demand – Demand Forecasting & Methods of demand forecasting demand forecasting. Supply meaning and determinants.	9
III	<b>PRODUCTION AND COST ANALYSIS</b> Production decisions – production functions – Law of variable proportions, Isoquant, Law of returns to scale – Expansion path – Cost concepts, Types – Cost-Output relationship – Economies and Diseconomies of scale.	9
IV	<b>MARKET STRUCTURE AND PRICING</b> Market structure – Characteristics – Various types of competition – Pricing and output decisions – Methods of pricing – Government intervention in pricing.	9
V	<b>ECONOMICAL DEVELOPMENT</b> Business cycles : Phase, causes and effects – Inflation and deflation : Types, Causes and effects – Monetary and Fiscal Policies – National Income – Consumption – Savings – Investment – Macroeconomic risk factors.	9
<b>TOTAL INSTRUCTIONAL HOURS</b>		<b>45</b>

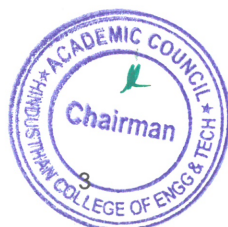
**TEXT BOOKS:**

- COURSE OUTCOME**
- Students think in the terms of a professional economist.
  - Understand the internal and external decisions made by managers.
  - Analyze the demand and supply conditions.
1. R.L.Varshney & K.L.Maheshwari, Managerial Economics, Sulthan Chand and Sons, 22<sup>nd</sup> Edition, 2014
  2. Suma Damodaran, Managerial Economics, Oxford University Press, 2010.

**REFERENCE BOOKS:**

1. Paulsamelson, William D.Nordhus, Sudipchaudhri and Anindys Sen, Economics, Tata McGraw Hill, New Delhi, 2010.
2. Maheshwari, Managerial Economics, PHI Learning, 3<sup>rd</sup> Edition, 2012.
3. Geetika, Ghosh, Choudhry, Managerial Economics, Tata McGraw Hill, 7<sup>th</sup> Edition 2011.
4. P.L.Mehta, Managerial Economics, Sulthan Chand and Sons, 12<sup>th</sup> Edition 2006.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA1203	TOTAL QUALITY MANAGEMENT	3	0	0	3

- COURSE OBJECTIVE**
- To learn the quality philosophies and tools in the managerial perspective.
  - To apply the statistical techniques in quality management
  - To make the students aware about the quality loss and its role in economy.

UNIT	DESCRIPTION	TOTAL INSTRUCTIONAL HOURS
I	<b>INTRODUCTION TO QUALITY MANAGEMENT</b> Evolution of quality, Definitions - Concept and Features of TQM, Eight building blocks of TQM. Dimensions of Quality – product and services dimensions. Modern developments of quality - Quality and competitive advantage.	9
II	<b>TQM THINKERS AND THOUGHT</b> Deming, Juran, Crosby and others - Introspection to TQM Environment (steps in TQM) - Deming application award, European Quality Award, Malcolm Baldrige National Quality Award.	11
III	<b>TQM TOOLS</b> Benchmarking, Poke-yoke, Seven tools of quality (old and new), Voice of the Customer - Quality Function Deployment (QFD) - House of Quality (HOQ). FMEA – Failure Mode Effect Analysis - Taguchi Quality Loss Function.	11
IV	<b>STATISTICAL PROCESS CONTROL (SPC)</b> Total productive maintenance (TPM) techniques – Construction of Control charts, Process Capability concepts - Reliability functions – parallel and series functions, Six sigma concepts.	9
V	<b>QUALITY MANAGEMENT SYSTEMS</b> Introduction To ISO 9000:2000 Quality Management Systems TQM culture, leadership, motivation, employee involvement, & rewards, Lean Management systems – Introduction to Software quality - TQM obstacles, Auditing and certification process.	5
<b>TOTAL INSTRUCTIONAL HOURS</b>		<b>45</b>

**Note: Theory 80 Marks and Problems 20 Marks.**

- COURSE OUTCOME**
- To apply quality philosophies and tools
  - To facilitate continuous improvement practices and ensure customer delight.
  - To make them understand the importance of quality awards as a competitive advantage.

**TEXT BOOKS:**

1. Dale H.Besterfield et al, Total Quality Management, Third edition, Pearson Education (First Indian Reprints 2004).
2. Subburaj Ramasamy, Total Quality Management, Sixth edition, Tata McGraw Hill Education(India) Pvt Ltd, Reprint 2015.

**REFERENCE BOOKS:**

1. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4<sup>th</sup> Edition, Wiley India Pvt Limited, 2008.
2. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.
3. Poornima M.Charantimath, Total Quality Management, Pearson Education, First Indian Reprint 2003.
4. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2011

*[Signature]*  
**Chairman - BoS  
MBA - HiCET**



*[Signature]*  
**Dean (Academics)  
HiCET**

PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA1204	ACCOUNTING FOR MANAGERS	3	1	0	4

- COURSE OBJECTIVE**
- To enable the students to study the basic accounting concepts, financial statements and analysis.
  - To enable the students to study the application of cost accounting technique to ascertain the cost of products and services.
  - To enable the students to study the preparation and presentation of budgets in the modern business world.

UNIT	DESCRIPTION	TOTAL INSTRUCTIONAL HOURS
I	<b>INTRODUCTION TO ACCOUNTING</b> Financial Accounting- Meaning and Definition. Accounting Concepts and conventions. Double entry principles of book keeping. Journal entry- Posting in to Ledger- Preparation of Trial Balance. Preparation of Final Accounts.	10
II	<b>FINANCIAL ANALYSIS</b> Analysis of financial statements. Nature and importance of financial analysis. Techniques of interpretation of financial statements- Comparative statement- Common size statement- Trend analysis. Ratio Analysis- meaning- usage-types of ratios. Fund Flow Analysis- sources and applications. Cash Flow Analysis- inflow and outflow of cash.	10
III	<b>COST AND MANAGEMENT ACCOUNTING</b> Definitions, Objectives, Merits and Demerits of Cost Accounting and Management Accounting- Distinction between Financial Accounting with Cost Accounting and Management Accounting. Cost Terminology- functional classification of cost. Cost Centre-Cost Unit. Elements of Cost-Prime cost-factory cost-administration cost-selling and distribution cost. Preparation of Cost Sheet.	9
IV	<b>MARGINAL COSTING</b> Marginal costing-Meaning and Characters. Assumptions-Merits and Demerits of Marginal Costing. Marginal cost Equation-Contribution. Break Even Analysis-Breakeven point- Decision involving alternative choices-managerial applications of marginal costing.	9
V	<b>BUDGETARY CONTROL</b> Introduction-meaning of Budget. Meaning and need of budgetary control. Merits and demerits – objectives. Different types of budgets-preparation of budget- Cash budget-flexible budget and other budgets.	7
<b>TOTAL INSTRUCTIONAL HOURS</b>		<b>45</b>

**Note: Theory 40 Marks and Problems 60 Marks.**

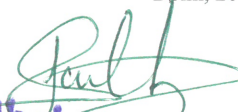
- COURSE OUTCOME**
- Students can able to understand the practice of preparation and analysis of financial statement in modern business.
  - Students can able to understand the application of cost accounting techniques while computing cost of products and services in a profitable manner.
  - Students cab able to understand the practice of preparation and presentation of various budgets according to the need of modern business.

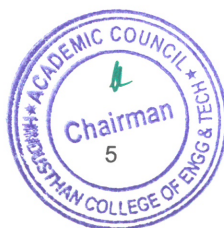
**TEXT BOOKS:**

1. M.N. Arora, Accounting for Management, Himalaya Publishing House, New Delhi, 3<sup>rd</sup> edition, 2016.
2. M. Willson, Accounting for Management, Scitech Publications LTd, Chennai, 2<sup>nd</sup> edition, 2014.

**REFERENCE BOOKS:**

1. R.S.N. Pillai and V. Bagavathi, Financial Accounting, S. Chand Publishing, New Delhi, 2009.
2. R.S.N. Pillai and V. Bagavathi, Management Accounting, S. Chand Publishing, New Delhi, 2009.
3. Jan Williams, Financial and Managerial Accounting –The basis for business Decisions, 15<sup>th</sup> edition, Tata McGraw Hill Publishers, 2010.
4. Dr.A.Murthy and Dr.S.Gurusamy, Management Accounting, Tata McGraw-Hill Publishing Company Ltd, New Delhi, 2015.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA1205	STATISTICS FOR MANAGMENT	3	1	0	4

**COURSE OBJECTIVE**

- To ensure the students acquire, understand and apply statistical tools in decision making
- To make sense of data along with the basic of statistical inference and regression analysis
- To understand the procedure for testing the hypothesis

UNIT	DESCRIPTION	TOTAL INSTRUCTIONAL HOURS
I	<b>INTRODUCTION</b> Definition of statistics – Importance and scope of statistics in business – Limitations – Descriptive Statistics; Classification of data methods – Frequency & relative frequency – Cumulative frequency & cumulative relative frequency distribution – Tabulation of data – types – Graphical presentation of data – functions advantages and limitations	9
II	<b>MEASURES OF CENTRAL TENDENCY AND DISPERSION</b> Measures of central tendency: mean – median –mode – quartiles – deciles – percentiles. Measures of dispersion: range – quartile deviation – mean deviation – standard deviation – coefficient of variation.	9
III	<b>TESTING OF HYPOTHESIS</b> Procedure for testing of hypothesis – One tail and two tailed tests – Errors – Testing hypothesis for single mean, difference of mean, single proportion and difference of proportion for large and small samples – F test - ANOVA	9
IV	<b>NON PARAMETRIC TEST</b> Chi – square tests, Sign test, Mann Whitney U-Test, Kruskal-Wallis Test, Spearman’s rank correlation Test	9
V	<b>CORRELATION &amp; REGRESSION</b> Concepts of correlation – Types of correlation - Karl Pearson’s coefficient of correlation. Type of Regression – Regression Coefficients – Simple Regression – Method of least squares.	9
<b>TOTAL INSTRUCTIONAL HOURS</b>		<b>45</b>

**Note: Theory 20 Marks and Problems 80 Marks**

**COURSE OUTCOME**

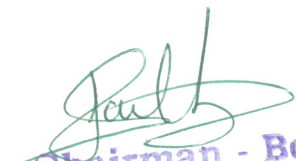
- To facilitate objective solutions in business decision making under subjective conditions.
- To comprehend dynamic nature of managerial data and apply statistical tools of Correlation, Regression, Indexing and Time series analysis o such linear as well non linear data.
- To gain a knowledge in a hypothetical situation in business.

**TEXT BOOKS:**


1. Richard Levin and David Rubin, Statistics for management – Prentice Hall of India, 1997
2. Gupta S C and Kapoor V.K, Fundamentals of Mathematical Statistics, Sultan Chand & Sons, 1990.

**REFERENCE BOOKS:**

1. Anderson, Sweeny and Williams, Statistics for Business and Economics, Thomson Learning, 2005.
2. G C Beri, Statistics for Management, Tata McGraw Hill Co.Ltd., 2003
3. Dr.K.Subramani and Dr.A.Santha, Statistics for Management, Scitech Publications (India) Pvt Ltd, 2<sup>nd</sup> Edition, 2010.
4. R.S.N.Pillai, Bagavathy, - Statistics, S.Chand & Company Ltd, New Delhi, 2002.

  
**Chairman - BoS**  
**MBA - HICET**



  
**Dean (Academies)**  
**HICET**

PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA1206	LEGAL ASPECTS OF BUSINESS	3	0	0	3

- COURSE OBJECTIVE**
- To create the knowledge of legal perspectives to improve the business
  - To understand the present business practices
  - To learn about the situation of changing environment in business

UNIT	DESCRIPTION	TOTAL INSTRUCTIONAL HOURS
I	<b>COMMERCIAL LAW-THE INDIAN CONTRACT ACT 1872</b> Definition of contract, essential elements and types of a contract, Formation of a contract, Performance of contract, Breach of contract and it's remedies, Quasi contracts. Nature of agency, Creation and types of agents. Authority and liability of Agent and Principal, termination of agency <b>THE SALE OF GOODS ACT 1930</b> Nature of sales contract, documents of title, risk of loss, Guarantees and Warranties, performance of sales contract. 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	9
II	<b>COMPANY LAW</b> Major principles - Nature and types of companies, Formation, Memorandum and articles of association, Prospectus, power, duties and liabilities of directors, winding of companies.	9
III	<b>INDUSTRIAL LAW</b> An overview of Factories Act-Payment of wages act –Industrial disputes act	9
IV	<b>INCOME TAX ACT AND SALES TAX ACT</b> Sources of income, Authorized deductions and IT calculation. Overview of central sales tax act 1956. Definition, scope, incidence of CST, practical issues of CST Value added tax- concepts, scope methods of VAT calculation, Practical implications of VAT	9
V	<b>CONSUMER PROTECTION ACT AND INTRODUCTION TO CYBER LAWS</b> Consumer protection act-Consumer rights, Procedures for consumer grievances redressal, types of consumer redressal machineries and Forums- Cyber laws and crimes, It act. Introduction to IPR-Copy rights, Trademarks and Patent act.	9
<b>TOTAL INSTRUCTIONAL HOURS</b>		<b>45</b>

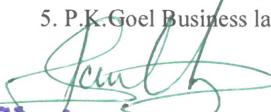
- COURSE OUTCOME**
- To learn and understand business concepts, terminologies and perspectives
  - Legal insight will be established in the business practices
  - To develop the business situations of changing environment

**TEXT BOOKS:**

1. N.D. Kapoor, Elements of mercantile law, Sultan Chand and company India 2006
2. Akhileshwar pathack , Legal Aspects of Business, 4<sup>th</sup> Edition ,TataMcGraw Hill 2009

**REFERENCE BOOKS:**

1. P.P.S. Gogna, Mercantile law, S. Chand and co Ltd. India fourth Edition 2008
2. Dr. Vinod, K Singhania, Direct taxes planning and management 2008
3. Richard Stim, Intellectual property-copy rights, trademarks and patents, Cengage Learning 2008
4. Balachandran V, Legal aspects of business Tata McGraw Hill 2012
5. P.K. Goel Business law for managers, Biztantatara publishers India 2008

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA1207	BANKING AND INSURANCE	3	0	0	3

- COURSE OBJECTIVE**
- To understand the basic knowledge in the banking and insurance sector.
  - To learn the recent developments in the banking and insurance sector.
  - To understand the importance of social responsibility in the banking and insurance sector.

UNIT	DESCRIPTION	TOTAL INSTRUCTIONAL HOURS
I	<b>INTRODUCTION TO BANKING</b> Indian Banking-Banker and Customer-Types of banks-Main functions of commercial banks-Sound principles of lending-Capital adequacy based norms-nonperforming assets.	9
II	<b>RESERVE BANK OF INDIA</b> Introduction-role of RBI-Functions of RBI-Instrumentation of credit control-NBFCs-CAMELS-Important aspects of banking regulations act, 1949.	9
III	<b>E-BANKING</b> Electronic banking-ATM, Internet banking-Debit card-Credit card-Electronic payment system-Mobile banking-Positioning, Compensation, Bank supervisions and bank audit, Bank assurance.	9
IV	<b>INSURANCE</b> Definition-Nature-Functions-Principles of Insurance-Basics of insurance contract-Kinds of insurance-Life Insurance- Life insurance contract and its policies-IRDA-Powers and Functions-Intermediaries in insurance.	9
V	<b>INSURANCE AGENCY AND PRODUCTS</b> Procedure for becoming an agent-Code of conduct-Functions of an agent-Group insurance and pension plans-Fire/Disaster related insurance-Health related insurance/Marine insurance-FDI in insurance.	9
<b>TOTAL INSTRUCTIONAL HOURS</b>		<b>45</b>


- COURSE OUTCOME**
- The students will gain the knowledge of banking and insurance sector.
  - The students will understand the recent developments of banking and insurance business.
  - The students will get an exposure in the importance of social responsibility.

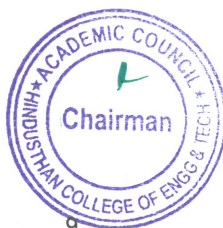
**TEXT BOOKS:**

1. E.Gorgon and K.Nagarajan, Banking-Theory, Law and Practice-Himalaya Publishing House Pvt Ltd, New Delhi, 2014.
2. M.N.Mishra, Insurance Principles and Practice-S.Chand & Co, New Delhi, 17<sup>th</sup> Edition, 2008.

**REFERENCE BOOKS:**

1. Vasanth Desai, Banking-Theory, Law and Practice-Himalaya Publishing House Pvt Ltd, New Delhi, 2012.
2. Sundharam K.P.M., Varshney P.N., Banking-Theory, Law and Practice, Sultan Chand & Sons, New Delhi, 20<sup>th</sup> Revised Edition, 2014.
3. Jyotsna Sethi and Nishwan Bhatia- Elements of Banking and Insurance-Prentice Hall of India, New Delhi, 2012.
4. Prava Nalini, Insurance Theory and Practices, PHI Learning Pvt Ltd, New Delhi, 2005.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA1208	CORPORATE GOVERNANCE AND CORPORATE SOCIAL RESPONSIBILITIES	3	0	0	3

- COURSE OBJECTIVE**
- To understand the basic concepts of corporate governance and corporate social responsibilities
  - To provide knowledge about management issues related to corporate governance and corporate social responsibility
  - To learn the importance of emerging trends in industries

UNIT	DESCRIPTION	TOTAL INSTRUCTIONAL HOURS
I	<b>CORPORATE SOCIAL RESPONSIBILITY</b> Definition-Evolution and need for CSR. Theoretical perspectives – corporate citizenship Business practices strategies for CSR Challenges and implementation Evolution of corporate governance – Government practices and regulations	9
II	<b>CORPORATE STRUCTURE</b> Structure and development of boards: Role of capital market and government; Government rating Future of governance Innovative practices Case studies with lessons learnt.	9
III	<b>CORPORATE GOVERNANCE</b> Issues and need of corporate governance code, Code of corporate practices, Social responsibility of corporate, Corporate social reporting, Corporate Governance and the role of the BOD, Corporate system worldwide, Corporate Disclosure and investor protection in India	9
IV	<b>CORPORATE STRATEGY</b> Global industrial competition, Information technology, Competitive strategy, Bench marking, Total quality management, Brand building, promotional strategies	9
V	<b>CORPORATE RESTRUCTURING</b> Mergers and Acquisitions, Supply chain management, Horizontal Organization, diversification, Indian scene.	9
<b>TOTAL INSTRUCTIONAL HOURS</b>		<b>45</b>

- COURSE OUTCOME**
- Students will gain knowledge and skills needed for practicing good governance and the corporate social responsibilities
  - Students will gain knowledge and management issues related to CG and CSR
  - To enable students to meet the challenges in present scenario.

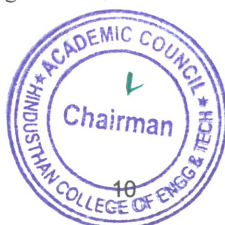
**TEXT BOOKS:**

1. NWilliam B Werther and David B Chandler Strategic corporate social responsibility- sage Publications Inc 2011
2. Robert A G Monks and Nell Minow Corporate governance John Wiley and Sons 2011.

**REFERENCE BOOKS:**

1. Philip Kotler and Nancy Lee corporate social responsibility: doing ther most good for the company your cause Wiley 2005.
2. Subhabrata Bobby Banerjee corporate social responsibility: The good,the bad and the ugly,Edward elgar Publishing 2007.
3. Satheesh Kumar, corporate social responsibility Oxford university press 2010
4. W H Shaw Business ethics Cengage Learning 2007.

*[Signature]*  
**Chairman - BoS  
MBA - HICET**



*[Signature]*  
**Dean (Academics)  
HICET**

PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA1001	PROFESSIONAL SKILL LAB FOR MANAGERS	0	0	4	2

- COURSE OBJECTIVE**
- To develop the English language communication skills.
  - The language lab focuses computer-aided multimedia instruction.
  - To enable them to learn better pronunciation through stress on word accent, intonation, and rhythm.

S.NO	DESCRIPTION OF THE EXPERIMENTS	TOTAL PRACTICAL HOURS
1	<b>UNIT I LISTENING AND SPEAKING SKILLS</b> 1. Listening comprehension-Listening to lecturers-Talk shows –News programs. 2. Presentation skills- Conversational skills- Storytelling- Public speaking.	10
2	<b>UNIT II READING AND WRITING SKILLS</b> 1. Fundamental language skills-Phonetics- Business Vocabulary. 2. Cover letter-Resume-Reports.	9
3	<b>UNIT III INTERPERSONAL SKILLS</b> 1. Time management-Stress management- Kinesics skills 2. Assertive-Psychometric-Creative thinking	9
4	<b>UNIT IV SOCIAL MEDIA</b> 1. Twitter-Facebook-Linkedin-Youtube 2. Instagram-Whatsapp-Google+	8
5	<b>UNIT V INTERVIEW SKILLS</b> 1. Group Discussion 2. Personal Interview	9
<b>TOTAL INSTRUCTIONAL HOURS</b>		<b>45</b>

- COURSE OUTCOME**
- Help Students to learn how to speak and write good English.
  - To initiate them into greater use of the computer in resume preparation, report writing, format-making etc.
  - The lab should cater to the needs of the students to build up their confidence and help them to develop leadership qualities through their communicative competence.

**TEXT BOOKS:**

1. Meenakshi Raman & Prakash Singh, “Business Communication”, Oxford University Press, New Delhi, 2012.
2. Rajendra Pal, Essentials of Business Communication, Sultan Chand and sons, Oxford Advanced Learner’s Compass, 7th Edition, 2015.

**REFERENCE BOOKS:**

1. John M Penrose, Business Communication for Managers: An Advanced Approach, 5th Ed, Cengage Learning, Delhi, 2007.
2. Bhaskara Rao V and Kameswari Y, “Successful Career - Soft skills and Business English, Personality and Career plan”, B S Publications, New Delhi,2010.
3. Krizan, “Essentials of Business Communication”, Cengage Learning, New Delhi,2016.
4. Sanjay Kumar, Pushp Lata, “Communication Skills”, Oxford University Press, New Delhi, 2013.

**WEBSITE**

1. [www.socialmediatoday.com](http://www.socialmediatoday.com)
2. [Webtrend.about.com](http://Webtrend.about.com)
3. [www.practicalecommerce.com](http://www.practicalecommerce.com)
4. [www.globarena.com](http://www.globarena.com)

*Paul*  
**Chairman - BoS  
MBA - HiCET**



*[Signature]*  
**Dean (Academics)  
HiCET**

PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA1002	BUSINESS APPLICATION LAB FOR MANAGERS	0	0	4	2

- COURSE OBJECTIVE**
- To understand the basic concepts of information technology and their application in management decision making.
  - To impart them with computer knowledge as well as to work on computers in order to complete the task in time.
  - To improve and to recognize the use of information technology in business among students.

S.NO	DESCRIPTION OF THE EXPERIMENTS	TOTAL PRACTICAL HOURS
1	<b>UNIT I MS.WORD</b> 1.Type a Chairman's Speech/Auditor's report/Minutes/Agenda and perform the following operations: Font style, Font size, Underline, Line spacing, Background color, Text color, Alignment, Spell check, Header and Footer, Page numbers, Find and Replace. 2. Prepare a Shareholders meeting letter/Interview letter for 5 members using mail merge operation.	8
2	<b>UNIT II MS.EXCEL</b> 1. Prepare a mark list of your class (minimum of 5 subjects) and perform the following operations: Data entry, total and average by using sort and filter 2. Prepare Mean, Median, and Mode by using charts.	8
3	<b>UNIT III MS.POWERPOINT</b> 1. Design presentation slides for a product of your choice. The slides must include brand name, type of product, special features, price, special offer etc. and use links by inserting Date, Header and Footer. 2. Prepare an organization chart by using PowerPoint. 3. Prepare an invitation for the college function by using clip arts.	9
4	<b>UNIT IV TALLY</b> 1. <u>Create and Alter a New Company in Tally</u> 2. Creating Journal, Ledger and Voucher entries	10
5	<b>UNIT V TALLY</b> 1. Prepare Trial Balance from the transactions. 2. Prepare Final Accounts from the transactions	10
<b>TOTAL INSTRUCTIONAL HOURS</b>		<b>45</b>

- COURSE OUTCOME**
- It would help the students to get familiar with MS Office and Tally which can be applied practically in organizations.
  - With the use of MS Office and Tally they will be good enough in operating and making of everything as a manager.
  - It would help the students to develop the operating skills among the students.

**TEXT BOOKS:**

1. V.Rajaraman-Fundamentals of Computer, Prentice Hall of India Pvt Ltd, New Delhi, 4<sup>th</sup> Edition, 2009.
2. S.Palanivel,Tally Accounting Software, Margam Publishers, Chennai, 2016.

**REFERENCE BOOKS:**

1. P.K. Sinha, —Fundamentals of Computer, BPB publication, 6th Edition, 2008.
2. Virginia Andersen, Microsoft Office Access 2007: The Complete Reference, McGraw Hill Professional.
- 3 John Wiley & Sons, Tally.ERP 9 in Simple Steps, Kogent Learning Solutions Inc., 2008.
4. A.K.Nadhani & K.K.Nadhani,Implementing Tally 9 (Comprehensive Guide for Tally 8.1 & 9), 2007.

**WEBSITE**

1. <http://tally9book.com>
2. <http://www.tallysolutions.com>

*[Signature]*  
**Chairman - BoS  
MBA - HiCET**



*[Signature]*  
**Dean (Academics)  
HiCET**

PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA1701	INDUSTRY INSIGHT ORIENTATION	0	0	2	1

- COURSE OBJECTIVE**
- To understand about industry and companies in their respective industries.
  - To know about companies from various secondary source of information.
  - To get the overall understanding capability of the industry and companies.

**COURSE DIRECTION**

Student has to select an industry based on the sample list given below. He/she should prepare three companies profile based on the inputs from various secondary sources available in the web. Students can choose an industry in common but need to choose different companies from the industry.

Students are expected to know the following criteria and present them in 30 slides for three companies based on the ten headings given below and the students should also submit a summary about the companies in the form of a report of not less than 30 pages.

1. Corporate governance
2. Organizational structure
3. Product base
4. Financial position of the firm
5. Workforce
6. Geography of business
7. Important competitors
8. Technology used and
9. Future competence and goals
10. Corporate social responsibility

**SAMPLE OF INDUSTRIES LIST IS GIVEN BELOW**

- |                                    |   |
|------------------------------------|---|
| 1. Agriculture                     | 23. Hotels and Restaurants              |
| 2. Automobile                      | 24. Paper                               |
| 3. Auto Components and ancillaries | 25. Power generation and infrastructure |
| 4. Aviation                        | 26. Mining and minerals                 |
| 5. Banking                         | 27. Logistics                           |
| 6. Biotechnology                   | 28. Shipping                            |
| 7. Cement                          | 29. Fertilizers                         |
| 8. Consumer staples                | 30. Chemicals                           |
| 9. Education and training          | 31. Packaging                           |
| 10. Tyres                          | 32. Footwear and accessories            |
| 11. Financial Services             | 33. Non-Ferrous metals                  |
| 12. Food Processing                | 34. Petro chemicals and plastics        |
| 13. Gems and Jewelers              | 35. Technology Hardware                 |
| 14. Hospitals                      | 36. Trading                             |
| 15. Construction & Infrastructure  | 37. Sugar                               |
| 16. Consumer Durables              | 38. Retail                              |
| 17. Technology Software            | 39. Paints/Varnish                      |
| 18. Capital Goods                  | 40. Agro chemicals                      |
| 19. Media and Entertainment        | 41. Energy                              |
| 20. Oil and Gas                    | 42. Steel                               |
| 21. Pharmaceutical                 | 43. Telecommunications                  |
| 22. Realty                         | 44. Textiles & Garments                 |

**TOTAL INSTRUCTIONAL HOURS 30**

- COURSE OUTCOME**
- Students will learn to access the web with specific insight.
  - Students will get the knowledge of various facets of the company.
  - Students will prepare the presentation and present it so that communication is enhanced.

**SEMESTER – II**

PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA2201	OPERATIONS MANAGEMENT	3	0	0	3

**COURSE OBJECTIVE**

- To enable the students to study the role of production and operations management in the modern business enterprise and its challenges.
- To enable the students to study the techniques on designing of the product, manufacturing location and work study involved in modern industry.
- To enable the students to study importance of material handling and designing of layout in the modern industry.

UNIT	DESCRIPTION	TOTAL INSTRUCTIONAL HOURS
I	<b>INTRODUCTION TO OPERATIONS MANAGEMENT</b> Meaning-importance. Historical development of OM. Transformation processes, Difference between products and services. System perspective, Functions, Challenges and recent trends. Operations strategy-Elements.	9
II	<b>DEMAND FORECASTING</b> Need, Types, Factors- Overview of Qualitative and Quantitative methods. Capacity Planning- Need, capacity planning decisions- Classification. Overview of sales and operations planning. Overview of MRP, MRP II and ERP.	9
III	<b>PRODUCT DESIGN</b> Scope, Steps, Product life cycle. Legal, Ethical and Environmental issues. Process planning and process design-Scope, Factors, Types, Approach. Work study-Objectives, Procedures. Method study and Motion study. Work measurement-Benefits, Techniques and Steps.	9
IV	<b>MATERIALS MANAGEMENT</b> Objectives, Planning, Budgeting and Control. Purchasing- Objectives, Functions, Policies-Vendor rating and Value Analysis. Stores management- Nature, layout, Classification and Coding. Inventory- Objectives, Costs and Control techniques. Overview of JIT.	9
V	<b>FACILITY LOCATION</b> Theories, Steps in selection, Location Models. Facility Layout-Principles, Types. Project Management – Scheduling Techniques-PERT-CPM. Priority rules and techniques, Shop floor control, Flow shop scheduling. Johnson's Algorithm-Gantt charts- Personnel scheduling in services.	9
<b>TOTAL INSTRUCTIONAL HOURS</b>		<b>45</b>

**Note: Theory 80 Marks and Problems 20 Marks**

## COURSE OUTCOME


- Students will be able to understand the role of production manager in modern business.
- Students will be able to understand the methods of designing of the product, manufacturing location and work study involved in modern industry.
- Students will be able to understand the practice of material handling and designing of layout in the modern industry.

## TEXT BOOKS:

1. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2015.
2. Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2015.

## REFERENCE BOOKS:

1. Kanishka Bedi, Production and Operations Management, Oxford University Press, 2014.
2. Chary S. N, Production and Operations Management, Tata McGraw Hill, Third Edition, 2008.
3. S.A.Chunawalla D.R.Patel, Production and Operations Management, Himalaya Publishing House, 2008.
4. Mahadevan B, Operations Management Theory and practice, Pearson Education, Second edition 2007.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academic)**  
**HiCET**

PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA2202	FINANCIAL MANAGEMENT	3	1	0	4

- COURSE OBJECTIVE**
- To enable the students to study the role of financial management in the modern business enterprise and the time value money.
  - To enable the students to study the appraisal methods on capital assets and cost of the capital involved in modern business.
  - To enable the students to study the designing methods of capital structure and computation of working capital requirement in modern business.

UNIT	DESCRIPTION	TOTAL INSTRUCTIONAL HOURS
I	<b>INTRODUCTION TO FINANCIAL MANAGEMENT</b> Financial Management an overview. Objectives and functions of Financial Management. Basic principles of financial decisions. Role of Financial Management in the organization. Concept of Time value of money-Need, Techniques in computation of time value of money.	9
II	<b>CAPITAL BUDGETING DECISIONS</b> Meaning and nature of Capital Budgeting-need and importance. Methods of appraisal of capital budgeting. Non-discounted cash flow techniques and discounted cash flow techniques. Conflict in criteria for evaluation. Risk analysis in Capital Budgeting –meaning of risk and uncertainty-Techniques of risk analysis in capital budgeting.	9
III	<b>COST OF CAPITAL</b> Cost of Capital-meaning and features. Computation for each source of finance-Debt- Preference capital-Retained earnings. Weighted average cost of capital. EBIT-EPS Analysis. Leverage-meaning and definition. Operating Leverage and Financial Leverage.	9
IV	<b>CAPITAL STRUCTURE THEORY</b> Designing of Capital Structure- Capital Structure Theory-Net Income Approach-Net Operating Income Approach- MM Approach and Traditional Approach. Dividend Policy-Types of Dividend Policy. Share valuation-CAPM.	9
V	<b>WORKING CAPITAL MANAGEMENT</b> Working Capital Management-Definition, Objectives. Policies and Factors affecting Working Capital requirements. Forecasting Working Capital requirements. Cash Management-Receivables Management and Inventory Management.	9
<b>TOTAL INSTRUCTIONAL HOURS</b>		<b>45</b>

**Note: Theory 60 Marks and Problems 40 Marks.**

- COURSE OUTCOME**
- Students will able to understand the role of financial manager in the modern business.
  - Students will able to understand the application of capital budgeting technique and cost of capital involved in the modern business.
  - Students will able to understand the practice of designing capital structure of business enterprise and working capital requirement.

**TEXT BOOKS:**

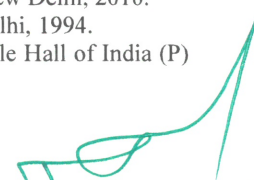
1. Dr.V.R.Palanivel, Financial Management, S. Chand & Company, New Delhi, 2015.
2. P.V.Kulkarni and B.G.Satyaprasad, Himalaya Publishing House House, Delhi, 2015.

**REFERENCE BOOKS:**

1. I.M.Pandey, Financial Management, Vikash Publishing, New Delhi, 2010.
2. Richard A. Brealey, Stevart C.Myers, Principles of Corporate Finance, McGraw Hill, New york, 2010.
3. James C.Van Horns, Financial Management & Policy, Prentice Hall of India (P) Ltd., New Delhi, 2010.
4. Prasanna Chandra, Financial Management, Theory Practice, Tata McGraw Hill, New Delhi, 1994.
5. John J. Hampton, Financial Decision Making –Concepts, Problems and Cases, Precentile Hall of India (P) Ltd., New Delhi 1994.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA2203	MARKETING MANAGEMENT	3	0	0	3

- COURSE OBJECTIVE**
- To understand the fundamentals of marketing function.
  - To identify the indicators of marketing thoughts and practices.
  - To understand fundamental premise underlying market driven strategies.

UNIT	DESCRIPTION	TOTAL INSTRUCTIONAL HOURS
I	<b>INTRODUCTION</b> Marketing – Definition – importance – scope – core concepts. Marketing Environment – different types. Marketing mix – product and service. New product development and management – factors – process. Product life cycle - strategies.	9
II	<b>MARKETING MIX DECISIONS</b> Market segmentation – meaning – bases. Targeting – strategies. Positioning – how – ways. Advertising – decisions. Pricing – objectives – methods – types - strategies.	9
III	<b>CHANNEL MANAGEMENT AND SALES</b> Sales promotions- significance- decisions. Personal selling-principles-theories-skills. Sales force management – recruiting – selection – motivating- evaluation. Channel management – decisions – systems – integration – conflict – cooperation – competition. Building and measuring customer satisfaction.	9
IV	<b>BUYER BEHAVIOR</b> Industrial and consumer buyer behavior – decision making process – differences – influence. Customer relationship management – process –strategies. Service marketing – characteristics – classifications. Cause related marketing.	9
V	<b>MARKETING RESEARCH AND STRATEGY</b> Research process in marketing. Retail management, Rural marketing-importance-facts-myths. Green marketing. Online marketing trends. Marketing strategies – key drivers.	9
<b>TOTAL INSTRUCTIONAL HOURS</b>		<b>45</b>

- COURSE OUTCOME**
- Knowledge of understanding and solving marketing related problems.
  - Awareness of marketing management processes.
  - Present and write reports on topics of marketing concepts.

**TEXT BOOKS:**

1. Philip Kotler, Keller, Koshy, Jha, Marketing Managemnt, Pearson Education Inc 13<sup>th</sup> Edition 2009.
2. Rajan Saxena, Marketing Management, Tata McGraw Hill Education Pvt Ltd, 2009.

**REFERENCE BOOKS:**

1. KS Chandrasekar, Marketing Management- Text and Cases, Tata McGrawHill Vijaynicole, First edition, 2010.
2. Paul Baines, Chris Fill and Kelly Oage, Marketing, Oxford University Press, 2<sup>nd</sup> Edition,2011.
3. Lamb, Hair, Sharma, Mc Daniel – Marketung – “ An Innovative approach to learning and teaching – A south asian perspective, Cengage Learning – 2012.
4. Duglas, J.Darymple, Marketing Management, VikasThomson Learning, 2000.

*[Signature]*  
Chairman - BoS  
MBA - HICET



*[Signature]*  
Dean (Academics)  
HICET

PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA2204	HUMAN RESOURCE MANAGEMENT	3	0	0	3

- COURSE OBJECTIVE**
- To understand the importance of human factor in industries
  - To provide knowledge about management issues related to staffing, training, performance, and compliance with human resource requirement
  - To understand the emerging trends of human resource in industries

UNIT	DESCRIPTION	TOTAL INSTRUCTIONAL HOURS
I	<b>PERSPECTIVES UN HUMAN RESOURCE MANAGEMENT</b> Evolution of human resource management- The importance of human factor-challenges – inclusive growth and affirmative action-Role of human resource manager- human resource policies- Computer applications in human resource management- human resource accounting and auditing	9
II	<b>THE CONCEPT OF BEST FIT EMPLOYEE</b> Importance of Human resource planning –Forecasting human resource requirement-matching the demand and supply- Internal and external sources. Recruitment-selection-Tests-Interview –Induction –Socialization benefits	9
III	<b>TRAINING AND EXECUTIVE DEVELOPMENT</b> Types of training methods-purpose-benefits-resistance. Executive development Program -Common Practiced-Benefits-self development –Knowledge management	9
IV	<b>SUSTAINING EMPLOYEE INTEREST</b> Compensation plan-Reward-Motivation – Incentives- Career management-Development of mentor- Protégé relationships.	9
V	<b>PERFORMANCE EVALUATION AND CONTROL PROCESS</b> Method of performance evaluation-Feedback-Industry practices. Promotion, Demotion, Transfer and separation – Implication of job change. The control process-importance –Methods- Requirement of effective control systems and grievances – Causes – Implications –Redressal methods	9

**TOTAL INSTRUCTIONAL HOURS 45**

- COURSE OUTCOME**
- To manage and respecting human is another side of the coin in industries
  - Students will gain knowledge and skills needed for success as an human resource professional
  - To enable students to meet HR challenges in present scenario

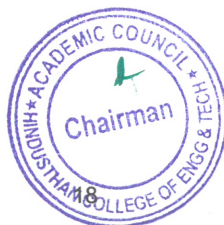
**TEXT BOOKS:**

1. Dessler human resource management. Pearson Education limited 2007
2. Aswathappa-Human resource management –Mc Graw hill, Sixth Edition, 2007

**REFERENCE BOOKS:**

1. Luis R Gomez-Mejia,David B Balkin ,Robert L Cardy Managing human resource PHI Learning 2012
2. Bernadin, Human resource management, Tata McGraw hill 8th edition 2012
3. Wayne Casico, Managing human resource McGraw hill 2007.
4. Uday Kumar Hajdar , Juthika Sarkar, Human resource management-Oxford University Press 2012

*[Signature]*  
**Chairman - BoS  
MBA - HiCET**



*[Signature]*  
**Dean (Academics)  
HiCET**

PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA2205	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	3	0	0	3

#### COURSE OBJECTIVE

- To enable the students to study the role Logistics and Supply Chain Management in the modern business enterprise and its challenges.
- To enable the students to study the designing of supply chain network in uncertain environment.
- To enable the students to study the importance of Logistics Information System and transportation, packaging and containerization in Logistic management.

UNIT	DESCRIPTION	TOTAL INSTRUCTIONAL HOURS
I	<b>INTRODUCTION TO SUPPLY CHAIN MANAGEMENT</b> Supply Chain Management – Nature and concept- Value Chain. Functions, Contributions of SCM. Components of SCM. Strategic issues in SCM. Supply chain drivers. Frame work solution for SCM. Obstacles in SC.	9
II	<b>NETWORK DESIGN</b> Designing supply chain network. Factors influencing distribution network. Design and options for network distribution. Practices for network distribution. Network design in an uncertain environment- Impact of uncertainty on network design.	9
III	<b>OVERVIEW OF LOGISTIC MANAGEMENT</b> Overview of Logistic Management. Evolution of the Logistic concept. Growing importance Logistic Management. Objectives and Strategic issues in Logistic management. Functions and components Logistic Management- 3PLs and 4PLs.	9
IV	<b>LOGISTICS INFORMATION SYSTEM</b> Logistics Information System-meaning. Integrated IT solution for logistic and supply chain management. Concept of warehousing –types and functions. Warehousing strategy and design. Operational mechanism of warehouse.	9
V	<b>TRANSPORTATION AND PACKAGING</b> Mode of Transportation in Logistics and Supply chain management. Elements of transportation cost. Role of containerization in Logistics and management. Nature and concept of protective packaging. Functions, forms, problems and policies of packaging.	9
<b>TOTAL INSTRUCTIONAL HOURS</b>		<b>45</b>

#### COURSE OUTCOME

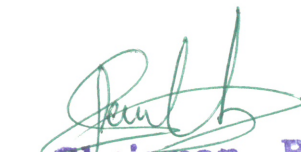
- Students will able to understand the role of Logistics and Supply Chain Management in modern business.
- Students will able to understand the methods of designing of Supply chain network in the process of goods and services.
- Students will able to understand the practice of handling of Logistics Information System and method of transportation, packaging and containerization in Logistics Industry.

#### TEXT BOOKS:


1. D.K. Agrawal, Text book of Logistic and Supply Chain Management, Macmillan India, Ltd, New Delhi, 2003.
2. Sunil Chopra and Peter Meindl. Supply Chain Management – Strategy Planing and Operation, Prentice Hall Publications, New Delhi, 2007

**REFERENCE BOOKS:**

1. Altekar Rahul V, Supply Chain Management- Concept and Cases, Prentice, Hall India, New Delhi, 2005.
2. Bowersox Donald J, Logistic Management – The Integrated Supply Chain Process, Tata McGraw Hill, New Delhi, 2000.
3. Donald J. Bowersox, David J. Closs and M. Bixby Cooper, Supply Chain Logistics Management, Tata McGraw Hill, 2008.
4. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, Principles of Supply Chain Management- A Balanced Approach, South-Western, Cengage Learning, 2005.
5. Vinod V.Sople, Logistics Management-The Supply Chain Imperative, Pearson, 2012.

  
**Chairman - BoS  
MBA - HiCET**



  
**Dean (Academics)  
HiCET**

PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA2206	APPLIED OPERATION RESEARCH	3	1	0	4

**COURSE OBJECTIVE**

- To provide the students with the skills to apply the operations research techniques for organizational decision-making situations.
- To enable the student to study scientific decisions.
- To study the issues related to transportation of goods and services.

**UNIT**

**DESCRIPTION**

**TOTAL INSTRUCTIONAL HOURS**

I	<b>INTRODUCTION TO LINEAR PROGRAMMING (LP)</b> Introduction to applications of operations research in functional areas of management-Solution and implementation-Linear Programming-Formulation-Graphical method- Simplex method- Big M Method.	9
II	<b>TRANSPORTATION AND ASSIGNMENT MODELS</b> Initial solutions using Vogel's approximation method- Check for optimality-MODI method- assignment problem- Hungarian method.	9
III	<b>GAME THEORY</b> Game Theory- Two person Zero Sum games- Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solution.	9
IV	<b>INVENTORY MODELS AND SIMULATION</b> Inventory models- EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Monte-Carlo simulation.	9
V	<b>QUEUING THEORY AND REPLACEMENT MODELS</b> Queuing Theory – Single and Multi-channel models – infinite number of customers and infinite calling source.	9

**TOTAL INSTRUCTIONAL HOURS 45**

**COURSE OUTCOME**

- To facilitate quantitative solutions in business decision making under conditions of certainty, risk and uncertainty.
- To enhance the student ability in making scientific decisions.
- To practice the students through mathematical techniques in the cost of reduction of transportation.

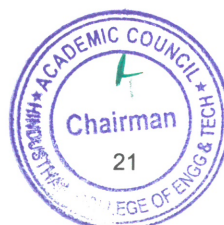
**TEXT BOOKS:**

1. Kalavathy S, Operational Research, Second edition 2002.
2. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Seventh Edition, Third Indian Reprint 2004.

**REFERENCE BOOKS:**

1. Paneerselvam R, Operations Research, Prentice Hall of India, Fourth Print, 2008.
2. Gupta P.K, Man Mohan, Problem in operations Research (Methods and Solution), Sultan Chand and Sons, Ninth Edition, 2003.
3. Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case Studies approach with spreadsheets, Tata Megraw Hill, 2005.
4. V.K.Kapoor, - Operation Research Techniquesfor Management, Sultan Chand & Sons, 2001.

*Paul*  
**Chairman - BoS  
MBA - HiCET**



*Dean*  
**Dean (Academics)  
HiCET**

PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA2207	BUSINESS RESEARCH METHODS	3	0	0	3

**COURSE OBJECTIVE**

- To expose the students to the principles of scientific methodology in business enquiry.
- To develop analytical skills of business research.
- To develop the scientific communication skills.

UNIT	DESCRIPTION	TOTAL INSTRUCTIONAL HOURS
I	<b>INTRODUCTION TO RESEARCH</b> Introduction to business research- Concepts of tools of business research, objectives- Problem identification and formulation of research- Theory and induction in research – Hypotheses.	9
II	<b>RESEARCH DESIGN AND VARIABLES</b> Research design-concepts and importance in research- Types of research design and types of research- Concept of variables (dependent, independent and extraneous) – Qualitative and Quantitative research- Experimental Design.	9
III	<b>MEASUREMENT AND SCALING</b> Measurement – validity and reliability of the instrument- Basic scales and different types of attitudinal scales – Data and data collection methods – Construction of questionnaire and its importance – Sampling design and different types of sampling.	9
IV	<b>DATA ANALYSIS AND TOOLS</b> Data analysis and preparation – Univariate and bi-variate analysis – Multi-variate analysis (discriminant, factor, and Multiple regress)- Non-parametric tests- Application of SPSS.	9
V	<b>REPORT WRITING</b> Research report writing – Types of research report (Technical and Popular research reports) – Layout of research paper- Subjectivity and Objectivity in research – Ethical dilemmas in research.	9
<b>TOTAL INSTRUCTIONAL HOURS</b>		<b>45</b>

**COURSE OUTCOME**

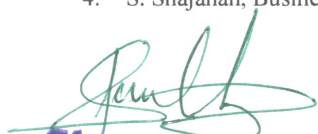
- Students would become acquainted with the scientific methodology in business domain.
- Equipping the students analytically skillful.
- Familiarizing the students with the nuances of scientific communications.

**TEXT BOOKS:**

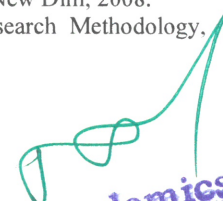
1. Donald R. Cooper and Pamela S. Schindler, Business Research methods, 9<sup>th</sup> Edition, Tata McGraw Hill, 2006.
2. C.R.Kothari, Business research method, New age Publication, New Delhi, 2014.

**REFERENCE BOOKS:**

1. Alan Bryman and Emma Bell, Business Research Methods, Oxford University Press, New Dlhi, 2008.
2. K. N. Krishnaswamy, Appa Iyer Sivakumar and M.Mathirajan, Management Research Methodology, Pearson Education, New Delhi, 2006.
3. Uma Sekaran, Research methods for Business, Wiley India, New Delhi, 2006.
4. S. Shajahan, Business research methods, Jaico Publishing house, 2014.

  
**Chairman - BOS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA2001	DATA ANALYSIS AND BUSINESS MODELING	0	0	4	2

<b>COURSE OBJECTIVE</b>	➤ To have hands on experience on decision modeling by using SPSS software and MS-EXCEL.
	➤ To analyze the real time data by use of appropriate tools.
	➤ To provide inference from the data analysis.

S.NO	DESCRIPTION PF THE EXPERIMENTS	TOTAL PRACTICAL HOURS
1	ADVANCED EXCEL EXERCISES.	3
2	DESCRIPTIVE STATISTICS <ul style="list-style-type: none"> <li>• FREQUENCY DISTRIBUTION - SPSS</li> <li>• CENTRAL TENDENCY</li> </ul>	2 3
3	HYPOTHESIS PARAMETRIC TEST <ul style="list-style-type: none"> <li>• ONE SAMPLE T-TEST</li> <li>• PAIRED 'T' TEST</li> <li>• INDEPENDENT SAMPLE 'T' TEST</li> <li>• ONE WAY ANOVA</li> <li>• MANOVA</li> </ul>	2 3 2 3 3
4	HYPOTHESIS – NON PARAMETRIC TEST <ul style="list-style-type: none"> <li>• CHI-SQUARE</li> <li>• KOLMOGROV – SMIRNOV TEST</li> <li>• MANN WHITNEY TEST</li> <li>• WILCOXON SIGNED RANKS TEST</li> <li>• KRUSKAL WALLIS TEST</li> <li>• CORRELATION</li> <li>• REGRESSION</li> <li>• MULTIPLE REGRESSION</li> </ul>	3 3 3 3 3 3 3 3
<b>TOTAL INSTRUCTIONAL HOURS</b>		<b>45</b>

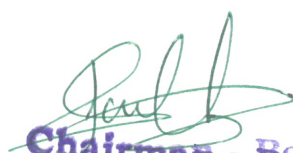
<b>COURSE OUTCOME</b>	➤ To gain the knowledge of data analysis software for business modeling.
	➤ Statistical tools help in deriving logical solutions.
	➤ To take a business decision effectively.

### TEXT BOOKS

1. David M. Levine et al, "Statistics for Managers using MS EXCEL" (6<sup>th</sup> Edition) Pearson, 2010.
2. David R. Anderson, et al, "An Introduction to Management Sciences: Quantitative approaches to decision making, (13<sup>th</sup> Edition) South-Western College Publication, 2011.

### REFERENCE BOOKS

1. Vikas Gupta, Comdex Business Accounting with MS EXCEL, 2010 and TALLY ERP 9.0 Course Kit, Wiley India, 2012.
2. Kiran Pandya and Smriti Bulsari, SPSS in Simple Steps, Dremtech 2011.
3. William J. Stevenson, Ceyhun Ozgur, 'Introduction to Management Science with spreadsheet', Tata McGraw Hill, 2009.
4. Wayne L. Winston, Microsoft EXCEL 2010: Data Analysis & Business Modeling, 3<sup>rd</sup> Edition, Microsoft Press, 2011.

  
**Chairman - BOS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA2701	PROFESSIONAL RESEARCH PRESENTATION	0	0	2	1

- COURSE OBJECTIVE**
- To gain knowledge about the emerging trends in industry.
  - To improve the oral presentation skills of the students.
  - To achieve excellence in leadership.

The student can present on the following topics:

1. Marketing Management
2. Human resource Management
3. Financial Management
4. Production & Operations Management
5. Systems Management
6. Logistics and Supply Chain Management
7. Intellectual Property Rights
8. Event Management
9. Disaster Management
10. Green Management and all business relevant management topics and
11. Any other topic with Management Relevance.

**Procedure to be followed by the students:**

1. The students should submit a research paper and the certificate which is issued from the recognized institution on or before the last working day of the semester.
2. The Presentation can be on individual or group basis

**TOTAL INSTRUCTIONAL HOURS: 30**

- COURSE OUTCOME**
- The students visit various institutions and prepare a research paper.
  - The students will enhance their oral presentation by taking part in various seminars and conferences.
  - The students will get practical exposure during their presentation.

PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA2702	BUSINESS ETIQUETTES	0	0	2	1

- COURSE OBJECTIVE**
- To explore the basic behavioral styles and how to adopt them
  - Demonstrate effective self-introductions, introduction of others, and small talk
  - Develop an action plan to improve personal professionalism.

UNIT	DESCRIPTION	TOTAL INSTRUCTIONAL HOURS
1	ETIQUETTE <ul style="list-style-type: none"> <li>➤ Meaning and Definition</li> <li>➤ Need</li> <li>➤ Types of Etiquettes</li> <li>➤ Etiquettes and behavior</li> </ul>	2
2	VITAL BUSINESS ETIQUETTE RULES <ul style="list-style-type: none"> <li>➤ Introduction</li> <li>➤ Handshaking standards</li> <li>➤ Way of interrupting and closing</li> <li>➤ Major avoiders</li> </ul>	2
3	DINING ETIQUETTE RULES AND MANNERS <ul style="list-style-type: none"> <li>➤ Host ship dos and don'ts</li> <li>➤ Essential servers in a feast and luncheon</li> <li>➤ Respecting privacy</li> <li>➤ Table manners</li> </ul>	2
4	ONLINE ETIQUETTE RULES <ul style="list-style-type: none"> <li>➤ Grammar and punctuation rules</li> <li>➤ Consideration to the virtual recipients</li> <li>➤ Professional name</li> <li>➤ Telephone courtesy</li> </ul>	2
5	SOCIAL BUSINESS RULES <ul style="list-style-type: none"> <li>➤ Communication tools and its usage</li> <li>➤ Attentiveness</li> </ul>	2
6	CLIENT RELATED ETIQUETTES <ul style="list-style-type: none"> <li>➤ Pronunciation</li> <li>➤ Observational statements</li> <li>➤ Positive tone</li> <li>➤ Relationship building</li> </ul>	2
7	CONFERENCE ETIQUETTES <ul style="list-style-type: none"> <li>➤ Networking tools</li> <li>➤ Punctuality</li> <li>➤ Authenticity and Generosity</li> <li>➤ Personal space and Art of ask</li> </ul>	2
8	VIDEO CALLING RULES <ul style="list-style-type: none"> <li>➤ Acknowledgement of the people</li> <li>➤ Avoidance of smart phone</li> <li>➤ Uninterrupted background</li> <li>➤ Body language</li> </ul>	2

9	INTERNATIONAL BUSINESS ETIQUETTES	2
	➤ Cross Cultural basics	
	➤ General entrepreneurial climate	
	➤ Economic outlook	
10	SOCIAL ETIQUETTE	2
	➤ Talking	
	➤ Eating	
	➤ Using Good bye and thank you	
	➤ Pardoning	
11	OFFICE ETIQUETTES	2
	➤ Attendance	
	➤ Carry the load	
	➤ Neatness in the working place	
	➤ Trustworthiness	
12	TELEPHONE ETIQUETTES	2
	➤ Announcing the self	
	➤ Speaking volume	
	➤ Choose a normal ring tone	
	➤ Voice mails	
13	MEETING ETIQUETTES	2
	➤ Mingling with others	
	➤ Sit appropriately	
	➤ Strong agenda	
	➤ Concise	
14	TRAVEL ETIQUETTES	2
	➤ Personal space	
	➤ Airport	
	➤ On the road	
15	CORPORATE ETIQUETTES	2
	➤ Attitude	
	➤ Politics	
	➤ Pith and tone in workplace	
	<b>TOTAL INSTRCTIONAL HOURS</b>	<b>30</b>

- COURSE OUTCOME**
- Standards of appearance, action and attitude in a business environment.
  - Communication styles and adjustment with the environment.
  - Essential of online and offline business networking.

**REFERENCES**

1. dianegottsman.com/
2. www.cliseetiquette.com/blog/
3. www.mannersmentor.com
4. www.hongkiat.com/blog/facebook-etiquette
5. www.carolroth.com/blog/65-business-etiquette-dos-and-donts
6. blog.hubspot.com/marketing/international-business-etiquette

*Paul*  
**Chairman - BoS**  
**MBA - HiCET**



*[Signature]*  
**Dean (Academics)**  
**HiCET**

# **SYLLABUS**

**SEMESTER – III**

PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA3201	STRATEGIC MANAGEMENT	3	0	0	3

- Course Objective**
1. To learn about various initiatives taken by the organization regarding strategic management concepts.
  2. To understand the competitive advantage of firms
  3. To identify and understand different strategic options available in different business scenarios.
  4. To apply various models to understand firms efficiency.
  5. To understand the analysis and implementation of strategic management in strategic business units.

Unit	Description	Instructional hours
I	<b>STRATEGY AND PROCESS</b> Strategic leadership and competitive advantage – Strategy making process - Strategic planning and decision making - Corporate governance and ethics - Corporate social responsibility - Case studies.	9
II	<b>COMPETITIVE ADVANTAGE</b> External Analysis – Porter’s five forces model - Strategic groups - Industry lifecycle analysis - Roots of competitive advantage - Building blocks of competitive advantage - Competitive advantage and profitability - Competitive advantage and durability - Avoiding failure and sustaining competitive advantage - Case studies	9
III	<b>STRATEGIES</b> Functional strategies – Efficiency - Quality and superior innovation – Responsiveness to customers. Business level strategies – Competitive positioning and business model - Competitive positioning and Competitive positioning and generic business level strategy - Business level strategies and industry environment. Case studies.	9
IV	<b>STRATEGIC MODELS</b> Corporate level strategy – Horizontal integration – Vertical integration – related diversification - – unrelated diversification- Strategic alliance and strategic outsourcing. BCG and McKinsey 7S framework. GE 9 cell matrix and balance score card analysis-Case studies.	9
V	<b>STRATEGY IMPLEMENTATION AND EVALUATION</b> Implementing strategy through organization design and structure -Implementing strategy across countries - Strategic control system Managing technology and innovation - New business models and strategies for internet economy. Case Studies.	9
<b>Total Instructional Hours</b>		<b>45</b>

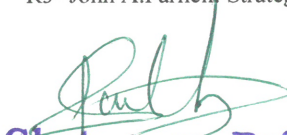
- Course Outcome**
- CO1: To create knowledge and understanding of the strategic management concepts.  
 CO2: To understand the nuances of competitive advantage  
 CO3: To understand different levels of strategy for success  
 CO4: To create business models and innovative products for success.  
 CO5: To present the report for the issues in organizational strategy

**TEXT BOOKS:**

- T1- Charles.W.L.Hill and Gareth. R. Jones. Strategic Management : An Integrated approach, 9e 2012 Edition Cengage Learning Pvt Ltd  
 T2.-Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2008.

**REFERENCE BOOKS:**

- R1- Dr.Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.  
 R2- John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12th Edition, 2012  
 R3- John A.Parnell, Strategic Management, Theory and practice Biztantra (2012).

  
**Chairman - BoS**  
**MBA - HICET**



  
**Dean (Academics)**  
**HICET**

PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA3202	ENTREPRENEURSHIP DEVELOPMENT	3	0	0	3

- Course Objective**
1. It leads to think creatively for new business opportunities to sustain individual as well as social goals.
  2. To understand the theories of entrepreneurial motivation.
  3. To understand the factor that motivate the people go for their own business and to select and develop a particular project.
  4. To know about the guidelines for Feasibility reports.
  5. To develop the insight to the students about the financial Institutions.

Unit	Description	Instructional Hours
I	<b>INTRODUCTION</b> Entrepreneur – Need – Characteristics – Types – Functions – Qualities. Intrapreneur-Characteristics- Entrepreneur Versus Intrapreneur. Entrepreneurship –Concept- Growth of Entrepreneurship in India - Entrepreneur Versus Entrepreneurship-Characteristics of Entrepreneurship-Factors affecting entrepreneurship growth-Theories of Entrepreneurship - Barriers.	9
II	<b>ENTREPRENEURSHIP DEVELOPMENT AND MOTIVATION</b> Entrepreneurship development-Meaning-Phases. Entrepreneurial culture-Meaning-Sub cultures of Entrepreneurship-Steps to change Entrepreneurial culture. Entrepreneurship Development Programme-Objectives-Phases-Problems. Entrepreneurial Motivation-Nature-Motivation process-Theories-Factors.	9
III	<b>ENTREPRENEURIAL DEVELOPMENT TRAINING AND PROJECT MANAGEMENT</b> Introduction-Importance-Objectives-Methods-Benefits of training. Project - Meaning-Characteristics-Project levels - Dimensions of a project- Project Life Cycle. Project Management-Phases - Process of a project Management. Project Classification-Project Identification-Criteria for selecting a particular project- Importance-Steps- Constraints of Project Identification.	9
IV	<b>PROJECT FORMULATION AND FEASIBILITY REPORTS</b> Project Formulation-Concept-Need –Steps- Sequential Stages of project formulation-Project formulation constraints. Feasibility Report- Checklist for Feasibility report-Guidelines for Feasibility reports- Feasibility report setting. Project selection-Project report-Introduction-Scope-Importance-Contents for preparation of project report-Precautions in preparing a project report- Reasons for the failure of a project report.	9
V	<b>INSTITUTIONAL FINANCE</b> Institutional Finance-Commercial Banks-IDBI-IFCI-ICICI-IRBI-SFCs-SIDCs- SIDBI-NABARD-LIC-EXIM BANK. Institutional support - SIDO-NSIC-KVIC-SIDCO-TCO-DIC. Starting a small scale industry-Incentives and Subsidies-Women entrepreneur-Types-Problems-Remedial Measures-Sickness in small scale industries-Symptoms-Causes-Remedies measures to prevent sickness.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**

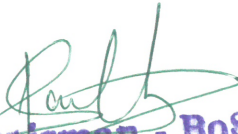
- CO1: To understand the importance of becoming an entrepreneur and to run the business effectively and efficiently.  
CO2: To understand the concept of Entrepreneurial culture and project management.  
CO3: To know about the criteria for selecting a particular project.  
CO4: To learn the guidelines for Feasibility reports.  
CO5: To get insights on feasibility report and the students will be in the position to identify the most recognized sources of potential funding and financing for business start-ups and/or expansion.

**TEXT BOOKS:**

- T1 - Vasanth Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, 5<sup>th</sup> edition, New Delhi, 2015.  
T2 - Dr.S.S.Khanka, Entrepreneurial Development, S.Chand & Company PVT Ltd, 3<sup>rd</sup> Revised edition , New Delhi,2014.

**REFERENCE BOOKS:**

- R1 - Srinivasan and G.P.Gupta. "Entrepreneurial Development", Sultan Chand and Sons, 7<sup>th</sup> edition, New Delhi, 2006.  
R2 – E.Gordon and Dr.K..Natarajan "Entrepreneurial Development" Himalaya Publishing House, 7<sup>th</sup> revised edition, New Delhi, 2017.  
R3 - P.Saravanelu "Entrepreneurship Development" ESS PEE KAY Publishing House, 2<sup>nd</sup> edition, Chennai, 2008.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

**MARKETING – ELECTIVES**

PROGRAMME	COURSE CODE	NAME OF THE COURSE	L	T	P	C
MBA	16BA3301	CONSUMER BEHAVIOR AND MARKETING RESEARCH	3	0	0	3

- Course Objective**
1. The course helps the students to understand the behavioral concepts of consumers
  2. To study how consumer will react as an individual
  3. The course helps in identifying the social and cultural setting of consumers
  4. The course helps the student's decision-making skills in dealing with complex, dynamic and challenging market situations
  5. How to keep pace with the competition through marketing research.

Unit	Description	Instructional Hours
I	<b>INTRODUCTION</b> Consumer behavior – concepts – dimensions of consumer behaviors – application of consumer behavior knowledge in marketing decisions – approaches to the study of Consumer behavior.	7
II	<b>CONSUMER AS AN INDIVIDUAL</b> Consumer needs and motives – personality and consumer Behavior – consumer perception – learning – consumer attitudes – attitude formation and change – communication and persuasion – self image – life style analysis . Key Determinants of a Framework of Buyer Behavior	9
III	<b>CONSUMERS IN THEIR SOCIAL AND CULTURAL SETTINGS</b> Group dynamics and consumer reference groups – family – Social- class cultural and sub-cultural aspects – cross cultural consumer behavior.	7
IV	<b>CONSUMER DECISION PROCESS AND POST PURCHASE BEHAVIOUR</b> Personal influence and opinion leadership – diffusion of innovations – consumer decision making process – models of consumer decision process – Nicosia- Howard Sheth and Engel-Kollat model- post purchase behavior – Consumer expectation and satisfaction – managing dissonance – consumer loyalty–types of loyalty programmes	11
V	<b>MARKETING MIX RESEARCH IN CONSUMER BEHAVIOUR</b> Marketing Research – Definition, Scope, Significance, Limitations and Obstacles in Acceptance. Marketing Intelligence system – Sales analysis and forecasting, New product development Concept testing, Brand Equity Research, Brand name testing, Commercial eye tracking – package designs, - positioning research, Pricing Research, Shop and retail audits, Advertising Research – Copy Testing, Readership surveys and viewer ship surveys, Ad Tracking, viral marketing research. Marketing effectiveness and analytics research: Customer Satisfaction Measurement, mystery shopping, Market and Sales Analysis Ethics in the marketing research	11
<b>Total Instructional Hours</b>		<b>45</b>


- Course Outcome**
- CO1: Helps in understanding why consumer behavior is necessary  
 CO2: Helps in understanding the individual behavior  
 CO3: The major influence of social and cultural setting in buyer behavior  
 CO4: Make the students understand how culture helps in behaviour analysis and its influence in decision making  
 CO5: Elaborate the components to be given importance in marketing research

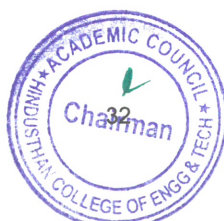
**TEXT BOOKS:**

- T1- Schiffman, G.L. and Wisenblit, J. and Rameshkumar, S. (2015). *Consumer Behaviour*, 11/e; New Delhi: Pearson Education  
 T2- Marketing Research, Concept & Cases – Cooper Schindler.(?)

**REFERENCES:**

- R1- Assael, Consumer Behaviour, Cengage Learning, 2007  
 R2- Blackwell, Consumer Behaviour, Cengage Learning, 2007  
 R3- David L.Loudon, Albert J Della Bitta, "Consumer Behaviour", McGraw Hill, New Delhi 2005.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

Programme	Course Code	Name of the course	L	T	P	C
MBA	16BA3302	BRAND MANAGEMENT	3	0	0	3

- Course Objective**
1. This course would give insights on branding.
  2. Gives an insight on how branding is created.
  3. Identifies the various ways to market the brand.
  4. To understand the methods of managing brands and strategies for brand management.
  5. To make them understand how branding be evaluated.

Unit	Description	Instructional hours
I	<b>INTRODUCTION TO THE BRAND</b> Brand- definition & concept, brand image & imagery, Brand benefits and brand value - Brands versus Products – Branding Challenges and Opportunities – Strategic Brand Management Process	9
II	<b>BRAND POSITIONING AND VALUES</b> Sources of Brand Equity – Building a Strong Brand – Creating Customer Value. Establishing Brand Positioning – Positioning Guidelines – Brand Mantras and Brand personality & personification of brand identity	9
III	<b>BRAND MARKETING</b> Choosing Brand Elements – Criteria - Options and Tactics for Brand Elements, Designing Marketing Programs to Build Brand Equity – Integrating Marketing – Product – Price – Channel Strategies, Integrated Marketing Communication to Build Brand Equity – Developing IMC Programmes	9
IV	<b>BRAND STRATEGIES</b> Design & implementation of brand strategies Brand Architecture – Brand Hierarchy – Designing Branding Strategy – global branding strategies - Using Cause Marketing to Build Brand Equity Strategic success, product success, brand association and creating a brand niche	9
V	<b>MEASURING BRAND PERFORMANCE</b> Conducting Brand Audits – Designing Brand Tracking Studies - Establishing a Brand Equity Management System, Measuring Sources of Brand Equity – Qualitative Research Technique – Quantitative Research Technique.	9
<b>Total Instructional hours</b>		<b>45</b>


- Course Outcome**
- CO 1 :Students will be able to understand what brand is  
CO 2 :Create platform to systematically do branding for a product or service  
CO 3:Enhancing the students towards the customer choices  
CO 4 :How to keep the brand in the long run  
CO 5:Students will also be able to measure the outcome of branding activities

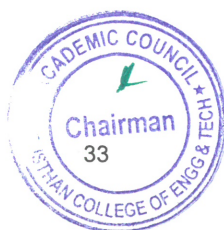
**TEXT BOOKS:**

- T1- "U.C.Mathur", Brand Management Text & Cases, Macmillan, 2006.  
T2-"Keller Kevin Lane", Strategic Brand Management-Building, Measuring and Managing, Brand Equity, 2nd edition, PHI, 2007.

**REFERENCE BOOKS:**

- R1- Tyboust and Kotter, Kellogg on Branding, Wiley, 2008  
R2- Lan Batey, Asain Branding – A Great way to fly, PHI, Singapore, 2002.  
R3- Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3303	RETAIL MANAGEMENT	3	0	0	3

- Course Objective**
1. To understand the concepts of effective retailing.
  2. To create and develop services and products that meets the specific needs of customers.
  3. To offer these products and services at very competitive prices.
  4. To understand the target customer and communicate better with them, identify their market potential, customize product offers to them.
  5. To understand rural marketing dynamics.

Unit	Description	Instructional Hours
I	<b>INTRODUCTION</b> An overview of National and Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails	9
II	<b>RETAIL FORMATS</b> Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats	9
III	<b>RETAILING DECISIONS</b> Choice of retail locations - internal and external atmospherics – Positioning of retail shops –Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Merchandising and category management – buying	9
IV	<b>RETAIL SHOP MANAGEMENT</b> Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends-FDI.	9
V	<b>RURAL MARKETING</b> Rural marketing opportunities – Taxonomy of the rural market, evolution and scope. Understanding the rural economy – environment. Rural marketing experiences – HUL, CFCL, ITC (e-choupal), HLL etc. Rural consumer behavior – buyer characteristics, brand loyalty. Future of rural marketing – Cases	9
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO-1.To understand the concepts of effective retailing.  
CO-2.To create and develop services and products that meet the specific needs of customers.  
CO-3.To offer these products at very competitive prices.  
CO-4.To understand the target customer and communicate better with them, identify their market potential, customize product offers to them.  
CO-5. To understanding rural marketing dynamics

**TEXT BOOKS:**

- T-1 Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, SixthEdition, 2007  
T-2. Ogden Integrated Retail Management, Biztantra, India, 2008.  
T-3. C.S.G.Krishnamacharyulu and Lalitha Ramakrishnan, Rural marketing, Texts and Cases, Pearson education, second edition 2011. ISBN 978-81-317-3263-2

**REFERENCE BOOKS :**

- R-1. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.  
R-2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.  
R-3. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3rd Edition, 2009.



*Paulh*  
Chairman - BoS  
MBA - HICET

*[Signature]*  
Dean (Academics)  
HICET

Programme	Course Code	Name of the course	L	T	P	C
MBA	16BA3304	SERVICES MARKETING	3	0	0	3

- Course Objective**
1. To understand the meaning of services and the significance of marketing the services.
  2. To understand the extended mix in services and application of that in the required places
  3. To create a right product with enhanced service design
  4. The promoting ideas for service
  5. Strategies to be adapted in various services

Unit	Description	Instructional Hours
I	<b>INTRODUCTION</b> Introduction & evolution of services sector - characteristics of services – marketing implications, service classification - Service Economy – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.	9
II	<b>SERVICES MARKETING MIX</b> Services marketing mix – Concept of the service product – core tangibles, augmented product, - understanding supporting & facilitating services – Developing the service product – Assessing service market potential – Service market segmentation, targeting and positioning – Environment and trends	9
III	<b>SERVICE DESIGN AND DEVELOPMENT</b> Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Managing service quality - managing demand & capacity – Understanding patterns of demand for services,- Demand management strategies	9
IV	<b>SERVICE PROMOTION</b> Positioning of services – Designing service delivery System, Service Channel – Pricing services, methods – Service marketing triangle – Key issues in services promotion – Word of mouth – public relations & image management promotion tools & campaign planning Integrated Service marketing communication.	9
V	<b>STRATEGIES IN SERVICES</b> Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services – case studies	9
<b>Total Instructional Hours</b>		<b>45</b>


- Course Outcome**
- CO1: Understanding the challenges and opportunities and utilizing them.  
CO2: Design a suitable service product by using service mix components  
CO3: Make a right by using gap analysis  
CO4: Will be able to apply the concepts of services marketing in promoting services.  
CO5: The service strategies for various services

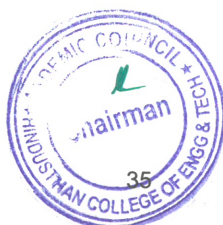
**TEXT BOOKS:**


- T1- “ Valerie.A.Zeithaml, Mary Jo Bitner, Ajay Pandit and Awarjne . D. Gremler” Services Marketing, TMH, 2008.  
T2- Ramneek Kapoor, Justin Paul, Biplab Halder, Services marketing concepts and practices, Tata McGraw Hill private limited.

**REFERENCES:**

- R1- Hoffman, Marketing of services, Cengage Learning, 2007  
R2- “Govind Apte”, Service Marketing, Oxford Publisher, 2004.  
R3- “Steve Baron & Kim Harries, Service Marketing, 2nd edition, Palgrave, 2003.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3305	INTEGRATED MARKETING COMMUNICATION	3	0	0	3

Course Objective	Description
	1. This course introduces students to the basic concepts of advertising and sales promotion
	2. Media's impact in advertising
	3. To study about advertising budget and design
	4. To explore into the relationship between advertising and sales promotion
	5. It helps the students to know about importance of integration in advertising activities

Unit	Description	Instructional Hours
I	<b>INTRODUCTION TO ADVERTISING</b> Definition - Nature role of advertising in modern business world- Advertising & marketing mix - advertising objectives – benefits and Social, Economic and Legal Implications of advertisements – Advertisement Agencies – Selection and remuneration – Advertisement campaigns.	9
II	<b>ADVERTISING BUSINESS AND MEDIA OVERVIEW</b> The Ad manager- the agency - Ad Plan - Organization of Ad agency - basic principles - Types of Media - Media selection - Media plan - Media cost & Availability - matching media & market - geographical selectivity - Media strategy - Media mix - Media scheduling and public relations.	9
III	<b>ADVERTISING BUDGET AND ADVERTISING DESIGN</b> Methods of Ad budgeting - administering the budget - Advertising appeals -advertising copy - visualization & layout - writing Ad copy in print - broadcasting commercials - Copy writing for outdoor & transit media - Layout design & preparation - Ad effectiveness research measuring techniques - ethics in advertising.	9
IV	<b>SALES PROMOTION</b> Importance sales promotion - Sales Promotion techniques - Sponsoring events, sales promotion through merchandising - organizing sales promotion campaign potentials & limitations of sales promotion – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Online sales promotions.	9
V	<b>PUBLIC RELATIONS AND PUBLICITY</b> Introduction – Meaning – Objectives –Scope-Functions – Marketing Public Relation function - Process of Public Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR – PR and - PR tools and techniques. Media Relations, - Publicity – Meaning – Objectives – Tools – Goals of Publicity – Scope of Publicity – Importance of Publicity – Difference between Marketing, PR and Publicity– Publicity Campaigns.	9
<b>Total Instructional hours</b>		<b>45</b>

Course Outcome	Description
	CO1: Introduces advertising to the students
	CO2: Exposes the students to the media and advertising business
	CO3: How to frame advertising budget and advertising design
	CO4: Overview aboutthe importance of advertising and sales promotion campaigns planning and objective
	CO5: Understanding how public relations and publicity helps in communication

#### TEXT BOOKS:

T1- Kenneth Clow, Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2003

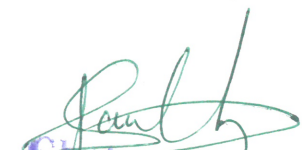
T2- S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, NewDelhi, 2001.

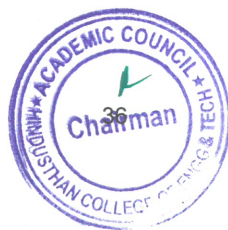
#### REFERENCES:

R1 - George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 7<sup>th</sup> edition, 2010

R2 - Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7th Edition, 2007

R3 - Julian Cummings, Sales Promotion, Kogan Page, London 1998

  
Chairman - Bos  
MBA - HICET



  
Dean (Academics)  
HICET

**FINANCE – ELECTIVES**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3306	INVESTMENT MANAGEMENT	3	0	0	3

**Course Objective**

1. To Enables the students to understand the risk and return analysis in investment management
2. To Enables the students to understand the functions of security markets
3. To Enable the students to understand the fundamental analysis on investment
4. To Enables students to understand the techniques involved in purchase or sale of securities
5. To Expose the students to understand the concepts, tools and techniques applicable in the field of security analysis and portfolio management

Unit	Description	Instructional Hours
I	<b>INVESTMENT SETTING</b> Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.	8
II	<b>SECURITY MARKETS</b> Financial Market - Segments – Types - - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges – SEBI.	10
III	<b>FUNDAMENTAL ANALYSIS</b> Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis: Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.	9
IV	<b>TECHNICAL ANALYSIS</b> Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory-Relative strength Index-Moving Average Conversion Divergent.	9
V	<b>PORTFOLIO MANAGEMENT</b> Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation – Mutual Funds.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**

CO1: Students will understand the risk and return analysis in investment management  
 CO2: Students will understand the functions of security markets  
 CO3: Students will understand the fundamental analysis in investment  
 CO4: Students will understand the techniques involved in purchase and sale of securities  
 CO5: Students will understand the concepts, tools and techniques applicable in the field of security analysis and portfolio management

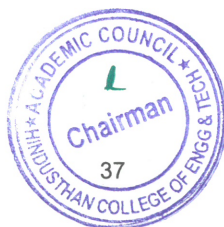
**TEXT BOOKS:**

T1 - Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill education Pvt. Ltd, New Delhi, 2015  
 T2 - Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd, New Delhi, 2015

**REFERENCE BOOKS :**

R1 - V.K.Bhalla, Investment Management, S.Chand & Company Ltd. New Delhi, 2012  
 R2 - Donald E.Fischer & Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall of India Pvt. Ltd, New Dehi, 2015.  
 R3 - Amling, Frederic, Investment –An Introduction to analysis and management, Prentice Hall of India, New Delhi., 2015.

**Chairman - BoS**  
**MBA - HICET**



**Dean (Academics)**  
**HICET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3307	MERCHANT BANKING AND FINANCIAL SERVICES	3	0	0	3

- Course Objective**
- To enable the students to study the structure of Indian financial system and its regulatory frame work.
  - To enable the students to study the role and functions of merchant banking.
  - To enable the students to study the knowledge on merger, acquisition mutual fund and business evaluation
  - To enable the students to study the knowledge on leasing and hire purchases
  - To enable the students to study the knowledge on credit cards, consumer credit, real estate, factoring, forfeiting and venture capital

Unit	Description	Instructional Hours
I	<b>INTRODUCTION TO INDIAN FINANCIAL SYSTEM</b> Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI.	5
II	<b>ISSUE MANAGEMENT</b> Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.	12
III	<b>OTHER FEE BASED SERVICES</b> Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.	10
IV	<b>FUND BASED FINANCIAL SERVICES</b> Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.	10
V	<b>OTHER FUND BASED FINANCIAL SERVICES</b> Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital- Recent trends in the Indian context-Startup financing.	8
<b>Total Instructional Hours</b>		<b>45</b>


- Course Outcome**
- CO1: Students will able to understand the structure of Indian financial system and its regulatory frame work.  
CO2: Students will able to understand the role and functions of merchant banking  
CO3: Students will able to understand the knowledge on merger, acquisition mutual fund and business evaluation  
CO4: Students will able to understand the knowledge on leasing and hire purchases  
CO5: Students will able to understand the knowledge on credit cards, consumer credit, real estate, factoring, forfeiting and venture capital.

**TEXT BOOKS:**

- T1-S.Guruwamy, Merchant Banking and Financial Services, Vijay Nicole publishers, Chennai, 2015  
T2 - M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012

**REFERENCE BOOKS:**

- R1 - Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.  
R2. - J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi, 2014  
R3 - Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3308	INTERNATIONAL TRADE FINANCE	3	0	0	3

- Course Objective**
1. To enable the students to study the knowledge on International Business.
  2. To enable the students to study the knowledge on import and export finance
  3. To enable the students to study the role of forex management in international trade.
  4. To enable the students to study the documents in international trade.
  5. To enable the students to study the promotion schemes on international trade

Unit	Description	Instructional Hours
I	<b>INTERNATIONAL TRADE</b> International Trade – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy	9
II	<b>EXPORT AND IMPORT FINANCE</b> Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfeiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.	9
III	<b>FOREX MANAGEMENT</b> Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.	9
IV	<b>DOCUMENTATION IN INTERNATIONAL TRADE</b> Export Trade Documents: Financial Documents – Bill of Exchange- Type- Commercial Documents - Performa, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP From, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.	9
V	<b>EXPORT PROMOTION SCHEMES</b> Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.	9
<b>Total Instructional Hours</b>		<b>45</b>


- Course Outcome**
- CO1: Students will able to understand the knowledge on international business  
CO2: Students will able to understand the knowledge on import and export finance.  
CO3: Students will able to understand the role of forex management in international trade  
CO4: Students will able to understand the documents in international trade  
CO5: Students will able to understand the promotion schemes in international trade

**TEXT BOOKS**


- T1- Apte P.G., International Financial Management, Tata McGraw Hill, 2014.  
T2- V.A. Avadhani, International Finance, Himalaya Publishing House, New Delhi,2015

**REFERENCE BOOKS:**

- R1- P. Subba Rao, International Business, Himalaya Publishing House, New Delhi,2015  
R2 - Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2014.  
R3 - Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2014.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3309	INTERNATIONAL FINANCIAL MANAGEMENT	3	0	0	3
<b>Course Objective</b>	1. To enable the students to study the knowledge on global financial environment 2. To enable the students to study the exposure and risk in global financial management 3. To enable the students to study the knowledge on capital budgeting decision in international scenario. 4. To enable the students to study the knowledge on working capital decision in international scenario 5. To enable the students to study the financing methods in international business.					

Unit	Description	Instructional Hours
I	<b>GLOBAL FINANCIAL ENVIRONMENT</b> Objective of financial management in a multinational corporation, functions of international financial management. Special decision variables in international financial management. International monetary system, Fischer Effect, International fisher effect.	8
II	<b>MANAGEMENT OF EXPOSURE AND RISK</b> Concept of exposure and risk. Types of exposure – transaction, transnational and economic exposure. Measurement of transaction exposure. Managing transaction exposure. Hedging Strategies. International Portfolio Investment: Economic determinants. The national FDI policy framework. Benefits of inter-national equity and bond investing. International capital asset pricing model (ICAPM)	10
III	<b>INTERNATIONAL CAPITAL BUDGETING</b> The basic framework for analysis. Issues and strategic considerations in international capital budgeting. The adjusted present value approach (APV). Financial risk and cost of capital. Exchange risk and cost of capital. Political risk and cost of capital. Impact of hedging on cost of capital. Tax consideration—Branch vs. subsidiary, withholding tax. Foreign sales corporations, 80 - 20 subsidiaries and tax havens.	9
IV	<b>INTERNATIONAL WORKING CAPITAL MANAGEMENT</b> i) International cash management: The cash positioning decision. Advantages and disadvantages of centralized cash management. Multilateral netting. Intra corporate transfer of funds. Transfer pricing, problems of international cash management. ii) International Receivables management: Domestic v/s International receivables management. Letter of credit. International factoring & Accounts receivables. iii) International inventory management: Advance inventory purchases. Stockpiling.	9
V	<b>INTERNATIONAL FINANCING DECISIONS</b> i) Euro-money and Eurobond Markets. Size of the Euro currency market. Growth of Euro Dollar market. Instruments and rate of Euro Currency Markets. Creation of Euro deposits. Syndicated Eurocurrency loan Market. International Bond Markets, Multi-currency bonds and their types. Rationale for multi currency bonds. ii) International Equity markets: Foreign equity market and their comparative performance. Recent developments and innovations in international capital markets. Recent developments in the Euro bond market	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**

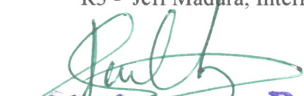
CO1: Students will able to understand the knowledge on global financial environment  
 CO2: Students will able to understand the exposure and risk in global financial management  
 CO3: Students will able to understand the knowledge on capital budgeting decision in international scenario.  
 CO4: Students will able to understand the knowledge on working capital decision in international scenario  
 CO5: Students will able to understand the knowledge on the financing methods in international business

**TEXT BOOKS**


T1- Apte P.G., International Financial Management, Tata McGraw Hill, 2014.  
 T2- V.A. Avadhani, International Finance, Himalaya Publishing House, New Delhi, 2015

**REFERENCE BOOKS:**

R1- P. Subba Rao, International Business, Himalaya Publishing House, New Delhi, 2015  
 R2 - Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2014.  
 R3 - Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2014.

  
**Chairman - BoS**  
**MBA - HICET**



  
**Dean (Academics)**  
**HICET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3310	BANKING FINANCIAL SERVICES MANAGEMENT	3	0	0	3

- Course Objective**
1. To enable the students to study the important functions of Indian Banking System..
  2. To enable the students to study the knowledge on sources and application of funds in banking companies.
  3. To enable the students to study the knowledge on credit monitoring and risk management functions of the banking companies.
  4. To enable the students to study the knowledge on mergers, diversification and evaluation of banking companies
  5. To enable the students to study the knowledge on Hitech E- Banking services.

Unit	Description	Instructional Hours
I	<b>OVERVIEW OF INDIAN BANKING SYSTEM</b> Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement.	9
II	<b>SOURCES AND APPLICATION OF BANK FUNDS</b> Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.	9
III	<b>CREDIT MONITORING AND RISK MANAGEMENT</b> Need for credit monitoring, Signals of borrowers’ financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.	9
IV	<b>MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION</b> Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.	9
V	<b>HIGH TECH E-BANKING</b> Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI’s initiatives.	9
<b>Total Instructional Hours</b>		<b>45</b>

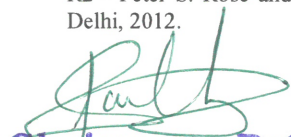
- Course Outcome**
- CO1: Students will able to understand the important functions of Indian Banking System.  
CO2: Students will able to understand the knowledge on sources and application of funds in banking companies.  
CO3: Students will able to understand the knowledge on credit monitoring and risk management functions of the banking companies.  
CO4: Students will able to understand the knowledge on mergers, diversification and evaluation of banking companies  
CO5: Students will able to understand the knowledge on Hitech E- Banking services

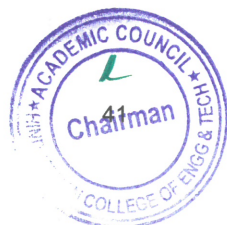
**TEXT BOOKS:**


- T1- Gardon and Natarajan, Banking Theory Law and Practices, Himalaya Publishing House, New Delhi, 2015.  
T2- Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services, Pearson, Delhi, 2012.

**REFERENCE BOOKS:**

- R1 - Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management”, PHI Learning Pvt. Ltd., New Delhi 2010.  
R2 - Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, 2012.

  
**Chairman - BOS**  
**MBA - HiCET**  
MBA - HiCET



  
**Dean (Academics)**  
**HiCET**

### HUMAN RESOURCE MANAGEMENT – ELECTIVES

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3311	INDUSTRIAL RELATIONS AND LABOUR WELFARE	3	0	0	3

- Course Objective**
1. To explore contemporary knowledge and gain a conceptual understanding of industrial relations.
  2. To know about the industrial conflict and handling the disputes.
  3. To understand the labour welfare measures taken by the organization.
  4. To understand the safety provisions and problems in the industry.
  5. To know the welfare of special categories of labour and its implications.

Unit	Description	Instructional Hours
I	<b>INDUSTRIAL RELATIONS</b> Concepts – Importance –Objectives- Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.	8
II	<b>INDUSTRIAL DISPUTES</b> Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.	10
III	<b>LABOUR WELFARE</b> Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.	9
IV	<b>INDUSTRIAL SAFETY</b> Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.	9
V	<b>WELFARE FOR SPECIAL CATEGORIES OF LABOUR</b> Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently Aabled Labour –BPO & KPO Labour - Social Assistance – Social Security – Implications.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**


- CO1: Students will gain a contemporary knowledge of industrial relations  
 CO2: Students will know how to resolve industrial disputes and promote welfare of industrial labour.  
 CO3: Students will understand the welfare measures in order to have a peaceful industrial relation.  
 CO4: Students will understand the industrial safety and psychological problems.  
 CO5: Students will understand the special categories of labour and its implications.

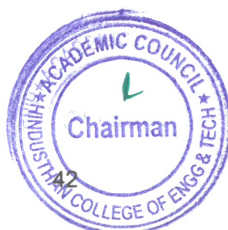
**TEXT BOOKS:**

- T1-Mamoria C.B. and Sathish Mamoria, “Dynamics of Industrial Relations”, Himalaya Publishing House, New Delhi, Reprint 2010.  
 T2-P C Tripathi “Personnel Management and Industrial Relations”, Sultan Chand & Sons, New Delhi, 21<sup>st</sup> edition,2015.

**REFERENCE BOOKS:**

- R1-N.G Nair, Latha Nair, “Personnel Management and Industrial Relations”, Sultan Chand & Sons, New Delhi, 6<sup>th</sup> edition, 2011.  
 R2-Srivastava, “Industrial Relations and Labour laws”, Vikas publications, New Delhi, 6<sup>th</sup> edition,2012.  
 R3-Subba Rao , “Essentials of Human Resource Management & Industrial relations ( Text & Cases )”, Himalaya Publishing House, New Delhi,3<sup>rd</sup> edition,2010.

  
**Chairman - BoS**  
**MBA - HICET**



  
**Dean (Academics)**  
**HICET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3312	GLOBAL WORKFORCE MANAGEMENT	3	0	0	3

**Course Objective**

1. To critically analyze the emerging issues in managing a global work force.
2. To understand the recruitment and selection process by multinationals.
3. To develop an appreciation of the issues involved in training, development and the co-ordination of an international workforce.
4. To learn about the problems and practices in international compensation.
5. Create a strong awareness of the importance of sensitivity in dealing with a socio-culturally diverse international workforce.

Unit	Description	Instructional Hours
I	<b>INTRODUCTION</b> International HRM – Concept-Features-Objectives- Nature - Reasons for emergence of IHRM- Factors-Models of International HRM-International HRM Versus Domestic HRM - Organizational context of IHRM-Role of culture in IHRM-Cultural dynamics-Culture assessment– Approaches of IHRM-Issues and Challenges to effective global HRM- Stages of internationalization of business.	9
II	<b>RECRUITMENT AND SELECTION BY MULTINATIONALS</b> Introduction-Recruitment and Selection of Expatriates- Roles of Expatriate-Reasons for Expatriation-Sources of International Labour Market- Advantages and Disadvantages – Procedures of Selecting Expatriates—Causes-Managing expatriate failure-Uses of Selection Test. International Assignments-Meaning-Significance-Types of International Assignments-Leadership issues in International Assignments.	9
III	<b>CROSS CULTURAL TRAINING AND DEVELOPMENT</b> Introduction-Factors of consideration in cross cultural training-Reason- Types-Cultural Assimilators-Expatriate Training-Components of effective training programme-Process-Advantages and Disadvantages-Transferability across cultures. Outsourcing-Meaning-Reasons for Investing in outsourcing HR functions-Stages-Basic HR functions Outsourced-Advantages and Disadvantages of Outsourcing-Current challenges in Outsourcing.	9
IV	<b>INTERNATIONAL COMPENSATION</b> International Compensation-Concept-Objectives-Theories-Compensation strategy-Components of International Compensation-Approaches-Factors influencing International Compensation – Compensation Administration-Steps in Designing an International Compensation Programme – Problems and Practices. Repatriation-Meaning-Process-Managing Repatriation-Repatriation Issues in Global Context-Tips for successful repatriation-Governing Laws. Building Multi-cultural Organization-Concept-Approaches-Steps.	9
V	<b>PERFORMANCE MANAGEMENT AND DIVERSITY MANAGEMENT IN INTERNATIONAL ORGANIZATIONS</b> Introduction-Performance Management and its link with other HR processes-Multinational Performance Management- Performance Management of Expatriates- Identifying variables affecting performance-Criteria used for performance appraisal of International Employees-Issues in managing performance in the global context. Diversity Management-Concept-Approaches-Process of Managing Diversity.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**

- CO1: To understand the global perspective of Cross cultural/IHRM.  
CO2: To understand the procedure of selecting expatriates in the global recruitment process.  
CO3: To understand the cross cultural training and development and also to know the basic HR functions outsourced.  
CO4: To understand the global concepts and practices in international compensation  
CO5: To know the importance of performance management and professional practices in managing a culturally diverse workforce in an international environment.

**TEXT BOOKS:**

T1-S.C Gupta "International Human Resources Management Text and Cases", MAC Millan Publishers India LTD, New Delhi, 2<sup>nd</sup> Edition, Reprint 2008.

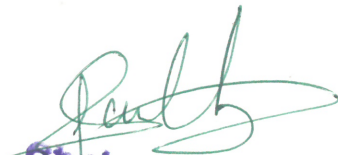
T2-P.L.Rao "International Human Resource Management (Text and Cases)", Excel Books,New Delhi,1<sup>st</sup> Edition, 2008.

**REFERENCE BOOKS:**

R1-Aswathappa K, Das Sadhna, "International Human Resource Management", Tata McGraw Hill,New Delhi,1<sup>st</sup> edition,2007.

R2-Dowling J.Peter and Welch E.Denice, "International Human Resource Management",Excel Books,New Delhi,1<sup>st</sup> Edition, 2008.

R3-P.Subba Rao, "International Human Resource Management", Himalaya Publishing House, New Delhi, Revised edition 2015.

  
**Chairman - BoS  
MBA - HiCET**



  
**Dean (Academics)  
HiCET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3313	LEARNING AND DEVELOPMENT	3	0	0	3

- Course Objective**
1. To get exposure on how companies use training to equip employees for a certain task and acquire knowledge to do the task.
  2. To examine the entire cycle of Training and Development, from the assessment of training needs.
  3. To evaluate the trainers skills and styles within the context of today's organizations.
  4. To know the concept and process of executive development.
  5. To understand the trends and future prospects in Training and Development.

Unit	Description	Instructional Hours
I	<b>TRAINING &amp; DEVELOPMENT</b> Meaning and Definition of Training -Training concepts - Features of Training and Development – Objectives – Benefits of Training and Development-Training purpose-Scope of Training and Development, Historical development of Training and Development.	9
II	<b>ASSESSING TRAINING NEEDS</b> Concepts of Learning, Components of Learning – Principles of Learning – Learning Theories – E –Learning - Training Process – Key factors in designing training programme - Assessing Training needs – Methods of TNA – Training Design – Constraints in Training Design.	9
III	<b>TRAINER'S SKILLS AND STYLES</b> Implementation of Training – Physical arrangements – classroom management – Trainer's skills and styles – Transfer of Training - Evaluation of Training – need – types of instruments – Evaluation design – Models of Training evaluation.	9
IV	<b>EXECUTIVE DEVELOPMENT METHODS</b> Concept-Objectives-Importance-Executive development process- On and Off the Job training methods –Coaching, Job rotation, Lecture Methods, Programmed Learning – Discussion methods, Case Studies, Role Play, Business games, In-basket exercises, Field Training, Audio-Visual Aids– Computer based training, Training methods adopted by Successful Indian Organizations, Incident methods, special projects, Grid training and simulation- Kirkpatrick model.	9
V	<b>CAREER PLANNING</b> Career Planning – need - Factors affecting Career Choices, Career Stages, Succession planning - steps. Management Development – Need & Importance. Emerging Trends and Future Prospects in Training and Development, Self Development, Knowledge Management.	9
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO1: To understand the needs of overall training and development of organization.  
CO2: To know about the criteria for designing and implementing the training needs.  
CO3: To understand the trainers skills and styles in the organization.  
CO4: To provide knowledge to the students about various methods of training programs and executive development process.  
CO5: To assess the career planning and succession planning stages.

**TEXT BOOKS:**

T1-C.S. Thomas kutty, "Management Training And Development", Himalaya Publishing House, New Delhi, 2<sup>nd</sup> edition, 2010.

T2- Dr.B.Janakiram, "Training and Development", Biztantra/ Wiley Dreamtech publishers, Indian text edition, 2008.

**REFERENCE BOOKS:**

R1-M.N. Rudrabasvaraj, "Executive Development (In India and Abroad)", Himalaya Publishing House, New Delhi, 13<sup>th</sup> edition, 2017.

R2-P.L. Rao, "Enriching Human Capital Through Training and Development", Excel Books, New Delhi, 1<sup>st</sup> edition, 2007.

R3- Sahu.R.K, "Training for Development", Excel Books, New Delhi, 1<sup>st</sup> edition, 2008.

**Chairman - BoS  
MBA - HICET**



**Dean (Academics)  
HICET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3314	ORGANIZATIONAL CHANGE AND DEVELOPMENT	3	0	0	3

**Course Objective**

1. To learn how an organization can be designed and developed.
2. To study how environmental events affect organizations and drive the need for continuous change.
3. To Analyze change at the individual, group, and systemic levels · Contrast planned and unplanned change.
4. To make the students to know about change management.
5. To learn how the employees can be developed according to the change.

Unit	Description	Instructional Hours
I	<b>ORGANIZATIONAL CHANGE</b> Nature and Types of Organizational Change, Causes of and rationales for change, environmental and internal organizational determinants of change. Planned and emergent change. Proactive and reactive emergent change and response to these changes. Incremental and radical change, and rates / levels of change as a function of organizational life cycle positions. .	9
II	<b>ORGANIZATIONAL THEORY</b> Theoretical frameworks, multi source feedback for organizational change, Models of diagnosing organizational groups and jobs, The organizational change web Resistance to change, Barriers to organizational change, rethinking resistance to organizational change, strategies to deal with resistance.	9
III	<b>CULTURE AND THE CHANGE PROCESS</b> The Human services manager as a cultural change agent handling power and political issues arising from change. The theoretical and practical contexts of cultural maintenance and cultural change strategies, corporate reorganization and sub culture management, Strategies and methods for achieving cultural change.	9
IV	<b>ORGANIZATIONAL DEVELOPMENT</b> Definition, growth and relevance, history and evolution. Theories of planned change, general model of planned change, different types of planned change and critique of planned change. OD practitioner role, Competencies and professional ethics.	9
V	<b>ORGANIZATIONAL DEVELOPMENT PROCESS</b> Initiating OD relationship, contracting and diagnosing the problem. Diagnosing models, open systems, individual level group level and organizational level diagnosis; collection and analysis for diagnostic information, feeding back the diagnosed information.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**

CO:1 Students understand the organization's ability to assess its current functioning and ability to achieve goals.

CO:2 Students understand the wide application of behavioral science to the planned development, improvement, and reinforcement of the strategies, and structures.

CO:3 Students can understand the processes that lead to organization effectiveness.

CO:4 Students should gain the ability to implement tools of intervention to effectively bring about major change in an organization.

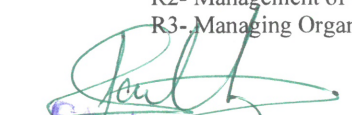
CO:5 To learn how the employees can be developed according to the change

**TEXT BOOKS:**

T1- Organisation Change and Development Kavitha singh Excel Books India, 2009.  
T2- Change Management by V. Nilakani and S. Ramnaryan By Sage publications 2010.

**REFERENCE BOOKS:**

R1- Organizational change, Tupper cawsly and Gene Deszca by Sage  
R2- Management of Organizational change K. Harigopal by Sage.  
R3- Managing Organizational change Indian Edition By Palmer /dunfordlakin, Tata Mcgraw Hill Co.

  
**Chairman - BOS  
MBA - HICET**



  
**Dean (Academics)  
HICET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3315	PERFORMANCE MANAGEMENT	3	0	0	3

- Course Objective**
1. The students can enhance the knowledge and skill to improve their performance.
  2. The students can understand the performance management system effectively in an enterprise.
  3. To enable the employees towards achievement of superior standards of work performance.
  4. To enable the students to know about the development of the organization.
  5. To understand the team performance management.

Unit	Description	Instructional Hours
I	<b>PERFORMANCE MANAGEMENT</b> Definition, Aims and overview, philosophy. Role of performance management system-characteristics of an ideal performance management system History objectives and standards, some examples-standards of performance.	9
II	<b>PERFORMANCE MANAGEMENT PROCESS</b> Perquisites-performance Domains-performance dimensions planning, performance development plan. Performance Execution, performance review –Definition, scope, types, steps, structured performance review process and benefits. Performance counseling –Different phases, process and counseling interview.	9
III	<b>PERFORMANCE MANAGEMENT SYSTEM AND STRATEGIES</b> Meaning, importance of performance management systems (PMS) its features, process, dimensions and, conceptual framework, Performance Management Theatre process of linking performance management to the strategic plan Evolution of strategic performance management (SPM)-characteristics, purpose, the process and components, advantages and disadvantages of SPM.	9
IV	<b>COMPETENCY-BASED PERFORMANCE MANAGEMENT SYSTEM</b> Introduction, management skills and competencies, types of competencies, steps of a competency identification process, Competency mapping in performance management, developing competency models, and Performance based compensation performance–Based career planning.	9
V	<b>TEAM PERFORMANCE MANAGEMENT</b> Introduction, definition and concepts, work wheel and team performance, measuring and managing team performance, stages of team work and team performance. Performance measurements through balance and HR score cards. Performance management and mentoring, performance measurement –statistical methods Control charts for measuring performance variation, attributes. Ranking and rating-Management by objectives, Behaviourally anchored rating scale, The mixed standard scale, Behaviourial observation scale , performance matrix and models-shingo prize model, EFQM, Malcolm Baldrige criteria for world class performance.	9
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO1: At the end of this course, students will be able to demonstrate knowledge and skills in the contemporary aspects of performance management.
- CO2: The students can able to design the performance management systems.
- CO3: The students can able to achieve superior standards of work performance.
- CO4: To enable the students to know about the development of the organization.
- CO5: To understand the team performance management.

**TEXT BOOKS:**

T1- Prem Chadha: Performance Management, Macmillan India, New Delhi, 2003.


T2-Michael Armstrong & Angela Baron, Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2002.

**REFERENCE BOOKS :**

R1- T.V.Rao, Appraising and Developing Managerial Performance, TV Rao Learning Systems Pvt Limited, Excel Books, 2003.

R2- Dipak Kumar Bhattacharyya, Performance Management systems and strategies, Pearson Education , 1st Edition, New Delhi, 2011.

R3- Herman Aguinis, Performance Management , Pearson Education, 8th Edition , New Delhi, 2012.

  
**Chairman - BoS**  
**MBA - HICET**



  
**Dean (Academics)**  
**HICET**

**PRODUCTION AND OPERATIONS-ELECTIVES**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3316	PROJECT MANAGEMENT	3	0	0	3

- Course Objectives**
1. Following this course, students will be able to describe a project life cycle, and can skillfully map each stage in the cycle.
  2. To enable the students to study the role of project management in the modern business enterprise and its challenges.
  3. To enable the students to develop a project scope while considering factors such as customer requirements and internal/external goals.
  4. To conduct project planning activities that accurately forecast project costs, timelines, and quality.
  5. To implement processes for successful resource, communication, and risk and change management.

Unit	Description	Instructional Hours
I	<b>INTRODUCTION TO PROJECT MANAGEMENT</b> Project Management - Definition - Goal - Lifecycles. Project Selection Methods. Project Portfolio Process - Project Formulation - Project Manager - Roles and Responsibilities - Selection of Project Teams.	9
II	<b>PLANNING AND BUDGETING</b> The Planning Process - Work Break down Structure - Role of Multidisciplinary teams. Budget the Project - Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.	9
III	<b>SCHEDULING &amp; RESOURCE ALLOCATION</b> PERT & CPM Networks - Crashing - Project Uncertainty and Risk Management - Simulation - Gantt Charts - Expediting a project - Resource loading and leveling. Allocating scarce resources - Goldratt's Critical Chain.	9
IV	<b>SCHEDULING &amp; RESOURCE ALLOCATION</b> PERT & CPM Networks - Crashing - Project Uncertainty and Risk Management - Simulation - Gantt Charts - Expediting a project - Resource loading and leveling. Allocating scarce resources - Goldratt's Critical Chain.	9
V	<b>PROJECT ORGANISATION &amp; CONFLICT MANAGEMENT</b> Formal Organization Structure - Organization Design - Types of project organizations. Conflict - Origin & Consequences. Managing conflict -Team methods for resolving conflict.	9
<b>Total Instructional Hours</b>		<b>45</b>


- Course Outcome**
- CO1: Students will be able to understand the role of project management in modern business.  
 CO2: Students could identify the different stages involved in project planning.  
 CO3: Students would be in the position to demonstrate effective project execution and control techniques that result in successful projects.  
 CO4: Students can gain the knowledge and confidence to manage a project from beginning to end.  
 CO5: Helps the students to demonstrate effective organizational leadership and change skills for managing projects, project teams, and stakeholders.

**TEXTBOOKS:**

- T1 - Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.  
 T2 - John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.

**REFERENCES:**

- R1 - Gido and Clements, Successful Project Management, Second Edition, Thomson Learning, 2003.  
 R2 - Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006.

  
**Chairman - BoS**  
**MBA - HICET**



  
**Dean (Academics)**  
**HICET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3317	TECHNOLOGY MANAGEMENT AND INTELLECTUAL PROPERTY RIGHTS	3	0	0	3

**Course Objectives**

1. To enable the students to study the role of technology management in the modern business enterprise and its challenges.
2. To enable the students to update the knowledge on technological change and its implications on managerial decision making.
3. To make the students to recognize the crucial role of IPR in organizations of different industrial sectors for the purposes of product and technology development.
4. To understand the Framework of Strategic Management of Intellectual Property (IP).
5. Understanding, defining and differentiating different types of intellectual properties (IPs) and their roles in contributing to organizational competitiveness.

Unit	Description	Instructional Hours
I	<b>INTRODUCTION TO TECHNOLOGY MANAGEMENT</b> Concept and Meaning of Technology and Technology Management- Technology; Technology management, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Technology and competition; Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology.	9
II	<b>MANAGING TECHNOLOGY BASED INNOVATION</b> Innovation – Technology relationship; Technological innovation and management, Process of Technology - Based Innovation, Measures of Innovative Performance, Characteristics of Innovative Work Environment, Key Areas of Management Focus for Productive Innovation, and Measures for Building High-Performing Innovative Technology- Based Organizations’.	9
III	<b>SOCIAL ISSUES IN TECHNOLOGY MANAGEMENT</b> Social Issues, Technological Change and Industrial Relations- Implementation of rationalization and automation in India; Impact of technological change, Technology Assessment and Environmental Impact Analysis- Environmental impact analysis process- Guidelines on the scope of EIA; Issues in preparation of EIA report; Elements of the environmental problem	9
IV	<b>OVERVIEW OF INTELLECTUAL PROPERTY RIGHTS</b> Introduction - Need for intellectual property right – Relevance - Business Impact - Protection of IPR - Competing Rationales for Protection of Intellectual Property Rights	9
V	<b>TYPES OF INTELLECTUAL PROPERTY RIGHTS</b> Copyrights, Trademarks, Patents, Designs, Utility Models, Trade Secrets and Geographical Indications - Introduction to the leading International Instruments concerning Intellectual Property Rights: the Berne Convention, Universal Copyright Convention, The Paris Convention, Patent Co-operation Treaty, TRIPS, The World Intellectual Property Organization (WIPO) and the UNESCO.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course  
Outcome**

CO1: Students could think critically, creatively and analytically in developing technological solutions to simple and complex problems.

CO2: Students can explain and apply the core aspects of information technology principles and tools, and manage their implementation in a business context.

CO3: Students could identify different types of Intellectual Properties (IPs), the right of ownership, scope of protection as well as the ways to create and to extract value from IP.

CO4: Students could recognize the crucial role of IP in organizations of different industrial sectors for the purposes of product and technology development

CO5: Facilitate the transfer of knowledge and technology to intending users to promote utilization of such resources for benefit of the society.

**TEXT BOOKS:**

T1 - Schilling, Melissa A., Strategic Management of Technological Innovation, 3rd Edition, McGraw-Hill, 2010.


T2 - Ajit Parulekar and Sarita D' Souza, Indian Patents Law – Legal & Business Implications; Macmillan India Ltd, 2006.

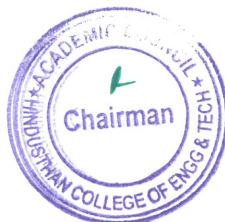
**REFERENCE BOOKS:**

R1 - Gerard H Gaynor, Hand Book of Technology Management, McGraw Hill, 1994.

R2 - Frederic Betz, Strategic Technology Management, McGraw Hill, 1996.

R3 - David L. Bodde, The International Entrepreneur, Prentice Hall of India, New Delhi, 2000

  
**Chairman - BoS  
MBA - HiCET**



  
**Dean (Academics)  
HiCET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3318	PRODUCT DESIGN AND DEVELOPMENT	3	0	0	3

- Course Objective**
1. To enable the students to study the knowledge on product development
  2. To enable the students to study the knowledge on product planning
  3. To enable the students to study the concept of product selection, product scoring and product testing.
  4. To enable the students to study the knowledge on product design.
  5. To enable the students to study the knowledge on intellectual property rights.

Unit	Description	Instructional Hours
I	<b>INTRODUCTION</b> Define Product, Types of products. Product development – characteristics, duration and cost, challenges. Development Process: Generic Process Adapting to product types. Evaluation – decay curve – cost expenditure curve.	9
II	<b>PRODUCT PLANNING</b> Product Planning Process – Steps. Opportunity identification – breakdown structure- product development charter. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies. Product Specification - Concept Generation – Activity-Steps- Techniques	9
III	<b>PRODUCT CONCEPT</b> Concept Selection – Importance, Methodology, concept Screening, Concept Scoring. Concept Testing. Product Architecture- Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.	9
IV	<b>INDUSTRIAL DESIGN AND DESIGN TOOLS</b> Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design- Design for X-failure rate curve-product use testing-Collaborative Product development- Product development economics-scoring model- financial analysis.	9
V	<b>PATENTS</b> Define Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law.	9
<b>Total Instructional Hours</b>		<b>45</b>


- Course Outcome**
- CO1: Students will able to understand the knowledge on product development  
CO2: Students will able to understand the techniques on knowledge on product planning  
CO3: Students will able to understand the concept of product selection, product scoring and product testing  
CO4: Students will able to understand the knowledge on product design product design.  
CO5: Students will able to understand the knowledge on intellectual property rights.

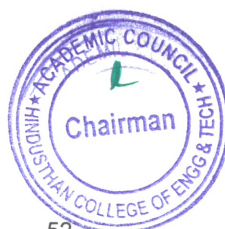
**TEXT BOOKS:**

- T1 - A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2012.  
T2 - Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2015.

**REFERENCE BOOKS :**

- R1 - Anil Mital. Anoop Desai, Anand Subramanian, Aashi Mital, Product Development, Elsevier, 2014.  
R2 - Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2016.  
R3 - Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2015.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3319	LEAN SIX SIGMA	3	0	0	3

- Course Objectives**
1. To gain insights about the fundamentals of lean and six sigma practices
  2. The importance of lean manufacturing tools and techniques
  3. To learn Analytical tools and newer approaches towards implementing lean management.
  4. To know the impending challenges in six sigma practices.
  5. To learn about the evaluation techniques and continuous improvement methods

Unit	Description	Instructional Hours
I	<b>LEAN &amp; SIX SIGMA BACKGROUND AND FUNDAMENTALS</b> Historical Overview – Definition of quality – What is six sigma -TQM and Six sigma – lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes – six sigma capability – six sigma need assessments - implications of quality levels, Cost of Poor Quality (COPQ).	9
II	<b>THE SCOPE OF TOOLS AND TECHNIQUES</b> Tools for definition – IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter – RU/CS analysis, SWOT, PESTLE, Five Whys, interrelationship diagram, overall equipment effectiveness, TRIZ innovative problem solving – Tools for improvement – Affinity diagram, Normal group technique, SMED, Value stream Mapping, forced field analysis – Tools for control – Gantt chart, Activity network diagram, Radar chart, Milestone tracker diagram, Earned value management.	9
III	<b>SIX SIGMA METHODOLOGIES</b> Design For Six Sigma (DFSS), Design For Six Sigma Method - Failure Mode Effect Analysis (FMEA), FMEA process - Risk Priority Number (RPN)- Six Sigma and Leadership, committed leadership – Change Acceleration Process (CAP) – Developing communication plan – Stakeholder	9
IV	<b>SIX SIGMA IMPLEMENTATION AND CHALLENGES</b> Tools for implementation – Supplier Input Process Output Customer (SIPOC) – Quality Function Deployment or House of Quality (QFD) – alternative approach – implementation – leadership training, close communication system, project selection – project management and team – champion training – customer quality index – challenges – program failure, CPQ vs. six sigma, structure the deployment of six sigma – cultural challenge – customer/internal metrics.	9
V	<b>EVALUATION AND CONTINUOUS IMPROVEMENT METHODS</b> Evaluation strategy – the economics of six sigma quality, Return on six Sigma (ROSS), ROI, poor project estimates – continuous improvement – lean manufacturing – value, customer focus, Perfection, focus on waste, overproduction – waiting, inventory in process (IIP), processing waste, transportation, motion, making defective products, underutilizing people – Kaizen – 5S.	9

**Total Instructional hours 45**

- Course Outcome**
- CO1: How lean six sigma and lean management helps in production  
CO2: The student would be able to relate the tools and techniques of lean sigma to increase productivity  
CO3: The various methodologies of six sigma  
CO4: The students will understand the challenges in six sigma implementations  
CO5: To understand the corrective and improvement methods

**TEXT BOOKS:**

- T1- Michael L.George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw – Hill 2003.  
T2- Thomas Pyzdek, The Six Sigma Handbook, McGraw-Hill,2000.

**REFERENCE BOOKS:**

- R1- Fred Soleimannejed , Six Sigma, Basic Steps and Implementation, AuthorHouse, 2004.  
R2- Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, Managing Six Sigma:A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success, John Wiley & Sons,2000.

**Chairman - BoS**  
**MBA - HiCET**



**Dean (Academics)**  
**HiCET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3320	SERVICES OPERATIONS MANAGEMENT	3	0	0	3

- Course Objective**
1. To understand the basic concepts of services operations management.
  2. To understand how service performance can be improved by studying services operations management.
  3. To measure the dimensions of service quality.
  4. To understand the environmental dimensions and facility location techniques.
  5. To make the students aware about the managing capacity and its expansion strategies.

Unit	Description	Instructional Hours
I	<b>INTRODUCTION</b> Services – Importance, role in economy, service sector – growth; Nature of services –Service classification, Service Package, distinctive characteristics; Service Strategy –Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies – Environmental strategies	9
II	<b>SERVICE DESIGN</b> New Service Development – Design elements – Service Blue-printing - process structure – generic approaches –Value to customer; Retail design strategies – store size – Network configuration; Vehicle Routing and Scheduling.	9
III	<b>SERVICE QUALITY</b> Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality – SERVQUAL - Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter –creating service orientation, service profit chain; Front-office Back-office Interface – service decoupling.	9
IV	<b>SERVICE FACILITY</b> Servicescapes – behaviour - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location –facility location techniques – metropolitan metric, centre of gravity, retail outlet location.	9
V	<b>MANAGING CAPACITY AND DEMAND</b> Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines–Queuing systems, Managing for growth- expansion strategies, franchising , globalization.	9
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO1: Students can design and operate a service business using the concepts, tools and techniques of service operations management.
- CO2: Students will get the necessary skills which are able to examine the various approaches of service operations management.
- CO3: Students will be able to understand the dimensions and measurement of service quality.
- CO4: Students will understand the facility layout and location techniques.
- CO5: Students will understand the managing capacity and demand of services operations management.

**TEXT BOOKS:**

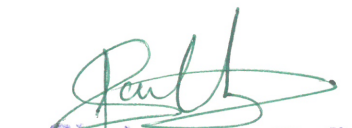
- T1- James A. Fitzsimmons, "Service Management – Operations, Strategy, Information Technology", Tata McGraw-Hill –5th Edition, New Delhi, 2006.
- T2- Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton ,Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition, New Delhi, 2012.

**REFERENCE BOOKS:**

R1-Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education ,Calcutta, 2nd Edition, 2004.

R2 - Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 4<sup>th</sup> Edition, Calcutta, 2012.

R3- Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage publications India Pvt Ltd, 1<sup>st</sup> edition, New Delhi, 2006.

  
**Chairman - BoS  
MBA - HiCET**



  
**Dean (Academics)  
HiCET**

**SYSTEMS -ELECTIVES**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3321	KNOWLEDGE MANAGEMENT SYSTEM	3	0	0	3

**Course Objective**

- 1.To Improve Knowledge Access and to facilitate the processes of knowledge transfer between individuals and between organizations.
2. To Enhance the Knowledge Environment — by proactively facilitating and rewarding knowledge creation, transfer and use.
3. To make the students realize the importance of capturing knowledge elements and its structures
4. To Improve Knowledge Access and to facilitate the processes through system
5. To make the students realize the importance of technology in enhancing the knowledge.

Unit	Description	Instructional Hours
1	<b>INTRODUCTION TO KNOWLEDGE MANAGEMENT</b> History of KM, Importance of KM, Information Management to Knowledge Management, KM Cycle, Industrial Economy to Knowledge Economy.	9
2	<b>MECHANICS OF KNOWLEDGE MANAGEMENT</b> Mechanics of Knowledge Management – Tools and Technologies, Communities of Practice and Knowledge conversion, The knowledge Management Matrix. .	9
3	<b>KNOWLEDGE APPLICATION</b> Social Nature of Knowledge, Social Network Analysis, Obstacles to knowledge sharing, Organizational learning & social capital. Knowledge Application – Individual level, Group level & Organization level.	9
4	<b>KNOWLEDGE MANAGEMENT STRATEGY</b> Knowledge audit, GAP Analysis, Road Map, KM Metrics, Balance Score Card. KM Tools Knowledge Capture & creation tools, Knowledge sharing & Dissemination Tools, Knowledge Acquisition & Application tools	9
5	<b>KNOWLEDGE MANAGEMENT TEAM</b> Roles & Responsibility, Political issues in KM, Ethics in KM, Strategic issues in Knowledge Management, Future of Knowledge Management.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcomes**

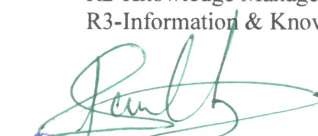
CO1:Making it easy to find relevant information and resources enabling better and faster decision making  
 CO2:Avoiding redundant effort and making the same mistakes twice  
 CO3:Taking advantage of existing expertise and experience communicating important information widely and quickly  
 CO4: To Improve Knowledge Access and to facilitate the processes through system  
 CO5: To make the students realize the importance of technology in enhancing the knowledge.

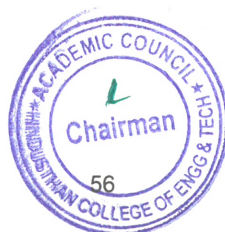
**TEXT BOOKS:**

T1-Kimiz Dalkir, Knowledge Management in Theory and practice. Elsevier Publication.  
 T2-Knowledge Management By Waman Jawadekar, Tata Mcgraw Hill Co Chennai.

**REFERENCE BOOKS:**

R1-Knowledge management – An Evolutionary view – BECERRA – Fernandez & Leidner, By PHI learning PVT Ltd.,  
 R2-Knowledge Management – Sudhir Warier by Vikas Publishing House PVT Ltd,  
 R3-Information & Knowledge by D. Kamala Vijayan – Macmillan India Ltd., Chennai.

  
**Chairman - BoS**  
**MBA - HICET**



  
**Dean (Academics)**  
**HICET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3322	E-COMMERCE MANAGEMENT	3	0	0	3

Course Objective	Description
	<ol style="list-style-type: none"> <li>1. The students will acquire knowledge about Various ecommerce business models</li> <li>2. To learn about the E-Business risk management issues.</li> <li>3. To assess the E-Payment systems and its requirements.</li> <li>4. To understand the E-customer relationship management</li> <li>5. To get exposure on the growth of mobile commerce and its applications.</li> </ol>

Unit	Description	Instructional Hours
I	<b>E-COMMERCE</b> History of E-Commerce: Early business information exchange efforts - Emergence of Internet - Advantages of E-Commerce - Disadvantages of E-Commerce. Business model for E-Commerce: E- Business model based on relationship for E-Commerce - E-Business model based on relationship for transaction types.	9
II	<b>E-MARKETING</b> E-Marketing: Traditional marketing - The browsing behavior model - online marketing - E-Advertising - Internet Marketing - E-branding - Marketing strategies. E-Security: Security on the net - E- Business risk management issues.	9
III	<b>E-PAYMENT SYSTEMS</b> E-Payment systems: Digital payment requirements - Digital token based E-payment systems - classification of new payment systems - Cheque payment system on the internet - Risk and E-Payment system - Designing e-payment system.	9
IV	<b>E-CUSTOMER RELATIONSHIP MANAGEMENT</b> E-Customer relationship management: Customer relationship management. E-Supply chain management: E-supply chain - components - architecture.	9
V	<b>MOBILE COMMERCE</b> Mobile Commerce: Growth of mobile commerce - wireless applications - Technologies for mobile commerce - origins of WAP - WAP programming model - Wireless technologies - mobile commerce.	9
<b>Total Instructional Hours</b>		<b>45</b>

Course Outcome	Description
	CO1: To understand the foundations and importance of E-commerce.
	CO2: To describe the internet marketing relationships
	CO3: To understand the E-payment systems and the behaviour model.
	CO4: To assess the customer relationship and technologies of mobile commerce.
	CO5: To identify the growth of mobile commerce and its applications.

**TEXT BOOKS:**

T1 - P.T. Joseph, E-COMMERCE - A Management Perspective, Eastern Economy Edition, PHI Learning Pvt Ltd, New Delhi, Fifth Edition , 2015.

T2 - Ravi Kalakota & Andrew B. Whinston, "Frontiers of Electronic Commerce", Pearson Education, Seventh Edition, 2009.

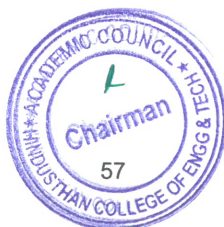
**REFERENCE BOOKS:**

R1 - Jeffery F Rayport, Bernard J. Jaworski, "E-Commerce", Tata McGraw Hill, New Delhi, Second edition, 2002.

R2 - Bharat Bhaskar "Electronic Commerce – Frame work Technologies and Applications', Tata McGraw Hill, New Delhi, First edition, 2004

R3 - V.Rajaraman , "Essentials of E-Commerce Technology", PHI Learning Pvt Ltd, New Delhi, First edition 2010.

  
**Chairman - BoS  
MBA - HiCET**



  
**Dean (Academics)  
HiCET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3323	ENTERPRISE RESOURCE PLANNING	3	0	0	3

- Course Objectives**
1. This course has been designed to bridge the gap between the need of business process knowledge and its application to the business environment.
  2. The aim of the course therefore is to make the student a manager of computer service offerings across business processes of an organization.
  3. The course focuses on the benefits that may be realized from an ERP system and on the management of benefits from the ERP system.
  4. To identify the factors that led to the development of ERP systems.
  5. To describe modules distinguishing characteristics of ERP software.

Unit	Description	Instructional Hours
I	<b>INTRODUCTION TO ERP</b> Overview of enterprise resource system - Evolution of ERP - Risks and Benefits of ERP - ERP and Related Technologies - Importance of ERP to a company.	9
II	<b>ERP SOLUTIONS AND FUNCTIONAL MODULES</b> Business process Re-Engineering - Business process Management - ERP Finance Module and HR Module - ERP production planning module - ERP Marketing, Sales, Distribution and Service Module.	9
III	<b>ERP IMPLEMENTATION</b> ERP Implementation Life Cycle - Implementation Challenges - ERP implementation - Hidden Cost - Data Migration - Training and Education.	9
IV	<b>POST IMPLEMENTATION</b> Maintenance of the ERP System - Measuring the Performance of the ERP System - Post Implementation Activities - Dealing with Employee Resistance - Success and Failure factors of an ERP implementation.	9
V	<b>EMERGING TRENDS ON ERP</b> ERP and enterprise application integration - ERP and E-Business - ERP, Internet and ERP-II - Cloud Computing - Future trends in ERP	9
<b>Total Instructional Hours</b>		<b>45</b>

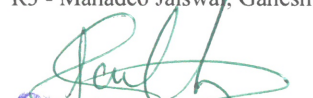
- Course Outcome**
- CO1: Understands the concepts and applications of enterprise resource planning (ERP) systems.  
CO2: Students will understand the role of non-IT managers in information systems planning, systems development, and hardware and software selection.  
CO3: Understands the technical aspect of telecommunication systems and internet as well as their roles in business environment.  
CO4: Students would be aware of the pros and cons of implementing ERP systems.  
CO5: Understands the role of information systems in organizations, the strategic management processes, and the implications for the management.

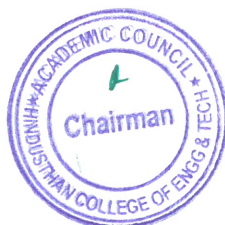
**TEXT BOOKS:**

- T1 - Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2011.  
T2 - Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008

**REFERENCES:**

- R1 - Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006.  
R2 - Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2006  
R3 - Mahadeo Jaiswal, Ganesh Vanapalli, Textbook of Enterprise Resource Planning, Macmillan, 2005.

  
**Chairman - BoS**  
**MBA - HICET**



  
**Dean (Academics)**  
**HICET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3324	MANAGEMENT INFORMATION SYSTEM	3	0	0	3

- Course Objectives**
1. To enable the students to study the role of MIS in the modern business enterprise and its challenges.
  2. The course aims at creating interest and awareness about the proliferation of the Information Systems in today's organizations.
  3. Familiarize the students to interpret how to use information technology to solve business problems.
  4. To enhance the ability to think strategically about technology.
  5. To stimulate the ability to manage time and resources.

Unit	Description	Instructional Hours
I	<b>CONCEPTUAL FOUNDATIONS</b> Information Systems - Roles of Information systems in business - Trends in Information system - Role of e-business in business - Components of Information System - IS activities - Types of IS.	9
II	<b>INFORMATION SYSTEM FOR OPERATIONS &amp; DECISION MAKING</b> Marketing IS, Manufacturing IS, Human Resource IS, and Accounting & Financial IS - Transaction Processing Systems - Information for strategic advantage.	9
III	<b>MANAGING INFORMATION TECHNOLOGY</b> Computer hardware - Peripherals - Computer software - Types - Data Resource Management - Telecommunication & Networks.	9
IV	<b>BUSINESS APPLICATIONS</b> E-Business systems - Enterprise business systems - ERP - SCM - E-Commerce systems - Applications & Issues - Decision Support system - Artificial Intelligence - Electronic Data Interchange - Executive Support System - Expert System.	9
V	<b>MANAGEMENT CHALLENGES</b> Security, Ethical & Societal Challenges of information system -Security Management in information system - Managing global IS - Implementation of information system.	9
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO1: Students would be able to understand the usage of MIS in organizations and the constituents of the MIS.
- CO2: The students also would understand the activities that are undertaken in acquiring an Information System in an organization.
- CO3: Further the student would be aware of various Information System solutions like ES, DSS, Data warehouses, TPS and the issues in successful implementation of these technology solutions in any organization.
- CO4: Appreciates how technology can help to improve decision-making in organizations.
- CO5: Appreciates how technology is used to integrate the business disciplines.

**TEXT BOOKS:**

- T1 - James A O'Brien, "Management Information Systems", Tata McGraw Hill, Fourth Edition, 1999.
- T2 - Kenneth C Laudon and Jane P Laudon, "Management Information System", 9th Edition, PHI, New Delhi, 2006.

**REFERENCE BOOKS:**

- R1 - Mahadeo Jaiswal, Monika Mital, "Management Information System" Oxford University Press, Sixth Edition, 2007.
- R2 - Waman S Jawadekar, "Management Information System Text and cases", Third Editions, Tata McGraw-Hill, 2007.
- R3 - Gordon B. Davis, Margrethe H. Olson, "Management Information System – Conceptual Foundations, Structure & Development", Tata McGraw Hill, Sixth Edition, 2001.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3325	BUSINESS ANALYTICS	3	0	0	3

**Course Objective**

1. Enabling the students to gain knowledge on minimizing the large amounts of data
2. Using the minimized data into a meaningful and actionable information
3. Utilize the same for making effective business decisions.
4. Applications of business analytics in different functional areas
5. Social media impact on analytics

Unit	Description	Instructional hours
I	<b>DATA SCIENCE FOR MANAGERS</b> Inferential & Descriptive Statistics Refresher – R & Python Packages & Functions – Tableau Visualization Techniques – Dash Board & Story points – Data Blending, Forecasting	11
II	<b>PREDICTIVE MODELLING</b> Data Import, Export & Cleansing – Data Manipulation – Exploratory Data Analysis – Modeling with Linear & Logistic Regression – Modeling with CARET	11
III	<b>ENTERPRISE RESOURCE PLANNING</b> Enterprise Reporting – Balanced Scorecard - Business Intelligence and Mobility, Cloud Computing – Business Intelligence for ERP Systems	8
IV	<b>MARKETING   FINANCE   HR ANALYTICS</b> <b>MARKETING</b> – Market basket Analysis for Retail market with Case Study – Brand Sentiment Analysis with Case Study <b>FINANCE</b> – Credit Risk Modeling with Case Study – Portfolio Analysis with Case Study <b>HR</b> – Differential Payouts for Recruiting Agency - Case Study – Predicting which Employees will leave the company - Case Study	8
V	<b>SOCIAL MEDIA ANALYTICS</b> Google Analytics & 360 Suite – Face book Insights, Marketing & ADs – Insta gram Advertising – Twitter API interaction – Social Media Management with Hoot suite – E-Mail marketing with Mail chimp	7
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**


CO1: Understanding the challenges and opportunities and utilizing them.  
CO2: Design a suitable business analytics model by using inferential statistics  
CO3: ERP in business applications  
CO4: Functional areas analysis  
CO5: Will be able to apply the concepts in research parlance.

**TEXT BOOKS:**

- T1 -An Introduction to Statistical Learning: with Applications in R By Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani  
T2 - Hands-on Programming with R By Garet Grolemond

**REFERENCE BOOKS:**

- R1 - Applied Predictive Modelling By Max Khun and Kjell Jhonson  
R2 - Tableau Dashboard Cookbook By JenStirrup  
R3 - Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics By Marshall Spender

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

**LOGISTICS-ELECTIVES**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3326	STORE KEEPING AND WAREHOUSING	3	0	0	3

- Course Objective
1. To enable the students to study the objectives of warehouse management
  2. To enable the students to study the stock valuation in stores.
  3. To enable the students to study the disposal of scrap in from stores
  4. To enable the students to study the knowledge on inventory insurance
  5. To enable the students to study the knowledge on ethics in material management.

Unit	Description	Instructional Hours
I	<b>INTRODUCTION</b> Warehousing Management - Objectives of Stores–Location and Layout–Prevention – Management of Receipts –Issue Control–Stores Documentation.	9
II	<b>STOCK VALUATION</b> Stock Valuation And Verification–Need for Valuation–Methods of Valuation–FIFO–LIFO–Average Price–Weighted Average –Standard Cost–Replacement Price –Stock Verification–Process of Verification	9
III	<b>DISPOSAL OF SCRAP</b> Disposal of Obsolete and Scrap items–Management of SOS–Categorization of Obsolete/Surplus –Reasons for Obsolescence –Control of Obsolescence –Control of Scrap –Responsibility for Disposal –Disposal Methods.	9
IV	<b>INSURANCE OF STOCK AND SPARES</b> Insurance: Risk Management -Buyer’s Interest –Marine Insurance–Inland Transit Insurance–Stores Insurance –Contractors All Risk Insurance –Miscellaneous Insurance –A to Z Claims Procedure–Loss Minimization–Spare Parts Management -Salient Features of Spares –Inventory Control of Spares –Categorization of Spares –provisioning of Spares – Pricing of Spares –Relevance of Maintenance –Maintenance Costs.	9
V	<b>ETHICS IN MATERIALS MANAGEMENT</b> Ethics In Materials Management–Importance of Ethics–Business Ethics–Ethics in Buying – Code of Ethics–Problems in Ethics –Backdoor Selling –A to Z Tips for Ethical Buying – Professionalization.	9
<b>Total Instructional Hours</b>		<b>45</b>


- Course Outcome
- CO1: Students will able to understand the objectives of warehouse management.  
 CO2: Students will able to understand the methods of stock valuation.  
 CO3: Students will able to understand the methods of disposal of scrap in from stores  
 CO4: Students will able to understand the knowledge on inventory insurance  
 CO5: Students will able to understand the ethics in material management.

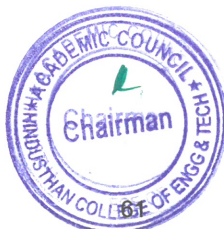
**TEXT BOOKS:**

- T1 - J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2016.  
 T2 - P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2016

**REFERENCE BOOKS:**

- R1 - A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2016  
 R2 - A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2016  
 R3 - S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2016.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3327	PURCHASING AND INVENTORY MANAGEMENT	3	0	0	3

- Course Objective**
1. Enable the students to understand the input and output of Material Requirement planning.
  2. Enable the students to understand the role and responsibility of purchasing management.
  3. Enable the students to understand the role of stores in inventory management
  4. Enable the students to understand the techniques involved in purchasing and storing of materials
  5. Enable the students to understand the tools and techniques in inventory control and cost reduction.

Unit	Description	Instructional Hours
I	<b>MATERIAL REQUIREMENT PLANNING</b> Input and output of MRP system - Forecasting – Overview of quantitative and qualitative methods of forecasting - Master Production Schedule - Bill of Materials – BOM Explosion - Material flow in MRP. MRP II.	9
II	<b>PURCHASING MANAGEMENT</b> Responsibilities of Purchase Department - Purchase Cycle – Negotiation & Bargaining – Vendor relations - Purchasing Methods - Global sourcing	9
III	<b>STORES</b> Functions, Importance, Organization of stores & Stores layout. Stores procedure – documentation.	9
IV	<b>INVENTORY</b> Need of Inventory - Costs associated with Inventory - Types of Inventory - Basic EOQ Model - EOQ with discounts - Classification of material - ABC Analysis - VED, HML, FSN, GOLF, SOS (Numerical expected on Basic EOQ, EOQ with discounts & ABC)	9
V	<b>INVENTORY CONTROL &amp; COST REDUCTION TECHNIQUES</b> Inventory turns ratios - Standardization – need and importance. Codification – concept, benefits. Value Engineering and Value Analysis – concept and process.	9
<b>Total Instructional Hours</b>		<b>45</b>


- Course Outcome**
- CO1: Students will understand the input and output of Material Requirement planning  
CO2: Students will understand the role and responsibility of purchasing management  
CO3: Students will understand the role of stores in inventory management  
CO4: Students will understand the techniques involved in purchasing and storing of materials  
CO5: Students will understand tools and techniques applicable in inventory control and cost reduction.

**TEXT BOOKS:**


- T1 - J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2015.  
T2 - P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2015

**REFERENCE BOOKS:**

- R1 - A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2015  
R2 - A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2015  
R3 - Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2015

  
**Chairman - BoS**  
**MBA - HICET**



  
**Dean (Academics)**  
**HICET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3328	EXPORT TRADE AND DOCUMENTATION	3	0	0	3

- Course Objective**
1. To enable the students to study the knowledge on documentation in international trade.
  2. To enable the students to study the knowledge on Inco terms in export trade and licence
  3. To enable the students to study the packaging methods in export trade.
  4. To enable the students to study the necessary shipping documents in export trade
  5. To enable the students to study the legalities of export and import trade

Unit	Description	Instructional Hours
I	<b>INTRODUCTION TO EXPORT TRADE DOCUMENTATION</b> Exporting Preliminary Consideration-Generation of Foreign enquiries, obtaining local quotation & offering to overseas buyers scrutinizing export order, opening L/C by buyers-Export Controls and Licenses –Patent, Trade Mark, Copy Right Registrations – Confidentiality and NDA	9
II	<b>EXPORT SALES</b> Export Sales–Selling and Purchasing-Consignment-Leases–Marine and Air Causality Insurances-Export Finance -Forex-Major currencies, Exchange rates, relations & impact -Export costing and pricing & Inco terms –Export License–Import License	9
III	<b>EXPORT PACKAGING</b> Export Packaging-Preparation of pre shipment documentation–Methods of Transportation –Country of Origin Marking -Inspection of Export consignment – Export by Post, Road, Air & Sea -Claiming for Export benefits and Duty drawbacks.	9
IV	<b>SHIPMENT DOCUMENTS</b> Shipment & Shipping documents -Complicated problems in shipments & negotiation of shipping documentations - Corporate marketing strategies - 100% EOU & Free trade zone-Deemed Export–Isolated Sales Transactions	9
V	<b>ACTS OF EXPORT AND IMPORT</b> Acts for export/import-Commencement- Customs Formalities - Export Documentation - Export of Services- Export of Excisable Goods -Import Documentation – Clearance - 100% export oriented units customs house agents -import of different products - import/export incentives - import licenses etc.	9
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO1: Students will understand the knowledge on documentation in international trade  
CO2: Students will understand the knowledge on incoterms in export trade and licence  
CO3: Students will understand the packaging methods in export trade  
CO4: Students will understand the necessary shipping documents in export trade  
CO5: Students will understand the legalities of export and import trade

**TEXT BOOKS:**

T1 - Shri C Rama Gopal, Chartered Accountant.Publisher , Export Import Procedures-Documentation and Logistics, New Age International, 2015


T2 - P K Khurana, Export Management, New Age International, 2015

**REFERENCE BOOKS:**

R1- Thomas E Johnson and Donna L, Text Book: Export and Import Procedures and Documentations –, New Age International, 2015

R2- P. Subba Rao, International Business, Himalaya Publishing House, New Delhi,2015

R3- Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2014.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3329	TRANSPORTATION AND DISTRIBUTION MANAGEMENT	3	0	0	3

- Course Objective**
1. To enable the students to study the functions of transport
  2. To enable the students to study the classifications of travel
  3. To enable the students to study the impact of transport
  4. To enable the students to study the historical development transport
  5. To enable the students to study the knowledge on transport network.

Unit	Description	Instructional Hours
I	<b>FUNCTIONS OF TRANSPORT</b> Accessibility/Connectivity, Mobility Interrelations of Transport: Economic-cost and trade, Geography and technology, Social, cultural and recreational, Development of Information & Communication Technology	9
II	<b>CLASSIFICATION OF TRAVEL</b> Features of a Trip; origin- destination, transport zones, trip generation, trip attraction; types of travel, travel by trip purpose, by commodity, by location, by distance, by comfort or convenience; variations over time and space	9
III	<b>IMPACTS OF TRANSPORT</b> Economic, Social and cultural values, Environment Theories of Transport Study & Traffic Flow: Land Use theory; Physical Theories, Economic Theories-Utility Maximization; Choice Theory, Legit Model, Gravity Model, Generalized Cost; Elements of Traffic Flow, Generalized Car-Following Theory, Green shields Theory.	9
IV	<b>HISTORICAL DEVELOPMENT OF TRANSPORT</b> Local economies and forms of early transport, Road networks, military conquest, trade and spread of cultures, Development of ocean transport, Railways, urbanization and the industrial age, Motor Vehicles and growth of personal transport, Growth of air transport and international travel.	9
V	<b>TRANSPORT NETWORK</b> Features of networks – nodes and links, multi-modalism and choice in transport, Supply chain, Inter-modalism, Transport Infrastructure.	9
<b>Total Instructional Hours</b>		<b>45</b>


- Course Outcome**
- CO1: Students will able to understand the functions of transport.  
CO2: Students will able to understand the classifications of travel  
CO3: Students will able to understand the impact of transport  
CO4: Students will able to understand the historical development of transport.  
CO5: Students will able to understand the knowledge on transport network

**TEXT BOOKS:**

- R1 - Sunil Chopra, Supply Chain Management, Management – Strategy Planing and Operation, Prentice Hall Publications, New Delhi, 2015  
R2 - Agarwal, Text book of Logistic and Supply Chain Management, Macmillan India, Ltd, New Delhi, 2016

**REFERENCE BOOKS:**

- R1 - Vinod V.Sople, Logistics Management-The Supply Chain Imperative, Pearson, 2016.  
R2 - Altekar Rahul V, Supply Chain Management- Concept and Cases. Prentice, Hall India, New Delhi, 2005.  
R3 - Bowersox Donald J, Logistic Management – The Integrated Supply Chain Process, Tata McGraw Hill, New Delhi, 2000.

  
**Chairman - BoS**  
**MBA - HICET**



  
**Dean (Academics)**  
**HICET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3701	BUSINESS PLAN DEVELOPMENT	0	0	2	1

- Course Objectives**
1. To help students appreciate the purposes and audiences for business plans.
  2. To help students understand the structure and content of a business plan.
  3. To guide students in preparing a first draft of their own business plan.
  4. To train students in critical evaluation of business plans.
  5. To create a business plan.

Expt. No.	Description	NO OF HOURS
1.	Discovering entrepreneurial opportunities	
2.	Business Plan: Introduction, Sample Case and General Outline	
3.	Competitive advantage of small businesses	
4.	Paths to Small Business Ownership	
5.	The New Venture Business Plan	
6.	Role, need and preparation of the business plan	
7.	Developing the details of the business plan	
8.	Finding sources of financing	
9.	Preparing a targeted presentation	
10.	Preparing a targeted pitch	
<b>Total Practical Hours</b>		<b>15</b>

- Course Outcome**
- CO1: Identify suitable paths to small business ownership.  
CO2: Develop a feasibility study of the strengths and weaknesses of the proposed business opportunity.  
CO3: Demonstrate the ability to design and produce a detailed written business plan.  
CO4: Demonstrate the ability to create and deliver an effective oral presentation of the new venture business plan.  
CO5: The submission of a business plan for a social mission organization.

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3702	PROFESSIONAL RESEARCH PUBLICATION	0	0	2	1

- Course Objectives**
1. To introduce students to understand the publishing process and to increase their publishing skills.
  2. To develop an overview of publishing process and master the journals and communication platforms available in related to the students' research areas.
  3. To help students communicate their ideas and research results in a professional and effective way to increase the chances of their manuscripts being published
  4. To expose students to change the role from an authors to a reviewer for understanding the importance of the novelty and clarification of a journal paper;
  5. To develop a publication plan and a paper of high quality on a topic of student's interests.

Expt. No.	Description	NO OF HOURS
1.	Academic Publishing <ul style="list-style-type: none"> <li>• Why publishing</li> <li>•Forms of publishing: open source?</li> <li>•Publishing vs. communications</li> <li>•Value of peer reviews</li> <li>•Components of a research paper</li> </ul>	
2.	Where to publish and why <ul style="list-style-type: none"> <li>•Survey of journals</li> <li>•Scope of a journal</li> <li>•Audiences and readership</li> <li>•New trends of publishing</li> </ul>	
3.	Process of formulating a paper (& writing) <ul style="list-style-type: none"> <li>• Define a REAL research question</li> <li>• Sharing your ideas</li> <li>• Novelty</li> <li>• Clarification</li> <li>• Professional</li> </ul>	
4.	Peer Review of a scientific paper <ul style="list-style-type: none"> <li>• Who are the reviewers?</li> <li>• What are reviewers evaluating?</li> <li>• Why a paper is rejected or accepted?</li> <li>• How long it takes for a review process?</li> <li>• If you are a reviewer?</li> </ul>	
5.	Communication with a Journal Editor and Publisher <ul style="list-style-type: none"> <li>•View from a journal editor</li> <li>•Scope and readership</li> <li>•Cover letter</li> <li>•Title, keywords, highlights, abstracts</li> <li>• Follow-up after submission</li> <li>• Revisions</li> <li>• Rebuttal</li> <li>• Proof reading</li> <li>• Copyright</li> <li>• Publishing ethics</li> </ul>	
6.	Tools and software of scholarly publishing <ul style="list-style-type: none"> <li>• Database</li> </ul>	

- References
  - Line numbers, track changes etc.
  - authenticate
- 7 Post publications, impacts of your paper
- Journal ranking, JCR and other indicators
  - Citations
  - H-index
  - Google scholar, Research Gate, Scopus.
- 8 Multiple functions of scholarly publishing
- Individual research and carrier
  - Academic networking
  - International collaboration
  - Building a collective knowledge base

**Total Practical Hours            15**

**Course  
Outcome**

- CO1: Students will identify the research areas which are in the frontline of the studied topics.
- CO2: Students will find the best international collaborators to explore the research by using the international networking and cooperation.
- CO3: Students will find the best conferences and journals for communication and share of the research results.
- CO4: Students could organize a manuscript to submit a most relevant journal/conference and to address the reviewers' comments to revise a paper.
- CO5: Students find easy to enhance the impacts of a published paper to establish the international cooperation network.

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3703	BUSINESS CONSULTANCY	0	0	2	1

- Course Objectives**
1. To expose students to the classical literature of the consulting profession
  2. To view problems from the perspective of practicing experts in the field.
  3. To prepare solutions to case studies utilizing acquired technical expertise and experience
  4. To apply course theories and principles to provide consulting services to actual clients.
  5. To provide the students adequate knowledge, proficiency and intellectual abilities in the field of business for them to grow into fully qualified professional.

Expt. No.	Description	NO OF HOURS
1.	Introduction to the Profession <ul style="list-style-type: none"> <li>• Introduction and purpose of course</li> <li>• Review syllabus</li> <li>• Definition, roles, purpose of profession</li> <li>• Uses of consultants – public sector, private sector, and internal consulting</li> <li>• Introduce client projects</li> </ul>	
2.	Development of the Profession <ul style="list-style-type: none"> <li>• History and development of the profession</li> <li>• Consulting roles and culture</li> <li>• Professionalism and ethics</li> </ul>	
3.	Consulting Process – Entry and Contracting <ul style="list-style-type: none"> <li>• Types of projects and project cycles</li> <li>• First client meetings</li> <li>• Assignment strategy and plan</li> <li>• Proposal development</li> <li>• Consulting contract</li> <li>• Service Quality</li> <li>• Assign client projects</li> <li>• Discuss Bonner case</li> <li>• Introduce Research Review</li> <li>• Introduce Client Proposal</li> </ul>	
4.	Consulting Process - Discovery and Dialogue <ul style="list-style-type: none"> <li>• Diagnosis</li> <li>• Data gathering techniques</li> <li>• On-site interaction</li> </ul>	
5.	Consulting Process - Analysis and Decision to Act <ul style="list-style-type: none"> <li>• Developing and gathering alternatives</li> <li>• Presenting action proposals to the client</li> <li>• Work plans and project costing</li> </ul>	
6.	Industry <ul style="list-style-type: none"> <li>• View of management consulting world, synopsis of industry, types of firms</li> <li>• Key industry challenges</li> <li>• Key success factors</li> </ul>	
7.	Consulting Process – Engagement and Implementation <ul style="list-style-type: none"> <li>• Management of projects</li> <li>• Presentations and communicating with clients</li> <li>• Implementing your recommendations</li> <li>• Ongoing client contact and service</li> <li>• Team effectiveness</li> </ul>	
8.	Consulting Process – Extension, Recycle, or Termination <ul style="list-style-type: none"> <li>• Time for withdrawal</li> </ul>	

- Final reporting
- Evaluation.
- 9. Change Management and Resistance
  - Leadership
  - Stakeholder engagement
  - Utilizing resources
  - Developing support
  - Institutionalizing change
- 10. Creating Value for Yourself and the Firm
  - Firm growth strategies, sales skills
  - Managing a firm
  - Professional development and staying current
  - Developing areas of unique expertise
- 11. Legal and Ethical Issues
  - Legal risks and management
  - Client privilege issues
- 12. Client's Perspective
  - Selection of consultants
  - Effective management of consultants
  - Evaluation of performance
  - Use of consultants
  - Maintaining independence and objectivity

**Total Practical Hours            15**

**Course  
Outcome**

- CO1: Define management consulting and understand why and how consultants are utilized.
- CO2: Apply a consulting process framework to an actual client engagement
- CO3: Understand the value of stakeholder engagement and how to apply it
- CO4: Learn, practice, and refine skills for client engagement and project management
- CO5: Make effective presentations to client organizations

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3704	CASE ANALYSIS AND REPORT WRITING	0	0	2	1

Course Objectives
1. To acquaint students with a diverse range of case studies with the focus of audiences.
2. To acquaint students with a process of case writing.
3. To provide practical exercises in public relations problem solving and to begin to develop judgment for such situations.
4. To develop further the writing and analytical skills of students.
5. To provide an overview of case study reports and what components should include when writing them.

Expt. No.	Description	NO OF HOURS
1.	Introduction to the Case Study Research Report.	
2.	Components of a Case Study Report	
3.	Review of a Case Study Research Report.	
4.	Case Study Report Template	
5.	Literature Searching & Databases.	
6.	Business Courses and Case Studies	
7.	Getting Published.	
<b>Total Practical Hours</b>		<b>15</b>

Course Outcome
CO1: Makes the student to understand the necessity and benefits of case study reporting to their professional experience.
CO2: Understand how to construct each section of the case study report
CO3: Understand how to do a literature search
CO4: Be able to list the components of a Case Study Report
CO5: Know what the Uniform Requirements are and understand how to pick a suitable case.

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA3705	SUMMER INTERNSHIP TRAINING	0	0	4	2

- Course Objective**
1. To understand the professional and ethical practice.
  2. To expose the students knowledge, skills and abilities.
  3. To learn various types of departmental activities.
  4. To maintain work dairy
  5. To know the dynamics of organizational environment

Summer Internship Training Project specified in the Curriculum shall not exceed the maximum duration of 4 weeks after the second semester but before the commencement of the third semester.

At the end of Summer Internship Training Project the candidate shall submit a certificate from the organization where he/she has undergone training and also a brief report. The evaluation for 100 marks will be carried out internally based on this report and a Viva-Voce Examination will be conducted by a Departmental Committee constituted by the Head of the Department.

#### GUIDELINES FOR TRAINING

1. At the end of second semester examination, every student of MBA will undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 4 weeks duration.
2. During the training, the student is expected to learn about the organization and analyse and suggest solutions to a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the college/institute which will form part of third semester examination. However, the report must be submitted by the end of July during third semester so that it is evaluated well in time and third semester results are not delayed.
5. The report (based on training and the problem/project studied) prepared by the student will be known as summer training project report. The report should ordinarily be based on primary data. The report should deal with brief history of the organization, its structure, performance products/services, challenges and opportunities.
6. The report will have two certificates. One by the head of the institute/college and the other by the reporting officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report. The report should be around 40 pages. The report should also contain a chronological diary signed with seal from the supervisor in the organization.
7. The report will be evaluated by internal examiners. It will carry total of 100 marks divided into written report of 30 marks, content of 30 marks, presentation of 30 marks and question and answer 10 marks.
8. It is mandatory that the student will make presentation in the presence of Departmental committee. The student is expected to answer to the queries and questions raised in such forum.

- Course Outcome**
- CO1: Students will have the ability to take in information and see the connections amongst a data through critical thinking, intellectual flexibility, and reflective judgment.  
CO2: Students will have the ability to develop their self confidence.  
CO3: Students will know about the various functions and departmental activities.  
CO4 : Students will learn the dynamics of organizational environment  
CO5 : Students will know to present a report of the organizational study.

**SEMESTER IV**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA4201	INTERNATIONAL BUSINESS MANAGEMENT	3	0	0	3

- Course Objective**
1. To explore the students to the basic concepts of international business management
  2. To make them understand how international scenario at present
  3. To expose them with various international arrangements for trade
  4. Identify the foreign exchange and its impact
  5. How international disputes are settled

Unit	Description	Instructional Hours
I	<b>INTRODUCTION</b> International Business - Definition, Nature, advantages and disadvantages of international business - International Orientations, EPRG Framework (ethnocentric, polycentric, region centric, geocentric), International business environment – country attractiveness – Political, economic and cultural environment – Protection Vs liberalization of global business environment.	9
II	<b>INTERNATIONAL TRADE</b> Globalization – WTO Important Provisions & Agreements – International Trade & WTO – Trade Liberalization & Imports: Industry wise Analysis – Intellectual Property Rights, & Industrial Sector – Trips Agreements & Pharmaceutical Industry – WTO, Gats & Telecom Sector	9
III	<b>REGIONAL TRADE BLOCS AND ENTRY STRATEGIES</b> International Business Environment: Trade Blocks, Forms of Integration, EU, SAARC, ASEAN, NAFTA – Trade Liberalization, – International Marketing Management: Market Entry Strategies – Product Decisions, International Pricing, International Promotion – International Organization and Human Resource Management	9
IV	<b>FOREIGN EXCHANGE</b> Global Strategic management - Standardization Vs Differentiation – Strategic options – International Monetary Environment and FOREX Management: Balance of Payment – Foreign Exchange Market, Determination of Exchange Rate, Exchange Rate Systems, Convertibility of Currency, Exchange Risk and Management.	9
V	<b>CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT</b> Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies – Ethical issues in international business – Ethical decision-making.	9
<b>Total Instructional hours</b>		<b>45</b>

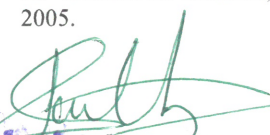
- Course Outcome**
- CO1: Students would be familiar with global business environment
  - CO2: Global practices in trade
  - CO3: Get acquainted with the global strategic management Practices and functional domain practices
  - CO4: The role of foreign exchange in international trade
  - CO5: They would be familiar with conflict situations and ethical issues in global business

**TEXT BOOKS :**

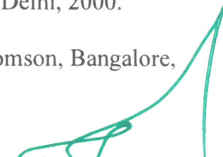
- T1- Charles W.I. Hill and Arun Kumar Jain, International Business, 6<sup>th</sup> edition, Tata Mc Graw Hill, 2009.
- T2- P.Subba Rao, International Business, Revised 4<sup>th</sup> edition, Himalaya Publishing house

**REFERENCE BOOKS:**

- R1- John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000.
- R2- K. Aswathappa, International Business, Tata Mc Graw Hill, 2008.
- R3- Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, Thomson, Bangalore, 2005.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BA4202	INDIAN ETHOS AND VALUES	3	0	0	3

- Course Objective**
1. To learn about Indian ethos and its relevance today
  2. To assist and guide the student in understanding value systems and its impact on business.
  3. To know the Indian philosophy of knowing oneself.
  4. To understand the management functions with Indian perspective.
  5. To know management concepts from ancient texts.

Unit	Description	Instructional Hours
I	<b>INDIAN ETHOS</b> Indian Ethos - Indian work ethos and principles of Indian Management - Economics of giving - Western economic system Developing and implementing gross national happiness - Sabbath economics - Islamic economics and Banking - Cases	9
II	<b>VALUES AND ETHICS</b> Formation of values - Application of values - Personal values and organizational commitment - Values for managers - Business leadership and value attributes - Business ethics - Perspectives on ethics - Cases	9
III	<b>INDIAN PHILOSOPHICAL SYSTEM</b> Indian Philosophical system - Nature of mind - Personality attributes based on Gunas - Human values and five sheaths - Indian Ethos and corporate governance - Indian constitution and Unity in diversity - Cases	9
IV	<b>INDIAN PERSPECTIVE ON FUNCTIONS OF MANAGEMENT</b> Planning - Organizing - Leadership - Control - Communication - Compare with western management model - Indian work ethos - Cases	9
V	<b>INDIAN MANAGMENT THOUGHTS</b> Thirukural and Management - Chanakya neethi on leadership - Bagavad gita and management - Indian Heritage in production and consumption - Cases	9
<b>Total Instructional Hours</b>		<b>45</b>


- Course Outcome**
- CO1: To impart knowledge on Indian Ethos  
CO2: To apply Indian value system in management practices  
CO3: To familiarize the students about Indian philosophy for business growth.  
CO4: Students will know about management functions and its Indian perspectives.  
CO5: To conceptualize and present various issues in Indian management thought.

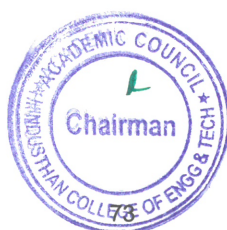
**TEXT BOOKS:**

T1- Nandagopal.R and Ajith Sankar R.N. Indian Ethos and Values in Management, ISBN – 978-0-07-106779-9. Tata McGraw Hill Education Private Ltd, 2011.  
T2-Khandelwal.N.M, Indian Ethos and Values for Managers, ISBN 978-93-5024-452-4, 3rd Edition, Himalaya Publishing House, 2011.

**REFERENCE BOOKS:**

R1-Management Thoughts in Thirukkural by K. Nagarajan – ANMOL Publications PVT Ltd 4374/4B Ansari Road, New Delhi 110 002. 2010  
R2-Dr. Radhakrishnan Pillai, Corporate Chanakya, ISBN 978-81-8495-133-2, Jaico Publishing House, 2016  
R3-Soham, LEEP (Life Empowerment and Enrichment Program), ISBN 9788175977259 Central Chinmaya Mission Trust, 2017.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

<b>Programme</b>	<b>Course Code</b>	<b>Name of the Course</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA</b>	<b>16BA4901</b>	<b>PROJECT</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>12</b>

The Project work is to be undertaken during the final semester. Every student has to undergo project work in a company for a period of 12 weeks during the fourth semester. He/She has to submit a project report containing details of company, company profile, different functional area research problems and prospects. The deadline for submission of final Project Report 30 calendar days from the last working day of the final semester.

At the end of Project work the candidate should produce an original certificate of project completion from the organization to the institution where he/she has undergone training and a copy can be attached in the project report. The evaluation for 200 marks (100 Marks for CIA and 100 marks for ESE) will be carried out internally and externally based on this report and a Viva-Voce Examination will be conducted by a Departmental Committee constituted by the Head of the Department.

The project report should be well documented and supported by the following sequence:

1. Title page
2. Bonafide Certificate
3. Institutional Certificate
4. Declaration
5. Abstract
6. Acknowledgement
7. Table of Contents
8. List of Tables
9. List of Figures
10. List of Symbols, Abbreviations or Nomenclature (Optional)
11. Chapters
12. Bibliography
13. Annexure

The Tables and Figures shall be introduced in the appropriate places.

**LIST OF OPEN ELECTIVES FOR MBA, ME AND MCA**

Programme	Course Code	Name of the Course	L	T	P	C
M.E./MCA	16BAX401	PRINCIPLES OF MANAGEMENT	3	0	0	3

**Course Objective**

- To expose the students to the basic concepts and practices of management.
- To know about various functions of management.
- To understand various theories of management.
- To make them understand the complexity and wide variety of issues.
- To enable functional specialists to face today's business environment.

Unit	Description	Instructional Hours
I	<b>MANAGEMENT THEORIES</b> Management functions and management skills - Management roles Historical approach - Classical approach I (Scientific mgt, General Admin theory – Henry fayol and max weber) - Behavioral approach Contemporary approach - Managers as leaders - Leadership traits, theories and issues - Cases	9
II	<b>PLANNING AND DECISION MAKING</b> Goals and Plans - Developing plans - Management by objectives - Decision making Process - The role of Intuition in Decision making -Decision making errors and biases - Strategic management - Types of strategies - Cases	9
III	<b>AUTHORITY AND MOTIVATION</b> Work specialization - Departmentation - Chain of command - Span of control - Centralization and Decentralization - Delegation of authority - Staffing, selection and recruitment - Motivational theories - Cases	9
IV	<b>COMMUNICATION</b> Nature and function of communication - Methods of interpersonal communication - Effective interpersonal communication – Barriers to communication - Organizational communication - Information technology and communication - Communication issues in today's organization - Organization culture and issues - Cases	9
V	<b>CONTROLLING</b> Controlling and its importance - The control process - Controlling for organizational performance - Tools for measuring organizational performance - Contemporary issues in control - Managing in global environment - Social responsibility and managerial ethics - Cases	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**

- CO1: Students will be able to understand the fundamentals of management thought.  
 CO2: Students should be able to describe and discuss the elements of effective management functions of planning, decision making and strategies  
 CO3: Students will know about the effective management systems.  
 CO4: Students will know the framework of communication in management  
 CO5: Students will be able to interpret broadly on control function and social issues in management.

**TEXT BOOKS:**

T1 - Stephen P. Robbins, Mary Coulter and Neharika Vohra - Management, 10<sup>th</sup> Edition, ISBN 9780132090711  
 Published by Pearson Education, Inc., Prentice Hall of India, 2009.


T2 - Harold Koontz and Heinz Wehrich, Essentials of management: An International & Leadership Perspective, 9th edition, Tata McGraw-Hill Education, 2012.

**REFERENCE BOOKS:**

R1 - Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency based approach, Thompson South Western, 11th edition, 2008.

R2 - Heinz Wehrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 12th edition, 2008.

R3 - Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 12th edition, 2012.

  
**Chairman - BoS**  
**MBA - HICET**



  
**Dean (Academics)**  
**HICET**

Programme	Course Code	Name of the Course	L	T	P	C
M.E./MCA	16BAX402	ECONOMICS AND ACCOUNTING FOR ENGINEERS	3	0	0	3

**Course Objectives**

1. To make the students understand the basics of demand, supply and related concepts.
2. To make the students understand the basics of production, cost, market and pricing related concepts.
3. To make the students understand and apply the basic accounting concepts and financial statement analysis.
4. To interpret simple financial statement of a company for measuring financial performance of the business firms.
5. To apply suitable engineering economy techniques in decision making involving engineering problems.

Unit	Description	Instructional Hours
<b>I</b>	<b>INTRODUCTION, DEMAND AND SUPPLY ANALYSIS</b> Economics - Relationship with other disciplines - Managerial decisions - Demand - Types of demand - Determinants of demand-Demand function - Demand elasticity - Demand forecasting - Supply-Determinants of supply - Supply function - Supply elasticity.	9
<b>II</b>	<b>PRODUCTION AND COST ANALYSIS</b> Production function - Returns to scale -Production optimization -Least cost input - Isoquants - Managerial uses of production function. Cost Concepts - Cost function - Determinants of cost - Short run and Long run cost curves - Cost Output Decision - Estimation of Cost.	9
<b>III</b>	<b>MARKET AND PRICING DECISIONS</b> Determinants of Price Pricing under different objectives and different market structures - Price discrimination - Pricing methods in practice.	9
<b>IV</b>	<b>INTRODUCTION TO FINANCIAL ACCOUNTING</b> Concepts & Conventions - Double entry book keeping - Journal -Ledger - Trial Balance - Trading, Profit & Loss Account - Balance Sheet.	9
<b>V</b>	<b>FINANCIAL ANALYSIS</b> Characteristics - Techniques - Comparative, Common Size, Trend Analysis - Ratio Analysis - Cash flow analysis - Funds flow analysis.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**

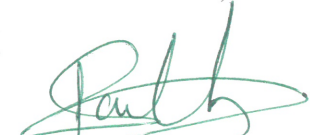
- CO1: Students think in the terms of a professional economist.  
CO2: Students will make wise choices among scarcity of resources.  
CO3: Students can analyse the internal and external decisions made by managers.  
CO4: Students will understand how to implement accounting system in business.  
CO5 :Students will analyse decision alternatives in engineering project/investment.

**TEXT BOOKS:**

- T1 - Samuelson. Paul A and Nordhaus W.D., 'Economics', Tata Mcgraw Hill Publishing Company Limited, New Delhi, 2004.  
T2 - Prasanna Chandra. 'Fundamentals of Financial Management', Tata Mcgraw Hill Publishing Ltd., 4<sup>th</sup> edition, 2005.

**REFERENCE BOOKS:**

- R1 - McGuigan, Moyer and Harris, 'Managerial Economics; Applications, Strategy and Tactics', Thomson South Western, 10th Edition, 2005.  
R2 - Salvatore Dominick, 'Managerial Economics in a global economy'. Thomson South Western, 4th Edition, 2001.  
R3 - Paresh Shah, 'Basic Financial Accounting for Management', Oxford University Press, New Delhi, 2007.

  
**Chairman - BoS**  
**MBA - HICET**



  
**Dean (Academics)**  
**HICET**

Programme	Course Code	Name of the Course	L	T	P	C
M.E.	16BAX403	MARKETING MANAGEMENT FOR ENGINEERS	3	0	0	3

- Course Objective**
1. To understand the fundamentals of marketing function.
  2. To know the concepts of marketing
  3. To identify the indicators of marketing thoughts and practices.
  4. To understand fundamental premise underlying market driven strategies.
  5. To understand different domains of marketing

Unit	Description	Instructional Hours
I	<b>INTRODUCTION</b> Marketing – Definition – importance – scope – core concepts. Marketing Environment – different types. Marketing mix – product and service. New product development and management – factors – process. Product life cycle - strategies	9
II	<b>MARKETING MIX DECISIONS</b> Market segmentation – meaning – bases. Targeting – strategies. Positioning – how – ways. Advertising – decisions. Pricing – objectives – methods – types - strategies.	9
III	<b>CHANNEL MANAGEMENT AND SALES</b> Sales promotions- significance- decisions. Personal selling-principles-theories-skills. Sales force management – recruiting – selection – motivating- evaluation. Channel management – decisions – systems – integration – conflict – cooperation – competition. Building and measuring customer satisfaction.	9
IV	<b>BUYER BEHAVIOR</b> Industrial and consumer buyer behavior – decision making process – differences – influence. Customer relationship management – process –strategies. Service marketing – characteristics – classifications. Cause related marketing.	9
V	<b>CURRENT ISSUES</b> Global Marketing - rationale, principal driving force. Customer service – organizational issues in service quality. Rural marketing-importance-facts-myths. Green marketing. Online marketing trends. Marketing strategies – key drivers.	9
<b>Total Instructional Hours</b>		<b>45</b>


- Course Outcome**
- CO1: Knowledge of understanding the fundamentals
  - CO2: Awareness about the concepts of marketing
  - CO3: To impart basic skills required for marketing
  - CO4: Awareness of marketing management processes.
  - CO5: To know different domains of marketing

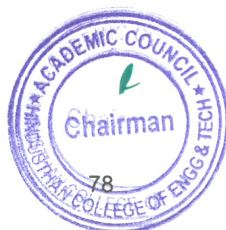
**TEXT BOOKS:**

- T1 - Philip Kotler, Keller, Koshy, Jha, Marketing Managemnt, Pearson Education Inc 13<sup>th</sup> Edition 2009.
- T2 - Rajan Saxena, Marketing Management, Tata McGraw Hill Education Pvt Ltd, 2009.

**REFERENCE BOOKS:**

- R1 - KS Chandrasekar, Marketing Management- Text and Cases, Tata McGrawHill Vijaynicole, First edition, 2010.
- R2 - Paul Baines, Chris Fill and Kelly Oage, Marketing, Oxford University Press, 2<sup>nd</sup> Edition, 2011.
- R3 - Lamb, Hair, Sharma, Mc Daniel – Marketung – “ An Innovative approach to learning and teaching – A south asian perspective, Cengage Learning – 2012.

  
**Chairman - BoS**  
**MBA - HICET**



  
**Dean (Academics)**  
**HICET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BAX404	INTEGRATED MARKETING COMMUNICATION	3	0	0	3

- Course Objective**
1. This course introduces students to the basic concepts of advertising and sales promotion
  2. Media's impact in advertising
  3. To study about advertising budget and design
  4. To explore into the relationship between advertising and sales promotion
  5. It helps the students to know about importance of integration in advertising activities

Unit	Description	Instructional Hours
I	<b>INTRODUCTION TO ADVERTISING</b> Definition - Nature role of advertising in modern business world- Advertising & marketing mix - advertising objectives – benefits and Social, Economic and Legal Implications of advertisements – Advertisement Agencies – Selection and remuneration – Advertisement campaigns	9
II	<b>ADVERTISING BUSINESS AND MEDIA OVERVIEW</b> The Ad manager- the agency - Ad Plan - Organization of Ad agency - basic principles - Types of Media - Media selection - Media plan - Media cost & Availability - matching media & market - geographical selectivity - Media strategy - Media mix - Media scheduling and public relations	9
III	<b>ADVERTISING BUDGET AND ADVERTISING DESIGN</b> Methods of Ad budgeting - administering the budget - Advertising appeals -advertising copy - visualization & layout - writing Ad copy in print - broadcasting commercials - Copy writing for outdoor & transit media - Layout design & preparation - Ad effectiveness research measuring techniques - - ethics in advertising	9
IV	<b>SALES PROMOTION</b> Importance sales promotion - Sales Promotion techniques - Sponsoring events, sales promotion through merchandising - organizing sales promotion campaign potentials & limitations of sales promotion – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Online sales promotions	9
V	<b>PUBLIC RELATIONS AND PUBLICITY</b> Introduction – Meaning – Objectives –Scope-Functions – Marketing Public Relation function - Process of Public Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR – PR and - PR tools and techniques. Media Relations, - Publicity – Meaning – Objectives – Tools – Goals of Publicity – Scope of Publicity – Importance of Publicity – Difference between Marketing,PR and Publicity– Publicity Campaigns	9
<b>Total Instructional hours</b>		<b>45</b>

**Course Outcome**

- CO1: Introduces advertising to the students  
CO2: Exposes the students to the media and advertising business  
CO3: How to frame advertising budget and advertising design  
CO4: Overview about the importance of advertising and sales promotion campaigns planning and objective  
CO5: Understanding how public relations and publicity helps in communication

**TEXT BOOKS:**

- T1- Kenneth Clow, Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2003  
T2 - S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 2001.

**REFERENCES:**

- R1- George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 7<sup>th</sup> edition, 2010  
R2- Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7th Edition, 2007  
R3 - E. Belch and Michael, Advertising and Promotion, McGraw Hill, 2003.

  
**Chairman - BoS**  
**MBA - HICET**



  
**Dean (Academics)**  
**HICET**

Programme	Course Code	Name of the course	L	T	P	C
MBA	16BAX405	BRAND MANAGEMENT	3	0	0	3

Course Objective
1. This course would give insights on branding 2. Gives an insight on how branding is created 3. Identifies the various ways to market the brand 4. To understand the methods of managing brands and strategies for brand management. 5. To make them understand how branding be evaluated

Unit	Description	Instructional Hours
I	<b>INTRODUCTION TO THE BRAND</b> Brand- definition & concept, brand image & imagery, Brand benefits and brand value - Brands versus Products – Branding Challenges and Opportunities – Strategic Brand Management Process	9
II	<b>BRAND POSITIONING AND VALUES</b> Sources of Brand Equity – Building a Strong Brand – Creating Customer Value. Establishing Brand Positioning – Positioning Guidelines – Brand Mantras and Brand personality & personification brand identity	9
III	<b>BRAND MARKETING</b> Choosing Brand Elements – Criteria - Options and Tactics for Brand Elements, Designing Marketing Programs to Build Brand Equity – Integrating Marketing – Product – Price – Channel Strategies, Integrated Marketing Communication to Build Brand Equity – Developing IMC Programmes	9
IV	<b>BRAND STRATEGIES</b> Design & implementation of brand strategies Brand Architecture – Brand Hierarchy – Designing Branding Strategy – global branding strategies - Using Cause Marketing to Build Brand Equity Strategic success, product success, brand association and creating a brand niche	9
V	<b>MEASURING BRAND PERFORMANCE</b> Conducting Brand Audits – Designing Brand Tracking Studies - Establishing a Brand Equity Management System, Measuring Sources of Brand Equity – Qualitative Research Technique – Quantitative Research Technique.	9
<b>Total Instructional hours</b>		<b>45</b>

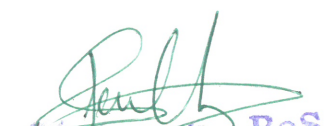
Course Outcome
CO 1: Students will be able to understand what brand is CO 2: Create platform to systematically do branding for a product or service CO 3: Enhancing the students towards the customer choices CO 4: How to keep the brand in the long run CO 5: Students will also be able to measure the outcome of branding activities

**TEXT BOOKS:**


- T1 - "U.C.Mathur", Brand Management Text & Cases, Macmillan, 2006.  
 T2 -"Keller Kevin Lane", Strategic Brand Management-Building, Measuring and Managing, Brand Equity, 2nd edition, PHI, 2007.

**REFERENCE BOOKS:**

- R1- Tyboust and Kotter, Kellogg on Branding, Wiley, 2008  
 R2- Lan Batey, Asain Branding – A Great way to fly, PHI, Singapore, 2002.  
 R3 - Paul Tmepoal, Branding in Asia, John Willy, 2000.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BAX406	INVESTMENT MANAGEMENT	3	0	0	3

**Course Objective**

1. To Enables the students to understand the risk and return analysis in investment management
2. To Enables the students to understand the functions of security markets
3. To Enable the students to understand the fundamental analysis on investment
4. To Enables students to understand the techniques involved in purchase or sale of securities
5. To Expose the students to understand the concepts, tools and techniques applicable in the field of security analysis and portfolio management

Unit	Description	Instructional Hours
I	<b>INVESTMENT SETTING</b> Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.	8
II	<b>SECURITY MARKETS</b> Financial Market - Segments – Types - - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges – SEBI.	10
III	<b>FUNDAMENTAL ANALYSIS</b> Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.	9
IV	<b>TECHNICAL ANALYSIS</b> Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory-Relative strength Index-Moving Average Conversion Divergent.	9
V	<b>PORTFOLIO MANAGEMENT</b> Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation – Mutual Funds.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**

CO1: Students will understand the risk and return analysis in investment management  
CO2: Students will understand the functions of security markets  
CO3: Students will understand the fundamental analysis in investment  
CO4: Students will understand the techniques involved in purchase and sale of securities  
CO5: Students will understand the concepts, tools and techniques applicable in the field of security analysis and portfolio management

**TEXT BOOKS:**

T1 - Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill education Pvt. Ltd. New Delhi, 2015

T2. - Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing, House Pvt. Ltd, New Delhi, 2015

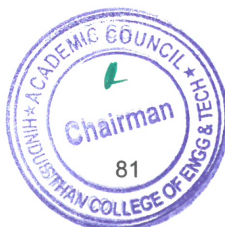
**REFERENCE BOOKS:**

R1 - V.K.Bhalla, Investment Management, S.Chand & Company Ltd. New Delhi, 2012

R2 - Donald E.Fischer & Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall of India Pvt. Ltd, New Dehi, 2015

R3 - Amling, Frederic, Investment –An Introduction to analysis and management, Prentice Hall of India, New Delhi., 2015.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

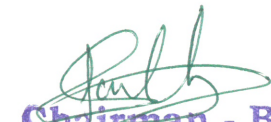
Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BAX407	BANKING FINANCIAL SERVICES MANAGEMENT	3	0	0	3
<b>Course Objective</b>		<ol style="list-style-type: none"> <li>To enable the students to study the important functions of Indian Banking System..</li> <li>To enable the students to study the knowledge on sources and application of funds in banking companies.</li> <li>To enable the students to study the knowledge on credit monitoring and risk management functions of the banking companies.</li> <li>To enable the students to study the knowledge on mergers, diversification and evaluation of banking companies</li> <li>To enable the students to study the knowledge on Hitech E- Banking services.</li> </ol>				
Unit	Description	Instructional Hours				
I	<b>OVERVIEW OF INDIAN BANKING SYSTEM</b> Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement.	9				
II	<b>SOURCES AND APPLICATION OF BANK FUNDS</b> Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.	9				
III	<b>CREDIT MONITORING AND RISK MANAGEMENT</b> Need for credit monitoring, Signals of borrowers’ financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.	9				
IV	<b>MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION</b> Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.	9				
V	<b>HIGH TECH E-BANKING</b> Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI’s initiatives.	9				
	<b>Total Instructional Hours</b>	<b>45</b>				
<b>Course Outcome</b>		<p>CO1: Students will able to understand the important functions of Indian Banking System..</p> <p>CO2: Students will able to understand the knowledge on sources and application of funds in banking companies.</p> <p>CO3: Students will able to understand the knowledge on credit monitoring and risk management functions of the banking companies.</p> <p>CO4: Students will able to understand the knowledge on mergers, diversification and evaluation of banking companies</p> <p>CO5: Students will able to understand the knowledge on Hitech E- Banking services</p>				

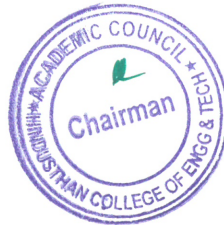
**TEXT BOOKS:**

T1- Gardon and Natarajan, Banking Theory Law and Practices, Himalaya Publishing House, New Delhi, 2015.  
T2- Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2012.

**REFERENCE BOOKS:**

R1 - Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi 2010.  
R2 - Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 2012.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BAX408	GLOBAL WORKFORCE MANAGEMENT	3	0	0	3

- Course Objective**
1. To critically analyze the emerging issues in managing a global work force.
  2. To understand the recruitment and selection process by multinationals.
  3. To develop an appreciation of the issues involved in training, development and the co-ordination of an international workforce.
  4. To learn about the problems and practices in international compensation.
  5. Create a strong awareness of the importance of sensitivity in dealing with a socio-culturally diverse international workforce.

Unit	Description	Instructional Hours
I	<b>GLOBAL HUMAN RESOURCE MANAGEMENT</b> Cross cultural/International HRM – Concept-Features-Objectives- Nature - Reasons for emergence of IHRM- Factors-Models of International HRM-International HRM Versus Domestic HRM - Organizational context of IHRM-Role of culture in IHRM-Cultural dynamics-Culture assessment– Approaches of IHRM-Issues and Challenges to effective global HRM- Stages of internationalization of business.	9
II	<b>RECRUITMENT AND SELECTION BY MULTINATIONALS</b> Introduction-Recruitment and Selection of Expatriates- Roles of Expatriate-Reasons for Expatriation-Sources of International Labour Market- Advantages and Disadvantages – Procedures of Selecting Expatriates—Causes-Managing expatriate failure-Uses of Selection Test. International Assignments-Meaning-Significance-Types of International Assignments- Leadership issues in International Assignments.	9
III	<b>CROSS CULTURAL TRAINING AND DEVELOPMENT</b> Introduction-Factors of consideration in cross cultural training-Reason- Types-Cultural Assimilators-Expatriate Training-Components of effective training programme-Process- Advantages and Disadvantages-Transferability across cultures. Outsourcing-Meaning-Reasons for Investing in outsourcing HR functions-Stages-Basic HR functions Outsourced-Advantages and Disadvantages of Outsourcing-Current challenges in Outsourcing.	9
IV	<b>INTERNATIONAL COMPENSATION</b> International Compensation-Concept-Objectives-Theories-Compensation strategy-Components of International Compensation-Approaches-Factors influencing International Compensation – Compensation Administration-Steps in Designing an International Compensation Programme- Problems and Practices. Repatriation-Meaning-Process-Managing Repatriation-Repatriation Issues in Global Context-Tips for successful repatriation-Governing Laws. Building Multi-cultural Organization-Concept-Approaches-Steps.	9
V	<b>PERFORMANCE MANAGEMENT AND DIVERSITY MANAGEMENT IN INTERNATIONAL ORGANIZATIONS</b> Introduction-Performance Management and its link with other HR processes-Multinational Performance Management- Performance Management of Expatriates- Identifying variables affecting performance-Criteria used for performance appraisal of International Employees- Issues in managing performance in the global contest. Diversity Management-Concept- Approaches-Process of Managing Diversity.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**

- CO1: To understand the global perspective of Cross cultural/IHRM.  
CO2: To understand the procedure of selecting expatriates in the global recruitment process.  
CO3: To understand the cross cultural training and development and also to know the basic HR functions outsourced.  
CO4: To understand the global concepts and practices in international compensation

CO5: To know the importance of performance management and professional practices in managing a culturally diverse workforce in an international environment.

**TEXT BOOKS:**

T1-S.C Gupta "International Human Resources Management Text and Cases", MAC Millan Publishers India LTD, New Delhi, 2<sup>nd</sup> Edition, Reprint 2008.


T2-P.L.Rao "International Human Resource Management (Text and Cases)", Excel Books, New Delhi, 1<sup>st</sup> Edition, 2008.

**REFERENCE BOOKS:**

R1-Aswathappa K, Das Sadhna, "International Human Resource Management", Tata McGraw Hill, New Delhi, 1<sup>st</sup> edition, 2007.

R2-Dowling J.Peter and Welch E.Denice, "International Human Resource Management", Excel Books, New Delhi, 1<sup>st</sup> Edition, 2008.

R3-P.Subba Rao, "International Human Resource Management", Himalaya Publishing House, New Delhi, Revised edition 2015.

  
**Chairman - BoS  
MBA - HICET**



  
**Dean (Academics)  
HICET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BAX409	LEARNING AND DEVELOPMENT	3	0	0	3

- Course Objective**
1. To get exposure on how companies use training to equip employees for a certain task and acquire knowledge to do the task.
  2. To examine the entire cycle of Training and Development, from the assessment of training needs.
  3. To evaluate the trainers skills and styles within the context of today's organizations.
  4. To know the concept and process of executive development.
  5. To understand the trends and future prospects in Training and Development.

Unit	Description	Instructional Hours
I	<b>TRAINING &amp; DEVELOPMENT</b> Meaning and Definition of Training -Training concepts - Features of Training and Development – Objectives – Benefits of Training and Development-Training purpose-Scope of Training and Development, Historical development of Training and Development.	9
II	<b>ASSESSING TRAINING NEEDS</b> Concepts of Learning,Components of Learning–Principles of Learning– Learning Theories –E Learning -Training Process –Key factors in designing training programme - Assessing Training needs –Methods of TNA –Training Design –Constraints in Training Design.	9
III	<b>TRAINER'S SKILLS AND STYLES</b> Implementation of Training – Physical arrangements – classroom management – Trainer's skills and styles – Transfer of Training - Evaluation of Training – need – types of instruments – Evaluation design – Models of Training evaluation.	9
IV	<b>EXECUTIVE DEVELOPMENT METHODS</b> Concept-Objectives-Importance-Executive development process- On and Off the Job training methods –Coaching, Job rotation, Lecture Methods, Programmed Learning – Discussion methods, Case Studies, Role Play, Business games, In-basket exercises, Field Training, Audio-Visual Aids– Computer based training, Training methods adopted by Successful Indian Organizations, Incident methods, special projects, Grid training and simulation- Kirkpatrick model.	9
V	<b>CAREER PLANNING</b> Career Planning – need - Factors affecting Career Choices, Career Stages, Succession planning - steps. Management Development – Need & Importance. Emerging Trends and Future Prospects in Training and Development, Self Development, Knowledge Management.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**

- CO1: To understand the needs of overall training and development of organization.  
CO2: To know about the criteria for designing and implementing the training needs.  
CO3: To understand the trainers skills and styles in the organization.  
CO4: To provide knowledge to the students about various methods of training programs and executive development process.  
CO5: To assess the career planning and succession planning stages.

**TEXT BOOKS:**

T1-C.S. Thomas kuty, "Management Training And Development", Himalaya Publishing House,New Delhi, 2<sup>nd</sup> edition, 2010.

T2- Dr.B.Janakiram, "Training and Development", Biztantra/Wiley Dreamtech publishers, Indian text edition, 2008.

**REFERENCE BOOKS:**


R1-M.N. Rudrabasvaraj, "Executive Development (In India and Abroad)",Himalaya Publishing House,New Delhi, 13<sup>th</sup> edition, 2017.

R2-P.L.Rao,"Enriching Human CapitalThroughTraining and Development",Excel Books,New Delhi,1<sup>st</sup>edition, 2007.

R3- Sahu.R.K,"Training for Development", Excel Books, New Delhi, 1<sup>st</sup> edition, 2008.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BAX410	TECHNOLOGY MANAGEMENT AND INTELLECTUAL PROPERTY RIGHTS	3	0	0	3

Course objectives
1. To enable the students to study the role of technology management in the modern business enterprise and its challenges. 2. To enable the students to update the knowledge on technological change and its implications on managerial decision making. 3. To make the students to recognize the crucial role of IPR in organizations of different industrial sectors for the purposes of product and technology development. 4. To understand the Framework of Strategic Management of Intellectual Property (IP). 5. Understanding, defining and differentiating different types of intellectual properties (IPs) and their roles in contributing to organizational competitiveness.

Unit	Description	Instructional Hours
<b>I</b>	<b>INTRODUCTION TO TECHNOLOGY MANAGEMENT</b> Concept and Meaning of Technology and Technology Management- Technology; Technology management, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Technology and competition; Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology.	9
<b>II</b>	<b>MANAGING TECHNOLOGY BASED INNOVATION</b> Innovation – Technology relationship; Technological innovation and management, Process of Technology - Based Innovation, Measures of Innovative Performance, Characteristics of Innovative Work Environment, Key Areas of Management Focus for Productive Innovation, and Measures for Building High-Performing Innovative Technology- Based Organizations’.	9
<b>III</b>	<b>SOCIAL ISSUES IN TECHNOLOGY MANAGEMENT</b> Social Issues, Technological Change and Industrial Relations- Implementation of rationalization and automation in India; Impact of technological change, Technology Assessment and Environmental Impact Analysis- Environmental impact analysis process- Guidelines on the scope of EIA; Issues in preparation of EIA report; Elements of the environmental problem	9
<b>IV</b>	<b>OVERVIEW OF INTELLECTUAL PROPERTY RIGHTS</b> Introduction - Need for intellectual property right – Relevance - Business Impact - Protection of IPR - Competing Rationales for Protection of Intellectual Property Rights	9
<b>V</b>	<b>TYPES OF INTELLECTUAL PROPERTY RIGHTS</b> Copyrights, Trademarks, Patents, Designs, Utility Models, Trade Secrets and Geographical Indications - Introduction to the leading International Instruments concerning Intellectual Property Rights: the Berne Convention, Universal Copyright Convention, The Paris Convention, Patent Co-operation Treaty, TRIPS, The World Intellectual Property Organization (WIPO) and the UNESCO.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course  
Outcome**

CO1: Students could think critically, creatively and analytically in developing technological solutions to simple and complex problems.

CO2: Students can explain and apply the core aspects of information technology principles and tools, and manage their implementation in a business context.

CO3: Students could identify different types of Intellectual Properties (IPs), the right of ownership, scope of protection as well as the ways to create and to extract value from IP.

CO4: Students could recognize the crucial role of IP in organizations of different industrial sectors for the purposes of product and technology development

CO5: Facilitate the transfer of knowledge and technology to intending users to promote utilization of such resources for benefit of the society.

**TEXT BOOKS:**

T1 - Schilling, Melissa A., Strategic Management of Technological Innovation, 3rd Edition, McGraw-Hill, 2010.

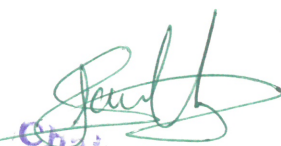
T2 - Ajit Parulekar and Sarita D' Souza, Indian Patents Law – Legal & Business Implications; Macmillan India Ltd, 2006.

**REFERENCE BOOKS:**

R1 - Gerard H Gaynor, Hand Book of Technology Management, McGraw Hill, 1994.

R2 - Frederic Betz, Strategic Technology Management, McGraw Hill, 1996.

R3 - David L. Bodde, The International Entrepreneur, Prentice Hall of India, New Delhi, 2000.

  
Chairman - BoS  
MBA - HICET



  
Dean (Academics)  
HICET

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BAX411	E-COMMERCE MANAGEMENT	3	0	0	3

**Course Objective**

- 1.The students will acquire knowledge about Various ecommerce business models
- 2.To learn about the E-Business risk management issues.
- 3.To assess the E-Payment systems and its requirements.
- 4.To understand the E-customer relationship management
- 5.To get exposure on the growth of mobile commerce and its applications.

Unit	Description	Instructional Hours
I	<b>E-COMMERCE</b> History of E-Commerce: Early business information exchange efforts - Emergence of Internet - Advantages of E-Commerce - Disadvantages of E-Commerce. Business model for E-Commerce: E- Business model based on relationship for E-Commerce - E-Business model based on relationship for transaction types.	9
II	<b>E-MARKETING</b> E-Marketing: Traditional marketing - The browsing behavior model - online marketing - E-Advertising - Internet Marketing - E-branding - Marketing strategies. E-Security: Security on the net - E- Business risk management issues.	9
III	<b>E-PAYMENT SYSTEMS</b> E-Payment systems: Digital payment requirements - Digital token based E-payment systems - classification of new payment systems - Cheque payment system on the internet - Risk and E-Payment system - Designing e-payment system.	9
IV	<b>E-CUSTOMER RELATIONSHIP MANAGEMENT</b> E-Customer relationship management: Customer relationship management. E-Supply chain management: E-supply chain - components - architecture.	9
V	<b>MOBILE COMMERCE</b> Mobile Commerce: Growth of mobile commerce - wireless applications - Technologies for mobile commerce - origins of WAP - WAP programming model - Wireless technologies - mobile commerce.	9
<b>Total Instructional Hours</b>		<b>45</b>

**Course Outcome**

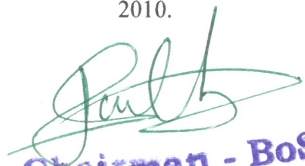
- CO1: To understand the foundations and importance of E-commerce.  
CO2: To describe the internet marketing relationships  
CO3: To understand the E-payment systems and the behaviour model.  
CO4: To assess the customer relationship and technologies of mobile commerce.  
CO5: To identify the growth of mobile commerce and its applications.

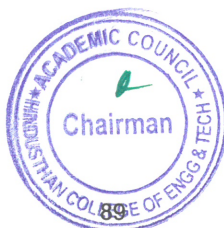
**TEXT BOOKS:**

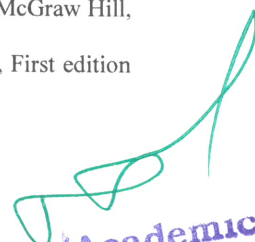
- T1 - P.T. Joseph, E-COMMERCE - A Management Perspective, Eastern Economy Edition, PHI Learning Pvt Ltd, New Delhi, Fifth Edition , 2015.  
T2 - Ravi Kalakota & Andrew B. Whinston, "Frontiers of Electronic Commerce", Pearson Education, Seventh Edition, 2009.

**REFERENCE BOOKS:**

- R1 - Jeffery F Rayport, Bernard J. Jaworski, "E-Commerce", Tata McGraw Hill, New Delhi, Second edition, 2002.  
R2 - Bharat Bhaskar "Electronic Commerce – Frame work Technologies and Applications", Tata McGraw Hill, New Delhi , First edition, 2004  
R3 - V.Rajaraman , "Essentials of E-Commerce Technology", PHI Learning Pvt Ltd, New Delhi, First edition 2010.

  
**Chairman - BoS**  
**MBA - HICET**



  
**Dean (Academics)**  
**HICET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BAX412	BUSINESS ANALYTICS	3	0	0	3

- Course Objective**
1. Enabling the students to gain knowledge on minimizing the large amounts of data
  2. Using the minimized data into a meaningful and actionable information
  3. Utilize the same for making effective business decisions.
  4. Applications of business analytics in different functional areas
  5. Social media impact on analytics

Unit	Description	Instructional hours
I	<b>DATA SCIENCE FOR MANAGERS</b> Inferential & Descriptive Statistics Refresher – R & Python Packages & Functions – Tableau Visualization Techniques – Dash Board & Story points – Data Blending, Forecasting	11
II	<b>PREDICTIVE MODELLING</b> Data Import, Export & Cleansing – Data Manipulation – Exploratory Data Analysis – Modelling with Linear & Logistic Regression – Modelling with CARET	11
III	<b>ENTERPRISE RESOURCE PLANNING</b> Enterprise Reporting – Balanced Scorecard - Business Intelligence and Mobility, Cloud Computing – Business Intelligence for ERP Systems	8
IV	<b>MARKETING   FINANCE   HR ANALYTICS</b> <b>MARKETING</b> – Market basket Analysis for Retail market with Case Study – Brand Sentiment Analysis with Case Study <b>FINANCE</b> – Credit Risk Modelling with Case Study – Portfolio Analysis with Case Study <b>HR</b> – Differential Payouts for Recruiting Agency - Case Study – Predicting which Employees will leave the company - Case Study	8
V	<b>SOCIAL MEDIA ANALYTICS</b> Google Analytics & 360 Suite – Facebook Insights, Marketing & ADs – Instagram Advertising – Twitter API interaction – Social Media Management with Hootsuite – E-Mail marketing with Mailchimp	7
<b>Total Instructional hours</b>		<b>45</b>

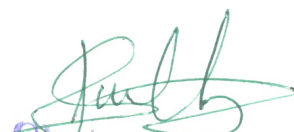
- Course Outcome**
- CO1: Understanding the challenges and opportunities and utilizing them.  
CO2: Design a suitable business analytics model by using inferential statistics  
CO3: ERP in business applications  
CO4: Functional areas analysis  
CO5: Will be able to apply the concepts in research parlance.

**TEXT BOOKS:**


- T1 -An Introduction to Statistical Learning: with Applications in R By Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani  
T2 - Hands-on Programming with R By Garet Golemund

**REFERENCE BOOKS:**

- R1 - Applied Predictive Modelling By Max Khun and Kjell Jhonson  
R2 - Tableau Dashboard Cookbook By JenStirrup  
R3 - Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics By Marshall Spender

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BAX415	<b>EXPORT TRADE AND DOCUMENTATION</b>	3	0	0	3
<b>Course Objective</b>	1. To enable the students to study the knowledge on documentation in international trade. 2. To enable the students to study the knowledge on incoterms in export trade and licence 3. To enable the students to study the packaging methods in export trade. 4. To enable the students to study the necessary shipping documents in export trade 5. To enable the students to study the legalities of export and import trade					
<b>Unit</b>	<b>Description</b>	<b>Instructional Hours</b>				
I	<b>INTRODUCTION TO EXPORT TRADE DOCUMENTATION</b> Exporting Preliminary Consideration-Generation of Foreign enquiries, obtaining local quotation & offering to overseas buyers scrutinizing export order, opening L/C by buyers-Export Controls and Licenses –Patent, Trade Mark, Copy Right Registrations – Confidentiality and NDA	9				
II	<b>EXPORT SALES</b> Export Sales–Selling and Purchasing-Consignment-Leases–Marine and Air Causality Insurances-Export Finance -Forex-Major currencies, Exchange rates, relations & impact -Export costing and pricing & Incoterms –Export Licence–Import Licence	9				
III	<b>EXPORT PACKAGING</b> Export Packaging-Preparation of pre shipment documentation–Methods of Transportation –Country of Origin Marking -Inspection of Export consignment – Export by Post, Road, Air & Sea -Claiming for Export benefits and Duty drawbacks.	9				
IV	<b>SHIPMENT DOCUMENTS</b> Shipment & Shipping documents -Complicated problems in shipments & negotiation of shipping documentations - Corporate marketing strategies - 100% EOU & Free trade zone-Deemed Export–Isolated Sales Transactions	9				
V	<b>ACTS OF EXPORT AND IMPORT</b> Acts for export/import-Commencement- Customs Formalities - Export Documentation - Export of Services- Export of Excisable Goods -Import Documentation – Clearance - 100% export oriented units customs house agents -import of different products - import/export incentives - import licenses etc.	9				
<b>Total Instructional Hours</b>						<b>45</b>

**Course Outcome**

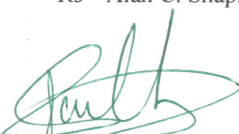
CO1: Students will understand the knowledge on documentation in international trade  
 CO2: Students will understand the knowledge on incoterms in export trade and licence  
 CO3: Students will understand the packaging methods in export trade  
 CO4: Students will understand the necessary shipping documents in export trade  
 CO5: Students will understand the legalities of export and import trade

**TEXT BOOKS:**


T1 - Shri C Rama Gopal, Chartered Accountant.Publisher , Export Import Procedures-Docummentation and Logistics, New Age International, 2015  
 T2 - P K Khurana, Export Management, New Age International, 2015

**REFERENCE BOOKS:**

R1- Thomas E Johnson and Donna L, Text Book: Export and Import Procedures and Documentations –, New Age International, 2015  
 R2- P. Subba Rao, International Business, Himalaya Publishing House, New Delhi,2015  
 R3- Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2014.

  
**Chairman - BoS**  
**MBA - HICET**



  
**Dean (Academics)**  
**HICET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BAX416	TRANSPORTATION AND DISTRIBUTION MANAGEMENT	3	0	0	3

- Course Objective**
1. To enable the students to study the functions of transport
  2. To enable the students to study the classifications of travel
  3. To enable the students to study the impact of transport
  4. To enable the students to study the historical development transport
  5. To enable the students to study the knowledge on transport network.

Unit	Description	Instructional Hours
I	<b>FUNCTIONS OF TRANSPORT</b> Accessibility/Connectivity, Mobility Interrelations of Transport: Economic-cost and trade, Geography and technology, Social, cultural and recreational, Development of Information & Communication Technology	9
II	<b>CLASSIFICATION OF TRAVEL</b> Features of a Trip; origin- destination, transport zones, trip generation, trip attraction; types of travel, travel by trip purpose, by commodity, by location, by distance, by comfort or convenience; variations over time and space	9
III	<b>IMPACTS OF TRANSPORT</b> Economic, Social and cultural values, Environment Theories of Transport Study & Traffic Flow: Land Use theory; Physical Theories, Economic Theories-Utility Maximization; Choice Theory, Logit Model, Gravity Model, Generalised Cost; Elements of Traffic Flow, Generalised Car-Following Theory, Greenshields Theory.	9
IV	<b>HISTORICAL DEVELOPMENT OF TRANSPORT</b> Local economies and forms of early transport, Ro ad networks, military conquest, trade and spread of cultures, Development of ocean transport, Railways, urbanization and the industrial age, Motor Vehicles and growth of personal transport, Growth of air transport and international travel.	9
V	<b>TRANSPORT NETWORK</b> Features of networks – nodes and links, Multi-modalism and choice in transport, Supply chain, Inter-modalism, Transport Infrastructure.	9
<b>Total Instructional Hours</b>		<b>45</b>

- Course Outcome**
- CO1: Students will able to understand the functions of transport.  
CO2: Students will able to understand the classifications of travel  
CO3: Students will able to understand the impact of transport  
CO4: Students will able to understand the historical development of transport.  
CO5: Students will able to understand the knowledge on transport network

**TEXT BOOKS:**

T1 - Sunil Chopra, Supply Chain Management, Management – Strategy Planing and Operation, Prentice Hall Publications, New Delhi, 2015


T2 - Agarwal, Text book of Logistic and Supply Chain Management, Macmillan India, Ltd, New Delhi, 2016.

**REFERENCE BOOKS:**

R1 - Vinod V.Sople, Logistics Management-The Supply Chain Imperative, Pearson, 2016.

R2 - Altekar Rahul V, Supply Chain Management- Concept and Cases, Prenice, Hall India, New Delhi, 2005.

R3 - Bowersox Donald J, Logistic Management – The Integrated Supply Chain Process, Tata McGraw Hill, New Delhi, 2000.

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BAX413	STORE KEEPING AND WAREHOUSING	3	0	0	3

- Course Objective**
1. To enable the students to study the objectives of warehouse management
  2. To enable the students to study the stock valuation in stores.
  3. To enable the students to study the disposal of scrap in from stores
  4. To enable the students to study the knowledge on inventory insurance
  5. To enable the students to study the knowledge on ethics in material management.

Unit	Description	Instructional Hours
I	<b>INTRODUCTION</b> Warehousing Management - Objectives of Stores–Location and Layout–Prevention – Management of Receipts –Issue Control–Stores Documentation.	9
II	<b>STOCK VALUATION</b> Stock Valuation And Verification–Need for Valuation–Methods of Valuation–FIFO–LIFO–Average Price–Weighted Average –Standard Cost–Replacement Price –Stock Verification–Process of Verification	9
III	<b>DISPOSAL OF SCRAP</b> Disposal of Obsolete and Scrap items–Management of SOS–Categorization of Obsolete/Surplus –Reasons for Obsolescence –Control of Obsolescence –Control of Scrap –Responsibility for Disposal –Disposal Methods.	9
IV	<b>INSURANCE OF STOCK AND SPARES</b> Insurance: Risk Management –Buyer’s Interest –Marine Insurance–Inland Transit Insurance–Stores Insurance –Contractors All Risk Insurance –Miscellaneous Insurance – A to Z Claims Procedure–Loss Minimization–Spare Parts Management –Salient Features of Spares –Inventory Control of Spares –Categorization of Spares –provisioning of Spares –Pricing of Spares –Relevance of Maintenance –Maintenance Costs.	9
V	<b>ETHICS IN MATERIALS MANAGEMENT</b> Ethics In Materials Management–Importance of Ethics–Business Ethics–Ethics in Buying –Code of Ethics–Problems in Ethics –Backdoor Selling –A to Z Tips for Ethical Buying –Professionalization.	9
<b>Total Instructional Hours</b>		<b>45</b>

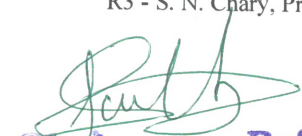
- Course Outcome**
- CO1: Students will able to understand the objectives of warehouse management.  
CO2: Students will able to understand the methods of stock valuation.  
CO3: Students will able to understand the methods of disposal of scrap in from stores  
CO4: Students will able to understand the knowledge on inventory insurance  
CO5: Students will able to understand the ethics in material management.

**TEXT BOOKS:**

- T1 - J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2016.  
T2 - P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2016

**REFERENCE BOOKS:**

- R1 - A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2016  
R2 - A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2016  
R3 - S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2016.

  
**Chairman - BoS  
MBA - HiCET**



  
**Dean (Academics)  
HiCET**

Programme	Course Code	Name of the Course	L	T	P	C
MBA	16BAX414	PURCHASING AND INVENTORY MANAGEMENT	3	0	0	3

- Course Objective**
1. Enable the students to understand the input and out put of Material Requirement planning.
  2. Enable the students to understand the role and responsibility of purchasing management.
  3. Enable the students to understand the role of stores in inventory management
  4. Enable the students to understand the techniques involved in purchasing and storing of materials
  5. Enable the students to understand the tools and techniques in inventory control and cost reduction.

Unit	Description	Instructional Hours
I	<b>MATERIAL REQUIREMENT PLANNING</b> Input and output of MRP system - Forecasting – Overview of quantitative and qualitative methods of forecasting - Master Production Schedule - Bill of Materials – BOM Explosion - Material flow in MRP. MRP II.	9
II	<b>PURCHASING MANAGEMENT</b> Responsibilities of Purchase Department - Purchase Cycle – Negotiation & Bargaining – Vendor relations - Purchasing Methods - Global sourcing	9
III	<b>STORES</b> Functions, Importance, Organization of stores & Stores layout. Stores procedure – documentation.	9
IV	<b>INVENTORY</b> Need of Inventory - Costs associated with Inventory - Types of Inventory - Basic EOQ Model - EOQ with discounts - Classification of material - ABC Analysis - VED, HML, FSN, GOLF, SOS (Numericals expected on Basic EOQ, EOQ with discounts & ABC)	9
V	<b>INVENTORY CONTROL &amp; COST REDUCTION TECHNIQUES</b> Inventory turns ratios - Standardization – need and importance. Codification – concept, benefits. Value Engineering and Value Analysis – concept and process.	9
<b>Total Instructional Hours</b>		<b>45</b>


- Course Outcome**
- CO1: Students will understand the input and out put of Material Requirement planning  
CO2: Students will understand the role and responsibility of purchasing management  
CO3: Students will understand the role of stores in inventory management  
CO4: Students will understand the techniques involved in purchasing and storing of materials  
CO5: Students will understand tools and techniques applicable in inventory control and cost reduction.

**TEXT BOOKS:**

- T1 - J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2015.  
T2 - P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2015

**REFERENCE BOOKS:**

- R1 - A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2015  
R2 - A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2015  
R3 - Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2015

  
**Chairman - BoS**  
**MBA - HiCET**



  
**Dean (Academics)**  
**HiCET**