

# 3<sup>rd</sup> and 4<sup>th</sup> SEMESTER CURRICULUM & SYLLABI

Applicable to the students admitted to

**MASTER OF BUSINESS ADMINISTRATION**

**R-2021: CBCS**

**Academic year 2021-2022**

**Onwards**



**VEL TECH HIGH TECH**

**Dr. RANGARAJAN Dr. SAKUNTHALA ENGINEERING COLLEGE**

***An Autonomous Institution***

**#60, Avadi – Vel Tech Road, Vel Nagar,  
Avadi, Tamil Nadu 600062**



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## MASTER OF BUSINESS ADMINISTRATION

### R-2021: CBCS CURRICULUM- I TO IV SEMESTERS

#### LIST OF ABBREVIATIONS

S. NO	ABBREVIATION	DETAILED DESCRIPTION
1	PCC	Professional Core Courses
2	PEC	Professional Elective Courses
3	OEC	Open Elective Courses
4	PROJ/EEC	Project work / Employability Enhancement Courses
5	MC	Mandatory Course

#### Category Based Credit Split Up-Semester wise

Semester	PCC	PEC	Project/EEC	MC	Total credit
1	24	-	4	0	28
2	25	-	4	0	29
3	8	18	2	-	28
4	-	-	14	-	14
<b>Total credits</b>	57 58%	18 18%	24 26%	-	<b>99</b>

## MBA CURRICULUM (R2021)

<b>SEMESTER I</b>										
S. No.	Course Code	Course Title	Category	CIE Marks	SEE Marks	Total marks	Credits			
							L	T	P	C
<b>THEORY</b>										
1	21MB101T	Managerial Economics	PCC	40	60	100	4	0	0	4
2	21MB102T	Principles of Management	PCC	40	60	100	3	0	0	3
3	21MB103IT	Accounting for Management and Tally	PCC	40	60	100	3	0	2	4
4	21MB104T	Legal Aspects of Business	PCC	40	60	100	3	0	0	3
5	21MB105T	Organizational Behaviors	PCC	40	60	100	3	0	0	3
6	21MB106T	Statistics for Management	PCC	40	60	100	3	1	0	4
7	21MB107T	Total Quality Management	PCC	40	60	100	3	0	0	3
8	21MB108P	Foreign Language (French)	MC	100	0	100	2	0	0	0
<b>PRACTICAL</b>										
9	21MB109P	Managerial Communication Lab	EEC	40	60	100	0	0	4	2
10	21MB110P	Computer Application for Business Lab	EEC	40	60	100	0	0	4	2
<b>TOTAL</b>										<b>28</b>

<b>SEMESTER II</b>										
S. No.	Course Code	Course Title	Category	CIE Marks	SEE Marks	Total marks	Credits			
							L	T	P	C
<b>THEORY</b>										
1	21MB201T	Applied Operations Research	PCC	40	60	100	3	1	0	4
2	21MB202T	Business Research Methods	PCC	40	60	100	4	0	0	4
3	21MB203T	Financial Management	PCC	40	60	100	3	1	0	4
4	21MB204T	Human Resource Management	PCC	40	60	100	3	0	0	3
5	21MB205T	Management Information System	PCC	40	60	100	3	0	0	3
6	21MB206T	Operations Management	PCC	40	60	100	3	0	0	3
7	21MB207T	Marketing Management	PCC	40	60	100	4	0	0	4
<b>PRACTICAL</b>										
8	21MB208P	Rural Community Engagement	EEC	40	60	100	0	0	4	2
9	21MB209P	Data Analysis and Business Modeling Lab	EEC	40	60	100	0	0	4	2
<b>TOTAL</b>										<b>29</b>

SEMESTER III										
S. No.	Course Code	Course Title	Category	CIE Marks	SEE Marks	Total marks	Credits			
							L	T	P	C
<b>THEORY</b>										
1	21MB301T	International Business Management	PCC	40	60	100	4	0	0	4
2	21MB302T	Strategic Management	PCC	40	60	100	4	0	0	4
3		Professional Elective I	PEC	40	60	100	3	0	0	3
4		Professional Elective II	PEC	40	60	100	3	0	0	3
5		Professional Elective III	PEC	40	60	100	3	0	0	3
6		Professional Elective IV	PEC	40	60	100	3	0	0	3
7		Professional Elective V	PEC	40	60	100	3	0	0	3
8		Professional Elective VI	PEC	40	60	100	3	0	0	3
<b>PRACTICAL</b>										
9	21MB309P	Summer Internship (4 weeks at the end of II semester)	PROJ	40	60	100	0	0	4	2
<b>TOTAL</b>										<b>28</b>

SEMESTER IV										
S. No.	Course Code	Course Title	Category	CIE Marks	SEE Marks	Total marks	Credits			
							L	T	P	C
<b>PRACTICAL</b>										
1	21MB401P	Project Work	PROJ	40	60	100	0	0	28	14
<b>TOTAL</b>										<b>14</b>

**Note :** MBA programme has dual Specialization. Department is offering Four Specializations such as Human Resource Management, Financial Management, Marketing Management, Operations Management.

The students need to select any two Specializations offered.

In First Specialization they have to select Professional Elective I, Professional Elective II and Professional Elective III.

In second Specialization they have to select Professional Elective IV, Professional Elective V and Professional Elective VI.

## Professional Elective Courses (PEC)

S.NO	COURSE CODE	COURSE TITLE
<b>Human Resource Management</b>		
1	21MB311PT	Entrepreneurship Development
2	21MB312PT	Industrial Relations and Labour Welfare
3	21MB313PT	Human Resource Analytics
4	21MB314PT	Managerial Behaviour and Effectiveness
5	21MB315PT	Organizational Design, Change and Development
6	21MB316PT	Strategic Human Resource Management
<b>Financial Management</b>		
7	21MB321PT	Banking Financial Services Management
8	21MB322PT	Corporate Finance
9	21MB323PT	Financial Derivatives
10	21MB324PT	Merchant Banking and Financial Services
11	21MB325PT	Security Analysis and Portfolio Management
12	21MB326PT	Strategic Investment and Financing Decisions
<b>Marketing Management</b>		
13	21MB331PT	Brand Management
14	21MB332PT	Consumer Behavior
15	21MB333PT	Customer Relationship Management
16	21MB334PT	Digital Marketing
17	21MB335PT	Retail Marketing
18	21MB336PT	Services Marketing
<b>Operations Management</b>		
19	21MB341PT	Logistics Management
20	21MB342PT	Materials Management
21	21MB343PT	Product Design
22	21MB344PT	Project Management
23	21MB345PT	Services Operations Management
24	21MB346PT	Supply Chain Management



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## **List of Open Elective Courses (Offered by the Institution)**

S. No	COURSE CODE	OFFERING DEPARTMENT	NAME OF THE COURSE
1	21MB01OT	<b>MBA</b>	Business Intelligence
2	21MB02OT		Personality Development
3	21MB03OT		Entrepreneurship Development



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<b>Course code</b>	<b>21MB301T</b>	<b>Semester</b>		<b>III</b>			
<b>Category</b>	<b>PROFESSIONAL CORE COURSE (PCC)</b>			<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Title</b>	<b>INTERNATIONAL BUSINESS MANAGEMENT</b>			<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

## COURSE OBJECTIVES:

- To Understand the Multinational Dimensions in Management of a MNC Company and the Business Operations in more than one Country.
- To Understand the Theories International Trade and Global Business.

## PREREQUISITE:

- Basic concepts in International Business and Macro Economics

## COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>On successful completion of this Course, students will be able to</b>		
C301. 1	<i>Understand</i> the driving factors of International Business	K5
C301. 2	<i>Apply</i> the knowledge of theories of trade and investment practiced in the global world	K4
C301. 3	<i>Analyze</i> the various market entry strategies followed by Global Organizations	K3
C301. 4	<i>Analyzing</i> the Ability to identify the various global production and supply chain issues and have an understanding of foreign exchange determination system.	K3
C301. 5	<i>Understanding</i> the cognitive knowledge of managing business across the cultures	K5

## COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C301. 1	3	1	3	3	2	2	1	3	1
C301. 2	2	2	3	2	2	2	1	3	1
C301. 3	3	2	1	2	2	2	3	1	2
C301. 4	2	3	1	2	2	2	2	3	2
C301. 5	3	3	2	2	1	1	2	3	2

**Note:** 1: Slight, 2: Moderate, 3: Substantial

**SYLLABUS****No. of Credits: 3****UNIT I AN OVERVIEW OF INTERNATIONAL BUSINESS 9**

Definition and Drivers of International Business- Changing Environment of International Business- Country Attractiveness- Trends in Globalization- Effect and Benefit of Globalization- International Institution: UNCTAD Basic Principles and Major Achievements, Role of IMF, Features of IBRD, Role and Advantage of WTO.

**UNIT II THEORIES OF INTERNATIONAL TRADE AND INVESTMENT 9**

Theories of International Trade: Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Heckscher-Ohlin Theory-Theories of Foreign Direct Investment : Product Life Cycle, Eclectic, Market Power, Internationalization-Instruments of Trade Policy : Voluntary Export Restraints, Administrative Policy, Anti-Dumping Policy, Balance of Payment.

**UNIT III GLOBAL ENTRY 9**

Strategic Compulsions— Strategic Options – Global Portfolio Management- Global Entry Strategy, Different Forms of International Business, Advantages - Organizational Issues of International Business – Organizational Structures – Controlling of International Business, Approaches to Control – Performance of Global Business, Performance Evaluation System.

**UNIT IV PRODUCTION, MARKETING, FINANCIALS OF GLOBAL BUSINESS 9**

Global Production: Location, Scale of Operations- Cost of Production- Standardization Vs Differentiation- Make or Buy Decisions- Global Supply Chain Issues- Quality Considerations. Globalization of Markets: Marketing Strategy- Challenges in Product Development- Pricing- Production and Channel Management. Foreign Exchange Determination Systems: Basic Concepts- Types of Exchange Rate Regimes- Factors Affecting Exchange Rates.

**UNIT V HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL BUSINESS 9**

Selection of Expatriate Managers- Managing Across Cultures -Training and Development- Compensation- Disadvantages of International Business – Conflict in International Business- Sources and Types of Conflict – Conflict Resolutions – Negotiation –Ethical Issues in International Business – Ethical Decision-Making.

**Total: 45 Periods****LEARNING RESOURCES:****TEXT BOOKS:**

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata McGraw Hill, New Delhi, 2010.
2. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition, Cengage Learning, New Delhi, 2010.
3. K. Aswathappa, International Business, 5th Edition, Tata Mc Graw Hill, New Delhi, 2012.
4. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 12 th edition.
5. Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi, 2011.6. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.



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<b>Course code</b>	<b>21MB302T</b>	<b>Semester</b>		<b>III</b>			
<b>Category</b>	<b>PROFESSIONAL CORE COURSE (PCC)</b>			<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Title</b>	<b>STRATEGIC MANAGEMENT</b>			<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

## COURSE OBJECTIVES:

- To Learn the Major Initiatives taken by a Company's Top Management on Behalf of Corporate, Involving Resources and Performance in External Environments.
- To Entails Specifying the Organization's Mission, Vision and Objectives, and to Equip with Skills required to Manage Business and Non-Business Organizations at Senior Levels.

## PREREQUISITE:

- Basic Knowledge on Types and Methods of Strategy

## COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>On successful completion of this Course, students will be able to</b>		
C302. 1	Ability To <i>Understand</i> the Strategic Management Process and Social Responsibility of Business Organizations	K5
C302. 2	<i>Understanding</i> about the Need for Developing Competitive Advantage for Organizations	K5
C302. 3	<i>Analyze</i> The Various Corporate and Business Level Strategies	K3
C302. 4	<i>Evaluate</i> Various Control Systems Required for Organizational Strategy Implementation Process	K3
C302. 5	<i>Apply</i> The Cognitive Knowledge About Various Strategic Issues and Development of New Business Models	K3

## COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C302. 1	3	3	2	2	2	1	1	2	1
C302. 2	2	2	1	3	3	2	1	2	2
C302. 3	3	3	2	1	2	2	1	2	1
C302. 4	2	3	3	2	2	1	1	2	1
C302. 5	3	3	2	2	2	1	2	2	2

**Note:** 1: Slight, 2: Moderate, 3: Substantial

- UNIT I STRATEGY AND PROCESS 9**  
Conceptual Framework for Strategic Management, The Concept of Strategy and The Strategy Formation Process – Stakeholders in Business – Vision, Mission and Purpose – Business Definition, Objectives and Goals - Corporate Governance and Social Responsibility-Case Study.
- UNIT II COMPETITIVE ADVANTAGE 9**  
External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes During Industry Evolution-Globalization and Industry Structure - National Context and Competitive Advantage Resources- Capabilities and Competencies–Core Competencies-Low Cost and Differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities Durability of Competitive Advantage- Avoiding Failures and Sustaining Competitive Advantage-Case Study.
- UNIT III STRATEGIES 9**  
The Generic Strategic Alternatives – Stability, Expansion, Retrenchment And Combination Strategies - Business Level Strategy- Strategy In The Global Environment-Corporate Strategy- Vertical Integration-Diversification And Strategic Alliances- Building And Restructuring The Corporation- Strategic Analysis And Choice – Managing Growth - Environmental Threat And Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – Distinctive Competitiveness - Selection Of Matrix - Balance Score Card- Case Study.
- UNIT IV STRATEGY IMPLEMENTATION & EVALUATION 9**  
The Implementation Process, Resource Allocation, Designing Organizational Structure- Designing Strategic Control Systems- Matching Structure and Control to Strategy- Implementing Strategic Change-Politics-Power and Conflict-Techniques of Strategic Evaluation & Control-Case Study.
- UNIT V OTHER STRATEGIC ISSUES 9**  
Managing Technology and Innovation - Strategic Issues for Non-Profit Organizations. New Business Models And Strategies For Internet Economy-Case Study Challenges In Strategic Management: Introduction, Strategic Management As an Organizational Force, Dealing With Strategic Management In Various Situations, Strategic Management Implications And Challenges Recent Trends In Strategic Management: Introduction, Strategic Thinking, Organizational Culture And Its Significance, Organizational Development And Change, Change Management, Strategic Management In A New Globalized Economy

**Total: 60 Periods**

## **LEARNING RESOURCES:**

### **TEXT BOOKS:**

1. Hill. Strategic Management: An Integrated approach, 2009 Edition Wiley (2012).
2. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
3. AzharKazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2008.
4. AdriausHaberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
5. Lawrence G. Hrebiniak, Making strategy work, Pearson, 2 nd edition, 2013.
6. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
7. Dr.DharmaBir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.
8. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12th Edition, 2012.



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<b>Course code</b>	<b>21MB311PT</b>	<b>Semester</b>		<b>III</b>		
<b>Category</b>	<b>PROFESSIONAL ELECTIVE COURSE (PEC)</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Title</b>	<b>ENTREPRENEURSHIP DEVELOPMENT</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## COURSE OBJECTIVES:

- To Equip and Develop the Learners Entrepreneurial Skills and Qualities Essential to Undertake Business.
- To Impart the Learners Entrepreneurial Competencies Needed for Managing Business Efficiently and Effectively.

## PREREQUISITE:

- Inquisitiveness on Entrepreneurship

## COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>On successful completion of this Course, students will be able to</b>		
C3101. 1	<i>Understand</i> Entrepreneurial Competence to Run the Business Efficiently	K2
C3101. 2	<i>Analyze</i> The Businesses in The Entrepreneurial Environment	K4
C3101. 3	<i>Identify</i> Business Plans and Undertake Feasible Projects.	K3
C3101. 4	<i>Develop</i> And Launch Their Business Ventures Successful	K3
C3101. 5	<i>Analyze</i> The Business Effectively Towards Growth and Development.	K4

## COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C3101. 1	2	1	2	2	3	2	3	3	2
C3101. 2	2	2	1	2	3	2	2	3	2
C3101. 3	3	2	3	2	2	1	3	2	2
C3101. 4	2	3	2	1	3	3	2	2	3
C3101. 5	3	2	2	3	2	3	2	2	1

**Note:** 1: Slight, 2: Moderate, 3: Substantial





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Course code	21MB312PT	Semester	III			
Category	PROFESSIONAL ELECTIVE COURSE (PEC)		L	T	P	C
Course Title	INDUSTRIAL RELATIONS AND LABOUR WELFARE		3	0	0	3

### COURSE OBJECTIVES:

- To explore contemporary knowledge and gain a conceptual understanding of industrial relations.
- To have a broad understanding of the legal principles governing the employment relationship at individual and collective level.

### PREREQUISITE:

- Knowledge on Factory Act, Legislations Act and Labour Welfare Concepts

### COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>On successful completion of this Course, students will be able to</b>		
C3102. 1	<i>Understand</i> Industrial relations system and Trade unions	K5
C3102. 2	<i>Analyze</i> Industrial Disputes and labor welfare measures	K4
C3102. 3	<i>Illustrate</i> Labour legislation introduction and legal provisions for factory workers, wages and Bonus	K2
C3102. 4	<i>Summarize</i> Legal provisions for equal remuneration, gratuity compensation, industrial employment and Apprenticeship	K2
C3102. 5	<i>Classify</i> Legal provisions for EPF, ESI, Maternity, contract labours, and child labour prevention	K4

### COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C3102. 1	3	2	1	3	3	1	2	1	1
C3102. 2	3	3	3	3	3	3	2	2	2
C3102. 3	3	3	3	3	3	2	1	1	1
C3102. 4	3	3	2	3	3	1	1	2	2
C3102. 5	3	3	3	3	3	2	1	1	1

**Note:** 1: Slight, 2: Moderate, 3: Substantial

**SYLLABUS** **No. of Credits: 3****UNIT I INDUSTRIAL RELATIONS** **9**

Concept, Scope- Objectives- Importance - Approaches to IR- Industrial Relations System in India. Trade Unions Act,1926- Trade Union Movement in India- Objective -Role - Functions- Procedure for Registration of Trade Unions- Rights and Responsibilities- Problems- Employee Relations in IT Sector

**UNIT II INDUSTRIAL CONFLICTS AND REDRESSAL COMMITTEE** **9**

Factories Act 1948 – The Industrial Disputes Act, 1947-Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication. Labor Welfare- Statutory-Voluntary- Welfare Funds-Welfare of Unorganized Labour Relations in IT Sector.

**UNIT III THE SEXUAL HARASSMENT OF WOMEN AT WORKPLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT,2013** **9**

Definition- Prevention of Sexual Harassment – Constitution of Internal Complaints Committee – Notification of District officer - Complaint of Sexual Harassment – Inquiry into the Complaint – Inquiry report - Punishment for false or malicious complaint and false evidence- Determination of compensation- Appeal – Duties of Employer.

**UNIT IV RECENT LEGISLATIONS ON LABOUR WELFARE IN INDIA - I** **9**

The Code of Wages 2019 – Significance of the Code – Definition- Comparison of Existing laws with code of Wages 2019- Coverage and applicability of code of wages – Prohibition of discrimination on grounds of gender – Payment of minimum rate of wages – Fixation of minimum wages – Components of minimum wages – Payment of Bonus – Advisory Boards – Offences and Penalties – Wage code 2019 and Key reform measures.

**UNIT V RECENT LEGISLATIONS ON LABOUR WELFARE IN INDIA - II** **9**

Code on Social Security 2020 – Key provisions of the social security code 2020, Social security code significance - key issues. Occupational safety, Health and working conditions code 2020 – Salient features – Rights of Employees under OSH 2020 – Health, safety and working conditions of employees under OSH Code – OSH Committees. Industrial relations code 2020 – Features of Industrial relations code 2020- Industrial relations code 2020- Concerns and issues.

**Total: 45 Periods**

**LEARNING RESOURCES:****TEXT BOOKS:**

1. Tax Mann, Labour Laws, 2018.
2. P.K.Pasha, Industrial Laws, PHI, 2017.
3. P.R.N Sinhala,Indu Bala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2017
4. Mamoria C.B. and SathishMamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2016.
5. Srivastava, Industrial Relations and Labour laws, Vikas, 2015.
6. Kapoor N. D Elements of Mercantile Law, Sultan Chand, 2014.
7. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial Relations & Labour Laws. Tata McGraw Hill. 2012
8. P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.
9. Ratna Seen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.



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<b>Course code</b>	<b>21MB313PT</b>	<b>Semester</b>		<b>III</b>			
<b>Category</b>	<b>PROFESSIONAL ELECTIVE COURSE (PEC)</b>			<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Title</b>	<b>HUMAN RESOURCE ANALYTICS</b>			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## COURSE OBJECTIVES:

- To Develop the Ability of The Learners to Define and Implement HR Metrics that are Aligned with the Overall Business Strategy.
- To Know the Different Types of HR Metrics and understand their respective Impact and Application.

## PREREQUISITE:

- Knowledge on HR Metrics and Application of Technology

## COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>On successful completion of this Course, students will be able to</b>		
C3103. 1	<i>Discover</i> About HR Metrics and Ready to Apply at Work Settings.	K4
C3103. 2	<i>Interpret</i> The Human Resource Issues Using People Analytics.	K2
C3103. 3	<i>Identify</i> The Knowledge About Analytics of Training and Development.	K3
C3103. 4	<i>Analyze</i> The Analytics of Employee Engagement and Career Progression	K4
C3103. 5	<i>Construct</i> The Analytics of Workforce Diversity and Development	K6

## COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C3103. 1	3	3	3	3	2	3	2	3	3
C3103. 2	3	2	1	3	3	2	2	3	2
C3103. 3	3	3	2	3	3	2	2	3	2
C3103. 4	3	3	2	3	3	2	1	3	2
C3103. 5	3	3	2	2	3	1	1	3	2

**Note:** 1: Slight, 2: Moderate, 3: Substantial

**SYLLABUS****No. of Credits: 3**

**UNIT I INTRODUCTION TO HR ANALYTICS 9**  
HR Analytics - People Analytics: Definition- Context - Stages of Maturity - Human Capital in The Value Chain: Impact on Business. HR Analytics Vs HR Metrics – HR Metrics and Kpis.

**UNIT II HR ANALYTICS I: RECRUITMENT 9**  
Recruitment Metrics : Fill-Up Ratio - Time to Hire - Cost Per Hire - Early Turnover - Employee Referral Hires - Agency Hires - Lateral Hires - Fulfillment Ratio- Quality of Hire- Recruitment to HR Cost - Recruitment Analysis

**UNIT III TRAINING AND DEVELOPMENT 9**  
Training & Development Metrics: Percentage of Employee Trained- Internally and Externally Trained -Training Hours and Cost Per Employee - ROI -Optimizing the ROI Of HR Programs - Training and Development Analysis.

**UNIT IV EMPLOYEE ENGAGEMENT AND CAREER PROGRESSION 9**  
Employee Engagement Metric: Talent Retention - Retention Index - Voluntary and Involuntary Turnover- Turnover by Department, Grades, Performance and Service Tenure - Internal Hired Index - Engagement Survey Analysis, Career Progression Metrics: Promotion Index - Rotation Index - Career Path Index - Level Wise Succession Readiness Index.

**UNIT V WORKFORCE DIVERSITY AND DEVELOPMENT 9**  
Workforce Diversity and Development Metrics: Employees Per Manager - Workforce Age Profiling - Workforce Service Profiling - Churn Over Index - Workforce Diversity Index - Gender Mix - Differently Abled Index- Revenue Per Employee - Operating Cost Per Employee - PBT Per Employee- HR Cost Per Employee- HR Budget Variance -Compensation to HR Cost.

**Total: 45 Periods****LEARNING RESOURCES:****TEXT BOOKS:**

1. Deepak Kumar Bhattacharyya, HR Analytics Understanding Theories and Applications, SAGE Publications India, 2017.
2. Edwards M. R., & Edwards K, Predictive HR Analytics: Mastering the HR Metric. London: Kogan Page.2016.
3. Sesil, J. C. Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey: Pearson Education,2014.
4. Pease, G., & Beresford, B, Developing Human Capital: Using Analytics to Plan and Optimize Your Learning and Development Investments. Wiley ,2014.
5. Phillips, J., & Phillips, P.P, Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw-Hill, 2014.

## **REFERENCES:**

1. Human Resources kit for Dummies – 3 rd. edition – Max Mesmer, 2012
2. JacFitzenz, the New HR Analytics, AMACOM, 2010.
3. HR Scorecard and Metrics, HBR, 2001.



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<b>Course code</b>	<b>21MB314PT</b>	<b>Semester</b>		<b>III</b>			
<b>Category</b>	<b>PROFESSIONAL ELECTIVE COURSE (PEC)</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	
<b>Course Title</b>	<b>MANAGERIAL BEHAVIOUR AND EFFECTIVENESS</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	

### COURSE OBJECTIVES:

- To Examine Managerial Styles in Terms of Concern for Production and Concern for People.
- To Assess Different Systems of Management and Relate These Systems to Organizational Distinctiveness.

### PREREQUISITE:

- Knowledge on Role and Functions of Manager, Negotiation Skills, Creativity and Innovation

### COURSE OUTCOMES:

CO. No.	Course Outcomes	Bloom s level
<b>On successful completion of this Course, students will be able to</b>		
C3104. 1	<i>Understand</i> About Appropriate Style of Managerial Behavior.	K2
C3104. 2	<i>Identify</i> The Different Practices of Managerial Effectiveness.	K3
C3104. 3	<i>Analyze</i> Current Opportunities of Managerial Effectiveness.	K4
C3104. 4	<i>Illustrate</i> Environmental Issues in Managerial Effectiveness	K2
C3104. 5	<i>Determine</i> A Winning Edge in Creativity and Innovation.	K5

### COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C3104. 1	2	3	2	1	3	3	2	2	3
C3104. 2	3	2	2	3	2	3	2	2	1
C3104. 3	2	1	2	2	3	2	3	3	2
C3104. 4	2	2	1	2	3	2	2	3	2
C3104. 5	3	2	3	2	2	1	3	2	2

**Note:** 1: Slight, 2: Moderate, 3: Substantial

**SYLLABUS****No. of Credits: 3****UNIT I DEFINING THE MANAGERIAL JOB****9**

Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job Behavior – Functional and Level Differences in Managerial Job Behavior.

**UNIT II DESIGNING THE MANAGERIAL JOB****9**

Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management – Current Practices.

**UNIT III THE CONCEPT OF MANAGERIAL EFFECTIVENESS****9**

Definition – The Person, Process, Product Approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government Practices in The Management of Managerial Effectiveness- The Effective Manager as An Optimizer

**UNIT IV ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS****9**

Organizational Processes – Organizational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles. Managerial Effectiveness- The Effective Manager as An Optimizer.

**UNIT V DEVELOPING THE WINNING EDGE****9**

Organizational And Managerial Efforts – Self Development – Negotiation Skills – Development of The Competitive Spirit – Knowledge Management – Fostering Creativity and Innovation .

**Total: 45 Periods****LEARNING RESOURCES:****TEXT BOOKS:**

1. R.M.Omar, Personality Development and Career Management, Chand, 1st edition, 2008.
2. Richard Daft, Leadership, Cengage, 1st Indian Reprint 2008.
3. Durbin, Leadership, Research Findings, Practices & Skills, Biztantra, 2008.
4. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2006.
5. Joe Tidd , John Besant, Keith Pavitt , Managing Innovation , Wiley 3rd edition, 2006.

**REFERENCES:**

1. Peter Drucker, Management, Harper Row, 2005.
2. Milkovich and Newman, Compensation, McGraw-Hill International, 2005.
3. T.V.Rao, Appraising and Developing Managerial Performance, Excel Books, 2002.



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<b>Course code</b>	<b>21MB315PT</b>	<b>Semester</b>		<b>III</b>			
<b>Category</b>	<b>PROFESSIONAL ELECTIVE COURSE (PEC)</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	
<b>Course Title</b>	<b>ORGANIZATIONAL DESIGN, CHANGE AND DEVELOPMENT</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	

### COURSE OBJECTIVES:

- To Help the Students to Gain Knowledge about the Concepts of Change Management and Acquire the Skills Required to Manage any Change Effectively.
- To Understand the Concept and Techniques of OD and Enable the Managerial Skills for the Application of OD in Organizations.

### PREREQUISITE:

- Knowledge on Organizational Culture, Change and Development

### COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>On successful completion of this Course, students will be able to</b>		
C3105. 1	<i>Understand</i> The Fundamentals of Organizational Design and Structure	K2
C3105. 2	<i>Analyze</i> The Process, Types, and Models of Change in Organizations	K4
C3105. 3	<i>Evaluate</i> The Fundamentals of Organizational Development	K5
C3105. 4	<i>Apply</i> The Organizational Development Interventions	K3
C3105. 5	<i>Inspect</i> The Organizational Evolution and Sustenance	K4

### COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C3105. 1	3	3	2	3	2	2	2	3	3
C3105. 2	3	2	1	3	2	2	1	3	3
C3105. 3	3	3	2	2	1	2	2	3	3
C3105. 4	3	3	2	1	3	2	2	3	3
C3105. 5	3	3	1	3	2	2	1	3	3

**Note:** 1: Slight, 2: Moderate, 3: Substantial

**SYLLABUS****No. of Credits: 3****UNIT I ORGANIZATIONAL DESIGN 9**

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

**UNIT II ORGANIZATIONAL CHANGE 9**

Meaning, Nature, Forces for Change- Change Agents- Change Process-Types and Forms of Change- Models of Change- Resistance to Change – Individual Factors – Organizational Factors – Techniques to Overcome Change- Change Programs –Job Redesign.

**UNIT III ORGANIZATIONAL DEVELOPMENT 9**

Introduction- Evolution- Basic Values and Assumptions- Foundations Of OD- Process Of OD- Managing the Phases Of OD- Organizational Diagnosis- Process- Stages- Techniques- Questionnaire, Interview, Workshop, Task-Force- Collecting, Analyzing- Feedback of Diagnostic Information.

**UNIT IV OD INTERVENTION 9**

Human Process Interventions-Individual, Group and Inter-Group Human Relations- Structure and Technological Interventions- Strategy Interventions – Sensitivity Training – Survey Feedback, Process Consultation – Team Building – Inter-Group Development.

**UNIT V ORGANIZATIONAL EVOLUTION AND SUSTENANCE 9**

Organizational Life Cycle – Models of Transformation – Models of Organizational Decision Making – Organizational Learning – Innovation, Entrepreneurship and Creativity-HR Implications.

**Total: 45 Periods****LEARNING RESOURCES:****TEXT BOOKS:**

1. French & Bell: Organisational Development, McGraw-Hill, 2005
2. Wendell L. French, Cecil H. Bell, Jr, Veena Vohra - Organization Development: Behavioral Science Interventions for Organizational Improvement, Sixth Edition 2017
3. Rajiv Shaw: Surviving Tomorrow: Turnaround Strategies in Organisational Design And Development, Vikas Publishing House.
4. Thomas G. Cummings, Christopher G. Worley: Organisation Development and Change, Thomson Learning.
5. S. Ramnarayan, T. Venkateswara Rao, KuldeepSingh: Organization Development: Interventions And Strategies, Sage Publications
6. Organization Development, behavioral science interventions for Organization Improvement, Wendell French, Cecil H.Bell, Veena, Jr, Pearson, PHI

## **REFERENCES:**

1. Change & Knowledge Management-R.L. Nandeshwar, Bala Krishna Jayasimha, Excel Books, 1st Ed.
2. Management of Organizational Change – K Harigopal – Response BOOKS, 2nd edition,2006
3. Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education



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<b>Course code</b>	<b>21MB316PT</b>	<b>Semester</b>		<b>III</b>			
<b>Category</b>	<b>PROFESSIONAL ELECTIVE COURSE (PEC)</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	
<b>Course Title</b>	<b>STRATEGIC HUMAN RESOURCE MANAGEMENT</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	

## COURSE OBJECTIVES:

- To help students understand the transformation in the role of HR functions from being a support function to strategic function.
- To understand the E- selection and Recruitment and Career planning and process to support strategic function.

## PREREQUISITE:

- Knowledge on Vision, Mission, PDCA Cycle and HR Models.

## COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>On successful completion of this Course, students will be able to</b>		
C3106. 1	<i>Understand</i> The Relationship of HR Strategy with Overall Corporate Strategy, The Strategic Role of Specific HR Systems.	K2
C3106. 2	<i>Apply</i> SHRM In the Context of Changing Forms of Organization and will have a Better Understanding of the Tools and Techniques used by Organizations to Meet Current Challenges.	K3
C3106. 3	<i>Analyze</i> The HRM In a Broader, Comparative and International Perspective to Deal with Complex Issues and Manifold Risks.	K4
C3106. 4	<i>Develop</i> The Alternative Approach to Dealing with Problem Situations in Organisations.	K3
C3106. 5	<i>Understand</i> The Career Development Theories and Models and Gain Necessary Self- Insight, Skills and Techniques to Become Effective HR Managers	K2

## COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C3106. 1	3	3	3	2	3	3	1	2	3
C3106. 2	3	3	2	3	3	2	2	2	3
C3106. 3	3	2	3	3	3	2	2	2	2
C3106. 4	3	2	3	3	2	2	2	3	2
C3106. 5	3	3	2	3	3	2	2	3	2

**Note:** 1: Slight, 2: Moderate, 3: Substantial



## **REFERENCES:**

1. Teresa Torres Coronas & Mario Arias Olivia. E-Human Resource Management- Managing Knowledge People- Idea Group Publishing, 2005.
2. Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley Publications- 2007.



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<b>Course code</b>	<b>21MB321PT</b>	<b>Semester</b>		<b>III</b>			
<b>Category</b>	<b>PROFESSIONAL ELECTIVE COURSE (PEC)</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	
<b>Course Title</b>	<b>BANKING FINANCIAL SERVICES MANAGEMENT</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	

## COURSE OBJECTIVES:

- To Grasp How Banks Raise Their Sources and How They Deploy It and Manage the Associated Risks
- To Understand E-Banking and The Threats That Go with It.
- To Understand About Other Asset Based and Fund Based Financial Services in India.

## PREREQUISITE:

- Knowledge on Functions of Banking and Financial System in India.

## COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>On successful completion of this Course, students will be able to</b>		
C3201. 1	<i>Understand</i> The Overall Structure and Functions of Indian Financial System	K2
C3201. 2	<i>Apply</i> The Knowledge About Regulations Governing the Indian Banking System	K4
C3201. 3	<i>Identify</i> The Various Types of Loans Proposed by Banks to Various Prospective Borrowers with Different Risk Profiles and Evaluate the Performance of Banks	K3
C3201. 4	<i>Analyzing</i> The Concept of Asset Based Financial Services.	K3
C3201. 5	<i>Understanding</i> The Fee-Based and Fund-Based Financial Services in India	K5

## COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C3201. 1	3	2	3	3	2	3	2	3	2
C3201. 2	3	2	3	3	2	3	2	3	2
C3201. 3	3	2	3	3	2	3	2	3	2
C3201. 4	1	1	1	1	2	-	-	3	-
C3201. 5	3	2	2	2	2	2	1	3	1

**Note:** 1: Slight, 2: Moderate, 3: Substantial

**SYLLABUS****No. of Credits: 3**

- UNIT I INTRODUCTION TO INDIAN BANKING SYSTEM AND PERFORMANCE VALUATION 9**  
Overview Of Indian Banking System – Structure – Functions – Key Regulations in Indian Banking Sector – RBI Act, 1934/ 2006 – Banking Regulation Act, 1949– Negotiable Instruments Act 1881/ 2002 – Provisions Relating to CRR – Provision for NPA’s - Overview of Financial Statements of Banks – Balance Sheet – Income Statement - CAMEL
- UNIT II MANAGING BANK FUNDS/ PRODUCTS & RISK MANAGEMENT 9**  
Capital Adequacy – Deposit and Non-Deposit Sources – Designing Deposit Schemes and Pricing of Deposit Sources – Loan Management – Investment Management – Asset and Liability Management – Financial Distress – Signal to Borrowers – Prediction Models – Risk Management – Interest Rate – Forex – Credit Market – Operational and Solvency Risks – NPA’s – Current Issues on NPA’s – M&A of Banks into Securities Market
- UNIT III DEVELOPMENT IN BANKING TECHNOLOGY 9**  
Payment System in India – Paper Based – E Payment – Electronic Banking – Plastic Money – E-Money – Forecasting of Cash Demand at ATM’s – The Information Technology Act, 2000 In India – RBI’s Financial Sector Technology Vision Document – Security Threats In E-Banking & RBI’s Initiative.
- UNIT IV ASSET BASED FINANCIAL SERVICES 9**  
Introduction – Need for Financial Services – Financial Services Market in India – NBFC – RBI Framework and Act for NBFC – Leasing and Hire Purchase – Financial Evaluation – Underwriting – Mutual Funds
- UNIT V INSURANCE AND OTHER FEE BASED FINANCIAL SERVICES 9**  
Insurance Act, 1938 – IRDA – Regulations – Products and Services – Venture Capital Financing – Bill Discounting – Factoring – Merchant Banking – Role Of SEBI

**Total: 45 Periods****LEARNING RESOURCES:****TEXT BOOKS:**

1. Padmalatha Suresh And Justin Paul, “Management of Banking and Financial Services, Pearson, Delhi, 2017.
2. Meera Sharma, “Management of Financial Institutions – With Emphasis on Bank and Risk Management”, PHI Learning Pvt. Ltd., New Delhi 2010.

**REFERENCES:**

1. Peter S. Rose and Sylvia C. And Hudgins, “Bank Management and Financial Services”, Tata Mcgraw Hill, New Delhi, 2017



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<b>Course code</b>	<b>21MB322PT</b>	<b>Semester</b>		<b>III</b>		
<b>Category</b>	<b>PROFESSIONAL ELECTIVE COURSE (PEC)</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Title</b>	<b>CORPORATE FINANCE</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## COURSE OBJECTIVES:

- To Help the Students in Understanding the Problems Involved in Short Term Corporate Financing
- To Educate the Students About Good Ethical Practices in Finance.

## PREREQUISITE:

- Knowledge on Working Capital Management, Investment Decisions, and Cash flow Analysis

## COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>On successful completion of this Course, students will be able to</b>		
C3202. 1	<i>Understand</i> The Basics of Indian Capital Market.	K2
C3202. 2	<i>Identify</i> The Requirement of Short Term Capital Finance	K3
C3202. 3	Ability to <i>Apply</i> Advanced Financial Management Systems.	K3
C3202. 4	<i>Evaluating</i> The Financial Decisions and Dividend Decisions.	K5
C3202. 5	<i>Summarize</i> The Storage in Warehouse	K2

## COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C3202. 1	3	2	1	2	2	2	1	2	1
C3202. 2	3	2	3	2	2	2	1	1	2
C3202. 3	3	2	3	2	2	2	1	1	2
C3202. 4	3	2	1	2	2	2	1	2	1
C3202. 5	3	2	3	2	2	2	1	1	2

**Note:** 1: Slight, 2: Moderate, 3: Substantial

**SYLLABUS****No. of Credits: 3****UNIT I INDUSTRIAL FINANCE****9**

Indian Capital Market – Basic Problem of Industrial Finance in India. Equity – Debenture Financing – Guidelines from Sebi, Advantages and Disadvantages and Cost of Various Sources of Finance - Finance from International Sources, Financing of Exports – Role of Exim Bank and Commercial Banks.– Finance for Rehabilitation of Sick Units.

**UNIT II SHORT TERM-WORKING CAPITAL FINANCE****6**

Estimating Working Capital Requirements – Approach Adopted by Commercial Banks, Commercial Paper- Public Deposits and Inter Corporate Investments.

**UNIT III ADVANCED FINANCIAL MANAGEMENT****12**

Appraisal Of Risky Investments - Certainty Equivalent of Cash Flows and Risk Adjusted Discount Rate - Risk Analysis in The Context of DCF Methods Using Probability Information - Nature of Cash Flows - Sensitivity Analysis - Simulation and Investment Decision, Decision Tree Approach in Investment Decisions.

**UNIT IV FINANCING DECISION****10**

Simulation And Financing Decision - Cash Inadequacy and Cash Insolvency - Determining the Probability of Cash Insolvency- Financing Decision in The Context of Option Pricing Model and Agency Costs- Inter-Dependence of Investment- Financing and Dividend Decisions.

**UNIT V CORPORATE GOVERNANCE****8**

Corporate Governance -SEBI Guidelines- Corporate Disasters and Ethics-Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism.

**Total: 45 Periods****LEARNING RESOURCES:****TEXT BOOKS:**

1. Besley, Brigham, Parasuraman, Corporate Finance, Cengage Learning, 2015
2. Madura, International Corporate Finance, 10th edition, Cengage Learning, 2014.
3. I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2012.
4. Richard A.Brealey, Stewart C.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 9th Edition, 2011
5. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2nd Edition, 2011.
6. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011
7. Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2011.

**REFERENCES:**

1. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011.
2. Website of SEBI
3. Michael C.Ehrhardt, Eugene F.Brigham, Corporate Finance – A focused approach, Cengage Learning, 2011.



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<b>Course code</b>	<b>21MB323PT</b>	<b>Semester</b>		<b>III</b>			
<b>Category</b>	<b>PROFESSIONAL ELECTIVE COURSE (PEC)</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	
<b>Course Title</b>	<b>FINANCIAL DERIVATIVES</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	

## COURSE OBJECTIVES:

- To Understand the Nuances Involved in Derivatives
- To Understand the Basic Operational Mechanisms in Derivatives.

## PREREQUISITE:

- Basics of Derivative Products, Its Pricing, Regulations and Investment in Derivatives.

## COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>On successful completion of this Course, students will be able to</b>		
C3203. 1	<i>Understand</i> The Skills in Hedging Risks Using Derivatives.	K2
C3203. 2	<i>Apply</i> The Knowledge of Future Contract and Delivery Options	K3
C3203. 3	<i>Analyze</i> The Importance of Options, Futures and Pricing	K4
C3203. 4	<i>Evaluating</i> The Importance of Derivative Markets	K5
C3203. 5	<i>Understanding</i> The Stock Options and Index Futures In NSE	K2

## COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C3203. 1	3	2	3	3	2	3	2	3	2
C3203. 2	3	2	3	3	2	3	2	3	2
C3203. 3	3	2	3	3	2	3	2	3	2
C3203. 4	1	1	1	1	2	-	-	3	-
C3203. 5	3	2	2	2	2	2	1	3	1

**Note:** 1: Slight, 2: Moderate, 3: Substantial

**SYLLABUS****No. of Credits: 3**

<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>10</b>
Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences Between Cash and Future Markets – Types of Traders – OTCEI and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.		
<b>UNIT II</b>	<b>FUTURES CONTRACT</b>	<b>10</b>
Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging Uses Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship Between Future Prices, Forward Prices and Spot Prices.		
<b>UNIT III</b>	<b>OPTIONS</b>	<b>10</b>
Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options –Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options Pricing Models – Differences Between Future and Option Contracts		
<b>UNIT IV</b>	<b>SWAPS</b>	<b>7</b>
Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary– Warehousing – Valuation of Interest Rate Swaps and Currency Swaps Bonds and FRNs –Credit Risk.		
<b>UNIT V</b>	<b>DERIVATIVES IN INDIA</b>	<b>8</b>
Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and Specifications for Stock Futures and Index Futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.		
		<b>Total: 45 Periods</b>

**LEARNING RESOURCES:****TEXT BOOKS:**

1. John.C.Hull, Options, Futures and other Derivative Securities“, PHI Learning, 9th Edition, 2012
2. Keith Redhead, Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs,– PHI Learning, 2011.
3. Stulz, Risk Management and Derivatives, Cengage Learning, 2nd Edition, 2011.
4. Varma, Derivaties and Risk Management, 2ndt Edition, 2011.

**REFERENCES:**

1. David Dubofsky –Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.
2. S.L.Gupta, Financial Derivaties- Theory, Concepts and Practice, Prentice Hall of India, 2011. Website of NSE, BSE.



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<b>Course code</b>	<b>21MB324PT</b>	<b>Semester</b>		<b>III</b>			
<b>Category</b>	<b>PROFESSIONAL ELECTIVE COURSE (PEC)</b>			<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Title</b>	<b>MERCHANT BANKING AND FINANCIAL SERVICES</b>			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### COURSE OBJECTIVES:

- Understand the modes of issuing securities and regulatory framework.
- Acquire financial evaluation technique of leasing and hire purchase.

### PREREQUISITE:

- Basics of Merchant Banking, Functions of Merchant Banker and Services Rendered by Financial Institutions in India.

### COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>On successful completion of this Course, students will be able to</b>		
C3204. 1	<i>Understand</i> The Overall Structure and Functions of Indian Financial System	K2
C3204. 2	<i>Apply</i> The Knowledge About Regulations Governing the Issue Management.	K3
C3204. 3	<i>Analyze</i> The Types of Portfolio Management and Business Valuation.	K4
C3204. 4	<i>Analyzing</i> The Concept of Leasing and Hire Purchases Financial Evaluation	K4
C3204. 5	<i>Understanding</i> The Real Estate Financing and Start Up Financing.	K2

### COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C3204. 1	3	1	-	3	2	-	1	3	1
C3204. 2	3	3	2	3	2	3	2	3	2
C3204. 3	3	3	2	3	2	3	2	3	2
C3204. 4	3	2	2	3	3	3	2	3	2
C3204. 5	3	3	2	3	2	3	2	3	2

**Note:** 1: Slight, 2: Moderate, 3: Substantial

**SYLLABUS****No. of Credits: 3****UNIT I      MERCHANT BANKING****10**

Introduction – An Over View Of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges Ahead – Merchant Banking Services Offered by Banks – NBFC'S Offering Merchant Banking – Banking System – Types of Banks – Payment Banking -Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI Guidelines- FEMA, Etc. - Relation With Stock Exchanges and OTCEI.

**UNIT II      ISSUE MANAGEMENT****12**

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.

**UNIT III      OTHER FEE BASED SERVICES****10**

Mergers And Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

**UNIT IV      FUND BASED FINANCIAL SERVICES****5**

Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

**UNIT V      OTHER FUND BASED FINANCIAL SERVICES****8**

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Factoring and Forfeiting – Venture Capital - Venture Debt Funds – Start Up Financing.

**Total: 45 Periods****LEARNING RESOURCES:****TEXT BOOKS:**

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12 th Edition, 2012
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.
3. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
4. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
5. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
6. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2nd Edition, 2011.
7. Website of SEBI
8. Madura, Financial Institutions & Markets, 10 th edition, Cengage, 2016.



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<b>Course code</b>	<b>21MB325PT</b>	<b>Semester</b>	<b>III</b>				
<b>Category</b>	<b>PROFESSIONAL ELECTIVE COURSE (PEC)</b>			<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Title</b>	<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## COURSE OBJECTIVES:

- To Understand the Nuances of Stock Market Operations and Valuation of Stock and Bond
- To Understand the Techniques Involved in Deciding Upon Purchase or Sale of Securities.

## PREREQUISITE:

- Knowledge on Pricing of Securities, Risk and Return analysis, Portfolio and overview of Indian Capital Market.

## COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>On successful completion of this Course, students will be able to</b>		
C3205. 1	<i>Understand</i> The Concept of Investment and Identify the Investment Alternatives to Investors	K5
C3205. 2	<i>Apply</i> The Knowledge of Fundamental Analyses and Applied Valuation Techniques	K4
C3205. 3	<i>Analyze</i> The Technical Analysis, Its Efficiency and Application.	K3
C3205. 4	<i>Analyzing</i> The How to Select and Construct an Efficient Portfolio	K3
C3205. 5	<i>Understanding</i> The Methods Through Which Portfolio Evaluation Could Be Done	K5

## COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C3205. 1	3	2	1	2	3	2	1	2	1
C3205. 2	3	1	2	2	3	2	1	1	1
C3205. 3	2	-	1	3	3	1	2	2	-
C3205. 4	3	2	-	3	3	1	-	1	1
C3205. 5	3	2	-	3	2	1	-	1	1

**Note:** 1: Slight, 2: Moderate, 3: Substantial

**SYLLABUS****No. of Credits: 3****UNIT I INVESTMENT SETTING****9**

Financial And Economic Meaning of Investment – Characteristics and Objectives of Investment – Investment Process -Types of Investment – Investment Alternatives – Choice and Evaluation – Risk and Return Concepts - Valuation of Bonds and Stock.

**UNIT II FUNDAMENTAL ANALYSIS****9**

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 Dodd's Investor Ratios.

**UNIT III TECHNICAL ANALYSIS****9**

Fundamental Analysis Vs Technical Analysis - Dow Theory – Charting Methods – Chart Patterns Trend – Trend Reversals – Market Indicators -Moving Average – Exponential Moving Average Oscillators -RSI -ROC - MACD. Efficient Market Theory - Forms of Market Efficiency -Weak, Semi-Strong, Strong Form - Empirical Tests of Market Efficiency -Its Application.

**UNIT IV PORTFOLIO CONSTRUCTION AND SELECTION****9**

Portfolio Analysis - Reduction of Portfolio Risk Through Diversification – Portfolio Risk – Portfolio Selection - Feasible Set of Portfolios - Efficient Set - Markowitz Model - Single Index Model - Construction of Optimum Portfolio - Multi-Index Model.

**UNIT V PORTFOLIO MANAGEMENT****9**

Capital Asset Pricing Model - Lending and Borrowing - CML - SML - Pricing with CAPM - Arbitrage Pricing Theory– Portfolio Evaluation - Sharpe's Index Treynor's Index, Jensen's Index – Mutual Funds – Portfolio Revision.

**Total: 45 Periods****LEARNING RESOURCES:****TEXT BOOKS:**

1. Punithavathy Pandian, Analysis & Portfolio Management, Vikas publishing house PVT LTD, second edition, 2013.
2. V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2013.
3. S. Kevin, Securities Analysis and Portfolio Management, PHI Learning, 2012.
4. V.K.Bhalla, Investment Management, S.Chand& Company Ltd., 2012
5. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.
6. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
7. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9th edition, 2011.
8. Bodi, Kane, Markus, Mohanty, Investments, 8th edition, Tata McGraw Hill, 2011.



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<b>Course code</b>	<b>21MB326PT</b>	<b>Semester</b>	<b>III</b>			
<b>Category</b>	<b>PROFESSIONAL ELECTIVE COURSE (PEC)</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Title</b>	<b>STRATEGIC INVESTMENT AND FINANCING DECISIONS</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## COURSE OBJECTIVES:

- To Enable Students to Acquire Techniques of Evaluating Strategic Investment Decisions.
- To Understand the Causes of Prediction Modes of Financial Distress.

## PREREQUISITE:

- Basic Knowledge on Cost of Capital, Capital Budgeting and Investment Management

## COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>On successful completion of this Course, students will be able to</b>		
C3206. 1	<i>Understand</i> The Overall Investment Opportunities and Risk Analysis in Investment Decision.	K2
C3206. 2	<i>Analyze</i> The Appraisal Technique and Risk in Portfolio.	K4
C3206. 3	<i>Apply</i> The Knowledge to Select the Investment Decisions Through Strategic Analysis.	K3
C3206. 4	<i>Analyzing</i> The Concept of Financial Decisions.	K4
C3206. 5	<i>Demonstrate</i> The Consequences and Issues In Financial Distress.	K2

## COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C3206. 1	2	2	1	-	2	-	1	2	1
C3206. 2	3	3	3	3	3	3	3	2	3
C3206. 3	3	3	3	3	3	3	3	2	3
C3206. 4	2	2	1	-	2	-	1	2	1
C3206. 5	3	3	3	3	3	3	3	2	3

**Note:** 1: Slight, 2: Moderate, 3: Substantial

**SYLLABUS****No. of Credits: 3****UNIT I INVESTMENT DECISIONS 9**

Project Investment Management Vs Project Management – Introduction to Profitable Projects – Evaluation of Investment Opportunities – Investment Decisions Under Conditions of Uncertainty – Risk Analysis in Investment Decision – Types of Investments and Disinvestments.

**UNIT II CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES 10**

Significance of Information and Data Bank in Project Selections – Investment Decisions Under Capital Constraints – Capital Rationing, Portfolio – Portfolio Risk and Diversified Projects.

**UNIT III STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS 10**

Lease Financing – Lease Vs Buy Decision – Hire Purchase and Installment Decision – Hire Purchase Vs Lease Decision – Mergers and Acquisition – Cash Vs Equity for Mergers.

**UNIT IV SOURCE OF INTERNATIONAL LONG TERM FINANCE 8**

Risks Associated with International Projects Financing - Issue of ADR's/GDR's - FCCB's and FCEB's - ECBs and FDIs - Foreign Capital Markets and Instruments.

**UNIT V FINANCIAL DISTRESS 8**

Consequences, Issues, Bankruptcy, Settlements, Reorganization and Liquidation in Bankruptcy.

**Total: 45 Periods****LEARNING RESOURCES:****TEXT BOOKS:**

1. Prasanna Chandra, Financial Management, Tata McGraw Hill, 9th Edition, 2012.
2. Prasanna Chandra, Projects: Planning, Analysis, Financing Implementation and Review, TMH, New Delhi, 2011.
3. Bodie, Kane, Marcus: Investment, Tata McGraw Hill, New Delhi, 2010.
4. Brigham E. F & Houston J.F. Financial Management, Thomson Publications, 9 th edition, 2010.
5. M. Pandey, Financial Management, Vikas Publishing House, 10th edition, 2010.
6. M. Y. Khan and P. K. Jain, Financial Management Text and Problems, Tata McGraw Hill Publishing Co, 2011.
7. Website of IDBI Related to Project Finance.



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<b>Course code</b>	<b>21MB331PT</b>	<b>Semester</b>	<b>III</b>			
<b>Category</b>	<b>PROFESSIONAL ELECTIVE COURSE (PEC)</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Title</b>	<b>BRAND MANAGEMENT</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## COURSE OBJECTIVES:

- To Help the Students Appreciate the Relationship Between Corporate Strategy An Product and Brand Management
- To Provide a Framework to Understand the New Product Development Process and Explore the Various Issues Related to Brand Management

## PREREQUISITE:

- Basic of Branding, STP Process, Advertisement, Promotion and Pricing Concepts

## COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>On successful completion of this Course, students will be able to</b>		
C3301. 1	<i>Apply</i> the fundamental concepts of product and brand development and management.	K3
C3301. 2	<i>Analyze</i> the brand positioning framework to develop a brand, keep it relevant, expand a brand internationally, and reposition a brand.	K4
C3301. 3	<i>Analyze</i> competitors and develop positioning strategies using tools and metrics.	K4
C3301. 4	<i>Understand</i> the importance of using teams and organization to coordinate multiple interdisciplinary tasks in order to create and manage products within an organization.	K2
C3301. 5	<i>Apply</i> an understanding of the product manager's role in product pricing, sales, and promotion.	K3

## COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C3301. 1	3	2	2	1	3	3	1	1	2
C3301. 2	3	3	2	1	3	1	1	2	1
C3301. 3	3	3	3	2	1	1	2	1	3
C3301. 4	3	3	2	2	3	3	2	1	1
C3301. 5	3	2	2	1	2	2	2	3	1

**Note:** 1: Slight, 2: Moderate, 3: Substantial

**SYLLABUS****No. of Credits: 3****UNIT I INTRODUCTION****9**

Management of New Product Development Process - Managing Product Life Cycle -Brands and Branding- Introduction to Brand Management -Brand Management Process - Brand Choice Decisions and Models.

**UNIT II BRAND POSITIONING AND CONTROL****9**

Product Plans-Elements of Branding- Brand Identity -Brand Communication -Brand Positioning - Brand Image and Personality - Valuation of Brands- Brand Valuation -Brand Tracking and Monitoring.

**UNIT III MARKETING MIX AND BRAND STRATEGIES****9**

Marketing Mix Factors and Products-Managing Brand Over Time- Building Brands in Indian Market - Launching a New Brand -Revitalizing Brands - Branding Strategies- Brand Extension Strategies - Brand Portfolio Management- Managing Brands Across Geographical Borders.

**UNIT IV BRAND EXTENSION****9**

Managing Brand Experience - Digital Branding-Employment Branding - Co-Branding- Brand Extension Scorecard-Culture and Branding-Brand Flashbacks-Future Brand Priorities.

**UNIT V INTERNATIONAL BRAND MARKETING****9**

Advertising -Brand Name Plan- Pricing Systems -Product Distribution Systems -Advertising and Sales Promotion - Product Sales Management -Product and Public Relations Service Product Marketing -Industrial Product Marketing Product Exports and International Marketing-Critical Success Factors in Brand Management.

**Total: 45 Periods****LEARNING RESOURCES:****TEXT BOOKS:**

1. Product and Brand Management Tapan K. Panda Paperback: 888 Pages Publisher: Oxford University Press; First Edition ( January 2016).
2. Strategic Brand Management: Building, Measuring, And Managing Brand Equity, By Kevin Lane Keller;Ambi M. G. Parameswaran; Issac Jacob;Fourth Edition; Pearson Education India; 2015.
3. Product and Brand Management by U C Mathur;Publisher:( December 2012)



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<b>Category</b>	<b>PROFESSIONAL ELECTIVE COURSE (PEC)</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Title</b>	<b>CONSUMER BEHAVIOR</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## COURSE OBJECTIVES:

- To Study and Understand the Consumer' Behaviour In-Order to Effectively Utilise the Market' Potential.
- To Study the External Influences and Purchase Decision Process in The Market.

## PREREQUISITE:

- Theories in Organizational Behaviour and Basic Macro Economic Concepts.

## COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>At the end of the course students are able to</b>		
C3302. 1	<i>Understand</i> The Consumer Behavior and Consumption	K2
C3302. 2	<i>Illustrate</i> Intrinsic Influences of Consumer Behavior	K2
C3302. 3	<i>Apply</i> Effects of External Influences on Consumer Behavior	K3
C3302. 4	<i>Evaluate</i> The Models of Consumer and Industrial Buying Behavior	K5
C3302. 5	<i>Analyze</i> The Consumer Decision Making Process	K4

## COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C3302. 1	3	3	1	2	2	1	1	3	2
C3302. 2	1	2	1	2	2	2	3	2	1
C3302. 3	3	3	3	1	3	3	3	3	3
C3302. 4	3	2	2	2	2	2	1	1	1
C3302. 5	3	3	3	2	3	3	3	3	3

**Note:** 1: Slight, 2: Moderate, 3: Substantial

**SYLLABUS****No. of Credits: 3****UNIT I INTRODUCTION 9**

Understanding Consumer Behavior - Consumption, Consumer Orientation, Interpretive and Quantitative Approaches - Effects of Technology, Demographics and Economy on Consumer Behavior.

**UNIT II INTERNAL INFLUENCES 9**

Influences on Consumer Behavior – Motivation – Perception – Attitudes and Beliefs - Learning and Experience - Personality & Self Image.

**UNIT III EXTERNAL INFLUENCES 9**

Socio-Cultural, Cross Culture - Family Group – Reference Group – Communication - Influences on Consumer Behavior.

**UNIT IV CONSUMER BEHAVIOR MODELS 9**

Traditional And Contemporary Consumer Behavior Model for Individual and Industrial Buying Behavior and Decision Making.

**UNIT V PURCHASE DECISION PROCESS 9**

Consumer Decision Making Process – Steps, Levels and Decision Rules - Evolving Indian Consumers – Opinion Leadership - Diffusion and Adoption.

**Total: 45 Periods****LEARNING RESOURCES:****TEXT BOOKS:**

1. Barry J.B., Eric G.H., Ashutosh M., Consumer Behaviour - A South Asian Perspective, Cengage Learning, 2016.
2. Ramanuj Majumdar, Consumer Behaviour - Insights from Indian Market, PHI, 2010.
3. Leon G.Schiffman and Leslie LasarKanuk, Consumer Behavior, Pearson Education, India, ninth edition, 2010.
4. Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7th Edition 2005.



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<b>Course code</b>	<b>21MB333PT</b>	<b>Semester</b>		<b>III</b>			
<b>Category</b>	<b>PROFESSIONAL ELECTIVE COURSE (PEC)</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	
<b>Course Title</b>	<b>CUSTOMER RELATIONSHIP MANAGEMENT</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	

## COURSE OBJECTIVES:

- To Understand the Need and Importance of Maintaining a Good Customer Relationship.
- To Understand the Structures and The Implementation Process of CRM.

## PREREQUISITE:

- Basics of Management Information System (MIS) and Marketing Management Concepts.

## COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>On successful completion of this Course, students will be able to</b>		
C3303. 1	<i>Analyze</i> The Concept and Context of Customer Relationship	K4
C3303. 2	<i>Understand</i> The Behaviors of Customers	K2
C3303. 3	<i>Identify</i> Elements and Models Of CRM	K3
C3303. 4	<i>Evaluate</i> The Planning and Implementation Process Of CRM	K5
C3303. 5	<i>Discover</i> The Modern Software Packages Of CRM	K4

## COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C3303. 1	3	1	2	2	3	1	1	1	3
C3303. 2	3	2	3	2	3	1	1	1	3
C3303. 3	3	3	2	2	3	2	2	1	2
C3303. 4	3	2	2	2	3	2	2	2	3
C3303. 5	3	2	3	3	3	2	2	2	3

**Note:** 1: Slight, 2: Moderate, 3: Substantial

**SYLLABUS****No. of Credits: 3****UNIT I INTRODUCTION 9**

Definitions - Concepts and Context of relationship Management – Evolution - Transactional vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.

**UNIT II UNDERSTANDING CUSTOMERS 9**

Customer Information Database – Customer Profile Analysis - Customer Perception, Expectations Analysis – Customer Behavior in Relationship perspectives; Individual and Group customer's - Customer life time value – Selection of Profitable Customer Segments.

**UNIT III CRM STRUCTURES 9**

Elements of CRM – CRM Process – Strategies for Customer Acquisition – Retention and Prevention of Defection – Models of CRM – CRM Road Map for Business Applications.

**UNIT IV CRM PLANNING AND IMPLEMENTATION 9**

Strategic CRM Planning Process – Implementation Issues – CRM Tools- Analytical CRM – Operational CRM – Call Center Management – Role of CRM Managers.

**UNIT V TRENDS IN CRM 9**

E- CRM Solutions – Data Warehousing – Data Mining for CRM – An Introduction to CRM Software Packages.

**Total: 45 Periods****LEARNING RESOURCES:****TEXT BOOKS:**

1. Zikmund. Customer Relationship Management, Wiley 2012.
2. G.Shainesh, Jagdish, N.Sheth, Customer Relationship Management A Strategic Perspective, Macmillan 2010.
3. Alok Kumar Et Al, Customer Relationship Management : Concepts and Applications, Biztantra, 2008.
4. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.
5. H.Peeru Mohamed And A.Sahadevan, Customer Relation Management, Vikas Publishing 2005.
6. Jim Catheart, The Eight Competencies of Relationship Selling, Macmillan India, 2005.
7. Assel, Consumer Behavior, Cengage, 6<sup>th</sup> Edition.
8. Francis Buttle, Customer Relationship Management : Concepts & Tools, Elsevier, 2004.



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<b>Category</b>	<b>PROFESSIONAL ELECTIVE COURSE (PEC)</b>			<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Title</b>	<b>DIGITAL MARKETING</b>			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### COURSE OBJECTIVES:

- The Primary objective of this Module is to examine and explore the role and importance of Digital Marketing in Today's Rapidly changing Business Environment.
- It also focuses on how Digital Marketing can be utilized by organizations and how its Effectiveness can be measured.

### PREREQUISITE:

- Basics of Search Engine Operations (SEO), Tools and Platforms of Digital Marketing.

### COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>On successful completion of this Course, students will be able to</b>		
C3304. 1	<i>Examine</i> and Explore the Role and importance of Digital Marketing in Today's Rapidly changing Business Environment.	K4
C3304. 2	<i>Analyze</i> on how Digital Marketing can be utilized by organizations and how its Effectiveness can be measured.	K4
C3304. 3	<i>Understand</i> The Key Elements of a Digital Marketing Strategy	K2
C3304. 4	<i>Evaluate</i> How the Effectiveness of a Digital Marketing Campaign can be Measured	K5
C3304. 5	<i>Demonstrate</i> Advanced Practical Skills in Common Digital Marketing Tools Such As SEO, SEM, social media and Blogs.	K3

### COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C3304. 1	3	3	3	3	3	3	2	2	2
C3304. 2	2	2	3	2	3	3	3	2	2
C3304. 3	1	2	2	3	3	2	2	2	3
C3304. 4	3	3	3	3	3	3	3	1	2
C3304. 5	2	2	3	3	3	3	3	2	2

**Note:** 1: Slight, 2: Moderate, 3: Substantial

**SYLLABUS****No. of Credits: 3****UNIT I INTRODUCTION****9**

Online Market space- Digital Marketing Strategy- Components -Opportunities for Building Brand- Website - Planning and Creation- Content Marketing.

**UNIT II SEARCH ENGINE MARKETING****9**

Search Engine Optimization - Keyword Strategy- SEO Strategy - SEO Success Factors - On-Page Techniques - Off-Page Techniques. Search Engine Marketing- How Search Engine Works- SEM Components- PPC Advertising -Display Advertisement

**UNIT III SOCIAL MEDIA MARKETING - I****9**

E- Mail Marketing - Types of E- Mail Marketing - Email Automation - Lead Generation - Integrating Email with social media and Mobile- Measuring and Maximizing email Campaign Effectiveness. Mobile Marketing- Mobile Inventory/Channels- Location Based; Context Based; Coupons and Offers, Mobile Apps, Mobile Commerce, SMS Campaigns-Profiling and Targeting.

**UNIT IV SOCIAL MEDIA MARKETING- II****9**

Social Media Marketing - Social Media Channels- Leveraging social media for Brand Conversations and Buzz. Successful /Benchmark Social Media Campaigns. Engagement Marketing-Building Customer Relationships - Creating Loyalty Drivers - Influencer Marketing.

**UNIT V RECENT TRENDS IN DIGITAL MARKETING****9**

Digital Transformation & Channel Attribution- Analytics- Ad-words, Email, Mobile, social media, Web Analytics - Cloud based computing- software- Changing your Strategy Based on Analysis- Recent Trends in Digital Marketing.

**Total: 45 Periods****LEARNING RESOURCES:****TEXT BOOKS:**

1. Fundamentals of Digital Marketing by Puneet Singh Bhatia;Publisher: Pearson Education; First edition ( July 2017);ISBN-10: 933258737X;ISBN-13: 978-9332587373.
2. Marketing 4.0: Moving from Traditional to Digital by Philip Kotler;Publisher: Wiley; 1st edition ( April 2017);
3. Pulizzi,J Beginner's Guide to Digital Marketing , McGraw Hill Education.
4. Barker, Barker, Bormann and Neher(2017), Social Media Marketing: A Strategic Approach, 2E South-Western ,Cengage Learning.
5. Digital Marketing by Vandana Ahuja ;Publisher: Oxford University Press ( April 2015)
6. Ryan, D. (2014 ). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.



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<b>Course code</b>	<b>21MB335PT</b>	<b>Semester</b>		<b>III</b>			
<b>Category</b>	<b>PROFESSIONAL ELECTIVE COURSE (PEC)</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	
<b>Course Title</b>	<b>RETAIL MARKETING</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	

## COURSE OBJECTIVES:

- To Understand the Concepts of Effective Retailing
- To Know the Major Challenges Involved in The Management of Retailing

## PREREQUISITE:

- Basic concepts in Marketing Management, Pricing, advertisement and promotional techniques

## COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>On successful completion of this Course, students will be able to</b>		
C3305. 1	<b>Plan</b> Insights on Retail Operation	K3
C3305. 2	<b>Analyze</b> The Effective Methods and Strategies Required for Retail Management.	K4
C3305. 3	<b>Identify</b> How to Utilize Resources and Techniques Used in Retail Management.	K3
C3305. 4	<b>Understand</b> Analysis of Store Location, Merchandising, Products and Pricing.	K2
C3305. 5	<b>Determine</b> The Knowledge About Shopping Behavior	K5

## COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C3305. 1	3	3	3	3	2	2	3	2	1
C3305. 2	3	3	2	2	2	3	3	2	2
C3305. 3	3	3	3	3	2	3	3	2	3
C3305. 4	2	2	2	2	3	3	2	2	2
C3305. 5	2	3	3	3	3	3	3	3	2

**Note:** 1: Slight, 2: Moderate, 3: Substantial

**SYLLABUS****No. of Credits: 3**

- UNIT I INTRODUCTION 9**  
An Overview of Global Retailing – Challenges and Opportunities – Retail Trends in India –Socio Economic and Technological Influences on Retail Management – Government of India Policy Implications on Retail.
- UNIT II RETAIL FORMATS 9**  
Organized And Unorganized Formats – Different Organized Retail Formats – Characteristics of Each Format – Emerging Trends in Retail Formats – MNC's Role in Organized Retail Formats.
- UNIT III RETAILING DECISIONS 9**  
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. Merchandizing And Category Management – Buying.
- UNIT IV RETAIL SHOP MANAGEMENT 9**  
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.
- UNIT V RETAIL SHOPPER BEHAVIOUR 9**  
Understanding of Retail Shopper Behavior – Shopper Profile Analysis – Shopping Decision Process - Factors Influencing Retail Shopper Behavior – Complaints Management - Retail Sales Force Management – Challenges in Retailing in India.

**Total: 45 Periods****LEARNING RESOURCES:****TEXT BOOKS:**

1. Swapna Pradhan, Retail Management -Text and Cases, Tata Mcgraw Hill, 3rd Edition, 2009.
2. Ogden, Integrated Retail Management, Biztantra, India, 2008.
3. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.
4. Dunne, Retailing, Cengage Learning, 2nd Edition, 2008.
5. Ramkrishnan And Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008.
6. Michael Havy, Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007.
7. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.



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<b>Course code</b>	<b>21MB336PT</b>	<b>Semester</b>		<b>III</b>			
<b>Category</b>	<b>PROFESSIONAL ELECTIVE COURSE (PEC)</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	
<b>Course Title</b>	<b>SERVICES MARKETING</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>	

## COURSE OBJECTIVES:

- To Appreciate the Challenges Involved in Managing the Services and Analyse The Strategies to Deal with These Challenges.
- To Give Insights About the Foundations of Services Marketing, Customer Expectations of Services and Gap Existing in The Service Delivery Processes and Service Quality.

## PREREQUISITE:

- Basics of Marketing Mix, Service life cycle, Concepts of Demand and Supply

## COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>On successful completion of this Course, students will be able to</b>		
C3306. 1	<i>Demonstrate</i> an extended understanding of the similarities and differences in service-based and physical product based marketing activities;	K2
C3306. 2	<i>Develop</i> and justify marketing planning and control systems appropriate to service-based activities	K3
C3306. 3	<i>Outline</i> integrative knowledge of marketing issues associated with service productivity, perceived quality, customer satisfaction and loyalty.	K2
C3306. 4	<i>Show</i> blueprint for the services sector and develop a better appreciation of the necessary strategies to create a service excellence.	K2
C3306. 5	<i>Identify</i> the challenges faced in services delivery as outlined in the services gap model	K3

## COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C3306. 1	3	2	2	1	3	3	1	1	3
C3306. 2	3	3	1	1	3	2	1	1	3
C3306. 3	3	3	2	2	1	2	3	1	3
C3306. 4	2	3	2	1	3	3	1	1	2
C3306. 5	3	2	3	2	1	2	1	3	1

**Note:** 1: Slight, 2: Moderate, 3: Substantial

**SYLLABUS****No. of Credits: 3****UNIT I INTRODUCTION 9**

Introduction– Definition – Service Economy – Evolution and Growth of Service Sector – Nature and Scope of Services –Difference Between Services and Tangible Products– Unique Characteristics of Services– Challenges and Issues in Services Marketing.

**UNIT II SERVICE MARKETING OPPORTUNITIES 9**

Assessing Service Market Potential – Classification of Services – Expanded Marketing Mix – Service Marketing – Environment and Trends – Service Market Segmentation, Targeting and Positioning.

**UNIT III SERVICE DESIGN AND DEVELOPMENT 9**

Service Life Cycle – New Service Development – Service Blue Printing – GAP Model of Service Quality – Measuring Service Quality – SERVQUAL – Service Quality Function Development.

**UNIT IV SERVICE DELIVERY AND PROMOTION 9**

Positioning of Services – Designing Service Delivery System, Service Channel – Pricing of Services, Methods – Service Marketing Triangle – Managing Demand, Managing Supply, Managing Demand and Supply of Service–Integrated Service Marketing Communication.

**UNIT V SERVICE STRATEGIES 9**

Service Marketing Strategies for Health – Hospitality – Tourism – Financial – Logistics– Educational – Marketing of Online Services– Entertainment & Public Utility Information Technique Services.

**Total: 45 Periods****LEARNING RESOURCES:****TEXT BOOKS:**

1. Vinnie Jauhari&Kirti Dutta (2017), Services Marketing, Text and Cases, 2nd Edition
2. Christropher H. Lovelock and Jochenwartz, Services Marketing: People, Technology, Strategy Pearson Education, New Delhi,8th Edition, 2016.
3. R. Srinivasan, SERVICES MARKETING, Prentice Hall of India Private Limited,4th Edition 2014, New Delhi.
4. John.E.G.Bateson, K.Douglas Hoffman, Services Marketing, South Western Cengage Learning, 4th Edition, 2011.
5. Valarie Zeithaml Et Al, Services Marketing, 5th International Edition, Tata Mcgraw Hill, 2007.
6. Christian Gronroos, Services Management and Marketing A CRM In Service Competition, 3rdedition,Wiley,2007.
7. Kenneth E Clow, Et Al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.



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<b>Course code</b>	<b>21MB341PT</b>	<b>Semester</b>	<b>III</b>			
<b>Category</b>	<b>PROFESSIONAL ELECTIVE COURSE (PEC)</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Title</b>	<b>LOGISTICS MANAGEMENT</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### COURSE OBJECTIVES:

- To Develop Knowledge About the Interconnectedness of Business Units and Organizations (Via the Flow of Products, Money, And Information) Within the Supply Chain.
- To Develop Knowledge About Key Elements of Logistics Processes, Such as Logistics Planning and Strategy, Customer Service, Procurement, Transport, Inventory, Warehousing, And Handling.

### PREREQUISITE:

- Basic concept in Transportation models, Costing and Accounting.

### COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>On successful completion of this Course, students will be able to</b>		
C3401. 1	<i>Understand</i> The Scope, Functions and Objectives of Logistics to Solve Managerial Issues.	K2
C3401. 2	<i>Apply</i> The Knowledge of Distribution Channels and Outsourcing Logistics on Achieving Value Proposition to The Organization	K3
C3401. 3	<i>Analyze</i> The Importance of Transportation and Packaging and Its Effect on Consumer and Industry	K4
C3401. 4	<i>Analyze</i> The Performance Measurement of Logistics and Its Impact to The Growth of The Organization.	K4
C3401. 5	<i>Understand</i> The Current Trends in The Perspective of Logistics and Its Influence Towards Organizational Change	K2

### COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C3401. 1	3	3	1	-	3	-	1	-	2
C3401. 2	3	2	2	-	1	3	3	3	2
C3401. 3	2	3	3	-	1	-	-	-	2
C3401. 4	2	3	1	3	2	3	2	-	2
C3401. 5	1	2	2	1	1	2	1	1	1

**Note:** 1: Slight, 2: Moderate, 3: Substantial

**SYLLABUS****No. of Credits: 3****UNIT I INTRODUCTION 9**

Definition And Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and Attributes – Value Added Logistics Services – Role of Logistics in Competitive Strategy – Customer Service

**UNIT II DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS 9**

Distribution Channel Structure - Channel Members, Channel Strategy, Role of Logistics and Support in Distribution Channels. Logistics Requirements of Channel Members. Logistics Outsourcing – Catalysts, Benefits, Value Proposition. Third And Fourth Party Logistics. Selection Of Service Provider.

**UNIT III TRANSPORTATION AND PACKAGING 9**

Transportation System – Evolution, Infrastructure and Networks. Freight Management – Vehicle Routing – Containerization. Modal Characteristics, Inter-Modal Operators and Transport Economies. Packaging- Design Considerations, Material and Cost. Packaging As Unitization. Consumer And Industrial Packaging.

**UNIT IV PERFORMANCE MEASUREMENT AND COSTS 9**

Performance Measurement – Need, System, Levels and Dimensions. Internal And External Performance Measurement. Logistics Audit. Total Logistics Cost – Concept, Accounting Methods. Cost – Identification, Time Frame and Formatting.

**UNIT V CURRENT TRENDS 9**

Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management E-LRM. Automatic Identification Technologies. Reverse Logistics – Scope, Design and As a Competitive Tool. Global Logistics –Operational and Strategic Issues, Ocean and Air Transportation. Strategic Logistics Planning. Green Logistics

**Total: 45 Periods****LEARNING RESOURCES:****TEXT BOOKS:**

1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.
2. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012
3. Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012
4. S. N. Chary, Production and Operations Management, Tata McGraw Hill,2012.
5. A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2nd Edition, 2006
6. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006
7. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition



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Course code	21MB342PT	Semester	III			
Category	PROFESSIONAL ELECTIVE COURSE (PEC)		L	T	P	C
Course Title	MATERIALS MANAGEMENT		3	0	0	3

## COURSE OBJECTIVES:

- To Understand Why Materials Management Should Be Considered for Profit in Operations.
- To Understand How to Manage Inventory and Warehousing.

## PREREQUISITE:

- Basics on Operations Management, Economic Order Quantity, Demand Forecasting Techniques

## COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>On successful completion of this Course, students will be able to</b>		
C3402. 1	<i>Understand</i> The Basics of Materials Management	K2
C3402. 2	<i>Illustrate</i> Requirement Analysis for Material Planning	K2
C3402. 3	<i>Apply</i> Inventory Management Models	K3
C3402. 4	<i>Evaluate</i> The International Purchasing Practices	K5
C3402. 5	<i>Outline</i> The Functions and Types in Warehouse	K2

## COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C3402. 1	3	3	3	3	3	2	1	1	3
C3402. 2	3	2	1	2	1	3	2	2	1
C3402. 3	3	3	2	3	2	3	3	1	2
C3402. 4	2	1	3	3	1	2	3	3	1
C3402. 5	3	3	1	2	3	1	2	3	3

**Note:** 1: Slight, 2: Moderate, 3: Substantial

**SYLLABUS****No. of Credits: 3****UNIT I INTRODUCTION 9**

Operating Environment-Aggregate Planning-Role, Need, Strategies, Costs Techniques, Approaches-Master Scheduling-Manufacturing Planning and Control System-Manufacturing Resource Planning-Enterprise Resource Planning-Making the Production Plan

**UNIT II MATERIALS PLANNING 9**

Materials Requirements Planning-Bill of Materials-Resource Requirement Planning-Manufacturing Resource Planning-Capacity Management-Scheduling Orders-Production Activity Control-Codification.

**UNIT III INVENTORY MANAGEMENT 9**

Policy Decisions-Objectives-Control -Retail Discounting Model, Newsvendor Model; EOQ And EBQ Models for Uniform and Variable Demand with And Without Shortages -Quantity Discount Models. Probabilistic Inventory Models.

**UNIT IV PURCHASING MANAGEMENT 9**

Establishing Specifications-Selecting Suppliers-Price Determination-Forward Buying-Mixed Buying Strategy-Price Forecasting-Buying Seasonal Commodities-Purchasing Under Uncertainty-Demand Management-Price Forecasting-Purchasing Under Uncertainty-Purchasing of Capital Equipment-International Purchasing.

**UNIT V WAREHOUSE MANAGEMENT 9**

Warehousing Functions – Types- Stores Management-Stores Systems and Procedures- Incoming Materials Control - Stores Accounting and Stock Verification-Obsolete, Surplus and Scrap-Value Analysis-Material Handling-Transportation and Traffic Management –Operational Efficiency-Productivity-Cost Effectiveness-Performance Measurement

**Total: 45 Periods****LEARNING RESOURCES:****TEXT BOOKS:**

1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.
2. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012
3. Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012
4. S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2012
5. A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2nd Edition, 2006
6. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006
7. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition



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Course code	21MB343PT	Semester	III			
Category	PROFESSIONAL ELECTIVE COURSE (PEC)		L	T	P	C
Course Title	PRODUCT DESIGN		3	0	0	3

## COURSE OBJECTIVES:

- To Understand the Application of Structured Methods to Develop a Product
- To Understand the Various Tools Used for Designing the Product

## PREREQUISITE:

- Basics on Costing, Production concepts, Cost-Output Determination.

## COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>On successful completion of this Course, students will be able to</b>		
C3403. 1	<i>Understand</i> The Designing and Developing the Product	K2
C3403. 2	<i>Summarize</i> The Basic Concept of the Product	K2
C3403. 3	<i>Apply</i> Product Data	K3
C3403. 4	<i>Evaluate</i> The Design Tools to Enhance Product Performance	K5
C3403. 5	<i>Identify</i> The Patenting of New Products.	K3

## COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C3403. 1	2	3	1	3	2	1	2	1	3
C3403. 2	3	2	3	3	1	3	2	1	1
C3403. 3	2	3	2	3	2	3	3	1	2
C3403. 4	2	1	3	3	1	2	2	3	1
C3403. 5	1	2	3	2	3	1	2	3	2

**Note:** 1: Slight, 2: Moderate, 3: Substantial

**UNIT I PRODUCT DESIGN & DEVELOPMENT 9**

Product Design & Development - Characteristics, Duration and Cost, Challenges; Development Process - Generic Process, Concept Development, Adapting Product Types; Product Planning - Process, Understanding Customer Need, Product Specification; Concept Generation Evaluation - Decay Curve, Cost Expenditure Curve; Technology Life Cycle; Disruptive Technologies.

**UNIT II PRODUCT CONCEPT 9**

Concept Selection – Importance, Methodology, Concept Screening, Concept Scoring, Concept Testing; Product Architecture - Definition, Modularity, Implication, Establishment, Delayed Differentiation, Platform Planning.

**UNIT III PRODUCT DATA MANAGEMENT 9**

PDM - Concept and Benefits, Functions, Product Data and Workflow, Product Reliability, CIM Data, Architecture of PDM Systems, Product Data Interchange, Portal Integration, PDM Acquisition and Implementation; Product Life Cycle Management - Strategy, Change Management For PLM.

**UNIT IV DESIGN TOOLS 9**

Design Approaches - Industrial Design, Design for Manufacturing, Value Engineering, Ergonomics, Robust Design, Design for Excellence; Collaborative Product Development-Prototyping, Failure Rate Curve, Product Use Testing-Product Development Economics, Scoring Model, Financial Analysis.

**UNIT V PATENTS 9**

Intellectual Property and Patents -Definitions, Patent Searches, Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patents.

**Total: 45 Periods****LEARNING RESOURCES:****TEXT BOOKS:**

1. Kenneth B.Kahn, New Product Planning, Sage, 2010.
2. Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, reprint 2009.
3. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
4. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2006.
5. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.



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Course code	21MB344PT	Semester	III			
Category	PROFESSIONAL ELECTIVE COURSE (PEC)		L	T	P	C
Course Title	PROJECT MANAGEMENT		3	0	0	3

## COURSE OBJECTIVES:

- To Learn the Fundamental Principles and Practices of Managing Projects.
- To Know the Scheduling, Resource Allocation and Performance Analysis.

## PREREQUISITE:

- Basic concepts in Budgeting, PERT, CPM and Capital Budgeting Techniques.

## COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>On successful completion of this Course, students will be able to</b>		
C3404. 1	<i>Understand</i> The Roles and Responsibilities of Project Manager	K2
C3404. 2	<i>Apply</i> The Knowledge of Plan, Budget and Risk in Projects	K3
C3404. 3	<i>Analyze</i> The Importance of Scheduling and Allocation of Resources	K4
C3404. 4	<i>Analyzing</i> The Conflict of Project Management and Its Impact to The Growth of The Organization.	K4
C3404. 5	<i>Understanding</i> The Current Trends in The Perspective of Completion and Control of Project Towards Organizational Change	K2

## COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C3404. 1	3	3	2	3	3	3	3	3	3
C3404. 2	3	3	2	3	3	3	3	3	3
C3404. 3	3	3	3	3	3	3	3	3	3
C3404. 4	3	3	3	3	3	3	2	2	3
C3404. 5	3	3	3	3	3	3	2	2	3

**Note:** 1: Slight, 2: Moderate, 3: Substantial

**UNIT I INTRODUCTION TO PROJECT MANAGEMENT 9**

Project Management – Definition –Goal - Lifecycles. Project Environments. Project Manager – Roles- Responsibilities and Selection.

**UNIT II PLANNING, BUDGETING AND RISK MANAGEMENT 9**

The Planning Process – Work Break down Structure. Cost Estimating and Budgeting - Process, Summaries, Schedules and Forecasts. Managing Risks - Concepts, Identification, Assessment and Response Planning.

**UNIT III SCHEDULING & RESOURCE ALLOCATION 9**

Expediting a Project - Project Durations and Floats - Crashing – Resource Loading and Leveling. Simulation for Resource Allocation. Goldratt’s Critical Chain.

**UNIT IV PROJECT ORGANISATION & CONFLICT MANAGEMENT 9**

Formal Organization Structure – Organization Design – Types of Project Organizations. Conflict – Origin & Consequences. Project Teams. Managing conflict – Team Methods for Resolving Conflict.

**UNIT V CONTROL AND COMPLETION 9**

Project Control – Process, Monitoring, Internal and External control, Performance Analysis, Performance Index Monitoring. Project Evaluation, Reporting and Termination. Project Success and Failure - Lessons.

**Total: 45 Periods****LEARNING RESOURCES:****TEXT BOOKS:**

1. Gido and Clements, Successful Project Management, Seventh Edition, Thomson Learning, 2017.
2. Panneerselvam. R, Senthilkumar. P, Project Management, PHI Learning, 2009
3. Samuel J.M., Jack R.M., Scott M.S., Margaret M.S., and Gopalan M.R., Project Management, First Indian edition, Wiley-India, 2006.
4. Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006.
5. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.
6. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.



# VEL TECH HIGH TECH

**Dr. RANGARAJAN Dr. SAKUNTHALA ENGINEERING COLLEGE**

*An Autonomous Institution*

Approved by AICTE-New Delhi, Affiliated to Anna University, Chennai

Accredited by NBA, New Delhi & Accredited by NAAC with "A" Grade & CGPA of 3.27

<b>Course code</b>	<b>21MB345PT</b>	<b>Semester</b>		<b>III</b>		
<b>Category</b>	<b>PROFESSIONAL ELECTIVE COURSE (PEC)</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Title</b>	<b>SERVICES OPERATIONS MANAGEMENT</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## COURSE OBJECTIVES:

- To Help to Understand How Service Performance Can Be Improved by Studying Services Operations Management.
- To Understand the Service Facility and Managing Capacity in Service Operations Management.

## PREREQUISITE:

- Basics on concepts of Law of Demand, Costing, Sequencing models.

## COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>On successful completion of this Course, students will be able to</b>		
C3405. 1	<i>Understand</i> The Nature of Service Operations	K2
C3405. 2	<i>Apply</i> The Knowledge of Design Services	K3
C3405. 3	<i>Analyze</i> The Quality in Service Design and Delivery	K4
C3405. 4	<i>Evaluating</i> The Models to Design Service Quality	K5
C3405. 5	<i>Understanding</i> The Growth and Sustain Service Business	K2

## COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C3405. 1	3	3	2	3	2	2	1	1	2
C3405. 2	3	3	2	3	3	3	3	3	3
C3405. 3	3	3	3	3	3	3	3	3	3
C3405. 4	3	3	3	3	3	3	2	2	3
C3405. 5	3	3	3	3	3	3	2	2	3

**Note:** 1: Slight, 2: Moderate, 3: Substantial

**UNIT I INTRODUCTION****9**

Services – Importance, Role in Economy, Service Sector – Nature, Growth. Nature Of Services Distinctive Characteristics, Service Package, Service Classification, Service-Dominant Logic, Open-Systems View. Service Strategy –Strategic Service Vision, Competitive Environment, Generic Strategies, Winning Customers; Role of Information Technology; Stages in Service Firm Competitiveness.

**UNIT II SERVICE DESIGN****9**

New Service Development – Design Elements – Service Blue-Printing - Process Structure – Generic Approaches. Service Encounter – Triad, Creating Service Orientation, Service Profit Chain; Front-Office Back-Office Interface– Service Decoupling. Technology In Services – Self-Service, Automation, E-Commerce, E-Business, Technology Innovations.

**UNIT III SERVICE QUALITY****9**

Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality – SERVQUAL, Walk-Through Audit, Quality Service by Design , Service Recovery, Service Guarantees. Process Improvement –Productivity Improvement - DEA, Quality Tools, Benchmarking, Quality Improvement Programs.

**UNIT IV SERVICE FACILITY****9**

Supporting Facility -Service Scape, Facility Design – Nature, Objectives, Process Analysis, And Service Facility Layout. Service Facility Location – Considerations, Facility Location Techniques – Metropolitan Metric, Euclidean, Centre of Gravity, Retail Outlet Location, Location Set Covering Problem. Vehicle Routing and Scheduling.

**UNIT V MANAGING CAPACITY AND DEMAND****9**

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, Psychology Of Waiting; Managing For Growth- Expansion Strategies, Franchising , Globalization.

**Total: 45 Periods****LEARNING RESOURCES:****TEXT BOOKS:**

1. James A. Fitzsimmons, Mona J, Fitzsimmons, Sanjeev Bordoloi, Service Management – Operations, Strategy, Information Technology, McGraw-Hill Education 8th Edition 2018.
2. Richard D. Metters, Successful Service Operations Management, Cengage Learning, 2nd Edition, 2012.
3. CengizHaksever, Barry Render, Service Management, Pearson Education, 2013.
4. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2<sup>nd</sup> Edition, 2005.
5. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006.



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<b>Course code</b>	<b>21MB346PT</b>	<b>Semester</b>		<b>III</b>			
<b>Category</b>	<b>PROFESSIONAL ELECTIVE COURSE (PEC)</b>			<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>Course Title</b>	<b>SUPPLY CHAIN MANAGEMENT</b>			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## COURSE OBJECTIVES:

- To Make Understand the Students to Get Insights on Supply Chain Process from Sourcing to Distribution
- To Enhance the Supply Chain Integration and Sustainable Supply Chain Strategic Skills Among the Students

## PREREQUISITE:

- Basics on Transportation models, Costing techniques and Management Information Systems (MIS)

## COURSE OUTCOMES:

CO. No.	Course Outcomes	Blooms level
<b>On successful completion of this Course, students will be able to</b>		
C3406. 1	<i>Understand</i> The Fundamentals of Supply Chain in Performance Measurement of the Organization.	K2
C3406. 2	<i>Apply</i> The Knowledge of Strategic Sourcing in Creating a World Class Supply Base	K3
C3406. 3	<i>Analyze</i> The Importance of Supply Chain Network in Distribution Network	K4
C3406. 4	<i>Identify</i> The Importance of Managing Supply Chain Inventory in Inventory Management.	K3
C3406. 5	<i>Evaluate</i> The Current Trends in Supply Chain Integration.	K5

## COURSE OUTCOMES MAPPING WITH PROGRAM OUTCOMES AND PROGRAM SPECIFIC OUTCOMES

CO No.	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9
C3406. 1	3	3	2	3	3	1	2	1	1
C3406. 2	3	3	1	3	1	3	2	1	1
C3406. 3	3	3	2	3	2	3	3	1	1
C3406. 4	2	1	2	3	1	3	3	3	1
C3406. 5	1	3	3	2	3	1	2	3	1

**Note:** 1: Slight, 2: Moderate, 3: Substantial

**SYLLABUS****No. of Credits: 3****UNIT I INTRODUCTION 9**

Supply Chain-Fundamentals-Evolution-Role in Economy-Importance-Decision Phases-Supplier-Manufacturer-Customer Chain - Enablers/ Drivers of Supply Chain Performance. Supply Chain Strategy - Supply Chain Performance Measures.

**UNIT II STRATEGIC SOURCING 9**

Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs Buy Continuum - Sourcing Strategy - Supplier Selection and Contract Negotiation. Creating a World-Class Supply Base - Supplier Development - World Wide Sourcing.

**UNIT III SUPPLY CHAIN NETWORK 9**

Distribution Network Design – Role - Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity Allocation. Distribution Center Location Models. Supply Chain Network Optimization Models. Impact of uncertainty on Network Design - Network Design Decisions using Decision Trees.

**UNIT IV PLANNING DEMAND, INVENTORY AND SUPPLY 9**

Managing Supply Chain Cycle Inventory. Uncertainty in the supply chain — Analyzing Impact of Supply Chain Redesign on the Inventory - Risk Pooling - Managing Inventory for Short Life - Cycle Products - Multiple Item -Multiple Location Inventory Management. Pricing and Revenue Management.

**UNIT V CURRENT TRENDS 9**

Supply Chain Integration - Building Partnership and Trust in SC Value of Information: Bullwhip Effect - Effective Forecasting - Coordinating the Supply Chain. SC Restructuring - SC Mapping -SC Process Restructuring, Postpone the Point of Differentiation – IT in Supply Chain - Agile Supply Chains -Reverse Supply chain. Agro Supply Chains.

**Total: 45 Periods****LEARNING RESOURCES:****TEXT BOOKS:**

1. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, Sixth edition, 2015.
2. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, Principles of Supply Chain Management-ABalanced Approach, South-Western, Cengage, 2012.
3. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2007.
4. Altekar Rahul V, Supply Chain Management-Concept and Cases, PHI, 2005.
5. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005.
6. Shapiro Jeremy F, Modeling the Supply Chain, Cengage, Second Reprint , 2002.