SEMESTER -4

Course Code	Course Name	Category	L	T	P	Credit
20MBA202	**STRATEGIC MANAGEMENT**	Core	4	0	0	4

Preamble: The objective of Strategic Management course is to provide the students an understanding of the growing relevance of strategic management; strategic management process; external and internal analysis for strategic management, competitor analysis and different types of strategies. On completion of the course students are expected to acquire the ability to generate and evaluate strategies in relation to real-world scenarios.

Pre-Requisites: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Recall various concepts relating to strategy formulation.
CO 2	Illustrate the process of Implementation, Evaluation and Control of Strategy
CO 3	Identify the internal and external environments of a business for decision making.
CO 4	Analyze the frames of analysis in each phase of the Process of Strategic Management
CO 5	Evaluate the business situations using competitor analysis and portfolio analysis.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	1	2	1	3	2
CO 2	2	2	1	2	3
CO 3	3	2	2	2	2
CO 4	2	3	2	1	2
CO 5	3	2	2	2	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA202- STRATEGIC MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Define strategic management.

2. Mention the importance of change management.

3. What do you mean by Gap analysis?

4. Write a short note on blue ocean technology.

5. List out the purpose of portfolio analysis.

(5x2 marks = 10 marks)

PART B
Answer *any three* questions. Each question carries 10 marks.

6. Discuss the role of vision and mission in strategic management.

7. Critically evaluate the different types of strategic and operational controls.

8. Narrate the role of SWOT analysis in strategic decisions.

9. "A professional in the field of strategic management need not carry out competitor analysis." Do you think that this statement is valid? Give reasons for your response.

10. Elucidate the recent trends in portfolio strategy.

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks.

11. Select any two companies of your choice each under manufacturing sector and service sector. Both the sectors should have one Indian and one foreign company. Conduct a SWOT analysis of those four companies you have selected and then rank them according to their business performance in the respective markets.

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Strategy Formulation:** Classes of decision in an organization; characteristics of strategic decisions; meaning of strategy and strategic management; levels of strategy; strategic management process/framework - steps in strategy formulation, implementation and evaluation and control; role of vision and mission in strategic management; role of top management and corporate governance in strategic management; Benefits, Limitations and Relevance of strategic management.
Module 2	**Implementation, Evaluation and Control of Strategy:** Steps in strategy implementation; role of organizational structure and leadership in strategy implementation. Types of strategic and operational controls; control process; essential features of effective evaluation and control system; balanced score card; change management.
Module 3	**Internal and External Analyses:** Internal and external analyses; SWOT analysis; benefits and pitfalls of SWOT analysis; role of SWOT analysis in strategic management. Gap analysis, organizational capability profile; strategic advantages profile; core competencies; McKinsey's 7 S framework.
Module 4	**Competitor Analysis and Strategies:** Purposes of competitor analysis; competitor response profile; Michael Porter's analysis of competitive structure of industry; generic competitive strategies; blue ocean strategy.
Module 5	**Portfolio Analysis and Strategies:** Purpose of portfolio analysis; BCG matrix; GE matrix; factors influencing portfolio strategy; trends in portfolio strategy; corporate restructuring related to portfolio strategy; business level generic strategies- stability strategy, growth strategy, retrenchment strategy; combination strategy; dimensions and trends in M&A.

Text Book
1. Hill, Charles W. L. and Gareth R Jones (2012). *Strategic Management: An Integrated Approach*, Cengage Learning.   2. Kazmi, Azhar (2008). *Strategic Management and Business Policy (3/e)*, Tata McGraw Hill.   3. Parnell, John A., (2013). *Strategic Management: Theory and Practice*, SAGE Publications.
References and Suggested Readings
1. Wheelen, Thomas L. and J. David Hunger (2012). *Strategic Management and Business Policy: Towards Global Sustainability,* Prentice Hall.   2. John A. Pearce II and Richard D. Robins (1988). *Strategic Management*, All India Traveller Bookseller, New Delhi.   3. Fred R. David (1993).*Strategic Management*, Macmillan, New York.   4. Michael Porter (1998). *Competitive Strategy*, The Free Press, New York.

5. Lawrance R. Jauch and William F. Glueck (1988). *Business policy and strategic Management*, McGraw Hill Book Co., New York.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Strategy Formulation**	
1.1	Introduction – Decision Making & Types; strategic management decisions-Meaning, Characteristics, Levels	2 Hours
1.2	Strategic management Process/Framework, Steps in strategy formulation. Implementation and Control; Role of Vision & Mission	3 Hours
1.3	Role of top Management in Strategic management & Corporate Governance;	3 Hours
1.4	Benefits, Limitations, Relevance of Strategic Management	1 Hour
2	**Implementation, Evaluation and Control of Strategy**	
2.1	Steps in Strategy Implementation;	2 Hours
2.2	Role of Organizational Structure and Leadership in Strategy Implementation	2 Hours
2.2	Types of Strategic and Operational Controls; Control Process	3 Hours
2.3	Essential Features of Effective Evaluation and Control system	1 Hour
2.4	Balanced Score Card	1 Hour
2.5	Change Management	1 Hour
3	**Internal and External Analyses**	
3.1	Internal & External Analysis	2 Hours
3.2	SWOT Analysis; Benefits and Pitfalls of SWOT Analysis; Role of SWOT Analysis in Strategic Management	3 Hours
3.3	GAP Analysis; Organisational Capability Profile, Strategic Advantage Profile	3 Hours
3.4	Core Competencies	2 Hours
3.5	McKinsey's 7 S Framework	1 Hour
4	**Competitor Analysis and Strategies**	
4.1	Purposes of Competitor Analysis; Competitor Response Profile	3 Hours
4.2	Michael Porters 5 forces analysis of competitive structure of Industry	2 Hours
4.3	Generic Competitive Strategies	3 Hours
4.4	Blue Ocean Strategy	2 Hours
5	**Portfolio Analysis and Strategies**	
5.1	Purpose of Portfolio analysis; BCG Matrix; GE Matrix	2 Hours
5.2	Factors Influencing Portfolio strategy; Trends in Portfolio Strategy;	2 Hours
5.3	Corporate Restructuring related to Portfolio strategy; Business Level Generic Strategies – Stability Strategy, Growth strategy, Retrenchment	2 Hours

	Strategy, Combination Strategy,	
5.4	Dimensions & Trends in M&As	2 Hours
	Total	**48 Hours**

Course Code	Course Name	Category	L	T	P	Credit
20MBA204	**INDUSTRY 4.0 AND AI APPLICATIONS FOR BUSINESS**	Core	4	0	0	4

Preamble: The course on Industry 4.0 and AI applications for Business helps the students to comprehend the Concepts of Industry 4.0 and application of AI for business. The course equips students into the current state of AI technologies and the eco-system required to harness the power of AI in business applications.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Recall the framework for industry 4.0 and business models.
CO 2	Explain the skill set requirements and talent development for the industry 4.0.
CO 3	Applying the artificial intelligence models for decision making.
CO 4	Analyze the insights on machine learning and neural networks
CO 5	Assessing IoT and artificial intelligence to business solutions.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	2	1	1	2
CO 2	1	2	2	1	3
CO 3	3	3	2	2	2
CO 4	1	2	1	1	2
CO 5	2	3	2	3	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA204 – INDUSTRY 4.0 AND AI APPLICATIONS FOR BUSINESS

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Mention the framework of industry 4.0.

2. List out the benefits of working with an interdisciplinary team.

3. Recall the features of AI.

4. How big data is related to machine learning?

5. State the role of augmented reality in the current competitive world.

(5x2 marks = 10 marks)

PART B
Answer *any three* questions. Each question carries 10 marks.

6. Critically evaluate the business models of industry 4.0.

7. Substantiate the industrial challenges of cyber security.

8. Explicate the precautions to be taken while introducing AI in an organization.

9. Narrate the ethical considerations with respect to artificial intelligence.

10. "Application of AI always creates problems across various functional areas." How far this statement practicably acceptable in the modern digital era?

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. The top management of a leading automobile manufacturing company in India assigning you with the task of introducing the new system of Industry 4.0 with a view to market their products and services globally so that they can compete with the global giants in the respective area. How will you connect with the concepts of automation and data exchange towards the present activities of this organization?

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Framework for Indusry 4.0** – Introduction, Components of Industry 4.0, Supportive technologies, Framework for Industry 4.0, Business Models, Business Model Components, Value proposition, Technology Lean Production Systems for Industry 4.0
Module 2	**Talent Development for Industry 4.0 -** Skill set requirements, development process, working in interdisciplinary team, Innovation and entrepreneurship, Overview of Cyber security – introduction, industrial challenges, cyber-attacks-cases and solutions, cyber security measures.
Module 3	**Artificial Intelligence and Business -** Introduction to Artificial Intelligence, Perception to prediction, Predictive model to make decision- Practicalities, AI and corporate strategy, Strategic disruption, Employing AI for business development, Challenges of AI.
Module 4	**Machine Learning** - Different ways a machine learns, Machine learning algorithms, Big data and machine learning, Patterns and Neural networks-Artificial neural networks, network learning, key challenges, Ethical considerations, Limitations of AI and ML, Deep Learning, Natural Language Processing.
Module 5	**Applications of IoT**, Applications of Robotics, The role of augmented reality-industrial applications, E -learning Technologies, Data and computing technologies, automated operations, **Common AI applications** -Applications across functional areas (marketing, finance, operations and HR / organisational development) Case discussions on AI platforms for business.

Textbooks

1. Ustundag Alper, Cevikcan Emre (2018). *Industry 4.0: Managing the Digital Transformation*. Springer.

2. Rajendra Akerkar (2019). *Artificial Intelligence for Business*, Springer.

3. Steven Finlay (2021). *Artificial Intelligence and Machine Learning for Business: A No-Nonsense Guide to Data Driven Technologies 2nd Edition*, Relativistic Books.

References and Suggested Readings

1. Doug Rose (2018). *Artificial Intelligence for Business: What You Need to Know about Machine Learning and Neural Networks,* Kindle Edition.

2. John Medicine (2019). *Artificial Intelligence for Business: A Modern Business Approach,* Kindle Edition.

3. Alex Castrounis (2019) *AI for People and Business: A Framework for Better Human Experiences and Business Success*, Oreilly ISBN-13: 978-1492036579.

4. Thomas H. Davenport (2018) *The AI Advantage: How to Put the Artificial Intelligence Revolution to Work*, MIT Press.

Course Contents and Lecture Schedule

No		Topic	No. of Lectures
1		**Framework for Industry 4.0**	
	1.1	Introduction to Industry 4.0,	3 Hours
	1.2	Business Models, value proposition	3 Hours
	1.3	Technology Lean Production Systems for Industry 4.0	3 Hours
2		**Talent development for Industry 4.0**	
	2.1	Skill set requirements, development, teams	3 Hours
	2.2	Innovation and entrepreneurship	3 Hours
	2.3	Cyber security	3 Hours
3		**Artificial Intelligence and business**	
	3.1	Artificial Intelligence	3 Hours
	3.2	Predictive model to make decision	3 Hours
	3.3	Employing AI for business development	4 Hours
4		**Machine learning**	
	4.1	Machine learning, algorithms, big data	4 Hours
	4.2	Artificial neural networks	3 Hours
	4.3	Deep Learning, natural language processing	3 Hours
5		**AI applications**	
	5.1	Applications of IoT, Robotics, augmented reality	4 Hours
	5.2	Applications across functional areas	3 Hours
	5.3	Case discussions on AI	3 Hours
		Total	48 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA352	**PROJECT & COMPREHENSIVE VIVA VOCE**	**Core**	**0**	**0**	**10**	**5**

Preamble

During the fourth semester, every student of the MBA programme is required to undertake a project under the guidance and supervision of a faculty member and a report (in the format supplied by the university) on the same has to be submitted before the commencement of the fourth semester university examination. The project work should be based on an actual problem and the solution methodology should be research oriented. The contact hours required for the completion of the project is notionally fixed at 160 hours, distributed over a continuous period of two months. Students will be deputed for the project work during the fourth semester. Total marks allotted for the course is 200. Out of this, 100 marks will be awarded based on an internal evaluation and the remaining 100 marks will be awarded by external evaluation. The external evaluation, for 100 marks, will be conducted by examiners duly appointed by the University for the purpose. The project helps the student to get an understanding of research orientation of business functions like HR, Marketing, Finance, Operations and Information Systems.

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Integrate theory and practice of management
CO 2	Understand the dynamics of a specific industry.
CO 3	Acquaint themselves with various issues pertaining to an industry.
CO 4	Provide a cross-functional perspective of the functioning of a business enterprise and industry

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	2	1	2	1
CO 2	2	1	1	1	1
CO 3	2	1	2	1	2
CO 4	1	1	2	1	2

Mark distribution

Total Marks	CIE	ESE
200	100	100

Assessment Pattern

The internal evaluation (100 marks) will have to be carried out by a panel constituted by the college/institute comprising of:

1. HOD / Sr. Faculty member
2. Project Supervisor (Guide)
3. Subject expert

The external evaluation will be conducted by the examiners appointed by the University comprising of:

1. HOD / Sr. Faculty member
2. Project Supervisor (Guide)
3. External expert

The criteria for evaluation will be as detailed below:

**Internal Evaluation 100 marks (by the Institute)**

Criteria	Marks
Guide	40
Internal Evaluation by Committee • Two Internal Evaluations* (15 x 2 =30 marks) • Project report# (30 marks)	60
Total	**100**

*Based on two presentations one at the beginning of the semester and the second one at the time of second internal examinations for the semester. The first presentation shall highlight the topic, objectives, methodology, design and expected results (wherever applicable). The second presentation will be based on the progress of the work including the then status of completion of the work, the obtained results etc.

Committee should ensure that the plagiarism level of the project report is below acceptable levels (as per the discretion of the committee) and the work is genuine.

External Evaluation 100 marks (by the University)

Criteria	Marks
Project Evaluation based on Presentation	50
Comprehensive Viva Voce *(Based on MBA curriculum focussing on the specialization opted by the student)*	50
Total	**100**
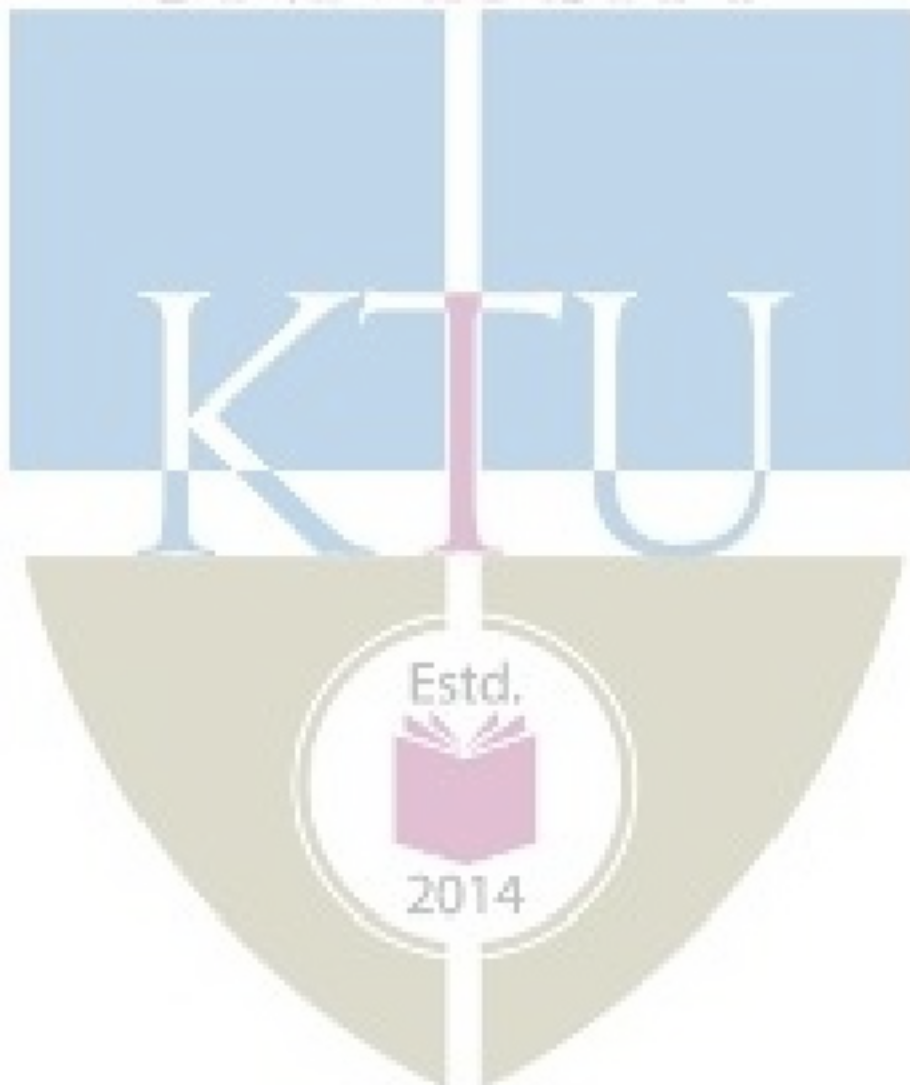
ELECTIVES

Course Code	Course Name	Category	L	T	P	Credit
20MBA212	PERFORMANCE MANAGEMENT	Elective	3	0	0	3

Preamble: A well-designed performance management process stimulates managers to develop high-quality strategic plans, set ambitious targets, and track performance closely-all activities which help to achieve strategic objectives and consequently sustained value creation. This course exposes students to performance management skills through which better results can be obtained from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements.

Prerequisite: Nil

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	Understand the nature of performance management and compare various theories and application in performance management.
CO 2	Relate the principles and methods of performance management in real business situations.
CO 3	Identify different issues in performance management.
CO 4	Analyse the process of performance management.
CO 5	Develop performance management system.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	3	1	1
CO 2	3	2	3	3	3
CO 3	3	2	3	2	3
CO 4	3	1	3	2	3
CO 5	3	3	3	3	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA212– PERFORMANCE MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Define performance Management.
2. Illustrate Performance Appraisal.
3. List out the major stages involved in Performance Management Planning.
4. What are the benefits involved in measuring Performance?
5. Write a short note on 360-Degree Appraisal.

(5x2 marks = 10 marks)

PART B
Answer any **three** questions. Each question carries 10 marks

6. Explain Goal Theory and explain its application in performance management.

7. Briefly discuss the need for performance planning. How it helps the implementation of the performance management?

8. Do you think automation is an important aspect in performance management process, If yes, how?

9. Explain how different performance dimensions vary with respect to the nature of the organizations. Answer with respect to one FMCG organization.

10. What factors should we taken care of while managing competencies in a Service Sector company?

(3x10 marks = 30 marks)

PART C
Compulsory Question. This question carries 20 marks

11. Solution Inc. was a leading Car manufacturing company. The company earned an annual incomeof $5 trillion. It was one of the most successful companies in the country. On 18 th January, 2014the company faced a loss of $ 5 million when 2000 of their employees walked out the company.Solution Inc. approached HR Solution Result Consultant (HSRC) to investigate on the problem.After analysing the situation HSRC concluded thatindirect but rapidly destabilizing feature inteam dynamics which needed practical investigation and correction.HSRC invited a selected group of leaders from Solution Inc. to attend 3 day workshop whichwas focused on finding,

identifying and correcting the destabilizing features in the teamdynamics. The workshop was planned using proprietary, fun but well-provenance techniques for investigating these dynamics, the "survival terrain" of work team at the plant. The workshop addressed how to tackle complicated cultural instability.The workers returned to the company and a similar event never occurred in the company. Theconfidence among the employees increased.

Questions

a) What do you understand by team building?

b) What was the problem faced by the Solution inc.?

c) What was the solution HSRC came up with? And what was the result?

(1x20 marks = 20 marks)

Syllabus	
	Syllabus
Module 1	**Overview of Performance Management:**Performance evaluation, evolution of performance management, definitions and differentiation of terms related to performance management. Importance of performance management, linkage of performance management to other HR processes. Theoretical framework of performance management - goal theory and its application in performance management, control theory and its application in performance management, social cognitive theory and its application in performance management, organizational justicetheoryanditsapplicationinperformance management
Module 2	**Performance Management Process:**Overview of performance management process, performance management planning process, mid-cycle review process, end- cycle review process, performance management cycle at a glance, aims of performance management, purpose of performance management,employeeengagementand performance management, principles of performance management, overview of performance management as a system, dimensions of performance management.
Module 3	**Performance Management Planning & Development:** Introduction, performance management (PM) planning, the planning process, performance agreement, drawing up the plan, evaluating the performance planningprocess.Mechanics of performance management planning and documentation - the need for structure and documentation, manager's responsibility in performance planning mechanics and documentation, employee's responsibility in performanceplanning mechanics and documentation, mechanics ofperformance management planning and creation of performance management document.
Module 4	**Performance Appraisal (PA):**Definitions and dimensions of PA, purpose of PA and arguments against PA, necessity of performance appraisal and its usage by organizations, characteristics of performance appraisal, performance appraisal process, errors made by human resource department.Performance appraisal methods - traditional methods, modern methods, and performance appraisal of executives.Performance appraisal feedback - feedback – role, types and principles, situations requiring feedback and pitfalls, components of a feedback and steps in giving a constructive feedback, levels of performance feedback.360-degree appraisal - introduction, the impact of 360-degree feedback on organizations, concept of 360-degree feedback system, purpose, methodology, ratings, advantages and disadvantages of the method, the process of 360-degree feedback.

Module 5	**Issues in PerformanceManagement:** Team performance, performance of learning organizations and virtual teams: team performance management, performance management and learning organizations, performancemanagement and virtual teams. Role of line managers in performance management - role of line managers in performance management, performance management and reward, concepts related to performance and reward, linking performance to pay, linking performance to total reward, challenges of linking performance and reward; ethics in performance management, realities of ethics in performance management, ensuring ethics in performance management. Automation in performance management - improving execution aspects of performance management, automation process.

Text Book

1. Robert Bacal (1999). *Performance Management*. McGraw-Hill Edn (India) Pvt Ltd.

2. Rao T.V. (2004). *Performance Management and Appraisal Systems: HR Tools for Global Competitiveness*. Sage Publications.

3. Michael Armstrong (2002). *Employee Reward*. Beekman Books Inc.

References and Suggested Readings

1. D.K. Srivastava (2006). *Strategies for Performance Management*. Excel Books.
2. R.K. Sahu (2010). *Performance Management System*. Excel Books.
3. Prem Chadha (2003). *Performance Management*. MacMillan.
4. Michael Armstrong (2000). *Performance Management: Key Strategies and Practical Guidelines. 3rd Edition*. Kogan Page Limited, Philadelphia.
5. SuriG. K., Venkat Ratnam and N. K. Gupta (2004). *Performance Measurement and Management*. Excel Books.
6. Cynthia D. Fisher, Lyle F. Schoenfeldt and James B. Shaw (2008). *Human Resource Management*. Dreamtech Press.
7. Kanishka Bedi (2006). Quality Management. Oxford University Press, India.
8. Merchant, A. K. & Van der Stede, W. A. (2017). *Management Control Systems: Performance Measurement, Evaluation and Incentives*. Financial Times / Prentice Hall.
9. N. Bahra (1997). *360 Degree Appraisal*. Financial Times/ Prentice Hall.
10. Corey Sandler (2003). *Performance Appraisal Phrase Book*. Fw Media.
11. Rakesh Mittal. (2012). High Performance Work Systems: A cross-cultural perspective. *Journal of International Business and Cultural Studies.*

Course Contents and Lecture Schedule

Sl. No	Topic	No. of Lectures
1	**OVERVIEW OF PERFORMANCE MANAGEMENT**	
1.1	Performance Evaluation, Evolution of Performance Management, Definitions and Differentiation of Terms Related to Performance Management. Importance of Performance Management, Linkage of Performance Management to Other HR Processes.	2Hours
1.2	Theoretical Framework of Performance Management - Goal Theory and its Application in Performance Management, Control Theory and its Application in Performance Management	2 Hours
1.3	Social Cognitive Theory and its Application in Performance Management, organizational justice theory and its application in performance management.	2 Hours
2	**PERFORMANCE MANAGEMENT PROCESS:**	
2.1	Overview of Performance Management Process, Performance Management Planning Process, Mid-cycle Review Process, End- cycle Review Process	2 Hours
2.2	Performance Management Cycle at a Glance Aims of Performance Management, Purpose of Performance Management, EmployeeEngagementand Performance Management,	2 Hours
2.3	Principles of Performance Management, Overview of Performance Management as a System, Dimensions of Performance Management	3 Hours
3	**PERFORMANCE MANAGEMENT PLANNING & DEVELOPMENT**	
3.1	Introduction, performance management (PM) planning, the planning process, performance agreement, drawing up the plan, evaluating the performance planningprocess.	2 Hours
3.2	Mechanics of performance management planning and documentation - the need for structure and documentation, manager's responsibility in performance planning mechanics and documentation	3 Hours
3.3	Employee's responsibility in performanceplanning mechanics anddocumentation, mechanics ofperformance management planning and creation of performance management document.	3 Hours
4	**PERFORMANCE APPRAISAL (PA):**	
4.1	Definitions and dimensions of pa, purpose of pa and arguments against PA, necessity of performance appraisal and its usage by organisations, characteristics of performance appraisal.	2 Hours
4.2	Performance appraisal process, errors made by human resource department. Performance appraisal methods - performance appraisal methods, traditional methods, modern methods, and performance appraisal of executives.	2 Hours
4.3	Performance appraisal feedback - feedback – role, types and principles, situations requiring feedback and pitfalls, components of a feedback and steps in giving a constructive feedback, levels of performance feedback. 360-degree appraisal	3 Hours
5	**ISSUES IN PERFORMANCEMANAGEMENT**	
5.1	Team performance, performance of learning organizations andVirtual	2 Hours

		teams: team performance management, performance management and learning organizations, performancemanagement and virtual teams.	
5.2		Role of line managers in performance management - role of line managers in performance management, performance management and reward, concepts related to performance and reward, linking performance to pay,	3 Hours
5.3		Ethics in performance management - ethics in performance management, realities of ethics in performance management, ensuring ethics in performance management. Automation in performance management	3 Hours
		Total	36 Hours
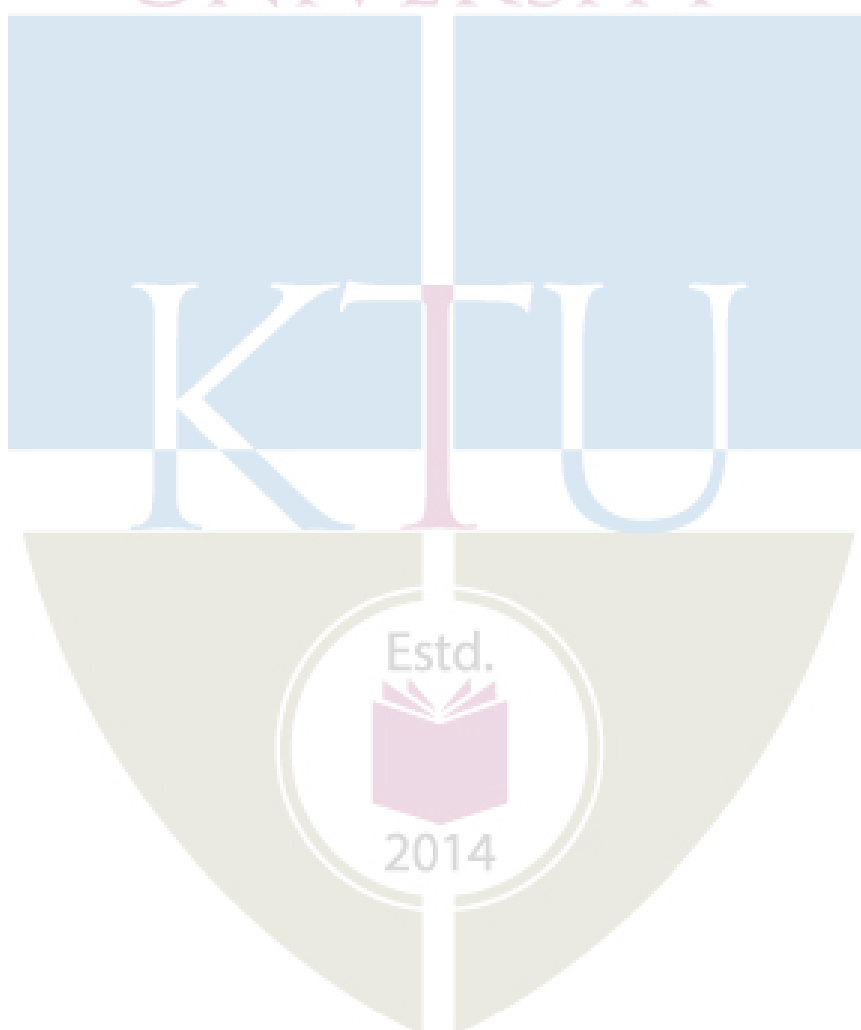
Course Code	Course Name	Category	L	T	P	Credit
20MBA214	MANAGEMENT OF CREATIVITY AND INNOVATION	Elective	3	0	0	3

Preamble: The success of any creative work depends not only on the ability to find good ideas, but on the skills for developing, managing and presenting those ideas to others. This course will explore different techniques for finding and developing ideas, and apply them in common project and professional situations, such as presenting design briefs to potential clients, pitching ideas to peers or superiors, and winning design or creative debates with others. Further, students will learn techniques for improving the flexibility and originality of their thinking and will explore approaches used by managers and organizations to create and sustain high levels of innovation.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Assess the creative thinking style of a person.
CO 2	Analyse linkages between ideas and opportunities.
CO 3	Compare techniques for idea generation.
CO 4	Prepare the TRIZ framework in real life situation.
CO 5	Construct framework for effective decision making.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	2	2	3
CO 2	3	2	2	1	3
CO 3	3	2	2	1	2
CO 4	2	3	2	1	2
CO 5	2	3	2	2	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTHSEMESTER MBA DEGREE EXAMINATION

20MBA214 MANAGEMENT OF CREATIVITY AND INNOVATION

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1.   State Systematic Logical Thinking,

2.   Define cognitive biases of creativity.

3.   Interpret Lateral Thinking.

4.   Illustrate about Patents.

5.   Define Ideal Final Result.

(5x2marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6.   Elaborate the SCAMPER methods with suitable examples.

7.   Illustrate the TRIZ process and 40 Inventive principles.

8.   Discuss the Eight-Dimensional approach for inventive and innovative problem solving.

9.   The creation view of opportunities is based on Saras Sarasvathys' Effectuation model. Elaborate on its principles.

10. a) Discuss the focused thinking framework in decision making?

     b) Elaborate on Reasoned arguments and Assumptions?

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. a) An organisation is looking ways to improve its business during Covid -19 Pandemic situation. They decided to use the "Six Thinking Hats" model   in the meeting to bring out new creative ideas. Elucidate about this creative technique.
(12 Marks)

     b) Do you think brain storming brings in more creative ideas for business improvement?   (8   Marks)

(1x20 marks = 20 marks)

	Syllabus
Module 1	**Creativity & Concepts:**Making a case for creativity; creative thinking as a skill; Valuing diversity in thinking - Thinking preferences, cognitive biases of creativity.Creativity styles; Setting the stage for success - Basic philosophy, Having a vision, Setting the right attitude, recognizing and avoiding mental blocks, Avoiding mindsets, Risk taking, Paradigm shift and paradigm paralysis, Individual and team work; Creativity in problem solving - Problem Definition, Understanding, Representing; Pattern Breaking - Thinking differently, Changing your point of view, Watching for paradigm shift, Challenging conventional wisdom, Lateral thinking, provocation(escape, random word), Mind stimulation: games, brain-twisters and puzzles.
Module 2	**Idea and Opportunity:**History of ideas – development of ideas in history (post-it notes, coke bottles); Ideation – Basic of human information processing; Factors influencing ideation - social factors, resources, motivation, context, time; Recognizing opportunities – how to recognize opportunities; Exploration, evaluation, exploitation, Factors revealing opportunities - alertness, knowledge,luck.Defining an opportunity - objective or subjective nature, underlying needs and wants, newness, entrepreneurial strategies of Vesper; Discovery view (building on cognitive foundations and Scott Shane's material) - sources of opportunities, key correlates with opportunity recognition); Creation view - building on Saras Sarasvathy's effectuation logic, implications on theprocess.
Module 3	**Ideation Process:**Idea-collection processes – Brainstorming/Brain-writing, The SCAMPER methods, Metaphoric thinking, Outrageous thinking, Mapping thoughts, Other (new approaches); Using Math and Science - Systematic logical thinking, Using math concepts; Eight-Dimensional (8D) Approach to Ideation - Uniqueness, Dimensionality, Directionality, Consolidation, Segmentation, Modification, Similarity,Experimentation.
Module 4	**Systematic Inventive Thinking:** TRIZ - Fundamentals of TRIZ, Trial and Error and Systematic Innovation, Patents, sources of Technological Innovation; Key finding in TRIZ Patents Research - Level of Invention, Definition of Inventive Problem, Patterns of Technology Evolution, Patterns of Invention; Ideal Final Result (IFR), Psychological Inertia, TRIZ Process, Cause Effect Chains Diagram, Contradictions Matrix, 40 Inventive Principlestoresolve technical contradiction.
Module 5	**Decision and Ownership:**Decision and Evaluation - Focused thinking framework; recognising Reasoned Arguments – short arguments and non-arguments; drawing conclusions, inference, or hypothesis; Assumptions - implicit assumptions, underlying assumptions; Reasoning– reasoning, explanations, flaws in reasoning; Six thinking hats; Ethical considerations.Intellectual Property - Introduction to intellectual property rights- Patents, Copyrights, Trademarks, Trade Secret, Unfair Competition.

| **Text Books** |
|---|
| 1. Bilton, C. (2006). *Management and creativity: From creative industries to creative management*. Wiley-Blackwell.
2. De Bono, E. (2015). *Serious creativity: How to be creative under pressure and turn ideas into action*. Random House.
3. De Bono, E. (1971). *The use of lateral thinking*. Penguin UK. |

References and Suggested Readings

1. De Bono, E. (2017). *Six thinking hats*. Penguin UK.
2. Sickafus, E. A Brief Tutorial on Unified Structured Inventive Thinking.
3. Treffinger, D. J., Isaksen, S. G., & Stead-Dorval, K. B. (2006). *Creative problem solving: An introduction*. Prufrock Press Inc.
4. Flatow, I. (1992). *They All Laughed--: From Light Bulbs to Lasers, the Fascinating Stories Behind the Great Inventions that Have Changed Our Lives*. HarperCollins.
5. Higgins, J. M. (1994). *101 creative problem solving techniques: The handbook of new ideas for business*. New Management Publishing Company.
6. Shane, S. A. (2003). *A general theory of entrepreneurship: The individual-opportunity nexus*. Edward Elgar Publishing.
7. J G. Altschuller: *Creativity as an Exact Science*, CRC Press, 1984
8. H. Altov: *The Art of Inventing (And Suddenly the Inventor Appeared)*, Technical Innovation Ctr, 1995.
9. GenrikhAltshuller, Lev Shulyak and Steven Rodman: *40 Principles: Triz Keys to Technical Innovation:* 1 (Triztools, V. 1), Technical Innovation Ctr, 1997
10. Tony Buzon, (1991). *Use Both Sides of Your Brain*, Plume.
11. Vesper, K. H. (1990). New venture strategies. *University of Illinois at Urbana-Champaign's Academy for entrepreneurial leadership historical research reference in entrepreneurship*.
12. Sarasvathy, S. D. (2009). *Effectuation: Elements of entrepreneurial expertise.* Edward Elgar Publishing.
13. Smithers, D. *Innovate. Create. Execute.–An Entrepreneurial Mindset in Higher Education*.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**CREATIVITY & CONCEPTS**	
1.1	Making a case for creativity; creative thinking as a skill; Valuing diversity in thinking - Thinking preferences, cognitive biases of creativity.	2Hours
1.2	Creativity styles; Setting the stage for success - Basic philosophy, having a vision, Setting the right attitude, recognizing and avoiding mental blocks, avoiding mindsets, Risk taking, Paradigm shift and paradigm paralysis, Individual and team work.	2 Hours
1.3	Creativity in problem solving - Problem Definition, Understanding, representing; Pattern Breaking - Thinking differently, changing your point of view, watching for paradigm shift, Challenging conventional wisdom, Lateral thinking, provocation(escape, random word), Mind stimulation: games, brain-twisters and puzzles.	2 Hours
2	**IDEA AND OPPORTUNITY**	
2.1	History of ideas – development of ideas in history (post-it notes, coke bottles); Ideation – Basic of human information processing; Factors influencing ideation - social factors, resources, motivation, context, time;	2 Hours
2.2	Recognizing Opportunities – how to recognize opportunities; Exploration, evaluation, exploitation, Factors revealing opportunities - alertness, knowledge,luck.	2 Hours
2.3	Defining an opportunity - objective or subjective nature, underlying needs and wants, newness, entrepreneurial strategies of Vesper; Discovery view sources of opportunities, key correlates with opportunity recognition); Creation view - building on Saras Sarasvathy's effectuation logic, implications on theprocess.	3 Hours
3	**IDEATION PROCESS**	
3.1	Idea-collection processes - Brainstorming/Brain-writing, The SCAMPER methods, Metaphoric thinking.	2 Hours
3.2	Outrageous thinking, Mapping thoughts, Other (new approaches); Using Math and Science - Systematic logical thinking, Using math concepts.	3 Hours
3.3	Eight-Dimensional (8D) Approach to Ideation - Uniqueness, Dimensionality, Directionality, Consolidation, Segmentation, Modification, Similarity,Experimentation.	3 Hours
4	**SYSTEMATIC INVENTIVE THINKING**	
4.1	TRIZ - Fundamentals of TRIZ, Trial and Error and Systematic Innovation, Patents, sources of Technological Innovation.	2 Hours
4.2	Key finding in TRIZ Patents Research - Level of Invention, Definition of Inventive Problem, Patterns of Technology Evolution, Patterns of Invention.	2 Hours
4.3	Ideal Final Result (IFR), Psychological Inertia, TRIZ Process, Cause Effect Chains Diagram, Contradictions Matrix, 40 Inventive Principlestoresolve technical contradiction.	3 Hours
5	**DECISION AND OWNERSHIP**	

5.1	Decision and Evaluation - Focused thinking framework; recognizing Reasoned Arguments – short arguments and non-arguments; drawing conclusions, inference, or hypothesis; Assumptions - implicit assumptions, underlying assumptions.	2 Hours
5.2	Reasoning– reasoning, explanations, flaws in reasoning;Six thinking hats.	3 Hours
5.3	Ethical considerations.Intellectual Property - Introduction to intellectual property rights- Patents, Copyrights, Trademarks, Trade Secret, Unfair Competition	3 Hours
	Total	36 Hours
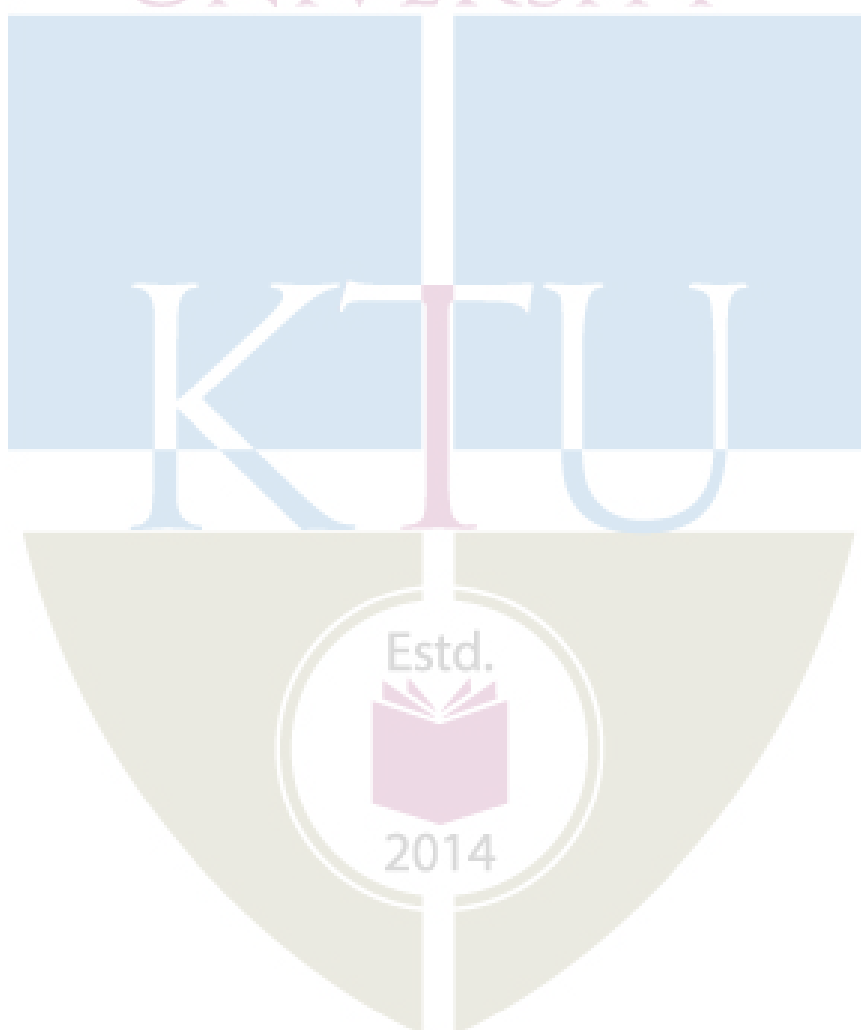
Course Code	Course Name	Category	L	T	P	Credit
20MBA216	**TEAM DYNAMICS & CROSS CULTURAL MANAGEMENT**	**Elective**	**3**	**0**	**0**	**3**

Preamble: The objective of this course is to impart expert knowledge about the development, organization and leadership of teams in both traditional and virtual settings. The course also intends to give the students an insight into the implications of cultural factors for business decision making, particularly in the context of the growing globalization of markets and business.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Evaluate the internal dynamics of team
CO 2	Appraise the external dynamics of team
CO 3	Analyse the cultural environment of business
CO 4	Examine the effect of cultural values on management
CO 5	Apply cross cultural management on functional areas for improved organizational effectiveness

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	2	2	3
CO 2	3	2	2	2	3
CO 3	2	3	3	1	3
CO 4	2	2	2	3	3
CO 5	3	3	2	2	3

Assessment Pattern

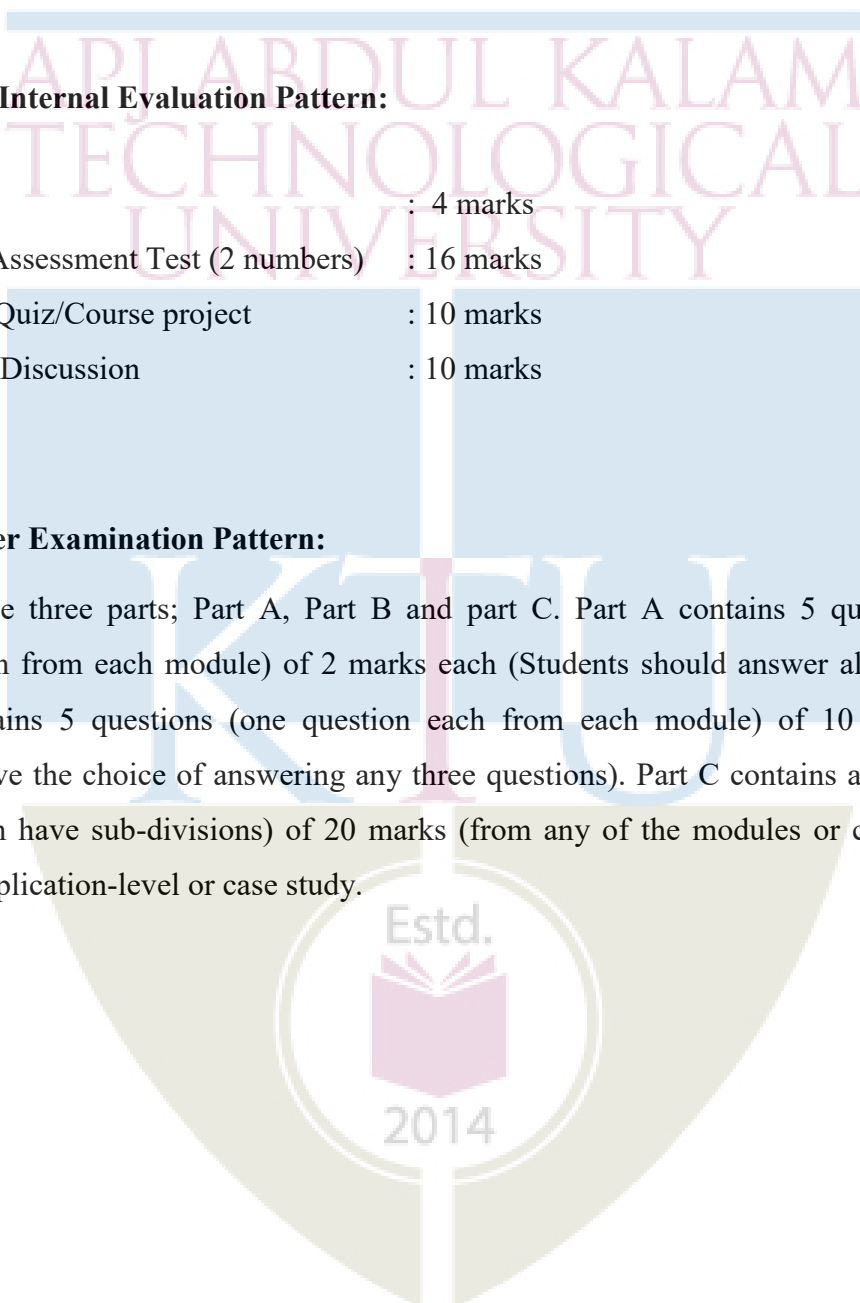| Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks
Continuous Assessment Test (2 numbers)   : 16 marks
Assignment/Quiz/Course project   : 10 marks
Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA216TEAM DYNAMICS & CROSS CULTURAL MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. How do you differentiate team from group and crowd?
2. Define Team Boundaries
3. What is cultural dilemma?
4. How organizational structure and culture related?
5. What are the key challenges in cross cultural management?

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. a. Illustrate the methods through which an organization can ensure successful team performance. (6)
   b. How will you mange conflicts and differences in the team positively? (4)

7. a. "Team leadership is altogether a new framework" what are the key challenges of team leadership? (7)
   b. Explain the major issues to be addressed with regard to leadership of virtual teams. (3)

8. a. Explain the sources and the key elements of a culture? (3)
   b. How can the culture influence employee behaviour in business organization. (7)

9. a. 'Managing communication in a cross cultural context is a challenge' Explain. (5)
   b. Elaborate the issues of employee motivation in a multi cultural environment. (5)

10. a. Explain the impact of cross cultural context on HR systems of an organization. (7)
    b. Demonstrate with example the influence of cultural difference on Marketing activities. (3)

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. 'The national culture has got a very strong influence on the corporate culture of that country' Illustrate with suitable examples the business culture of Europe, Asia, America and Middle east using Hofstede's model.

(1x20 marks =20marks)

	Syllabus
Module 1	**Internal dynamics of team:** Team; team formation; types of teams in organization, team roles; integrated model of successful team performance; team performance criteria; team performance appraisal; rewarding the team; designing team-tasks, people and process; developing team intelligence; team mental model; team learning; team decision making: pitfalls and solutions; conflict in teams: leveraging differences to create opportunity.
Module 2	**External dynamics of team:** Team boundaries; external role of team members; networking;leadership in team setting; team coaching; personal and team identity; inter team relationship; strategies for reducing negative effects of inter team conflict; teamwork via IT; Place-Time model of social interaction; enhancing local teamwork; virtual teams; cross cultural teamwork.
Module 3	**Cultural environment of business:** Understanding Culture; systemic view of culture; culture and social groups; cultural differences; role of culture on behaviour; cultural stereotype; levels of culture-organizational, corporate and national culture; framework for mapping the culture, Hofstede's Model; cultural schemas, cross cultural interaction model; Business culture in Europe, America, Asia, Africa and Middle East; cultural dilemma; cultural intelligence.
Module 4	**Effect of cultural values on management:** cultural diversity and organizational structure; cross cultural dimensions of decision making; cultural constraints on rationality; cross cultural communication process; barriers to intercultural communication; motivation and leadership across cultures, culture and corporate strategy; cross cultural negotiation strategies; strategic alliances and business culture; cultural issues in mergers and acquisitions; culture shock; conflicts and cultural differences.
Module 5	**Cross cultural management: Functional areas:** Workforce diversity; effective management of workforce diversity; diversity and business performance; cross cultural issues in human resource management; expatriate management; Implications of cultural environment for marketing; relevance of cultural factors to marketing mix strategies; product–communication strategies (straight extension; product extension, communication adaptation; product adaptation, communication extension; dual adaptation; innovation); technology and culture in organizations, cross cultural issues in BPR, TQM, lean and Six sigma; transition from reactive to proactive technological culture; challenges of managing across cultures in future.

| **Text Books** |
|---|
| 1. Browaeys M. J., & Price, R. (2019). *Understanding cross-cultural management*. Pearson UK. |
| 2. Thomas D. C., & Peterson, M. F. (2016). *Cross-cultural management: Essential concepts*. Sage Publications. |
| 3. Bhattacharyya D. K. (2010). *Cross-cultural management: Text and Cases*. PHI Learning Pvt. Ltd. |
| 4. Madhavan S. (2011). *Cross-cultural management: concepts and cases*. Oxford University Press. |
| 5. Thompson L. L.(2018). *Making the team: A guide for managers.*Pearson Education. |

References and Suggested Readings

1. Solomon C. M., & Schell, M. S. (2009). *Managing across cultures.* Tata McGraw-Hill Education.

2. Lencioni P. M. (2007). *The five dysfunctions of a team: Participant workbook (Vol. 8).* John Wiley & Sons.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Internal Dynamics of Team**	
1.1	Team formation; types of teams in organization, team roles; integrated model of successful team performance.	2 Hours
1.2	Team performance appraisal; rewarding the team; designing team-tasks, people and process.	2 Hours
1.3	Developing team intelligence; team mental model; team learning.	1 Hours
1.4	Team decision making: pitfalls and solutions; conflict in teams: leveraging differences to create opportunity.	2 Hours
2	**External Dynamics of Team**	
2.1	Team boundaries; external role of team members; networking; leadership in team setting.	1 Hours
2.2	Team coaching; personal and team identity; inter team relationship	1 Hours
2.3	Strategies for reducing negative effects of inter team conflict; teamwork via IT; Place-Time model of social interaction.	2 Hours
2.4	Enhancing local teamwork; virtual teams; cross cultural teamwork.	2 Hours
3	**Cultural Environment of Business**	
3.1	Understanding Culture; systemic view of culture; culture and social groups; cultural differences; role of culture on behaviour.	1 Hours
3.2	Cultural stereotype; levels of culture-organizational, corporate and national culture.	2 Hours
3.3	Framework for mapping the culture, Hofstede's Model; cultural schemas, cross cultural interaction model.	2 Hours
3.4	Business culture in Europe, America, Asia, Africa and Middle East; cultural dilemma; cultural intelligence.	2 Hours
4	**Effect of Cultural Values on Management**	
4.1	Cultural diversity and organizational structure; cross cultural dimensions of decision making; cultural constraints on rationality	2 Hours
4.2	Cross cultural communication process; barriers to intercultural communication.	2 Hours
4.3	Motivation and leadership across cultures, culture and corporate strategy; cross cultural negotiation strategies.	2 Hours
4.4	Strategic alliances and business culture; cultural issues in mergers and acquisitions; culture shock; conflicts and cultural differences.	2 Hours
5	**Cross Cultural Management: Functional areas**	
5.1	Workforce diversity; effective management of workforce diversity; diversity and business performance.	2 Hours

5.2	Cross cultural issues in human resource management; expatriate management.	2 Hours
5.3	Implications of cultural environment for marketing; relevance of cultural factors to marketing mix strategies; product–communication strategies (straight extension; product extension, communication adaptation; product adaptation, communication extension; dual adaptation; innovation).	2 Hours
5.4	Technology and culture in organizations; cross cultural issues in BPR, TQM, lean and Six sigma; transition from reactive to proactive technological culture; challenges of managing across cultures in future.	2 Hours
	Total	36 Hours
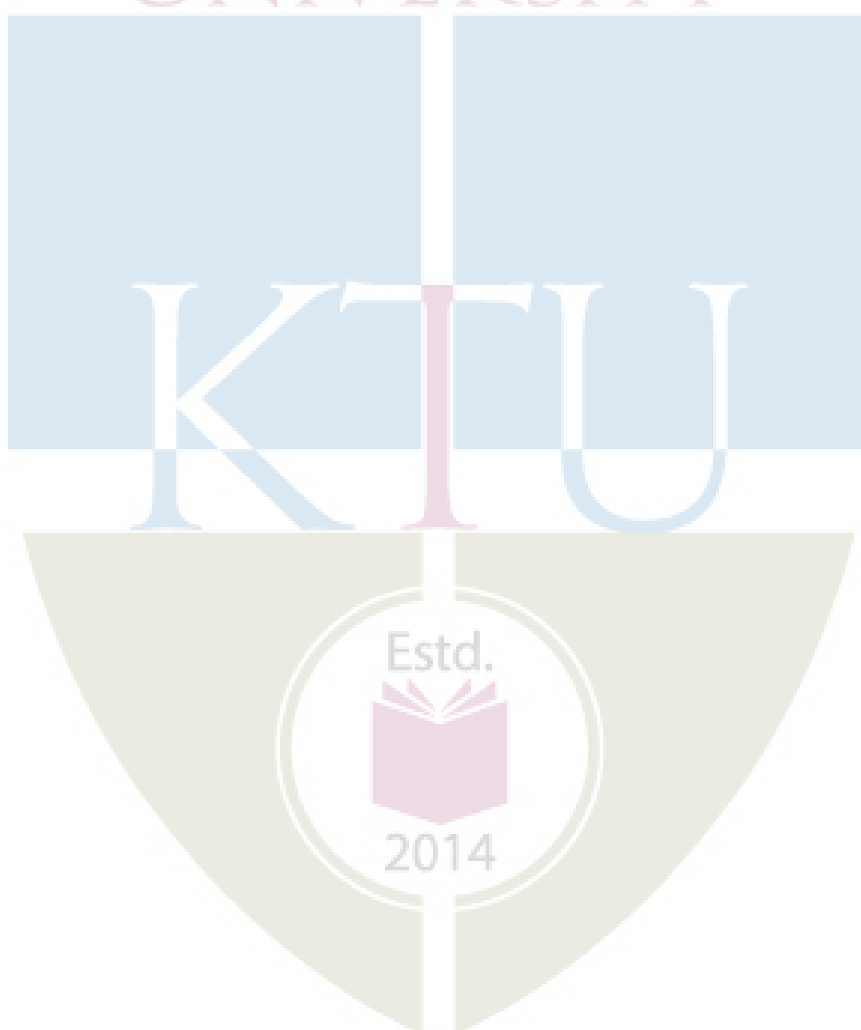
Course Code	Course Name	Category	L	T	P	Credit
20MBA218	**INDUSTRIAL PSYCHOLOGY**	Elective	3	0	0	3

Preamble: The goal of this course is to understand how the business can be designed so that both efficiency and quality of employee life can be improved. The course will give the students insight into the psychological factors of employee which will direct and indirect impact on their work life.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Appraise the basics of Industrial psychology
CO 2	Analyse and manage the perception, learning and motivation of Employees
CO 3	Evaluate dimensions of emotions and emotional intelligence
CO 4	Manage dynamics of Individual and groups
CO 5	Assess and manage mentoring and counselling services in the organization

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	1	3	-	2
CO 2	3	1	3	2	3
CO 3	3	1	2	-	1
CO 4	3	3	3	-	1
CO 5	2	2	1	1	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA218– INDUSTRIAL PSYCHOLOGY

Max. Marks: 60   Duration: 3 Hours

PART A
Answer **all** questions. Each question carries 2 marks.

1. Define Personality.

2. How do you relate behavior and learning?

3. How do you understand Emotional Quotient and Intelligence Quotient?

4. Differentiate crowd, group and team.

5. What are the advantages of mentoring in a business organization?

(5x2 marks = 10 marks)

PART B
Answer any **three** questions. Each question carries 10 marks

6. 'Every individual is considered unique' Explain different factors those act as the foundation of individual differences.

7. Explain Prominent theories of learning. Illustrate with example the applications of these theories in industry settings.

8. Elaborate various dimensions of Emotions? Explain any two prominent theories of Emotions?

9. Explain dynamics of Individual and Group Behavior? How can we relate the theories of TA with group behavior?

10. Explain in detail Mentoring and Counselling, what are the differentiating features and applications of each?

(3x10 marks = 30 marks)

PART C
Compulsory Question. This question carries 20 marks

11. Mr. Menon had an operator who consistently stopped working about an hour early. She sat at the bench doing nothing, walked around or disappeared into the ladies' locker room. He felt this had a poor effect on morale and he tried to change it. "Look" he told the girl "What is the big idea of quitting early? You get payed to work right up to the buzzer" "I am making about my rate", retorted the operator "That is more than you can say for half the girls in here" Menon was aware that she averaged about 125 per cent bonus. "You are supposed to keep working until the end of the shift "he told

her. "Put another operator on the job" suggested the girl. "You'll find that you'll be lucky to get 100 per cent if she works the full eight hours."

"Look here", explained Menon, "We can't allow you to work for six or seven hours and then just stand around. It is bad for the morale of the other girls to see you goofing off". "Who's goofing off?" demanded the girl. I am more than the standard rate of the job. The company wants a certain amount of work in a shift. Well, if I can do the work in 15 minutes, that's simply due to my good skills and none of your business"

1. Analyze the situation from a counselling point of view?   (6)

2. How do you evaluate the way Mr. Menon handled the situation?   (7)

3. What would have been your approach, if you were in the position of Mr. Menon?
                                                                              (7)

	Syllabus
	Introduction: Psychology as a science area of applications – study of individual-individual differences-study of behavior- stimulus response behavior heredity and environment human mind attitude- personality.
Module 1	
Module 2	**Basic Psychological aspects**: Perceptions- Factors influencing perceptions-perceptual processes; implications of perceptions on organizational Behavior; Learning –learning theories- components of learning- determinants of learning-principles of reinforcement and Motivation- Types of motivation-Theories of motivation-Requirements of sound motivation- methods of motivating people in organization; job satisfaction and working environment and work design.
Module 3	**Emotions:** dimensions of emotions; Theories of emotions- James-Lange theory, Cannon-Bard theory, Schachter-Singer theory, Opponent-Process Theory; Emotional intelligent; Domains of emotional intelligent; emotional intelligence Vs Intelligent quotient.
Module 4	**Group Dynamics:**Individual and group-group and inter group dynamics; managing group in organization- intra- group behavior and inter group behavior;self-change - resistanceto change- nature of change-transactional analysis.
Module 5	**Mentoring and Counselling:** Employee wellness programmes- Couching-Mentoring, Mentor, Role of Mentor- Mentoring inside the organization. Counseling-Importance of counseling- stages of counselling-role of Counsellor-Clinical counsellor. Role of counseling during disaster and industrial turbulence.

Text Book
1. Davis K. &Newstrom J.W. (2001).*Organizational Behavior: Human Behavior at Work,*Mcgraw Hill Education.
2. Schermerhorn J.R.Jr., Hunt J.G &Osborn R.N. (2016).*Managing Organizational Behaviour,* John Wiley Publishers.
References and Suggested Readings
1. Luthans F. (2010).*Organizational Behaviour,* McGraw Hill Education.
2. Morgan C.T., King R.A., John R Weisz &John Schopler (2017), *Introduction to Psychology,* McGraw Hill Education.
3. Blum M.L. and Naylor J.C., (2004), *Industrial Psychology: Its Theoretical and Social Foundations,*CBS Publishers.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**INTRODUCTION TO PSYCHOLOGY**	
1.1	Psychology as a science area of applications	1 Hours
1.2	Study of individual- individual differences-study of behavior	2 Hours
1.3	Stimulus response behavior heredity and environment human mind attitude- personality	3 Hours
2	**BASIC PSYCHOLOGICAL ASPECTS**	
2.1	Perceptions- Factors influencing perceptions- perceptual processes; implications of perceptions on organizational Behavior	2 Hours
2.2	Learning –learning theories- components of learning- determinants of learning- principles of reinforcement and motivation	3 Hours
2.3	Motivation- Types of motivation-Theories of motivation-Requirements of sound motivation- methods of motivating people in organization; job satisfaction and working environment and work design	3 Hours
3	**EMOTIONS**	
3.1	Emotions- dimensions of emotions	2 Hours
3.2	Theories of emotions- James-Lange theory, Cannon-Bard theory, Schachter-Singer theory, Opponent-Process Theory;	2 Hours
3.3	Emotional intelligent; Domains of emotional intelligent; emotional intelligence Vs Intelligent quotient	3 Hours
4	**GROUP DYNAMICS**	
4.1	Individual and Group-group and inter group dynamics;	2 Hours
4.2	Managing group in organization- intra- group behavior and inter group behavior	3 Hours
4.3	Change- resistance to change- nature of change- Transactional Analysis	3 Hours
5	**MENTORING AND COUNSELING**	
5.1	Mentoring, Mentor, Role of Mentor.	2 Hours
5.2	Mentoring inside the organization.	2 Hours
5.3	Counseling-Importance of counseling- role of counselor-Clinical counselor	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA220	HR CONSULTING: PROFESSION AND PRACTICE	Elective	3	0	0	3

Preamble: Organizations are experiencing unprecedented levels of change in an uncertain economic environment with global competitors, rapidly changing markets, increasing customer demands, and more stringent regulation and compliance requirements. This has a significant impact on the way in which human resource (HR) professionals consult with their business partners in their organization to deliver people management solutions that drive business performance. In practice, HR professionals are now expected to be internal consultants to line managers and senior managers. This course explores the skills, tools, and frameworks that HR professionals can use to effectively partner with internal stakeholders and work with clients to identify appropriate solutions. Learning the course will help students to work with clients to diagnose HR problems and do research to find root cause and successfully implement solutions.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO1	Explain the role and competencies required for a consultant to solve business issues.
CO2	Build and maintain client consultant relationships to gain contracts.
CO3	Apply consulting frameworks, tools and techniques to diagnose issues and develop solutions.
CO4	Recommend solutions adhering to the standards and compliance with the laws.
CO5	Choose consulting areas in HRM and effectively partner with clients.

Mapping of course outcomes with program outcomes

	PO1	PO2	PO3	PO4	PO5
CO1	1	2	2	3	2
CO2	2	2	2	1	2
CO3	3	3	1	3	2
CO4	2	3	3	3	3
CO5	2	2	1	2	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FOURTH SEMESTER MBA DEGREE EXAMINATION
20MBA220 – HRCONSULTING: PROFESSION & PRACTICE

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Distinguish between business consultant and management consultant.
2. List the different types of consultants.
3. What are different areas of HR outsourcing?
4. What is disengagement in a consulting project?
5. What is BPR?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. HR outsourcing services are highly customised based on client's need – Comment.
7. What do you think are the areas of issues in Client-Consultant relationship? Explain.
8. Discuss the methods used for discovering system's gifts, possibilities and capacities of an organization.
9. Why are interim reviews important? How does in help in business consulting? Discuss.
10. Explain how Business process reengineering helps in getting the desired results of consulting.

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. "Consulting industries has not only grown in size, stature and global reach but it has also gone through several cycles of professionalization". Discuss.

(1x20 marks =20marks)

	Syllabus
Module 1	**HR Consulting- An overview -** Business consulting;Types of business consultants, Reasons for hiring a business consultant, Trends in Consulting, Criteria for selecting business consultancy, Top Consulting Firms in the world. Consulting as a profession and its scope, HR consulting – scope and benefits, type of services offered, Best HR consulting firms globally and in India, HR consultant – Education and certifications, Responsibilities, Competencies & Values, Job outlook and salary, Tools a consultant must know.
Module 2	**Client - consultant relationship management -** The Consulting Process, Models used by consulting firms to analyze clients, Client relationship –Areas of issues in client- consultant relationship, Recommendations for relationship management, Generating and winning consulting assignments, Repeated assignments, Retainer contracts, how to prepare Proposals, Writing successful Proposals.
Module 3	**Consulting Process-** Steps in consulting **-** From diagnosis to discovery – Diagnostic review; Dealing with internal Resistance; Third party consulting Vs Whole process consulting, diagnosing problems, Mapping workflow techniques to improve business efficiency, bottlenecks identification – identifying and solving process bottlenecks, providing solutions, discovering system capacities and possibilities, Project Management – tools, techniques, Presentation of findings and recommendations.
Module 4	**Deliverables and disengagement -** Analyzing and framing problems - applying business process reengineering (BPR), smoothening the bottlenecks; Preparation of Deliverables, standards and compliance with law of the land, benchmarking; Review of Deliverables – standardization; Meeting for 'buy-ins' – presentation of solutions; Implementation of deliverables – training, coaching and mentoring; Interim review and feedback; Knowledge transfer and disengagement
Module 5	**Human Resources in Organization Consulting-** Consulting areas in HRM, Outsourcing and HR – areas for outsourcing, HR Consulting firms in India and its future in India.

Text Books

1. Block Peter (2011). *Flawless Consulting – A Guide to getting your expertise used.* Pfeiffer.
2. Toppin Gilbert, Czerniawska Fiona (2005). *Business Consulting – A guide to How it Works and How to Make it Work.* The Economist.

References and Suggested Readings

1. Friga Paul, Rasiel Ethan (2017). *The McKinsey Mind: Understanding and Implementing the Problem- Solving Tools and Management Techniques of the World's Top Strategic Consulting Firm.* McGraw-Hill Education.
2. Larry E. Greiner, Thomas H. Olson, FlemmingPoulfelt (2010). *Management Consulting Today and Tomorrow Casebook: Enhancing Skills to Become Better Professionals.* Routledge.

3. Bell Chip R. and Leonard Nadler (1984). *Clients and Consultants: Meeting and Exceeding Expectations.* Gulf Publishing Company, Book Division, Houston.
4. Cohen William A (2009). *How to Make it Big as a Consultant.* AMACOM.
5. David Karlson (2004). *Marketing Your Consulting or Professional Services (A Step-By-Step Program of Proven Marketing Techniques).* Viva Books Private Limited.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**HR Consulting - An overview**	
1.1	Overview of consulting business and reasons for hiring business consultant	2 Hours
1.2	Scope and benefits of HR consulting	2 Hours
1.3	Education, Responsibilities & Competencies for an HR consultant	2 Hours
2	**Client - consultant relationship management**	
2.1	The Consulting Process, Models used by consulting firms to analyze clients	3 Hours
2.2	Managing Client-Consultant relationship	2 Hours
2.3	Generating and winning consulting assignments, Writing successful Proposals	2 Hours
3	**Consulting Process**	
3.1	Steps in consulting process	2 Hours
3.2	Diagnosing problems, Workflow techniques	2 Hours
3.3	Identifying and solving process bottlenecks	2 Hours
3.4	Project management tools & techniques	2Hours
4	**Deliverables and disengagement**	
4.1	Analyzing organizational problems	2 Hours
4.2	Preparation of Deliverables, Standardization and compliance to laws	3 Hours
4.3	Implementation of deliverables – training, coaching and mentoring	3 Hours
5	**Human Resources in Organization Consulting**	
5.1	Consulting areas in HRM	2 Hours
5.2	Outsourcing and HR	3 Hours
5.3	HR Consulting firms in India and its future in India	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA222	TALENT SOURCE & ACQUISITIONS	Elective	3	0	0	3

Preamble: This course will help students broaden their knowledge in the wide-sweeping area of talent management. It also aims at providing an insight on talent management strategies & ways that can be adopted by talent retention in the changing competitive environment.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Examine strategies to fill critical needs identified through a gap analysis.
CO 2	Identify key requirements to attract and acquire skilled talent.
CO 3	Explore best practices for developing talent.
CO 4	Asses the key elements to engage and retain skilled resources.
CO 5	Examine HR metrics and measures of success for talent management strategy.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	3	2	2	2
CO 2	3	3	2	3	2
CO 3	3	3	2	3	3
CO 4	3	3	2	2	3
CO 5	3	3	2	3	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA222– TALENT SOURCE & ACQUISITIONS

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Define Necessary skills mapping.
2. Analyze on the importance of Talent Metrics?
3. How can we manage different types of clients or hiring managers?
4. Compare Training & Development process.
5. Examine the importance of Talent Management in HR?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Explain the Recruitment & Selection strategies used in Talent Acquisition?
7. Analyze the importance of social media in Talent Sourcing.
8. Elaborate on the process of Talent Departure? What are the costs associated with the departure of a talent in an organization?
9. Summarize on the various Drivers of Engagement. How to design a Talent engagement strategy?
10. Illustrate the framework of Talent Sourcing & Acquisition.

(3x10 marks = 30 marks)

PART C
Compulsory Question. This question carries 20 marks

11. Glitter Watches is a company promoted by a leading business house / group in India. Themajor plant of the company is 45 kms away from Mumbai City. The company is generallyknown for its professional work culture and very attractive remuneration packages. When the first plant was set up five years ago, the management was able to attract many senior and middle level talent forces from other companies. Glitter Watches' HR department attracted several technical and operational talents from various competitors. However, the key posts of the plant were held by personnel drawn from Glitter's own group companies. The group had its plants in all parts of India, except in South. When they realized the market potential, Glitter Watches management decided to set up its first plant in South India. A plant was set up in a

town near Bangalore in 6 months' time and the company HR department made a quick ramp up of talent force. Therefore, the company had a mixed group of personnel – sourced from various public sectors and private companies operating in South India and the group's top-ranking executives (came to South India for the first time) started managing the south Indian Plant. Added to this, there were contract shop floor workers were from the plant locality. The plant started the operations based on its group policy & after six months, all-around disillusionment had set in and everyone was cursing himself or herself for quitting his or her previous job and joining Glitter Watches. There was a lack of synergy occurred and conflict between different categories started here and there.

Questions:

a) Discuss the case incident under the following mentioned factors (1) Top Management Plan (2) Sourcing talents for new plant (3) Socialization process. (4)

b) From an HR point of view, have you noticed any changes in the approach whencompare the first plant to the new plant? How will enhance the employer branding withreference to South Indian Plan?
     (4)

c) What is your opinion on HR department's acquisition of talent forces from crossculture background in the new plant? What will be effect on a long term? (4)

d) The lack of synergy and lack of homogeneity noticed in the new plant is a temporaryphenomenon or it will cause serious issues. What is your opinion & justify it?   (4)

e) What are the main talent engagement and retention strategies which you will suggestfor the HR department operating in the new plant?
     (4)

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Overview of Talent identification, Sourcing and Development:** Glimpse of recruitment industry in India; Necessary skills mapping; Identifying talent needs; Sourcing talent; Developing talent, deployment of talent; Establishing talent management system; Offer management; Role of HR in talent management.
Module 2	**Understanding the Job Requisitions:**Job Requisition Understanding and Meeting with Clients/Hiring Managers; Managing Different types of Clients/Hiring Managers; Maintaining relationships with the clients/Hiring Managers; Understanding Resumes; IT and Sourcing (Selecting Keywords, understanding how Search Engine/Databases work, Basics of Boolean Search, Designing a Sourcing Toolkit); Social Media for Talent Sourcing LinkedIn, Facebook, Twitter, Online Talent communities) Online employer branding. Reference checks, using social media behavior.
Module 3	**Talent Acquisition:**Recruitment and selection strategies; Career planning and management; Succession planning; Socialization and induction of new employees; Training and development; Executive development program.
Module 4	**Talent Retention:**Cost and consequences of talent departure; Diagnosing causes of talent departure (exit interview); Measuring and monitoring turnover and retention data; Designing engagement strategies; Drivers of engagements.
Module 5	**ROI of Talent:**Measuring contribution of talent to business performance; Talent metrics; Measuring human capital investment; Transformation and reorganization of HR, new imperatives; Talent forces of tomorrow.

Text Books

1. Shukla R. (2009) *Talent management: Process of developing & integrating skilled worker.* Global India Publications.

2. Hasan M., Singh A.K.& Dhamija S. (2017). *Talent management in India: Challenges & opportunities.* Atlantic Publishers &Distributor.

3. Cheese Peter, Robert J. Thomas and Elizabeth Craig (2007). *The Talent Powered Organization.* Kogan Page Ltd.

References and Suggested Readings

1. Stringer Hank & Rusty Rueff (2006). *Talent Force: A New Manifesto for the Human Side of Busines*s. Pearson Education.

2. Sears David (2003). *Successful Talent Strategies*. American Management Association.

3. Lawyer III, Edward E. (2008*). Talent: Making People your Competitive Advantage*. Jossey Bass.

4. Phillips Jack J., Lisa Edwards (2008). *Managing Talent Retention, An ROI Approach,*John Wiley & Sons.

5. Davis Tony, Maggie Cutt, Neil Flynn, Peter Mowl and Simon Orme (2007). *Talent*

Assessment, Gower Publishing Ltd.

6. ShallySteckerl (2013). *The Talent Sourcing & Recruitment Handbook*: *Source Better, Smarter, Faster & Cheaper Than the Competition.* Weddle's.

7. Ann W. Sholar (2014). *The Talent Sourcing and Recruitment Handbook.* Create Space Independent Publishing Platform.

8. Lance Berger and Dorothy Berger (2010). *The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People.* McGraw Hill Education (India) Private Limited.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Overview of Talent Identification, Sourcing and Development**	
1.1	Glimpse of recruitment industry in India; Necessary skills mapping; Identifying talent needs;	2 Hours
1.2	Sourcing talent; Developing talent, deployment of talent; Establishing talent management system	2 Hours
1.3	Offer management; Role of HR in talent management.	2 Hours
2	**Understanding the Job Requisitions**	
2.1	Job Requisition: Understanding and Meeting with Clients/Hiring Managers; Managing Different types of Clients/Hiring Managers; Maintaining relationships with the clients/Hiring Managers.	2 Hours
2.2	Understanding Resumes; IT and Sourcing (Selecting Keywords, understanding how Search Engine/Databases work, Basics of Boolean Search, Designing a Sourcing Toolkit)	3 Hours
2.3	Social Media for Talent Sourcing (LinkedIn, Facebook, Twitter, Online Talent communities) Online employer branding. Reference checks, using social media behavior	3 Hours
3	**Talent Acquisition**	
3.1	Recruitment and selection strategies; Career planning and management	2 Hours
3.2	Succession planning; Socialization and induction of new employees	2 Hours
3.3	Training and development; Executive development program.	3 Hours
4	**Talent Retention**	
4.1	Cost and consequences of talent departure; Diagnosing causes of talent departure (exit interview)	2 Hours
4.2	Measuring and monitoring turnover and retention data	3 Hours
4.3	Designing engagement strategies; Drivers of engagements.	3 Hours
5	**ROI of Talent**	
5.1	Measuring contribution of talent to business performance	2 Hours
5.2	Talent metrics; Measuring human capital investment	2 Hours
5.3	Transformation and reorganization of HR, new imperatives; Talent forces of tomorrow	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA232	**FINANCIAL INFORMATION ANALYSIS**	**Elective**	**3**	**0**	**0**	**3**

Preamble: The course on Financial Information Analysis provides a framework for the students to analyse a firm's past financial performances to aid managerial decision making. The course equip students to forecast the future performance and also to evaluate the overall growth of the firm, which could help them in making major financial decisions. The course also helps to integrate the key concepts from accounting, finance and economics which will help in evaluating the long run performance of the firm.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student/s will be able to:

CO 1	Understand the techniques of financial information analysis and its significance in business.
CO 2	Develop and apply the concept of financial information in the business.
CO 3	Analyse & infer the financial statements and comment on the current and past performances of the business.
CO 4	Develop competence in managerial decision making and control.
CO 5	Evaluate the importance of Valuation and Financial Modelling.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	2	1	1	2
CO 2	3	-	-	2	3
CO 3	1	3	-	3	2
CO 4	2	2	1	1	3
CO 5	-	1	-	1	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA232 - FINANCIAL INFORMATION ANALYSIS

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Write a short note on fund from operation.
2. What are the long-term solvency ratios?
3. What is the use of ROCE?
4. Explain the term accounting rate of return.
5. Write a short note on price earnings ratio.

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. (a) What are the objectives of fund flow statement
   (b) Prepare the format of Balance sheet of a company

7. The Balance Sheet of Anish Ltd. as at 31st March 2017 as under.

Liabilities	Rs	Assets	Rs
Share Capital	2,00,000	Goodwill	1,20,000
Reserves and Surplus	58,000	Plant	1,50,000
Debentures	1,00,000	Stock	80,000
Creditors	40,000	Debtors	45,000
Bills Payable	20,000	Cash	17,000
Other Current Liabilities	2,000	Other Current Assets	8,000
	4,20,000		4,20,000

In this period total sales for the year was Rs.4,00,000, cost of goods sold Rs.2,40,000 and Net Profit 50,000.

(a) Calculate (i) Current ratio (ii) quick ratio (iii) debt equity ratio (iv) proprietary ratio (v) inventory turnover (vi) debtors turnover (vii) debt collection period (viii) fixed asset turnover (ix) gross profit ratio and (x) net profit ratio.

(b) Comment on these ratios.

8. Explain DuPont analysis.

9. Explain the process of forecasting income statement and balance sheet of a company. How forecasting helps the investment decisions?

10. Explain various valuation ratios. How valuation ratios help in determining the growth of the share price of a company?

(3x10 marks = 30 marks)

PART C

Compulsory question. This question carries 20 marks

11. You have the following information on the performance of Prosper Company and the industry averages:
    a) Calculate the ratios (listed below) for the Prosper Company. (10)
    b) Indicate the company's strengths and weaknesses considering the industry standards for each ratios. (10)

Balance Sheet as on 31st December 2018			
Liabilities	Rs	Assets	Rs
Equity Share capital	24,00,000	Net Fixed Assets	12,10,000
10% debentures	4,60,000	Cash	4,40,000
Sundry Creditors	3,30,000	Sundry debtors	5,50,000
Bills Payable	4,40,000	Stock	16,50,000
Other current Liabilities	2,20,000		
	38,50,000		38,50,000

Statement of profit for the year ending 3st December 2018

Sales		55,00,000
Less: Cost of goods sold:		
Material	20,90,000	
Wages	13,20,000	
Factory overheads	6,49,000	40,59,000
Gross Profit		14,41,000
Less Selling and distribution cost	5,50,000	
Administration and general expenses	6,14,000	11,64,000
Earnings before interest and taxes		2,77,000
Less interest charges		46,000
Earnings before Taxes		2,31,000
Less taxes (50%)		1,15,500
Net Profit		1,15,500

Ratios considered	Industry
Current Ratio	2.4
Sales/Debtors	8.0
Sales/Stocks	9.8
Sales/Total Assets	2.0
Net profit/Sales	3.3%
Net profit/Total assets	6.6%
Net profit/Net worth	10.7%
Total Debts/Total assets	63.5%

	Syllabus
Module 1	**Introduction to Financial statements**
	Balance sheet-Income Statements, Fund flow statements; Uses of financial statements; Financial statement analysis- Inter firm and intra firm analysis.
Module 2	**Techniques for Financial Statement Analysis**
	Comparative financial statements, common size financial statements, trend analysis, Percentages; Ratio Analysis- role of ratios in financial analysis, short term solvency analysis, long term solvency analysis,
Module 3	**Techniques for Financial Statement Analysis**
	Ratios – Profitability analysis, activity analysis- market capitalisation ratios - DuPont Analysis; Cash flow analysis- cash flow statements-format and presentation of cash flows
Module 4	**Forecasting and projections**
	Forecasting Income statement and Balance sheet, forecasting from book value; forecasting from earnings and book value, Forecasting from accounting rate of returns-forecasting profitability and sales.
Module 5	**Valuation and Modelling**
	Adjusted book value, Price to-book ratios and Price earnings ratio- EV to EBITDA ratio-EV to Sales Ratio- EV to Capital Employed ratio-Dividend Yield-Earning Yield-PEG Ratio- Trading comparable analysis-Cost of Capital - Discounted cash flow model (DCF)& Free cash flow model (FCF)- Sum-Of-The-Parts (SOTP) Valuation concept-Residual Income Model and Market Based Valuation.

Text Books
1. Pandey I. M., (2015), "*Financial Management*", Vikas Publishing House Private Ltd.
2. Brigham F. Eugene and Houston F. Joel, (2014), "*Fundamentals of Financial Management*",14th edition, Thomson India Edition.
3. Easton McAnally, Sommers Zhang (2018), "*Financial Statement Analysis & Valuation,*", 5th edition, Cambridge Business Publishers.
References and Suggested Readings
1. Fridson Martin, Alvarez Fernando (2011), "*Financial Statement Analysis: A Practitioners' guide*", USA, Wiley Finance
2. Maheshwari S. N., Maheshwari Suneel (2018). "*A Textbook of Accounting for Management*", Fourth Edition, New Delhi, Vikas Publication.
3. Sinha Gokul (2012), "*Financial Statement Analysis*", PHI Learning Private Limited.
4. White I., Gerald Sondhi C., Ashwin Paul, Fried Dov, (2008), *"The Analysis and Use of Financial Statements",* Third Edition, USA Wiley Publication.
5. Arora R. (2018), "*Financial Accounting: Fundamental Analysis and Reporting",* Wiley Publication.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to Financial statements**	
1.1	Balance sheet-Income Statements, Fund flow statements	3 Hours
1.2	Uses of financial statements; Financial statement analysis	2 Hours
1.3	Inter firm and intra firm analysis	2 Hours
2	**Techniques for Financial Statement Analysis**	
2.1	Comparative financial statements, common size financial statements	2 Hours
2.2	Trend analysis, Percentages; Ratio Analysis- role of ratios in financial analysis,	3 Hours
2.3	Short term solvency analysis, long term solvency analysis,	3 Hours
3	**Techniques for Financial Statement Analysis**	
3.1	Ratios – Profitability analysis, activity analysis-	3 Hours
3.2	market capitalisation ratios -DuPont Analysis;	2 Hours
3.3	Cash flow analysis- cash flow statements-format and presentation of cash flows	2 Hours
4	**Forecasting and projections**	
4.1	Forecasting Income statement and Balance sheet,	3 Hours
4.2	Forecasting from book value; forecasting from earnings and book value.	2 Hours
4.3	Forecasting from accounting rate of returns-forecasting profitability and sales.	2 Hours
5	**Valuation and Modelling**	
5.1	Adjusted book value, Price to-book ratios and Price earnings ratio- EV to EBITDA ratio-EV to Sales Ratio- EV to Capital Employed ratio- Dividend Yield-Earning Yield-PEG Ratio -Trading comparable analysis-	3 Hours
5.2	Cost of Capital - Discounted cash flow model (DCF)& Free cash flow model (FCF)	2 Hours
5.3	Sum-Of-The-Parts (SOTP) Valuation Concept -Residual Income Model and Market Based Valuation.	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA234	**FINANCIAL DERIVATIVES**	Elective	3	0	0	3

Preambles:

This course aims at providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management. The objective of this course is to introduce the participants to derivative instruments, namely, forwards, futures, options and swaps, and their valuation.

Prerequisite: Nil

Course Outcomes: After the completion of the course student will be able to:

CO1	Recall the concept of financial derivatives and risk management
CO2	Explain the concept of future contracts and computation of value and price of future contracts.
CO3	Identify the concept of options contracts and create trading strategies involving option contracts.
CO4	Analyse the price of options contracts.
CO5	Evaluate the concept of swaps and computation of value and price of swaps.

Mapping of course outcomes with Program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	2	3	2	3
CO 2	2	3	1	3	2
CO 3	1	2	3	2	3
CO 4	2	1	3	2	3
CO 5	3	2	1	3	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA234 FINANCIAL DERIVATIVES

Max. Marks: 60   Duration: 3 Hours

PART A

Answer *all* questions. Each question carries 2 marks.

1. Explain the features of derivatives.

2. What are the benefits of futures?

3. Explain the process of MTM.

4. Distinguish between futures and forwards.

5. What are the economic functions of swap transactions?

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

.

6. Discuss the process of hedging with stock index futures.

7. Explain briefly the major players in derivative markets.

8. "Long call and short put are strategies for bullish market". Discuss.

9. Explain straddle with the help of an example.

10. Elaborate the evolution of swap dealings.

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. "Derivatives are financial products for management of exchange rate risks". Do you agree? Give reasons.

(1x20 marks=20 Marks)

	Syllabus
Module 1	**Introduction to Financial Derivatives:** Introduction to risk management–Meaning and need–importance–Types of market risk – Risk management issues in business – Financial derivatives–Meaning – Need – Growth of financial derivatives markets in India – Derivative markets – Exchange traded financial derivatives for risk management in India – Participants – Functions – Types of risk management instruments — The regulatory framework of derivative trading in India.
Module 2	**Forward and Futures Contract:** Forward Contract - Future's growth and development - Difference between forwards and futures - financial future - Future trading – Currency futures – Interest rate futures - Pricing and valuation of future contacts – Value at risk-Hedging risk–Hedging with stock index future –Types of members and margin system in India-Future trading in stock exchange for risk management.
Module 3	**Option Contracts:** Options–meaning–needs and importance- options and futures- fundamentals - option strategies- types of option- put- call- Valuation of options-trading strategies of risk instruments- positions in options- stock indices-options in Indian stock market.
Module 4	**Pricing of Options:** Risk pricing of options- intrinsic value and time value -pricing at the expiry of contact- factors affecting option pricing–put– call– parity pricing-models of pricing – Binomial option-pricing models –Black Scholes pricing methods.
Module 5	**Swap:** Swaps-meaning and definition-development structure of swap dealing for risk management– interest rate swaps- cancellable and extendable swaps – Types of swaps– Currency swaps — Recent trends in derivatives.

Text Books
1. Jayanth Rama Varma, (2008). *Derivatives and Risk Management*, TMH, Latest Edition.
2. Mishra B. and Debasish S. S., (2011) *Financial Derivatives*, Excel publishers, Latest Edition.
3. Gupta S. L., (2005). *Financial Derivatives: Theory, concepts and problems*, Prentice Hall of India,
4. Kumar S. S. (2007). *Financial Derivatives*, Prentice Hall of India, Latest Edition.
Reference and Suggested Readings
1. Kevin Dowd. (2002). *Measuring Market risk*, second edition. Wiley.
2. John C. Hull and Sankarshan Basu (2018). *Options futures and other derivatives*, tenth edition. Pearson Education.
3. Bhole L. M., () *Financial Institutions and Markets–Structure, Growth and Innovations*, Tata McGraw Hill Publishing Co. Ltd. New Delhi.
4. Patwari D. C. & Bhargava A., *Options and Futures, An Indian Perspective*, JAICO Publishing.

Course Content and Lecture Schedule

No.	Topic	No. of Lectures
1	**Introduction to Financial Derivatives**	
1.1	Introduction to risk management.	3 Hours
1.2	Growth of financial derivatives markets in India – Derivative markets.	2 Hours
1.3	Types of risk management instruments.	2 Hours
2	**Forward and Futures Contract**	
2.1	Forward Contract and Future's growth and development.	2 Hours
2.2	Currency futures and Interest rate futures.	3 Hours
2.3	Hedging with stock index future.	2 Hours
3	**Option Contracts**	
3.1	Option strategies	3 Hours
3.2	Valuation of options	2 Hours
3.3	Options in Indian stock market.	2 Hours
4	**Pricing of Options**	
4.1	Risk pricing of options and intrinsic value and time value.	3 Hours
4.2	Parity pricing-models of pricing.	2 Hours
4.3	Binomial option-pricing models –Black Scholes Pricing.	2 Hours
5	**Swap**	
5.1	Development structure of swap dealing for risk management	3 Hours
5.2	Interest rate and Currency swaps	3 Hours
5.3	Valuation and pricing of swaps-risk management function of swap transaction	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA236	**FINANCIAL RISK MANAGEMENT**	Elective	3	0	0	3

Preamble: There is a growing recognition for finance professionals having a comprehensive understanding of financial risk management. This course is expected to help students specializing in finance to understand a wide variety of risk related concepts and theories, and keep them updated on the rapidly evolving marketplace. It introduces the student with the current thinking and approaches to financial risk-related issues.

Prerequisite: NIL

Outcomes (COs): After the completion of the course the student will be able to

CO 1	Recall all the concept of risk management.
CO 2	Explain various concepts relativity to management of market risk.
CO 3	Identifying the various concepts relating to management of credit risk.
CO 4	Analyze various financial risk faced by institution.
CO 5	Evaluate the integrated risk environment of the organisation and learning from past events.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	2	3	3	3
CO 2	2	3	2	2	2
CO 3	1	2	3	3	3
CO 4	2	1	2	3	2
CO 5	2	2	3	2	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks
Continuous Assessment Test (2 numbers)   : 16 marks
Assignment/Quiz/Course project   : 10 marks
Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FOURTH SEMESTER MBA DEGREE EXAMINATION
20MBA236 - FINANCIAL RISK MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Define risk management?

2. List out the concept of market risk?

3. What is credit risk?

4. Recall the concept of enterprise risk management?

5. Define CRISIL

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Explain the role of risk manager in solving various risk faced by the organizations?

7. Differentiate Stress Testing and Black Testing?

8. Examine the role of credit rating agencies?

9. Briefly explain the foreign exchange risk in detail? Give examples?

10. Discuss the concept of enterprise risk management?

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. (a) Briefly explain the credit crisis of 2007and how it impacted the world economy?   (10)

    (b) List out the financial disasters faced by J.P.Morgan, Bankers Trust and Citi group? (10)

	Syllabus
Module 1	**Foundations of Risk Management:** Definition and measurement of risk, evolution, environment, nature and sources of risk, conflict between risk and value creation, role of a risk manager, risk faced by modern organizations – market risk (interest rate risk, equity risk, foreign exchange risk, commodity risk), credit risk (default risk, bankruptcy risk, credit rating risk, settlement risk), liquidity risk, operational risk, legal and regulatory risk, business risk, strategic risk, reputation risk, system risk, reasons to manage and not to manage risk, risk management process, corporate governance and risk management, key corporate governance concerns, risk governance, committees and risk limits, delegation process.
Module 2	**Management of Market Risk:** Concept of market risk, sources of market risks. Measures of market risk. Value at Risk. Risk Metrics Approach. Historic Simulations. Monte Carlo Simulations. Portfolio Risk Measure. Portfolio Risk Budgeting. Stress Testing and Back Testing. Capital Charges.
Module 3	**Management of Credit Risk:** Concept of Credit Risk. Individual Loan Risks. Measurement of Credit Risk. Default Risk Models. Loan Portfolio and Concentration Risk. Credit Ratings. Credit Derivatives. Capital Charges.
Module 4	**Management of Other Institutional Risk:** Other types of financial risks faced by the institutions. Measures and handling of Off-Balance-sheet risks, foreign exchange risks, sovereign risk, liquidity risk, technology and other operational risks. Risk hedging and management. Capital charges. **Enterprise Risk Management:** Concept of Enterprise Risk Management (ERM). Principal terms in Enterprise Risk Management. Integrated approach to Risk Management. Framework for risk management and control. Risk frameworks under regulatory environments.
Module 5	**Credit Crisis of 2007:** The U.S. housing market, securitization, the crisis, lessons from the crisis. **Financial Disasters:** Moral hazards, ponzi schemes, adverse selection, winners curse, market making vs. position taking. Disaster's due to misleading reporting – Barings Bank, UBS, Societe Generale. Disaster due to large market moves – Long Term Capital Management (LTCM), Metallgesellschaft (MG), Disasters due to conduct of business - Bankers Trust (BT), JP Morgan, Citigroup and Enron. typology of risk management failures.

Text Books

1. Allen Steve (2012). *Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk*. John Wiley, New Delhi.

2. Apostolik Richard and Donohue Christopher (2015). *Foundations of Financial Risk: An Overview of Financial Risk and Risk-Based Regulation*. John Wiley, New Jersey.

3. Crouhy Michel, Galai Dan and Mark Robert (2014). *The Essentials of Risk Management*. McGraw Hill, New Delhi.

Reference Books

1. Christoffersen Peter (2016). *Elements of Financial Risk Management: A Buyside Perspective Using Excel and MATLAB*. Academic Press, London.
2. Jorion Philippe (2013). *Financial Risk Manager Handbook*. John Wiley, New Delhi.

3. Hull John (2012). *Risk Management and Financial Institutions*. John Wiley, New Delhi.
4. Professional Risk Managers International Association. *PRM Handbook Volume III: Book 1-3. PRMIA* Publications, USA (2015).
5. Resti Andrea and Sironi Andrea (2007). *Risk Management and Shareholders' Value in Banking: From Risk Measurement Models to Capital Allocation Policies*. John Wiley, London.
6. Saunders Antony and Cornett Marcia (2017). *Financial Institutions Management: A Risk Management Approach*. McGraw-Hill, New Delhi.
7. Stutz Rene (2008). Risk Management Failures: What Are They and When Do They Happen? *Journal of Applied Corporate Finance*, Vol. 20, No. 4, 39-48.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Foundations of Risk Management**	
1.1	Definition and measurement of risk	2 hrs
1.2	Risk faced by modern organizations	2 hrs
1.3	Risk management process	3 hrs
2	**Management of Market Risk**	
2.1	Concept of market risk	2 hrs
2.2	Portfolio Risk Measure.	2 hrs
2.3	Portfolio Risk Budgeting	3 hrs
3	**Management of Credit Risk**	
3.1	Concept of Credit Risk	1 hr
3.2	Measurement of credit risk	2 hrs
3.3	Credit Ratings.	2 hrs
3.4	Credit Derivatives	2 hrs
4	**Management of Other Institutional Risk**	
4.1	Other types of financial risks faced by the institutions	2 hrs
4.2	Foreign exchange risk	2 hrs
4.3	Enterprise risk management	3 hrs
5	**Credit Crisis of 2007**	
5.1	The U.S. housing market, securitization, the crisis,	2 hrs
5.2	Lessons learned from the crisis.	2 hrs
5.3	Disaster's due to misleading reporting	2 hrs
5.4	Disasters due to conduct of business	2 hrs
	Total	36 hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA238	STRATEGIC FINANCIAL MANAGEMENT	Elective	3	0	0	3

Preamble: The course aims at imparting an in-depth knowledge about strategic financial management in terms of concepts, corporate valuation methods, types of corporate risk, investment decisions, financial analysis and its tools. This course also aims at introducing merger strategy and takeover strategy to the participants.

Prerequisite: NIL

Course Outcomes (COs): After the completion of the course the student will be able to: -

CO 1	Recall the concept of strategic financial management and corporate valuation methods.
CO 2	Illustrate various investment alternatives under risk and uncertainty.
CO 3	Develop the financial statements using traditional and modern approaches.
CO 4	Analyse the concept and types of mergers and its impact on the firm.
CO 5	Evaluate the concept of takeover strategy.

Mapping of course outcomes with Program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	3	2
CO 2	2	3	2	3	3
CO 3	2	3	2	3	3
CO 4	3	2	2	2	3
CO 5	3	3	1	3	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA238 - STRATEGIC FINANCIAL MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Explain horizontal takeover.

2. Define strategic financial management.

3. Explain the financial statement analysis.

4. Distinguish between forward integration and backward integration.

5. What is uncertainty?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Discuss the sources of information for financial analysis.

7. Explain the features of strategic financial management.

8. Explain investment decisions under risk and uncertainty.

9. A company has capital of Rs. 1000000; its turnover is 3 times the capital and the margin on sales is 6%. What is the return on investment?

10. A machine can reduce annual cost by Rs. 40000. The cost of machine is Rs. 223000 and the useful life is 15 years with zero residual value.

    a) Compute IRR of the machine.
    b) Is it an acceptable investment if cost of capital is 16%?

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. "Merger leads to dilution of EPS". Do you agree? Discuss.

(1x20 = 20 Marks)

Syllabus	
Module 1	**Strategic Financial Management (SFM):** An overview of SFM-features-scope and importance-constraints-strategic planning process-components-benefits-corporate valuation methods.
Module 2	**Risk and Uncertainty:** Types of corporate risk-uncertainty and its sources-investment decisions under risk and uncertainty-techniques of investment decisions-RADR and CE method.
Module 3	**Financial Analysis:** Evolution of financial analysis-objectives-sources of information-traditional and modern approach-tools for financial analysis-trend-ratio-cash flow and fund flow.
Module 4	**Merger Strategy:** Theories of merger-horizontal, vertical and conglomerate mergers-merger procedure-valuation of firm-financial impact of merger-merger and dilution effect on EPS.
Module 5	**Takeover Strategy:** Types of takeovers-negotiated and hostile bids-take over procedures-takeover defences-SEBI regulations with respect to takeovers-distress restructuring strategy-sell offs-spin offs.

Text Books

1. Jakhotiya G. P. (2000). Strategic Financial Management, Vikas Publishing House, New Delhi.
2. Girish P. Jakhotiya (2011). Strategic Financial Management, Vikas Publishing House, New Delhi.
3. George Foster (1986). Financial Statement Analysis, Pearson Publication.
4. Prasad G. Godbol (2013). Mergers, Acquisitions, Principles & Corporate restructuring, Vikas Publishing House.
5. Vanhorne & James C. (2002). Financial Management and Policy, Pearson, New Delhi
6. Brighham & Ehrhardt (2013). Financial Management, Thomson Press (India).

Reference Books

1. Pandey I. M. (2015). Financial Management, Vikas Publishing House, New Delhi
2. Rajni Sofat & Preeti Hiro (2015). Strategic Financial Management, Prentice Hall India, New Delhi.
3. Prasanna Chandra (2017). Financial Management, Tata McGraw Hill, New Delhi.
4. Fred Weston J & Samuel Weaver (2004)., Mergers & Acquisitions, McGraw Hill Publications.
5. Suvendu Narayan Roy (2013). Financial Management with new Approach, Excel Books.
6. Hampton (2003). Financial Decision Making: Concepts, Problems and Cases, Prentice Hall India, New Delhi.

Course Content and Lecture Schedule

No.	Topic	No. of Lectures
1	**Strategic Financial Management (SFM)**	
1.1	An overview of SFM, features, scope and importance.	2 Hours
1.2	Constraints, strategic planning process, components and benefits	2 Hours
1.3	Corporate valuation methods.	3 Hours
2	**Risk and Uncertainty**	
2.1	Types of corporate risk, uncertainty and its sources.	2 Hours
2.2	Investment decisions under risk and uncertainty.	2 Hours
2.3	Techniques of investment decisions, RADR and CE method.	3 Hours
3	**Financial Analysis**	
3.1	Evolution and objectives of financial analysis	1 Hours
3.2	Sources of information for financial analysis.	1 Hours
3.3	Traditional and modern approach, tools for financial analysis-trend, ratios, cash flow and fund flow.	5 Hours
4	**Merger Strategy**	
4.1	Theories of merger, horizontal, vertical and conglomerate mergers.	2 Hours
4.2	Merger procedure and valuation of firm	2 Hours
4.3	Financial impact of merger, merger and dilution effect on EPS.	3 Hours
5	**Takeover Strategy**	
5.1	Types of takeovers, negotiated and hostile bids, take over procedures	2 Hours
5.2	Takeover defences, SEBI regulations with respect to takeovers	3 Hours
5.3	Distress restructuring strategy, sell offs, spin offs.	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA240	INSURANCE MANAGEMENT	Elective	3	0	0	3

Preamble: This course intends to provide a basic understanding of the insurance mechanism. It explains the concept of insurance and how it is used to cover risk. Insurance transaction as a business and its markets are explained. The relationship between insurers and their customers and the importance of insurance contracts are discussed.

Prerequisite: NIL

Course Outcomes (COs): After the completion of the course the student will be able to:-

CO 1	Recall the concepts pertaining to Life Insurance and General insurance.
CO 2	Illustrate the key elements of the Life Insurance Products and Services.
CO 3	Design the life insurance cover strategy for clients.
CO 4	Compare and contrast insurance plans; Analyze and use risk management techniques
CO 5	Facilitate the compliance required for acquiring the policy and settlement of claims.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	3	3
CO 2	3	3	1	3	2
CO 3	3	3	1	3	3
CO 4	3	3	1	3	2
CO 5	3	3	1	3	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA240 - INSURANCE MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Define Insurance?

2. What is ULIP?

3. Distinguish between Insurer and Insured?

4. List out two insurance intermediaries?

5. What is Risk Management?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Explain the role of insurance in economic development and social security?

7. What is IRDA? List out the functions of IRDA?

8. How is IT used in insurance sector? Explain?

9. Illustrate about marketing of Insurance relating to current scenario?

10. What is TPA? Explain the role of TPA in Insurance Management?

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks

11. What is the impact of COVID 19 in the insurance Industry? Explain with examples?

(1x20 marks =20marks)

Syllabus	
Module 1	Insurance and its Evolution: Nature of insurance –insurance operations today - role of insurance in economic development and social security –contribution of insurance to the society –different classes of insurance – importance of insurance – unexpected eventualities in insurance. Types of insurance. Indian Insurance Environment. Life Insurance - Introduction: History and evolution, Functions of Insurance, Advantages of Life insurance, Terminologies in Life Insurance. General Insurance: History and evolution, How General insurance works, Advantages of General insurance, Principles of Insurance, Insurable interest, Subrogation and Contribution, Types of General Insurance, General Insurance Products in India, Specialized Insurances i.e., Oil & Energy Risks insurance – Satellite insurance.
Module 2	Risk Management Techniques: Risk avoidance - Risk retention - Risk reduction and control - Risk financing, Difference between Insurance and Assurance, Roll of the actuary. Different types of risks – actual and consequential losses – management of risks – loss minimization techniques-Management of risk by individuals –management of risk by insurers – fixing of premiums. Reinsurance: foundation of reinsurance – forms of reinsurance.
Module 3	Legal Aspects of Insurance- The Insurance Contract: Terms of an insurance contract – principles that form the foundation of insurance – significance of the principles of - utmost good faith- insurable- Interest - indemnity – subrogation – Contribution – disclosure of all relevant information –The relevance of proximate cause – the insurance contract. The Insurance Regulatory Development Authority (IRDA) Act, 1999 – IRDA (Investment) Regulations 2000 – IRDA Guidelines for Insurance Brokers Securities and Exchange Board of India (SEBI) Act, 1992 – SEBI Guidelines.
Module 4	The various constituents of the insurance market: Operations of insurance companies - operations of intermediaries – specialist Insurance companies insurance specialists – Marketing of General Insurance-Life Insurance Marketing- Channels of Sales. Management of insurance companies, challenges of globalisation and business process re-engineering; Methodology of outsourcing. Application of IT in insurance business, system controls, application of ERP for insurance companies, Customer relation-management.
Module 5	Claims Procedure: Meaning of claim and Importance of settling claims, limitations or notice of loss, Claims Settlement process, Investigation and assessment – Surveyors and loss assessors – Claim forms – Loss assessment and claim settlement - Important Aspects in an insurance claims – categories of claim – Discharge vouchers – Post settlement action – Selvage – Recoveries – Disputes related to claims – Other disputes resolution mechanisms. Grievance Redressal Mechanism: Consumer courts, Ombudsman - Integrated Grievance Management System (IGMS) - The Insurance Ombudsman.
Text Books	

1. Neelam Gulati (2009). *Principles of Insurance Management*, Excel Books India.
2. Mishra S.N., Mishra S.B. (2016). *Insurance, Principles and Practice 22nd Edition*, S Chand & Company Pvt. Ltd.
3. George E. Rejda (2011). *Principles of Risk Management and Insurance*. Pearson Publishers.

Reference Books

1. Study material published by Insurance Institute of India – *IC 34 – General Insurance*.
2. Study material published by Insurance Institute of India – *IC 45 - General Insurance Underwriting*
3. D. C. Srivastava, Shashank Srivastava (2001). *Indian Insurance Industry: Transition and Prospects*. New Century Publications, New Delhi.
4. *Principles and Practice of General Insurance*, The Institute of Chartered Accountants of India: New Delhi.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Insurance and its Evolution**	
1.1	Insurance operation today	2 Hours
1.2	Life Insurance	2 Hours
1.3	General Insurance	3 Hours
2	**Risk Management Techniques**	
2.1	Risk avoidance	2 Hours
2.2	Management of risk	2 Hours
2.3	Re-insurance	3 Hours
3	**Legal Aspects of Insurance**	
3.1	Insurance Contract	2 Hours
3.2	Principles that form the foundation of insurance	2 Hours
3.3	IRDA	3 Hours
4	**The various constituents of the insurance market:**	
4.1	Operations of insurance companies	2 Hours
4.2	Marketing of insurance	2 Hours
4.3	Application of IT and ERP in insurance Companies	3 Hours
5	**Claim Procedure**	
5.1	Meaning of claim and Importance of settling claims	2 Hours
5.2	Claims Settlement process	3 Hours
5.3	Grievance Redressal Mechanism:	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA242	FINANCIAL APPLICATIONS FOR MACHINE LEARNING	Elective	3	0	0	3

Preamble: The course introduces the students to the ever-expanding domain of Machine Learning. The application of machine learning for finance will give the students the much needed skills repertoire to excel in the fast changing financial services sector. The course equips students to apply the different machine learning techniques in different areas of Finance like stock price prediction, investor segmentation, algorithmic trading derivatives pricing, portfolio management, prediction of Loan defaults etc.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Explain the importance of Machine Learning in taking robust Business Decisions.
CO 2	Analyse the Supervised Machine Learning techniques.
CO 3	Appraise the Unsupervised Machine Learning techniques.
CO 4	Evaluate the Reinforced Machine Learning techniques.
CO 5	Evaluate the application of Machine Learning techniques for various financial applications.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	1	1	2	1
CO 2	-	-	-	1	-
CO 3	-	-	-	1	-
CO 4	-	-	-	1	-
CO 5	2	1	1	2	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper
APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA242 FINANCIAL APPLICATIONS FOR MACHINE LEARNING

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. List out any four python packages for Machine Learning
2. What is Bagging in Machine Learning?
3. Should we remove highly correlated variables before doing a Principal Component Analysis. Why?
4. What is Latent Semantic Indexing
5. What is reinforced learning in Sentiment Analysis?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Categorize the three major approaches to Machine Learning. Identify a financial application for each approach.
7. What types of problems can be solved using decision trees? Elaborate on the issues in Decision Tree Learning and how they could be overcome.
8. List the steps involved in the K-means algorithm. What are the inputs to the K-means algorithm, which are the user specified parameters and what does the algorithm estimate?
9. Define reinforced learning. Explain the formulation using the Markov Decision Process.
10. Elaborate on the data set required and the steps involved to build a logistic regression-based model that can predict the probability of education loan default.

(3x10 marks = 30 marks)

PART C
Compulsory Question. This question carries 20 marks

11. A credit card company engages an IT application development firm to deploy a new software application for assessing credit worthiness of its customers. The new system is expected to use an artificial neural network to decide if a new credit card applicant can be given a credit card or not. Suggest

    a) Identify the data that the bank should have before the system can be used & why? (4)

    b) Discuss the problem of local minima and how can it be reduced in your dataset. Why do they represent a problem for training the neural network? (4)

    c) Draw a three-layer Back Proposition Network and describe the steps of the Back Propagation algorithm (8)

d) Categorize the advantages and disadvantages in using the Back Propagation Algorithm (4)

Syllabus	
Module 1	**Introduction**: Intelligent Machines. Need, Motivation, Rationale. Difference between Artificial Intelligence, Machine Learning, Deep Learning, Data Science. Types of Machine Learning. Developing a Machine learning Model in Python - Python Packages for Machine Learning.
Module 2	**Supervised Learning:** Types: Linear Regression, Regularised Regression, Logistic Regression, Decision trees, K Nearest Neighbours, Support Vector Machine, Linear Discriminant Analysis, Random Forest Method, Ensemble Models, Time Series Models. Model Performance – Overfitting, Underfitting, Cross Validation, Evaluation Metrics. Factors for Model Selection.
Module 3	**Unsupervised Learning:** Dimensionality Reduction – Techniques: Principal Component Analysis (PCA), Kernel PCA, t-distributed Stochastic Neighbour Embedding. Clustering – Techniques: k-Means Clustering, Hierarchical Clustering, Affinity Propagation Clustering.
Module 4	**Reinforcement Learning:** Key Components, Modelling Framework: Bellman Equations, Markov Decision Process, Temporal Difference learning, Artificial Neural Networks. Learning Models: Model based, Model free: value based, policy based. Natural Language Processing – Preprocessing, Feature Representation, Inference.
Module 5	**Applications for Finance:** Prediction of Stock Price, Derivative Pricing, Fraud Detection, Loan Default Probability, Portfolio Management, RL based portfolio allocation, Trading Strategy based on Sentiment Analysis, Chatbot Digital Assistant.

Text Book
1. Hariom Tatsat, Sahil Puri, Brad Lookabaugh (2020). *Machine Learning and Data Science Blue Prints for Finance,* First Edition, OReilly Media.
2. Gopal M., (2018). *Applied Machine Learning,* First Edition, Macgraw Hill Edition (India) Private Limited.
References and Suggested Readings
1. Mathew F. Dixon, Igor Halperin, Paul Bilokon (2020). *Machine Learning in Finance, First Edition*, Springer.
2. Puneet Mathur (2019). *Machine Learning Applications using Python*, First Edition, Apress
3. Jannes Klaas (2019). *Machine Learning for Finance: Principles and practice for financial insiders*, First Edition, Packt Publishing.
4. Marcos M. Lopez de Prado (2020). *Machine Learning for Asset Managers,* First Edition, Cambridge University Press.
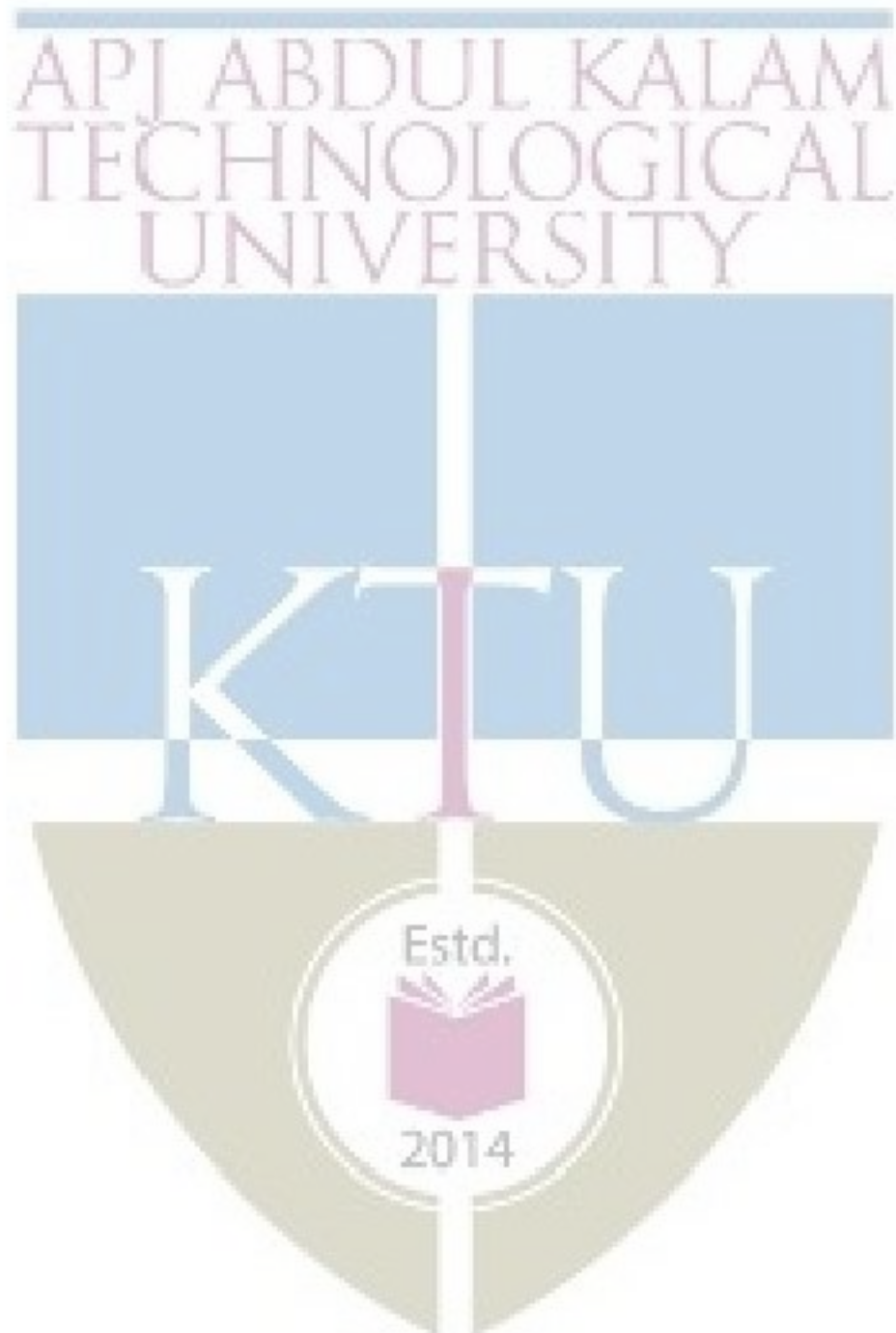
Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**INTRODUCTION**	
1.1	Artificial Intelligence, Machine Learning, Deep Learning, Data Science	3 Hours
1.2	Types of Machine Learning	2 Hours
1.3	Machine Learning Model in Python	3 Hours
2	**SUPERVISED LEARNING**	
2.1	Regression Based Models	3 Hours
2.2	Classification Based Models	2 Hours
2.3	Model Performance and Model Selection	2 Hours
3	**UNSUPERVISED LEARNING**	
3.1	Principal Component Analysis (PCA)	2 Hours
3.2	Kernel PCA, t-distributed Stochastic Neighbour	3 Hours
3.3	Clustering Techniques	2 Hours
4	**REINFORCEMENT LEARNING**	
4.1	Key Components, Modelling Framework	3 Hours
4.2	Learning Models	3 Hours
4.3	Natural Language Processing	2 Hours
5	**APPLICATIONS FOR FINANCE**	
5.1	Cases of Supervised Learning	2 Hours
5.2	Cases of Unsupervised Learning	2 Hours
5.3	Cases of Reinforcement Learning	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA252	**SOCIAL MARKETING**	**Elective**	**3**	**0**	**0**	**3**

Preamble: This course is based on the use of marketing principles to develop social marketing strategies and programs and to bring behavioural change for a social good. Social marketing can be used to promote merit goods, or to make a society to avoid demerit goods and thus promoting well-being of society. The course will also examine issues of social responsibility in business and how marketing may be used to promote more environmentally and socially conscious business practices.

Prerequisite: NIL

Course Outcomes (COs): After the completion of the course the student will be able to:-

CO1	Define social marketing and understand the concepts of behaviour change for social good.
CO2	Elucidate marketing approaches to public health from other theories and models
CO3	Analyse the social marketing environment.
CO4	Develop price, promotion and place strategies for a chosen social marketing issue.
CO5	Understand the critical points for effectively managing the development, implementation and evaluation of social marketing projects.

Mapping of course outcomes with program

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	3	2	2	3
CO 2	3	3	2	2	2
CO 3	3	3	2	2	3
CO 4	3	3	2	2	3
CO 5	3	3	2	2	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA252 – SOCIAL MARKETING

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Define Social Research.

2. What is Targeting in social marketing?

3. Explain repositioning employed in social marketing

4. Explain the sources of funding in social marketing

5. What is crowd sourcing?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. a. Explain the steps in developing a research plan. (6)

    b. Elucidate on the challenges in social marketing. (4)

7. Describe the steps that can be adopted for effective social marketing communication. (10)

8. What is the purpose of an evaluation plan? How is the evaluation conducted? (10)

9. Discuss the ethical issues in social marketing. (10)

10. Explain the steps in selecting target audiences for social marketing with examples. (10)

(3x10 marks = 30 marks)

PART C
Compulsory Question. This question carries 20 marks

11. a. Describe the steps to be followed while contacting the target segment. (10)
    b. Elucidate social marketing strategies of any two companies in Indian economy (10)

(1x20 marks =20marks)

	Syllabus
Module 1	**Social Marketing and the public health context of social marketing** Social Marketing–Social Marketing in India, US and Africa; The social marketing process; Social marketing compared to other behavior change approaches, such as education and law; Ethical issues in social marketing; Marketing Public Health (Basics) - history and basic concepts of social marketing, Role of Marketing in public health. Social and cultural factors that influence public health; Criticisms of the public health, Challenges in public health marketing in developed and under developed countries
Module 2	**Determining Research Needs and Options** Major Research terminology, steps in developing a research plan; Situation Analysis – describe the background, purpose and focus of your plan, ethical consideration. Select target audiences; steps involved in selecting target audiences; variables used to segment markets; criteria for evaluating segments; how target audiences are selected; Ethical considerations in selecting target audiences; setting objectives and target goals; identifying target audience barriers, competition, and influencing others.
Module 3	**Developing Social Marketing Strategies and 4Ps** Crafting a desired Positioning–positioning statement, behaviour-focused positioning, barriers-focused positioning, benefits- repositioning, issues related to developing a positioning statement; Social Marketing Ps: Product – creating a product platform; Price – determining monetary and nonmonetary incentives; Place–making access convenient and pleasant; Promotion–deciding on messages, messengers, and creative strategies; selecting communication channels.
Module 4	**Managing Social Marketing Programs** Monitoring and Evaluation, Measurement–what, how, when and its cost; Ethical considerations in evaluation; establish budgets and funding sources, additional sources, justification for budget, fund-raising, crowd sourcing, revising plan; Implementation and sustaining behaviour– Implementation plan, Phasing, sustainability; Ethical considerations when implementing plans.
Module 5	**Application of Social Marketing (project/assignment for students)** Social Marketing Project - Background & Purpose; Situation Analysis, Importance of accurately defining the problem, Understanding the problem, selecting target audience, objectives, setting behavior objectives and goals, identifying barriers, benefits, the competition and influential others, social marketing strategies, defining 4Ps, Plan for monitoring and evaluation, and implementation plan.

| **Text Books** |
|---|
| 1. Nancy R Lee, (2012). *Social Marketing: Influencing Behaviors for Good*, Sage Publications.
2. Kotler, P., Roberto, N. & Lee, N., (2002) *Social marketing: Improving the quality of life*, SAGE Publications, Inc.
3. Alan R. Andreasen, (2005). *Social marketing in the 21st century,* SAGE Publications. |

References and Suggested readings

1. Reis, A. & Trout, J., (2014). *Positioning – The battle for your mind: How to be seen and heard in an overcrowded marketplace,* Kindle Edition, Business Book Summaries.

2. Neumeier, M., (2003). *The brand gap: How to bridge the distance between business strategy and design,* New Riders.

3. Sameer Deshpande, (2013). *Social Marketing in India,* SAGE Response.

4. Craig Lefebvre, On Social Marketing and Social Change, http://socialmarketing.blogs.com

5. R. Craig Lefebvre & June A. Flora, Social marketing and public health intervention, *Health Education Quarterly* 1988;15:299–315; http://socialmarketing.blogs.com/Publications/Social_Marketing_and_Public_Health_Intervention. pdf

6. Sue Peattie & Ken Peattie, Ready to fly solo? Reducing social marketing's dependence on commercial marketing theory, *Marketing Theory,* 2003, http://mtq.sagepub.com/content/3/3/365.full.pdf+html

7. Glenane-Antoniadis, A, Whitwell, G, Bell, SJ & Menguc, B, Extending the vision of social marketing through social capital theory: Marketing in the context of intricate exchange and market failure, *Marketing Theory* 2003 3:323-343, http://mtq.sagepub.com/content/3/3/323.full.pdf+html

8. Kirby, Freimuth, Taylor and Parvanta. (2001). Identity Building and Branding at CDC: A Case Study, *Social Marketing Quarterly*. 7 2, pp. 16–35, http://smq.sagepub.com/content/7/2/16.full.pdf+html

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Social Marketing and the public health context of social marketing**	
1.1	Social Marketing in India, US and Africa	3 Hrs
1.2	Social Marketing process and behaviour change	2 Hrs
1.3	Public health management – relevance, issues and challenges	3 Hrs
2	**Determining Research Needs and Options**	
2.1	Determining Research Needs and Options in social marketing	3 Hrs
2.2	Target marketing and its application	2 Hrs
2.3	Competition and influences in Social marketing	2 hrs
3	**Developing Social Marketing Strategies and 4Ps**	
3.1	Positioning efforts and strategies in social marketing	2 hrs
3.2	Marketing mix in social marketing	2 Hrs
3.3	Marketing mix strategies in social marketing	3 Hrs

4		**Managing Social Marketing Programs**	
	4.1	Monitoring and evaluation of social marketing programmes	3 Hrs
	4.2	Budgeting and funding in social marketing	2 Hrs
	4.3	Designing and managing behavioural change	2 Hrs
5		**Application of Social Marketing**	
	5.1	Social marketing project	2 Hrs
	5.2	Targeting and positioning strategies	2 Hrs
	5.3	Plan for Implementation and evaluation	3 Hrs
		Total	36 Hours
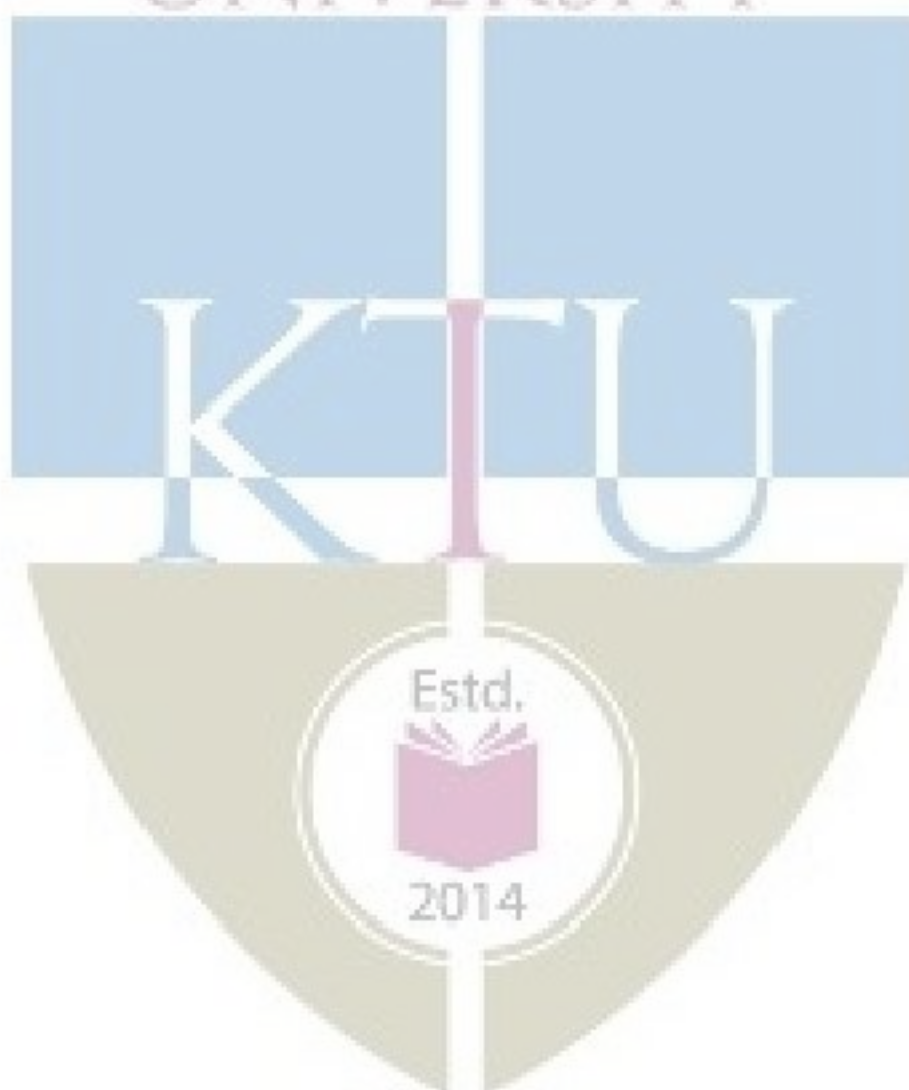
Course Code	Course Name	Category	L	T	P	Credit
20MBA254	**CUSTOMER RELATIONSHIP MANAGEMENT**	**Elective**	**3**	**0**	**0**	**3**

Preamble: Effective CRM strategies help companies align business process with customer centric strategies using people, technology and knowledge. Companies strive to use CRM to optimize the identification, acquisition, growth and retention of desired customers to gain competitive advantage and maximize profit. This course equips learners with a sound foundational knowledge of CRM concepts and the best practices so that they can implement CRM practices successfully for ensuring long-term profitability. It explores a variety of factors and actions that drive successful partnering relationships and in turn lead to higher customer satisfaction, market share and net cash flow.

Prerequisite: Nil

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	Understand the importance of customer relationship management in an organisation.
CO 2	Analyse the approaches that an organisation should adopt to build and maintain relationship with customers.
CO 3	Appraise the technologies used in customer relationship management.
CO 4	Develop strategies to implement CRM in an organisation
CO 5	Assess the impact of CRM on marketing channels.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	3	1	2	-
CO 2	3	3	2	3	2
CO 3	3	3	1	3	3
CO 4	3	3	1	3	2
CO 5	3	3	1	1	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FOURTH SEMESTER MBA DEGREE EXAMINATION
20MBA254 – CUSTOMER RELATIONSHIP MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. List the 6Es in eCRM.
2. Define customer lifetime value.
3. How is logging and monitoring carried out?
4. Recall the various participants in CRM implementation.
5. What is data mining in CRM?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

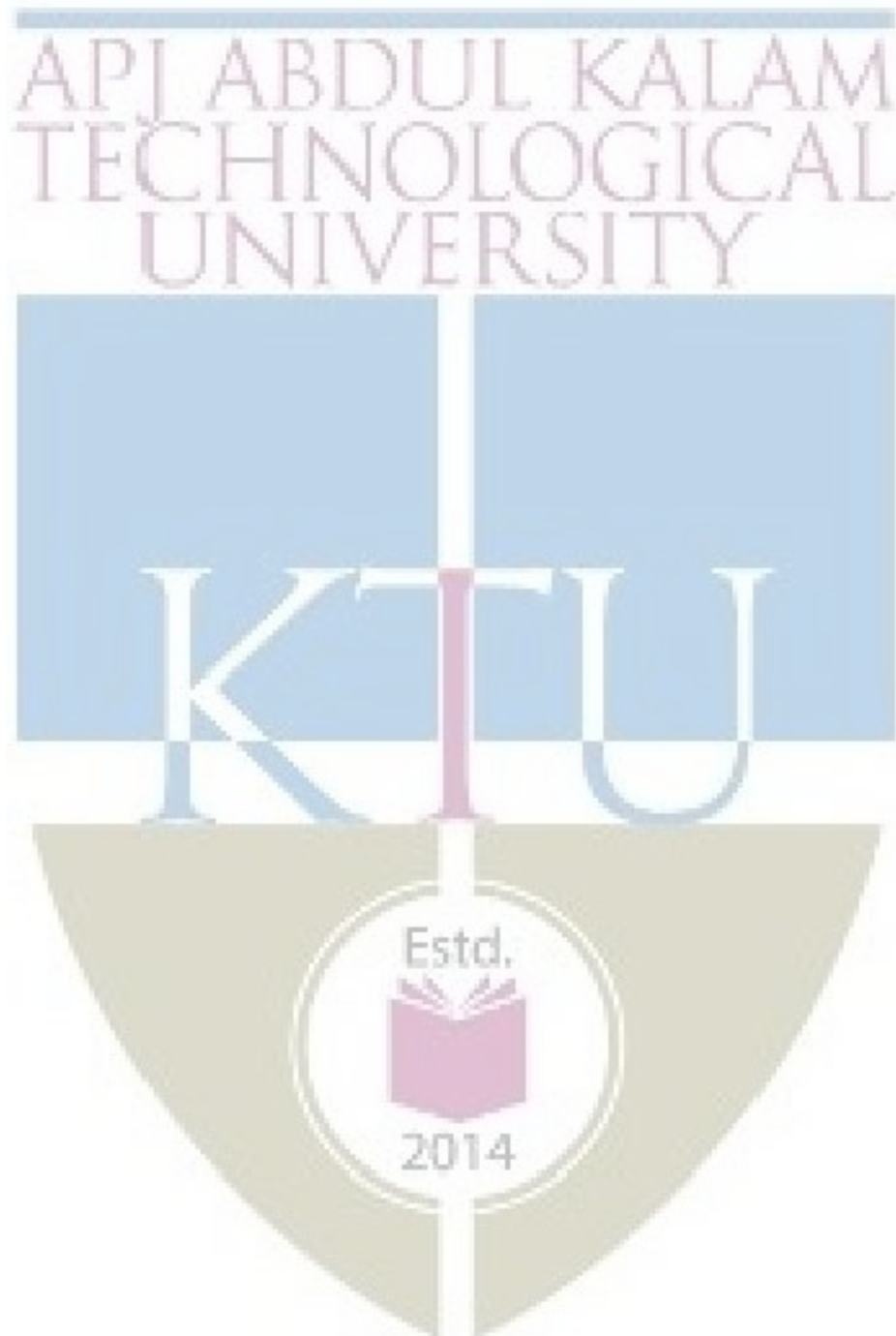|			
6.	a.	Outline the various CRM Technology Components.	(5)
	b.	Compare CRM with e-CRM.	(5)
7.	a.	Summarise the stages in the loyalty ladder.	(6)
	b.	Explain customer profiling.	(4)
8.	a.	Illustrate the relevance of Functionality and Technological implementation in Call Center.	(5)
	b.	Outline how computer telephony integration is used for call centre?	(5)
9.	a.	Explain the concept of proposal generation.	(5)
	b.	Outline the significance of pre implementation phase of CRM	(5)
10.	a.	Explain the impact of multi channels in customer relationship management.	(5)
	b.	Summarise the steps in lead management process.	(5)

(3x10 marks = 30 marks)

PART C
Compulsory Question. This question carries 20 marks

11. Explain the changing trends in CRM. How does it effectively work in retaining customer base?

(1x20 marks =20marks)

	Syllabus
Module 1	**Introduction to CRM:** Definition and Scope of CRM, History and Evolution of CRM, Objectives of CRM, Benefits of CRM, CRM myths, CRM technology, Technology Components of CRM, CRM as a strategic marketing tool, CRM significance to the stakeholders, CRM Issues and Problems, eCRM- Definition, Framework of eCRM, Six Es in eCRM, Features of eCRM, Difference between CRM and eCRM
Module 2	**Managing Customer Relationship:** Customer portfolio management, Managing customer life cycle, Customer lifetime value, Customer Interaction Cycle, Customer Interaction Management, Customer Profiling, Customer Centricity in CRM, Customer touch points, Loyalty Management, Loyalty Ladder, Types of customer loyalty, Loyalty programmes, reasons of failure of loyalty programmes.
Module 3	**Technology in CRM:** Sales Force Automations (SFA) barriers to successful SFA, functionality and technological aspects of SFA Enterprise Marketing Automation (EMA): Components of EMA (promotions, events loyalty and retention programs), response management. Call Center: ACD (Automatic Call Distribution), IVR (Interactive Voice Response), CTI (Computer Telephony Integration), web enabling call center, automated intelligent call routing, logging & monitoring. Application Service Provider (ASP): Functions, Advantages & disadvantages.
Module 4	**Implementing CRM:** Pre-implementation, kick off meeting, requirements gathering, prototyping and detailed proposal generation, development of customization, Power use beta test and data import, training, rollout and system hand off, ongoing support, system optimization, follow up.
Module 5	**Impact of CRM on Marketing Channels:** Traditional distribution channel structure supporting customer relationship, Emerging channel trends that impact CRM; CRM Models, CRM tools, Supplier Relationship Management (SRM), Partner relationship Management (PRM), Lead management, Communication methodologies, Data Mining for CRM, Data warehousing, Future of CRM, Ethical issues in CRM

Textbook

1. Sheth, J. N., Atul, P., & Shainesh, G. (2017). *Customer Relationship Management: Emerging Concepts, Tools and Applications.* McGraw Hill
2. Mohammed, H. P., & Sagadevan, A. (2006). *Customer Relationship Management - A step-by step approach.* Vikas Publication Pvt. Ltd

References and Suggested Readings

1. Greenberg, P. (2017). *CRM at the Speed of Light.* McGraw-Hill.
2. Buttle, F. & Maklan, S. (2015). *Customer Relationship Management: Concepts and Technologies.* Routledge.
3. Alok Kumar Rai (2012). *CRM: Concepts and Cases.* PHI

Course Contents and Lecture Schedule

No		Topic	No. of Lectures
1		**Introduction to CRM**	
	1.1	Definition and Scope of CRM, History and Evolution of CRM, objectives of CRM, Benefits of CRM, CRM myths	2
	1.2	CRM technology, Technology Components of CRM	2
	1.3	CRM as a strategic marketing tool, CRM significance to the stakeholders, CRM Issues and Problems	2
	1.4	eCRM- Definition, Framework of eCRM, Six Es in eCRM, features of eCRM, Difference between CRM and eCRM	2
2		**Managing Customer Relationship**	
	2.1	Customer portfolio management, Managing customer life cycle, Customer lifetime value	2
	2.2	Customer Interaction Cycle, Customer Interaction Management, Customer Profiling, Customer Centricity in CRM, Customer touch points	3
	2.3	Loyalty Management, Loyalty Ladder, Types of customer loyalty, Loyalty programmes, reasons of failure of loyalty programmes	2
3		**Technology in CRM**	
	3.1	Sales Force Automations (SFA) barriers to successful SFA, functionality and technological aspects of SFA	2
	3.2	Enterprise Marketing Automation (EMA): Components of EMA, Response management	2
	3.3	Call Center:ACD (Automatic Call Distribution), IVR (Interactive Voice Response), CTI (Computer Telephony Integration),web enabling call center, automated intelligent call routing, logging & monitoring	2
	3.4	Application Service Provider (ASP): Functions, Advantages & disadvantages	1
4		**Implementing CRM**	
	4.1	Pre-implementation, kick off meeting, requirements gathering, prototyping and detailed proposal generation	2
	4.2	development of customization, Power use beta test and data import	2
	4.3	training, rollout and system handoff, ongoing support, system optimization, follow up	2
5		**Impact of CRM on Marketing Channels**	
	5.1	Traditional distribution channel structure supporting customer relationship, emerging channel trends that impact CRM	2
	5.2	CRM Models, CRM tools	2
	5.3	Supplier Relationship Management (SRM), Partner relationship Management (PRM), lead management	2
	5.4	Communication methodologies, Data Mining for CRM, Data warehousing, Future of CRM, Ethical issues in CRM	2
		Total Hours	36 hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA256	**RURAL MARKETING**	**Elective**	**3**	**0**	**0**	**3**

Preamble: The population of India is significantly centred in semi urban and rural geographies which must be approached with paradigms that suit their economic, social and demographic contexts. By understanding rural consumer behaviour and applying marketing in rural settings, spaces and structures, students should be able to identify challenges and opportunities in the marketing environment so that they can impart managerial initiatives and relevant frameworks useful for business development in rural India.

Prerequisite: Nil

Course Outcomes (COs): After the completion of the course the student will be able to:

CO 1	Apply knowledge of rural markets and governance initiatives to develop marketing strategies that overcome constraints facing rural consumer contexts.
CO 2	Analyse the differences in the rural consumer in terms of social, cultural and technological factors through application of rural marketing research
CO 3	Apply STP Strategies in rural markets with specific tools and approaches that enable market success
CO 4	Analyse marketing mix strategies to rural markets using methodologies and market orientations that target rural consumers
CO 5	Develop models of planned rural marketing frameworks that aid markets and societies centred in rural geographies

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	3	3	2	3
CO 2	2	2	2	3	2
CO 3	3	3	2	2	2
CO 4	3	3	1	1	1
CO 5	2	3	3	3	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper
APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA256 – RURAL MARKETING

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. What are characteristics of rural markets?
2. Three methods of data collection suitable in rural market research?
3. How are rural products classified?
4. Four Advertising tools or methods that will suit rural consumers.
5. List and explain importance of cooperative societies.

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. a. Illustrate with real life examples the importance of rural markets in India. (5)
   b. What are the problems rural marketers face and how can they overcome them? (5)
7. a. Distinguish rural and urban consumers in terms of their social, cultural and technology adoption aspects. (5)
   b. Develop a research plan to study about rural women's' usage patterns of washing powders. (5)
8. a. Illustrate with examples the distribution channels used by rural societies and cooperatives to market their product. (5)
   b. Examine how technology can be sued to improve the rural value delivery process. (5)
9. a. Summarise the key differences between rural and urban markets with respect to participants and scale and scope of their activity (5)
   b. Identifies key factors for success in agricultural produce and handicrafts marketing to a national level market. (5)
10. a. Compare and contrast approaches in rural FMCG marketing of any two major players. (5)
    b. Using the examples from present day businesses, examine the role of the corporate sector in agribusiness development, processing and retailing. (5)

(3x10 marks = 30 marks)

PART C
Compulsory Question. This question carries 20 marks

11.   *Capitalising on Rural Markets*

The hinterlands in India consist of about 650,000 villages. These villages are inhabited by about 850 million consumers making up for about 70 per cent of population and contributing around half of the country's Gross Domestic Product (GDP). Consumption patterns in these rural areas are

gradually changing to increasingly resemble the consumption patterns of urban areas. Some of India's largest consumer companies serve one-third of their consumers from rural India. Owing to a favourable changing consumption trend as well as the potential size of the market, rural India provides a large and attractive investment opportunity for private companies. India's per capita GDP in rural regions has grown at a Compound Annual Growth Rate (CAGR) of 6.2 per cent since 2000. The Fast Moving Consumer Goods (FMCG) sector in rural and semi-urban India is expected to cross US$ 20 billion mark by 2018 and reach US$ 100 billion by 2025.

The Government of India has planned various initiatives to provide and improve the infrastructure in rural areas which can have a multiplier effect in increasing movements of goods, services and thereby improve earnings potential of rural areas subsequently improving consumption.

- The Government of India has approved the proposal to construct 10 million houses for the rural population, which will require an investment outlay of Rs 81,975 crore (US$ 12.7 billion) for the period from 2016-17 to 2018-19.

- The Government of India aims to provide tap water regularly to every household by 2030 in line with United Nations Sustainable Development Goals, requiring a funding of Rs 23,000 crore (US$ 3.57 billion) each year until the target is met.

- The Government of India is looking to install Wi-Fi hotspots at more than 1,000 gram panchayats across India, under its ambitious project called Digital Village, in order to provide internet connectivity for mass use, as well as to enable delivery of services like health and education in far-flung areas.

As is the trend with urban India, consumers in the rural regions are also expected to embrace online purchases over time and drive consumption digitally. The rural regions are already well covered by basic telecommunication services and are now witnessing increasing penetration of computers and smart phones. Taking advantage of these developments, online portals are being viewed as key channels for companies trying to enter and establish themselves in the rural market. The Internet has become a cost-effective means for a company looking to overcome geographical barriers and broaden its reach.

Market research firm Nielsen expects India's rural FMCG market to reach a size of US$ 100 billion by 2025. Another report by McKinsey Global Institute forecasts the annual real income per household in rural India to rise to 3.6 per cent 2025, from 2.8 per cent in the last 20 years.

a. What are the possible approaches of segmenting the rural market to enable the Government to provide the best benefits to most deserving segments? What segmentation tools can be used? (10)

b. How can the investment in IT drive growth in rural markets? What sectors should be given predominance among rural industries? Justify your answers. (10)

(1x20 marks =20marks)

Syllabus	
Module 1	**Rural Markets**: Rural Market in India- Size & Scope, Rural development as a core area, Efforts put for Rural development by government, Emerging Profile of Rural Markets in India, Problems of rural market. Constraints in Rural Marketing and Strategies to overcome constraints.
Module 2	**Rural Consumer Behavior**: Rural Consumer Vs Urban Consumer – a comparison, Factors affecting Rural Consumer Behavior- Social factors, Cultural factors, Technological factors Rural Marketing Research: Process of Research in Rural Markets, Approaches in Rural Markets.
Module 3	**Segmenting, Targeting and Positioning**: Conditions for Effective Market Segmentation, Approaches for Segmenting the Rural Market, Rural Market Segmentation Tools. **Product & Pricing Strategies for Rural Markets** Rural Product classification, Product Decisions and Strategies, Product Life Cycle Strategies in Rural Markets, New Product Development in Rural Markets, Rural pricing Strategies.
Module 4	**Promotion & Distribution Strategies for Rural Markets**: Advertising, Advertising mix factors, Media planning, Objectives of advertising and sales promotion
Module 5	**Rural and Urban Markets:** Comparative Analysis, Parameters Differentiating Urban & Rural Markets, Similarities and Differences in Consumer Behavior in Rural & Urban Markets. **Marketing of Agricultural Produce and Inputs**: Regulated markets, Cooperative Marketing & Processing Societies, Corporate Sector in Agri-Business: Cultivation, Processing& Retailing; Rural Marketing of FMCGs.

Text Books

1. Kashyap, P. (2016). *The rural marketing*, (3rd Ed). Pearson Education.
2. Badi, V.R & Badi, N.V., (2010), *Rural Marketing*, Himalaya Publishing.
3. Velayudhan, S, K., (2007). *Rural marketing: targeting the non-urban consumer*, (2nd Ed). Sage Publications.
4. Krishnamacharyulu, C.S.G & Lalitha R., (2010). *Rural marketing* (2nd Ed). Pearson.
5. Dogra, B. & Ghuman, K., (2007). *Rural marketing: concept & cases*, Tata Mcgraw-Hill Publishing Company.
6. Ram Kishen, (2015). *New Perspectives in Rural & Agricultural Marketing*, Jaico Publishing House.
7. Chakraborty, D. (2018). *Rural marketing in India: texts and cases*, Atlantic Publishers

Reference Books

1. Singh, S., *Rural Marketing – Focus on Agricultural Inputs*, Vikas Publishing House
2. Shepherd, A., "*A Guide to Maize Marketing for Extension Officers*". Extension Guide 1, Marketing & Rural Finance Service. FAO, Rome.
   http://www.fao.org/docrep/013/i1792e/i1792e00.pdf
3. Singh, A.K. and Pandey S., (2005). *Rural Marketing: Indian Perspective*, New Age

International Publishers.

4. Krishnamoorthy, R., (2011*). Introduction to rural marketing.* Himalaya Publishing House

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Rural Market in India-**	
1.1	Size & Scope of rural market, Problems of rural market. Rural development as a core area	3 Hrs
1.2	Efforts put for Rural development by government, Emerging Profile of Rural Markets in India	2 Hrs
1.3	Constraints in Rural Marketing and Strategies to overcome constraints	2 Hrs
2	**Rural Consumer Behaviour**	
2.1	Rural Consumer Vs Urban Consumer – a comparison	2 Hrs
2.2	Factors affecting Rural Consumer Behaviour- Social factors, Cultural factors, Technological factors.	3 Hrs
2.3	Process of Marketing Research in Rural Markets, Approaches in Rural Markets	2 Hrs
3	**Segmenting, Targeting and Positioning /product & Pricing Strategies for Rural Markets:**	
3.1	Conditions for Effective Market Segmentation, Approaches for Segmenting the Rural Market, Rural Market Segmentation Tools.	2 Hrs
3.2	Rural Product classification, Product Decisions and Strategies, Product Life Cycle Strategies in Rural Markets	3 Hrs
3.3	New Product Development in Rural Markets, Rural pricing Strategies	3 Hrs
4	**Promotion & Distribution Strategies for Rural Markets:**	
4.1	Advertising, Advertising mix factors	2 Hrs
4.2	Media planning	2 Hrs
4.3	Objectives of advertising and sales promotion	2 Hrs
5	**Rural and Urban Markets:**	
5.1	Comparative Analysis, Parameters Differentiating Urban & Rural Markets	2 Hrs
5.2	Similarities and Differences in Consumer Behaviour in Rural & Urban Markets.	2 Hrs
5.3	Marketing of Agricultural Produce and Inputs*:* Regulated markets, Cooperative Marketing & Processing Societies	2 Hrs
5.4	Corporate Sector in Agri-Business: Cultivation, Processing& Retailing; Rural Marketing of FMCGs	2 Hrs
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA258	STRATEGIC MARKETING	Elective	3	0	0	3

Preamble: Successful organisations should optimally utilise the resources available to it to achieve its mission. Marketing strategies are central to the success of long term goals by having present and planned objectives, resource deployments, and interactions with markets, competitors and other environmental factors. Through this course students understand how market strategy formulation and implementation is done within environmental constraints.

Prerequisite: Nil

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	Examine the nature, scope and levels of market oriented strategic planning and role of the marketing plan in this.
CO 2	Analyse the nature, structure and pattern of competitor strategies and organisational defence mechanisms
CO 3	Use portfolio analysis and situational analysis models to examine organisational strengths and weaknesses.
CO 4	Analyse strategy implementation in different sectors using marketing tools and approaches
CO 5	Develop and classify strategies available to organisations and measure its performance through audits and feedback

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	2	2	3	3
CO 2	3	2	3	2	2
CO 3	3	3	3	2	2
CO 4	3	3	2	2	3
CO 5	3	3	2	2	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA258 – STRATEGIC MARKETING

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. What are the levels of strategic planning in organisations?
2. Define strategies for market nichers.
3. What is the use of Delphi approach in forecasting trends?
4. Outline the constraints in strategy implementation.
5. List and explain types of industries.

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. a. Explain the components of the strategic marketing process. (5)
   b. How does developing a marketing plan help organisations? Describe. (5)

7. a. Examine the competitive strategies used by market leaders, followers and challengers. (5)
   b. Explain what are the possible measures to measure market share? (5)

8. a. Compare and contrast any three contributions of Michael Porter to the understanding of Strategy. (5)
   b. How is the 7S framework useful in strategy implementation in organisations? Illustrate with examples. (5)

9. a. Distinguish between any two portfolio analysis models used by companies for strategic planning. (5)
   b. Examine the function of the PIMS model in strategy development. Examine how cost drivers and uniqueness drivers aid strategy implementation. (5)

10. a. Analyse the effect of product life cycle on marketing strategy with examples from product or service industry. (5)
    b. Illustrate how the marketing mix strategy is used in FMCG sector in association with an STP strategy to reap maximum gains. (5)

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11.   *Folix: industry transition from 'growth' to 'maturity'*
Folix operates in an industry that is experiencing a transition to maturity and there are fundamental changes taking place in the competitive environment. Unfortunately, many executives in the firm do not perceive the need for change, while others perceive them very clearly but are reluctant to make the substantial changes in strategy that are required. This is perhaps because they feel it has implications for organizational structure and leadership and is not in their own personal best interests.

The slow down in growth rates of the industry implies that the firm cannot maintain its own growth rate in the industry simply by maintaining market share. To maintain growth rate in sales, market share has to be increased at the expense of competition. This sudden change in strategy may be interpreted by Folix's competitors, who have so far coexisted amicably, as aggressive and irrational and may lead to substantial retaliation. Warfare in terms of price cutting, uncharacteristic promotional activity and novel additional services may manifest itself and this is not in anyone's interest.
Another problem has been that as customers have become used to using the product they have also become more critical in their appraisal of the offerings and more brand aware. Customers' attention has moved from deciding whether to purchase the product at all to making choices among brands. The slower growth rate and more knowledgeable customers has caused competition to be based more upon level of service and keeping down costs.

During the time of growth and expansion, capacity additions to the industry were continual and regular. The situation has now been reached where over-capacity has occurred. Scaling down operations or at least careful monitoring of any further demands for increasing capacity have to be carefully examined. Over-capacity can lead to over-production and thence to price warfare to take up the production capacity. There has been some general reduction in profit levels. The fall in profits has reduced cash flow and decreased the value of shares in the firm.

a.   In the given context how can marketing performance be measured using strategic marketing audit?   (10)

b.   What is the nature of organizational problems that the organisation faces? Suggest a program for implementing the new way of strategic thinking which will consider the organizational issues that may raise obstacles to implementation.   (10)

Syllabus	
Module 1	**Introduction to strategic planning:** Nature and scope of market oriented strategic planning, Corporate & division planning SBUS, Business strategic planning, the marketing process, marketing plan
Module 2	**Market Situation Analysis:** Analysis of Competitors Strategies and Estimating their Reaction Pattern and Competitive Position; Market Leader Strategies ñ Expanding the Total market, Prote Share, Expanding market Share,
Module 3	**An approach to strategy formulation:** Marketing Research, Forecasting Contextual Possibilities – Trend Projection, Delphi Approach, Planning Scenarios, Analytical tools – Financial Models, Portfolio Models, Benchmarking & the PIMS Model. Michael Porter's five force competition model – Generic Strategies, Concept of Value Creation – Cost drivers &Uniqueness drivers, 4C's of Strategy, SWOT Analysis, GAP Analysis – Competitive Analysis – Porter's 5 forces Model of competition, BCG Matrix, GE 9 Cell Model as basic foundation of Strategic Marketing, McKinsey's 7s framework for analyzing and improving organizational effectiveness.
Module 4	**Marketing Strategy Implementation:** Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services, Constraints in marketing strategy implementation, Relationships - with Suppliers, Customers, & Channels of Distribution, Offerings – Marketing Mix – Segmentation, Targeting & Positioning, Timing – Timing of Entry and Exit – Effect of Product Life Cycle on Strategy, Resources Deployment – Value-based Planning, Monitoring, Shareholder Value.
Module 5	**Marketing orientation to development policy:** Corporate strategy – Distinction between Strategy and Strategic plan - Defensive strategy - Offensive strategy - Classifications of strategies -Competitive Analysis - Industry Analysis - Self Analysis of Organizations. **Marketing Strategy Evaluation:** Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year's Marketing strategy formulation.

Text Books
1. Kotler, P. (1990). *Marketing management: analysis, planning & control* (11th ed.). Prentice Hall
2. Phophalia, A. K., Sharma, S., Basotia, G. R., (1997). *Marketing management: analysis, planning and control*. Kanishka Publishers
3. Kazmi, A. (2008). *Strategic management and business policy*. Tata McGraw Hill.
4. West, D., Ford, J. & Ibrahim, E. (2011). *Strategic marketing: creating competitive advantage,* Oxford University Press India.
5. Nag A., (2008). *Strategic Marketing*. Macmillan Publishers India.

| **References and Suggested readings** |
|---|
| 1. Cravens, D.W., (1999). *Strategic marketing.* McGraw Hill Higher Education. |
| 2. Kaynak, E. and Savitt, R., (1984). *Comparative marketing systems*, Praegar, New York. |
| 3. Dess, E. G., Eisner, A., Lumpkin, T., & Mcnamara, G. (2013). *Strategic management: creating competitive advantages*. McGraw-Hill Higher Education |
| 4. Porter M. E., (2004). *Competitive advantage: creating, sustaining superior* |

performance, Simon & Schuster.

5. Xavier, M. J., (1999). *Strategic marketing a guide for developing sustainable competitive advantage*. Sage Response.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to strategic planning**	
1.1	Nature and scope of market oriented strategic planning,	3 hours
1.2	Corporate & division planning SBUS, Business strategic planning,	2 hours
1.3	The marketing process, marketing plan	3 hours
2	**Market Situation Analysis**;,	
2.1	Analysis of Competitors Strategies and Estimating their Reaction Pattern and Competitive Position;	2 hours
2.2	Market Leader Strategies iñ Expanding the Total market,	3 hours
2.3	Protecting market Share, Expanding market Share	2 hours
3	**An approach to strategy formulation**.	
3.1	Marketing Research, Forecasting Contextual Possibilities – Trend Projection, Delphi Approach, Planning Scenarios	1 hour
3.2	Analytical tools – Financial Models, Portfolio Models, Benchmarking & the PIMS Model. Michael Porter's five force competition model – Generic Strategies	2 hours
3.3	Concept of Value Creation – Cost drivers &Uniqueness drivers, 4C's of Strategy, SWOT Analysis, GAP Analysis – Competitive Analysis – Porter's 5 forces Model of competition	2 hours
3.4	BCG Matrix, GE 9 Cell Model as basic foundation of Strategic Marketing, McKinsey's 7s framework for analyzing and improving organizational effectiveness	2 hours
4	**Marketing Strategy Implementation**	
4.1	Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services	1 hour
4.2	Constraints in marketing strategy implementation, Relationships - with Suppliers, Customers, & Channels of Distribution,	2 hours
4.3	Marketing Mix – Segmentation, Targeting & Positioning, Timing – Timing of Entry and Exit – Effect of Product Life Cycle on Strategy	2 hours
4.4	Resources Deployment – Value-based Planning, Monitoring, Shareholder Value	2 hours
5	**Marketing orientation to development policy** .	
5.1	Corporate strategy – Distinction between Strategy and Strategic plan - Defensive strategy - Offensive strategy - Classifications of strategies	2 hours
5.2	-Competitive Analysis - Industry Analysis - Self Analysis of Organizations	2 hours
5.3	**Marketing Strategy Evaluation** – Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year's Marketing strategy formulation	3 hours
	Total	36

		hours
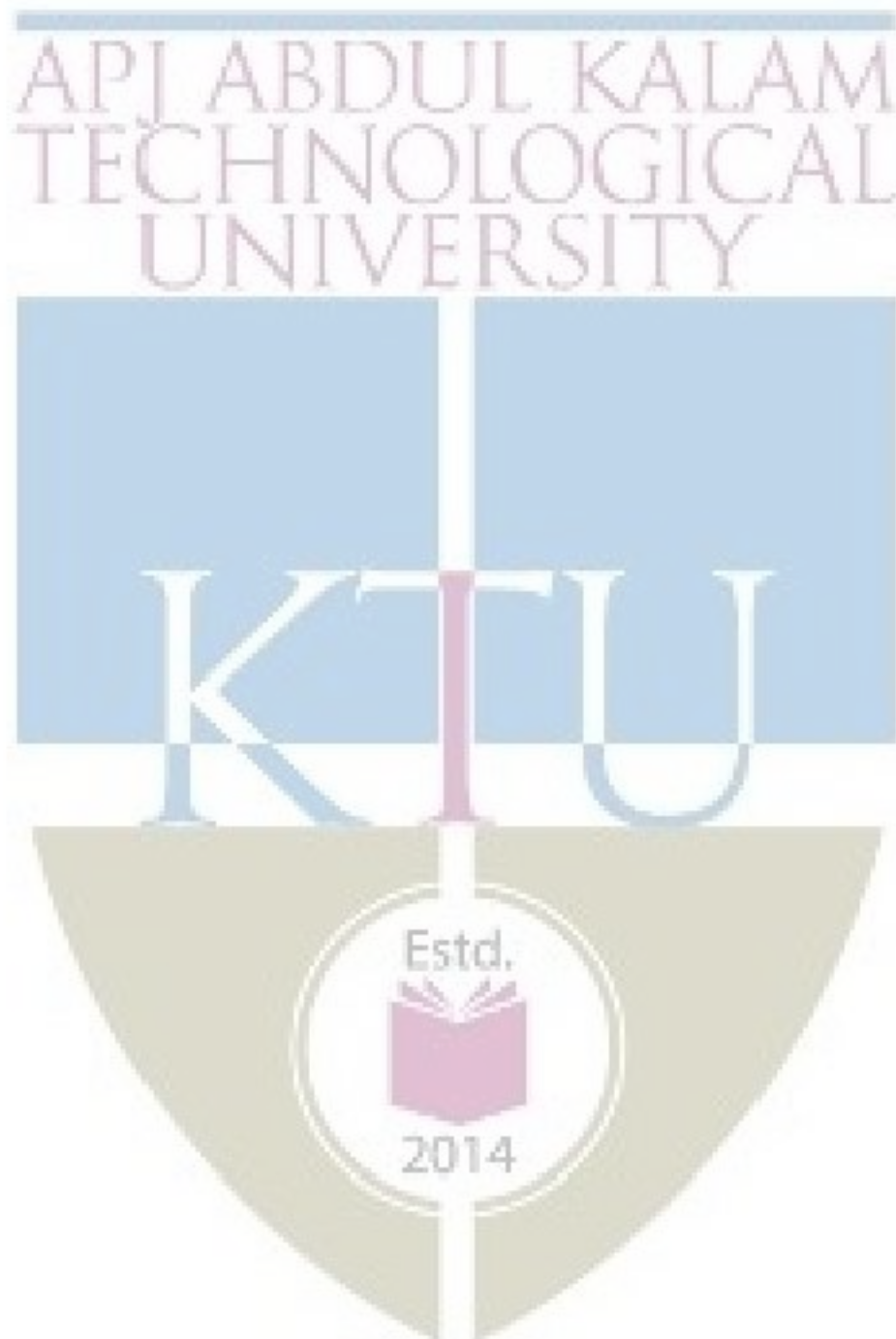
Course Code	Course Name	Category	L	T	P	Credit
20MBA260	**INTERNATIONAL MARKETING**	**Elective**	**3**	**0**	**0**	**3**

Preamble: The task of global marketing is complex enough when the company operates in one foreign national market. It is much more complex when the company starts operations in several countries. Marketing programmes must adapt to needs and preferences of customers that have different levels of purchasing power as well as different climates, languages and cultures. In spite of the many differences some coordination of international activities will be required, and at the same time the company will gain some synergy across borders, in the way that experience and learning acquired in one country can be transferred to another. Knowledge of International marketing is required for scaling up globally.

Prerequisite: Nil

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	Outline and illustrate the, scale, scope, limits, premises and expanse within which international markets operate
CO 2	Examine and demonstrate how companies enter into and operate in foreign markets.
CO 3	Compare and categorise how marketing mix variables of product and pricing are applied in international markets.
CO 4	Appraise and evaluate promotional strategies and distributional possibilities in a global company.
CO 5	Examine and review India's foreign trade policies, incentives and regulations to support international trade

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	2	2	1
CO 2	3	3	2	3	3
CO 3	3	3	2	2	3
CO4	3	3	2	2	3
CO 5	3	2	1	2	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FOURTH SEMESTER MBA DEGREE EXAMINATION
20MBA260– INTERNATIONAL MARKETING

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Explain the driving and restraining forces in international marketing.

2. Illustrate the organization structures for internationalization.

3. Compare product standardization versus adaptation.

4. Explain the role of trade fairs and exhibitions in international trade.

5. Which are the pre-shipment and post-shipment financing options?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. a. Distinguish between the concept of comparative advantage and differential advantage with examples. (5)

    b. Analyse the effect that technology improvements in international marketing have on increasing customer value. (5)

7. a. In targeting new international markets distinguish between undifferentiated and concentrated marketing strategies with examples. (5)

    b. For an international clothing brand planning to enter the Indian market, will you recommend the 'shower' approach or 'waterfall' approach'? Why? (5)

8. a. Describe the International product life cycle with diagram in detail. Has the onset of E- commerce brought any change to the traditional view of IPLC? (5)

    b. Analyse how international pricing objectives are influenced by the macroeconomic status of the foreign markets they desire to enter. (5)

9. a. What has been the role of export promotion organisations in development of the export sector in India? (5)

    b. What are the types of international market intermediaries used for direct or indirect export from India? (5)

10. a. What has been the export procedures and documentation to be carried out by an exporter in India. (5)

    b. Explain the role and support measures of the EXIM Bank in furthering India's foreign trade. (5)

(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. Globalization in India in the 1990s caused sweeping changes in the Indian marketing environment. Factors like the entry of foreign brands to the country, increase in the number of young professionals in urban areas, influence of mass media, etc, have led to many far-reaching changes in the branding strategies of Indian products.

Seeing the importance that Indian culture gave to whiteness of fabrics. Reckitt Benckiser (India) Ltd introduced Robin Blue. This was followed by Jyothi Labs introducing the Ujala fabric whitener in the market. Ariel detergent which was positioned at first as a detergent which did not require soap, had to introduce Ariel soap in the market because of the Indian culture of applying soap to clothes while washing. Similarly Samsung introduced washing machines in the market which were suitable for washing sarees. In the case of consumable goods, packaging and price play an important role in the branding strategy. About 60 percent of shampoo consumption in India is through 6-10 ml sachets. In the case of soaps, major brands have introduced 50-75 gram pack.

Toothpaste, tea, coffee, detergents, etc are sold in sachets. Pepsi and Coke have introduced 200ml bottles in India. Small kiranas constitute 95 percent of retail products and they prefer low price products. Many brands prefer economy packs that help retailes increase sales volume by catering to a low income group. This is because many people in the country are paid wages on daily or weekly basis and they refer to buy products in small quantities.

Adapted from: Kumar,S.R "Branding Strategies in a Changing Marketing Environment" Brand Management, Vol. 11, No. 1,48-62 (2003).

a. Drawing from the above case, why would a company go for product adaptation? In your opinion when should product standardisation be adhered to. (10)

b. Using case illustration explain what are the challenges companies face in international promotion of products and strategies to overcome them. (10)

(1x20 marks =20marks)

Syllabus	
Module 1	**International Marketing:** Scope of international marketing; international marketing vs. domestic marketing; challenges in global marketing; customer value and the value equation; competitive or differential advantage; benefits of international marketing; driving and restraining forces in international marketing; participants in international marketing; technological developments and international marketing; future and challenges of international marketing
Module 2	**Market Coverage Strategies:** Concentrated marketing; niche marketing; market segmentation and differentiated marketing; new product introduction strategies – shower approach, waterfall approach. **Organising for International Marketing:** Built in export department; separate export department; international sales subsidiary; international division; global organisation.
Module 3	**International Product Strategies:** Products for international markets; international product life- cycle; international product planning; product adoption and standardization; product-communication strategies. **Pricing for International Markets:** International pricing objectives; retrograde pricing; Incoterms. International marketing of services
Module 4	**International Promotional Strategies:** Marketing environment and promotion strategies; major decisions in international marketing communication; role of export promotion organisations; trade fairs and exhibitions; personnel selling in international marketing; challenges in international promotion. **International Distribution Strategies:** International channel system; direct exports and indirect exports; types of international marketing intermediaries, marketing environment and distribution strategies; international logistics
Module 5	**Foreign Trade Policy and Procedures:** Foreign trade policy and export promotion measures; export procedures and import procedures; quality control and pre- shipment inspection; export risk insurance; trade financing- pre-shipment and post-shipment financing; role of Exim Bank: foreign exchange regulations; Incoterms.

Text Books
1. Hollensen, S. (2009). *Global Marketing*, Pearson Education.
2. Joshi, R. M. (2014). *International Marketing*, Oxford University Press India.
3. Onkvisit, S. & Shaw, J. (1996). *International Marketing Analysis and Strategy*, Prentice-Hall of India Pvt Ltd.

References and Suggested readings
1. Cherunilam F. (2015). *International Marketing: Text and Cases*, Himalaya Publishing House.
2. Lee K. and Carter S. (2012). *Global Marketing Management*, Oxford University Press.
3. Doole I. & Lowe R. (2012). *International Marketing Strategy.* Cengage Learning.
4. Jain, S. C. (2001). *International Marketing.* South-Western.
5. Keegan W. J. (2010). *Global Marketing Management.* Pearson Education.
6. Cateora P. R., Gilly M. C. & Graham J. L., *(2014). International Marketing,* McGraw Hill Education India Private Limited.
7. Kumar, A., (2007). *Export and Import Management*, Excel Books.

8. Kotabe, M. & Helsen, K. (2014). *Global Marketing Management*, John Wiley & Sons.

9. *Handbook on Foreign Trade Policy and Guide to Export & Import*, The Institute of Chartered Accountants of India, New Delhi.

10. *Handbook of Procedures*, Department of Commerce, Ministry of Commerce & Industry, Government of India, New Delhi.

Course Contents and Lecture Schedule

No	Topic		No. of Lectures
1	**International Marketing**		
1.1	Scope of international marketing; international marketing vs. domestic marketing; challenges in global marketing; customer value and the value equation; competitive or differential advantage;		3
1.2	benefits of international marketing; driving and restraining forces in international marketing; participants in international marketing;		2
1.3	technological developments and international marketing; future and challenges of international marketing		3
2	**Market Coverage Strategies & Organising for International Marketing**		
2.1	Concentrated marketing; niche marketing; market segmentation and differentiated marketing.		2
2.2	New product introduction strategies, – shower approach, waterfall approach.		2
2.3	Built in export department; separate export department; international sales subsidiary; international division; global organisation		3
3	**International Product Strategies & Pricing for International Markets**		
3.1	Products for international markets; international product life- cycle; international product planning; product adoption and standardization; product-communication strategies		2
3.2	International pricing objectives; retrograde pricing;		2
3.3	Incoterms. International marketing of services		3
4	**International Promotional Strategies & International Distribution Strategies**		
4.1	Marketing environment and promotion strategies; major decisions in international marketing communication; role of export promotion organisations; trade fairs and exhibitions; personnel selling in international marketing; challenges in international promotion.		2
4.2	International channel system; direct exports and indirect exports; types of international marketing intermediaries		2
4.3	marketing environment and distribution strategies; international logistics		3
5	**Foreign Trade Policy and Procedures**		
5.1	Foreign trade policy and export promotion measures; export procedures and import procedures;		2
5.2	quality control and pre- shipment inspection; export risk insurance; trade financing- pre-shipment and post-shipment financing;		2
5.3	Role of Exim Bank: foreign exchange regulations; Incoterms.		3
		Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA262	**DIGITAL AND SOCIAL MEDIA MARKETING**	**Elective**	**3**	**0**	**0**	**3**

Preamble: The course enables the student to have a thorough understanding of the digital marketing concepts and also enables them to target the potential online customers through organic and paid channels.

Prerequisite: NIL

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	Identify various organic, paid, owned and earned media sources
CO 2	Compare page optimisation techniques with off page optimisation techniques
CO 3	Design an ad according to the google ads structure and also create a suitable landing page
CO 4	Determine the most suitable social media platform for a social media campaign
CO 5	Illustrate inborn marketing methodology for driving online traffic

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	3	1	3	1
CO 2	3	3	1	2	3
CO 3	3	1	3	1	3
CO 4	3	3	1	2	1
CO 5	3	3	1	1	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA262 – DIGITAL AND SOCIAL MEDIA MARKETING

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. State the functions of a digital marketing manager?
2. Define Search Engine Optimization?
3. What is quality score?
4. Describe Social Media Marketing?
5. Explain the concept of Gamification?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Compare and contrast between Paid, Owned and Earned Media?
7. List out the best practices to be adopted to ensure the we adhere to guideline of google?
8. How would you test and identify the best landing page for your online campaign?
9. What is online reputation management? How do you manage online reputation? Explain its tools and strategies.
10. How can you apply the inbound marketing methodology in a B2B context? Use suitable diagram with example.

(3x10 marks = 30 marks)

PART C
Compulsory Question. This question carries 20 marks

11. Patanjali herbal wash had a detergent powder with herbs that removed tough stains. But the challenge was that consumers were not interested in such communication. Most Indian consumers thought there is no difference between detergent brands. The category showed a lack of interest with a lot of clutter and noise in communication. You being a new Digital Marketing intern in the company had been assigned with a couple of tasks:

   a) Identify the most suitable social media platform for targeting maximum conversions?

   b) Discuss the importance of influencer marketing and a few effective strategies for increasing product visibility through influencer marketing?

(1x20 marks =20marks)

	Syllabus
Module 1	**Introduction to Digital Marketing:** Evolution of Internet. Web 1.0, 2.0 and 3.0, Digital Marketing- Importance, Benefits, Challenges and Goals, Digital Vs Traditional Marketing, Strengths and applications of internet marketing, Digital Marketing – Organic & Paid, Paid Owned Earned Media (P.O.E.M), Digital Marketing platforms, Digital Marketing Management: Role of web marketing manager, Web marketing department structure, roles and responsibilities, job description, targets, goals. Website Planning and Creation, Static Vs Dynamic Website, Content Management Systems, Domian Name- Understanding domain names & domain extensions, Web Hosting, Types of web hosting., The Online Marketing Mix, Customer Relationship Management in a Web 2.0, CRM platform.
Module 2	**Introduction to Search Engines:** how search engines work, Google guidelines, Search Engine Optimization (SEO): Difference between portal and search engines, Organic Search vs. Paid Search Results, Keyword Research, Types of SEO, Site map, Meta tags best practices. local SEO- Benefits of Local SEO, SEO Audit, black hat SEO and white hat SEO, Social bookmarking sites, Techniques to get on top of Google, Consumer Segmentation, Targeting, and Positioning using Online Tools, conversion rate optimization, Market Influence Analytics in a Digital Ecosytem, Selecting an SEO Firm/Consultant.
Module 3	**Search Engine Marketing (SEM):** Meaning, Google Adwords- Search ads, Display ads, Video Ads, Shopping Ads, Google Ads Account Structure, Different types of keywords, Ad pricing models- CPM, CPC, CPA, Quality Score and Its Importance, Ad Extensions, Retargeting. landing page- Types of Landing Pages, Main Components of a Successful Landing Page, A/B Testing, how to choose your ad partner.
Module 4	**Introduction to social media:** uses of social media, how companies use social media. Benefits of social media: Case studies of social media, social media profile creation and optimization, *Social Media Marketing (SMM)*-Meaning, Importance, Benefits, roles, Facebook Marketing, Instagram & LinkedIn Marketing, Pinterest Marketing. Online Reputation Management- tools and strategies of online reputation management. Influencer Marketing- Meaning, Platforms.
Module 5	**Inbound Marketing and Digital Marketing Trends:** Meaning, Methodology, Content Marketing- Engagement Marketing. Email Marketing- Importance, Role of email marketing, types of emails, email marketing objective, automated email campaign (Drip Campaign). Email Marketing Platforms, Permission-Based Email Marketing, Blogging and microblogging, blogging for businesses, Google Adsense, Affiliate marketing- Difference between referral and affiliate marketing, Types of Affiliates. Trends in digital advertising Programmatic Marketing, Marketing Gamification, Role of Internet of things in Digital marketing.

Text Books

1. Ahuja, V. (2015). *Digital Marketing*. Oxford University Press.
2. Strauss, J., Frost, R. & Ansary, A. I. (2009). *E-marketing (Vol. 4)*. São Paulo: Pearson Prentice Hall.

References and Suggested readings

1. Charlesworth, A. (2014). *Digital marketing: A practical approach*. Routledge.
2. Zimmerman, J., & Ng, D. (2015). *Social media marketing all-in-one for dummies*. John Wiley & Sons.
3. Kelley, L., Sheehan, K., & Jugenheimer, D. W. (2015). *Advertising media planning: a brand management approach*. Routledge.
4. Enge, E., Spencer, S., Fishkin, R., & Stricchiola, J. (2012). *The art of SEO*. " O'Reilly Media, Inc.".
5. Teixeira, J. (2011). *Your Google Game Plan for Success: Increasing Your Web Presence with Google AdWords, Analytics and Website Optimizer*. John Wiley and Sons.
6. https://learndigital.withgoogle.com/digitalunlocked/
7. https://digitalskills.fb.com/en-in/
8. https://www.hubspot.com/digital-marketing
9. https://learning.edx.org/

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**INTRODUCTION TO DIGITAL MARKETING**	
1.1	Importance, Benefits & Challenges, Differences	3 hours
1.2	Paid Owned Earned Media and Digital Marketing Management	2 hours
1.3	Website Planning and Creation	3 hours
2	**SEARCH ENGINE OPTIMIZATION (SEO)**	
2.1	Guidelines, Differences,	2 hours
2.2	Types of SEO	2 hours
2.3	SEO Audit & SEO Strategies	3 hours
3	**SEARCH ENGINE MARKETING (SEM)**	
3.1	Meaning & Types of ads	2 hours
3.2	Ad pricing models	2 hours
3.3	landing page	3 hours
4	**Social Media Marketing (SMM)**	
4.1	Introduction to social media & Social Media Marketing	2 hours
4.2	Influencer Marketing	2 hours
4.3	Online Reputation Management	3 hours
5	**Inbound Marketing and Digital Marketing Trends**	
5.1	Inbound Marketing-Meaning, Methodology	1 hour
5.2	Email Marketing	2 hours
5.3	Blogging, Google Adsense & Affiliate marketing	2 hours
5.4	Programmatic Marketing & Marketing Gamification	2 hours
	Total	36 hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA272	TECHNOLOGY APPLICATION AND IPR	Elective	3	0	0	3

Preamble: This course will expose the students to the concept of technology management; nuances and issues in technology management and the decision making aspects related to technology management. This course is also intended to introduce the different categories of IP, the minimum standard to identify the items of protection. This course will also help to acquaint the students with the role of technology and innovation in global industrial competition with latest trends and developments.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Understand the importance of managing technology, innovation and change at the firm's level and also at the national level.
CO 2	Provide insights on technical, human and social aspects of technology management.
CO 3	Enrich issue based inputs of the severity of IPR and its relevance in globalised era
CO 4	Understand how IPR affects technology transfer across countries
CO 5	Expose themselves to the procedural requirements for the acquisition of IPR and also address the international filing system

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	3	3
CO 2	3	3	1	3	2
CO 3	3	3	1	3	3
CO 4	3	3	1	3	2
CO 5	3	3	1	3	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA272 - TECHNOLOGY APPLICATION AND IPR

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Define Technology Management.

2. Interpret the term 'technology lifecycle'.

3. State basic requirements of technological alliances.

4. State the need for intellectual property right

5. Differentiate between a patent and copyright.

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. "Technology affects the way individuals communicate, learn, and think. It helps society and determines how people interact with each other on a daily basis." Examine the impact of Technology on Society and Business.

7. Explain the different types of innovation with real world examples for each type. Describe the factors that favour and dampen the different types of innovation in an organisation.

8. Discuss the various technical, social and economic issues before Indian manufacturers to achieve global competitiveness.

9. Examine the impact of globalisation on technological environment? How TRIPS has affected India in this context?

10. "Unfair practices of business generally occur due to the malpractices of patent and IPR". Discuss with suitable examples.

(3x10 marks = 30 marks)

PART C
Compulsory question. This question carries 20 marks.

11. "One of the biggest problems of technology change in industry is its adaptation and integration in the institutional culture and practices. Every time a new technology is introduced, there is some sort of resistance to change due to various reasons. Many do not want to try a new technology, as they are comfortable with the exiting practices, and do not see any value addition."

As a consultant to manage technological change in an engineering firm how will you deal with resistance to technological change?

(1x20 marks = 20 marks)

	Syllabus
Module 1	**Managing Technology** – Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Integrating Road mapping into Technical Planning; Legal aspects of Technology Management; Management of Change and Choice of Technology; Technology Sourcing.
Module 2	**Technology and Innovation** – Parameters in managing Technology. Technology Life Cycle, Process of Technological & Non Technological Innovation, Types of innovation, Idea generation and Innovation Fertilization. Research & Development (R&D), Management Innovation and firm capability, Technology Transfer & Legal framework.
Module 3	**Business and Technology** – Global Competitiveness, Technology Strategy and Planning, Technology Alliances and Joint Ventures; Critical Technology Bridging, Marketing Technology, Technology intelligence (TI), Corporate Venturing, Technology Marketing.
Module 4	**Intellectual Property Rights (IPR)** - Meaning, Overview of Intellectual Property (IP), Importance, Protection, International Protection of IPRs - General Agreement on Trade and Tariff (GATT), World Intellectual Property Organisation (WIPO) Convention, World Trade Organisation (WTO), Trade Related Intellectual property Rights (TRIPS) Agreement.
Module 5	**Introduction to Patents** - Forms of Industrial Properties- Patents, Industrial Designs, Plant Varieties, Copyrights, Trademarks. Patentable and Non-Patentable Inventions; Procedure for Filing of patents; Acquisition of Patent rights; Compulsory Licenses, and related rights, Trade Marks and rights arising from Trademark registration, Definitions, Industrial Designs, Protection of Geographical Indications at National and International levels, Plant Varieties, Application Procedures, Trade Secret- Emerging issues in IPR.

Text Book
1. Tarek M. Khalil (2009). *Management of Technology: The Key to Competitiveness and Wealth Creation*, McGraw Hill Education India Private Limited 2. Prabuddha Ganguli (2017). *Intellectual Property Rights: Unleashing the knowledge economy,* McGraw Hill Education India (Pvt) Ltd. 3. Neeraj Pandey & Khushdeep Dharni, (2014). *Intellectual Property Rights,* PHI Publications 4. Vikas Vashishth (2006). *Law & Practice of Intellectual Property in India,* Bharath Law House Pvt. Ltd. 5. Narayanan P., (2018) *Intellectual property Law,* Eastern law House. 6. Unni V. K., (2005), *Trademarks & the Emerging Concepts of Cyber Property Rights*", Eastern Law House.

References and Suggested Readings
1. Narayanan V. K., (2002). *Managing Technology and Innovation for Competitive Advantage*, Pearson Education. 2. Ettile J. E., (2006). *Managing Innovation: New technology, New Products and New Services in a Global Economy*. A Butterworth-Heinemann Title. 3. Wadehra B. L., (2004). *Law relating to patents, trademarks, copyright, design and geographical indications*. Universal Law Publishing Co. Ltd., New Delhi. 4. Myneni S. R. (2020) *Law of Intellectual Property*. Asia Law House, Hyderabad. 5. Cornish W. R., (1999). *Intellectual Property, Patents, Copyright, trademarks and allied rights*. Sweet & Maxwell, London.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Managing Technology**	
1.1	Understanding Technology and its Relationship	3 Hours
1.2	Role and Significance of Technology Management	2 Hours
1.3	Management of Change and Choice of Technology; Technology Sourcing	2 Hours
2	**Technology and Innovation**	
2.1	Technology Life Cycle,	2 Hours
2.2	Technological & Non Technological Innovation	2 Hours
2.3	Research & Development (R&D)	3 Hours
3	**Business and Technology**	
3.1	Global Competitiveness, Technology Strategy and Planning	3 Hours
3.2	Technology Alliances and Joint Ventures	2 Hours
3.3	Technology Marketing	2 Hours
4	**Intellectual Property Rights (IPR)**	
4.1	Overview of Intellectual Property (IP)	2 Hours
4.2	Importance, Protection	2 Hours
4.3	International Protection of IPRs	2 Hours
5	**Introduction to Patents**	
5.1	Forms of Industrial Properties- Patents, Industrial Designs, Plant Varieties, Copyrights, Trademarks	5 Hours
5.2	Procedure for Filing of patents; Acquisition of Patent rights	2 Hours
5.3	Emerging issues in IPR	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA274	**INNOVATION AND NEW PRODUCT MANAGEMENT**	**Elective**	**3**	**0**	**0**	**3**

Preamble: This course gives an insight in to the importance of innovation and R&D for an organization as well as innovation strategies for market adoption. It also equips students with methodology to manage new product or services in already existing or new market.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Understand the types and models of innovation and the frameworks of innovation process
CO 2	Analyse market adoption strategies and organizational characteristics for successful innovation
CO 3	Understand the different strategic alliances and firm's intellectual property rights.
CO 4	Interpret the relationship between R&D and innovation Strategies.
CO 5	Formulate pathways for New Product Development.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	3	2	1	1
CO 2	3	3	2	1	1
CO 3	3	3	1	2	1
CO 4	3	3	2	2	1
CO 5	3	2	3	3	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA274- INNOVATION AND NEW PRODUCT MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. What are the different stages of successful innovation process?
2. Explain BPR?
3. List out the forms of strategic alliances?
4. Differentiate between science park model & Ferret model.
5. What is the purpose of new product testing?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. What is the difference between innovation & invention? Explain different innovation models.
7. "Managing uncertainty is a central feature of managing the innovation process". Examine the statement.
8. Briefly examine the different forms of protection available for a firm's intellectual property.
9. "Deciding which projects to select for further development will inevitably result in dropping others". Explain the evaluation process.
10. Explain new service development models.

(3x10 marks = 30 marks)

PART C
Compulsory Question. This question carries 20 marks

11. A major manufacturer of high-quality highway trucks sought entry into the urban market; namely, dump trucks for construction applications. The product idea was: "let's build a high-quality dump truck," and a preliminary investigation revealed that the company could indeed design and build such a vehicle and that the market was a large and growing one. But the details of the product concept and how the product would be positioned were missing. A concept identification market study was commissioned. Dump truck fleet owners were personally interviewed to determine their choice criteria; attitudes to various OEM's products; likes, dislikes, and preferences; reasons for these; areas of discontent; design improvements desired; etc. Following the interviews, it became clear that truck downtime was a major concern and a costly problem to fleet operators. In fact, many users kept spare vehicles simply to ensure that they could meet their own customers' demands. So the new product concept became: "a truck that can be repaired and back on the road overnight in 12 hrs no matter how serious the breakdown."

   a. Why is concept testing is important in the above case study?   (5 marks)
   b. Enumerate the reason for new product failures.   (5 marks)
   c. Discuss the various techniques used in consumer testing of new product development.   (10 marks)

Syllabus	
Module 1	**Introduction to Innovation management** –importance of innovation- stages of successful innovations- types of innovation – models of innovations- framework for management of innovation process - difference between innovation and invention.
Module 2	**Market adoption and innovation within firms -** Innovation and the market – innovation diffusion theories – adoption of innovation - Pearson's uncertainty map -organizational characteristics that facilitate innovation – management tools for innovation –Operations & Process innovation-design requirement- process design-BPR-lean innovation.
Module 3	**Strategic alliances**- definition – forms of strategic alliances-- process for forming successful strategic alliances –risk in strategic alliances Knowledge based organization- characteristics-Technology trajectories-organizational heritage-learning organization- -organizational structures and innovation–IPR-remedies against infringement.
Module 4	**Management of R&D** –classifying R&D - R&D management & its link with business strategy– R&D strategic decision making process-evaluating R&D projects-managing R&D projects- innovation and technology transfer- limits and barriers for technology transfer.
Module 5	**New product development** –new product-classification-new product development process- product failures-models of NPD - NPD as strategy for growth- - new service development models – market research & NPD-techniques used in consumer testing of new products.

Text Book

1. Paul Trott (2017). *Innovation Management and New Product Development*, Pearson.
2. Crawford Merle C. and Di Benedetto Anthony C., (2014). *New Products Management*. McGraw- Hill/Irwin Marketing.
3. Michael Z. Brooke & William Ronald Mills (2004). *New Product Development: Successful Innovation in the Market Place*, Jaico Books.

References and Suggested Readings

1. Ulrich, Karl and Eppinger, Steven (2012). *Product Design and Development* (5th Edition). McGraw-Hill Irwin.
2. Bettencourt, Lance (2010) *Service Innovation: How to Go from Customer Needs to Breakthrough Services*. McGraw-Hill Irwin.
3. Bye, P., & Chanaron, J. J. (1995). Technology trajectories and strategies. *International Journal of Technology Management*, *10*(1), 45-66.
4. Cooper, R. G. (1983). A process model for industrial new product development. *IEEE Transactions on Engineering Management*, (1), 2-11.
5. Şimşit, Z. T., Vayvay, Ö., & Öztürk, Ö. (2014). An outline of innovation management process: building a framework for managers to implement innovation. *Procedia-Social and Behavioral Sciences*, *150*, 690-699.
6. Bhat, S. R. (2018). Innovation and intellectual property rights law—an overview of the Indian law. *IIMB Management Review*, *30*(1), 51-61.
7. Du Preez, N. D., & Louw, L. (2008, July). A framework for managing the innovation process. In *PICMET'08-2008 Portland International Conference on Management of Engineering & Technology* (pp. 546-558). IEEE.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to innovation management**	
1.1	Importance of innovation, stages of innovation	3 Hours
1.2	Types of innovation, models of innovation	2 Hours
1.3	Framework of managing innovation process, Innovation and invention.	2 Hours
2	**Market adoption and innovation within firms**	
2.1	**-** Innovation and the market – innovation diffusion theories – adoption of innovation - Pearson's uncertainty map	3 Hours
2.2	-organizational characteristics that facilitate innovation – management tools for innovation	2 Hours
2.3	–Operations & Process innovation-design requirement- process design-BPR-lean innovation	2 Hours
3	**Strategic alliances**	
3.1	definition – forms of strategic alliances-- process for forming successful strategic alliances –risk in strategic alliances	3 Hours
3.2	Knowledge based organization- characteristics-Technology trajectories- organizational heritage-learning organization	2 Hours
3.3	organizational structures and innovation–IPR-remedies against infringement	2 Hours
4	**Management of R&D**	
4.1	classifying R&D - R&D management & its link with business strategy	2 Hours
4.2	R&D strategic decision making process-evaluating R&D projects-managing R&D projects	2 Hours
4.3	innovation and technology transfer- limits and barriers for technology transfer	3 Hours
5	**New product development**	
5.1	New product-classification-new product development process-product failures	3 Hours
5.2	Models of NPD - NPD as strategy for growth- - new service development models	3 Hours
5.3	Market research & NPD- techniques used in consumer testing of new products.	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA276	BUSINESS PLANNING FOR SMALL & MEDIUM ENTERPRISES	Elective	3	0	0	3

Preamble: This course provides students with insight on key aspects and challenges of small and medium sized enterprises (SMEs). Students will gain knowledge of systems and techniques to manage and strategically position SMEs in the national and international context. Furthermore, this course will focus on the uniqueness of the managerial process, control and accountability issues of SMEs.

Prerequisite: NIL

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	Examine the key characteristics of SMEs and understand the challenges and the unique position of SMEs in contrast to larger organizations.
CO 2	Understand the importance of defining the right strategy for the SME in a fast changing world and to apply specific tools, models and processes.
CO 3	Study the strategic management models and theory specific to SMEs
CO 4	Understand the concept of E-Business and emerging techniques in market analysis for SMEs
CO 5	Observe the contemporary environment in SMEs

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	3	3
CO 2	3	3	1	3	2
CO 3	3	3	1	3	3
CO 4	3	3	1	3	2
CO 5	3	3	1	3	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA276– BUSINESS PLANNING FOR SMALL & MEDIUM ENTERPRISES

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. What are the characteristics of MSME?
2. Define microfinance
3. What is the role of SIDBI?
4. Define E-Payment system.
5. Define Rural Entrepreneurship

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Explain the role of MSME in economic development. Briefly explain the role of government in MSME promotion.
7. Explain in detail about structure of a business plan. How the various feasibility studies help in developing a proper business plan?
8. Discuss in detail about the role of various supporting agencies for MSME. Explain in detail about single window system.
9. Explain how e-commerce strategies help MSME. Discuss about E-Business environment.
10. Discuss the role of social responsibility in Entrepreneurs with real life example.

(3x10 marks = 30 marks)

PART C
Compulsory Question. This question carries 20 marks

11. Kudumbashree, a community organization of Neighborhood Groups (NHGs) of women in Kerala, has been recognized as an effective strategy for the empowerment of women in rural as well as urban areas: bringing women together from all spheres of life to fight for their rights or for empowerment. The overall empowerment of women is closely linked to economic empowerment. Women through these NHGs work on a range of issues such as health, nutrition, agriculture, etc. besides income generation activities and seeking micro credit.
   a) Evaluate the strategies of Kudumbashree units and explain how it became successful.
   b) Analyse the revenue generation model of Kudumbashree units near you or in general in Kerala.

(1x20 marks = 20 marks)

Syllabus	
Module 1	**Small Business** – Setting up a Small Business: Determination of the nature of the business unit, Micro, Small and Medium Enterprises (MSMEs), Characteristics and Objective of MSME, Role of MSME in Economic Development, Challenges Faced by MSME, Steps of Starting SMSME's and Measures taken by Government for the promotion of MSME's.
Module 2	**Business Planning -** Identifying and Evaluating Business Ideas and Opportunities – Sources of new ideas, Business Plan - Objectives, Structure and Elements of a Business Plan, Setting up a new venture, Business Feasibility Studies –Source and Criteria of Financing – Microfinance – Human Resource Mobilization - Technical Assistance – Marketing Assistance – Legal Formalities and Documentation.
Module 3	**Institutional Support to SMEs-** Activities and objectives of Institutions Supporting Entrepreneurs, Institutions Supporting Agencies - Small Industries Development Bank of India (SIDBI), NABARD, NSIC (National Small Industries Corporation), Commodity Boards, State Directorate of Industries, State Financial Corporations, MUDRA Bank. Institutional Support Schemes- Interest Subsidy, Seed/Margin Money, Refinance Scheme, Composite Loan Scheme, Single Window Scheme, National Equity Fund Scheme, Bills Rediscounting Scheme.
Module 4	**E-Commerce and SMEs** - E-Business - Emerging techniques in market analysis; E-Commerce Strategies, E-Commerce benefits to Small Business, Digital Marketing, Business models incorporating ICT, Digital Enterprise, E-shops, social media and, E- payments system, Digital Signatures, E-business Environment - Legal, Ethical and Security topics in E-business.
Module 5	**Contemporary Environment in SMEs** - Changing scenario of SMEs in the era of Liberalisation and Globalisation, Competitiveness, Quality Control and Branding, Need for Professionalism in Management of Small Business in India, Social Responsibility of Entrepreneurs, Rural Entrepreneurship, Women Entrepreneurship, Self Help Groups (SHG).

Text Book

1. Matthias Fink, Sascha Kraus (2009) *The Management of Small and Medium Enterprises*, New York/London, Routledge.
2. William D. Bygrave, Andrew Zacharakis (2014) *Entrepreneurship, Third Edition*, USA, Wiley.
3. Vasant Desai (2011) *Small Scale Industries and Entrepreneurship*, Himalaya Publishing House.
4. Khanka S. S., (2007). *Entrepreneurial Development*, S. Chand & Co.

References and Suggested Readings

1. Shukla, M.B., (2013), *Entrepreneurship and Small Business Management*, Kitab Mahal, Allahabad
2. Baporikar, Neeta (2011). *Enterpreneurship Development and Project Management: Text & Cases,* Himalaya Publishing, Mumbai.
3. Charantimath, Poornima M, (2009), *Entrepreneurship Development Small Business*

Enterprise, Dorling Kindersley India Pvt Ltd. (Pearson), Delhi

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Small Business**	
1.1	Setting up a Small Business	3 Hours
1.2	Micro, Small and Medium Enterprises (MSMEs),	2 Hours
1.3	Steps of Starting SMSME's	2 Hours
2	**Business Planning**	
2.1	Identifying and Evaluating Business Ideas and Opportunities	2 Hours
2.2	Business Plan	2 Hours
2.3	Business Feasibility Studies	3 Hours
3	**Institutional Support to SMEs**	
3.1	Activities and objectives of Institutions Supporting Entrepreneurs	3 Hours
3.2	Institutions Supporting Agencies	2 Hours
3.3	Institutional Support Schemes	3 Hours
4	**E-Commerce and SMEs**	
4.1	E-Business - Emerging techniques in market analysis	2 Hours
4.2	**E-Commerce**	2 Hours
4.3	E-business Environment	2 Hours
5	**Contemporary Environment in SMEs**	
5.1	Changing scenario of SMEs in the era of Liberalisation and Globalisation	4 Hours
5.2	Social Responsibility of Entrepreneurs	2 Hours
5.3	Rural Entrepreneurship, Women Entrepreneurship, Self Help Groups	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA278	**MANAGING PUBLIC PRIVATE PARTNERSHIPS**	Elective	3	0	0	3

Preamble: With the advent of Privatization, Public Private Partnerships (PPP) have been a popular way of financing infrastructure projects and social services. Major objective of this course is to familiarize students with the various issues in Public Private Partnerships that they are likely to face once they join the industry.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Understand the services that have been traditionally been provided by the Government and expected roles in service delivery
CO 2	Identify the recent trends in reforms on public service delivery
CO 3	Provide insights on the theories and practices of privatization
CO 4	Understand the importance of partnerships in infrastructure development
CO 5	Identify the critical factors to successful cooperation, planning, implementing and operating public-private ventures

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	3	3
CO 2	3	3	1	3	2
CO 3	3	3	1	3	3
CO 4	3	3	1	3	2
CO 5	3	3	1	3	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance	: 4 marks
Continuous Assessment Test (2 numbers)	: 16 marks
Assignment/Quiz/Course project	: 10 marks
Seminar and Discussion	: 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA278 – MANAGING PUBLIC PRIVATE PARTNERSHIPS

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Give the basic concepts of Structure of Public-Private Partnerships.

2. Describe the contents of Contract Management in PPP.

3. Explain the risk management in PPPs.

4. Illustrate the Project Finance Structure.

5. What are the Key elements for an appropriate enabling and regulatory environment for PPPs?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. How will you deduce the working of DBFO?

7. With illustration, analyze the pre-feasibility project identification and selection process

8. Selecting the appropriate Procurement Method and Tendering Regulations for PPPs-Explain.

9. Discuss the key issues in PPP Project financing.

10. Examine in detail the core concepts of dispute resolution in PPPs.

(3x10 marks = 30 marks)

PART C
Compulsory Question. This question carries 20 marks

11. Berlin Wasser Holding is at present one of the largest water companies in Europe, serving over three million water and wastewater customers in Berlin and its surrounding areas. After national reunification in 1992, the German government implemented a privatization programme to increase the overall performance of most large state-owned companies inherited from the socialist era. Since the privatization process took place under time constraints, it was not possible to include a large PPP component in the programme. However, a number of enterprises were able to attract the interest of private companies. This is the case of the Berlin Wasserbetriebe, former public water body of the Berlin State. The Berlin Wasserbetriebe was privatized through a Europe wide tendering process, which resulted in the constitution of a PPP in the form of a joint venture between an international consortium and Berlin

City. The international consortium comprises RWE Aqua GmbH, Allianz Capital Partners GmbH, both German companies and Veolia Deutshland GmbH (formerly Vivendi of France). The newly created company is the Berlin Wasser Holding AG. At present Berlin Wasser operates 11 water works for water supply and 7 wastewater treatment plants, all complying with regulatory standards for drinking water quality and effluent discharges.

PPP Features

The agreement reached between Berlin and the consortium provides that Berlin maintains control of the company with a 50.1% stake. The minority 49.9% stake is retained by three private enterprises, RWE Aqua GmbH, Allianz Capital Partners GmbH, Veolia Deutshland, in equal shares. The PPP agreement aimed to achieve two main objectives: restructure and reorganise the company to introduce new management methods and expertise to the water and waste water system; and to bring in new investment. At present the PPP agreement foresees: A Euro 250 million investment, up to 2009. Upgrading and improvement of the economic, environmental and technical standards of the system. A fixed tariff up to the end of 2003, tending to its reduction in the long term. No staff redundancies until 2014. Transfer of know – how. An annual concession fee of Euro 68 million. The private partner, selected through a European-wide tender, was judged to offer the best response to the selection criteria in a transparent, and competitive way. The PPP contract is structured as a joint venture agreement with the private partners assuming most of the risks. In addition, a loan of 420m Euros was granted by EIB to support the investment needs of the company. Since its establishment in 1999, Berlin Wasser has been able to expand its activities in other countries including Croatia, Hungary, Poland, Russia, and China. Unfortunately, Berlin Wasser experienced a liquidity crisis due to the large amount of new investments required, a 9% interest rate on contracted debts and the weight of the concession fee. This was resolved through an agreement between the Berlin State and the company for a debt guarantee of € 361 million, shared in equal part between the public and the private counterpart. Berlin Wasser introduced a new management toll and rotation system and time schedules for employees. This allowed labour cost reductions without layoffs, increasing efficiency and consolidating the company financial assets. In addition, as further cost reductions were hard to implement, the State of Berlin and Berlin Wasser agreed on a 30% increase of the water tariff for the year 2004

Suggest a set of new measures to improve the long-term liquidity problem and to increase economic efficiency of the company?

(1x20 marks = 20 marks)

	Syllabus
Module 1	**PPP Introduction** – Structure of Public-Private Partnerships (PPP), Rationale and options for PPP, Special Purpose/Project Vehicle (SPV), PPP Models; Build-Own-Operate (BOO), Build-Operate-Transfer (BOT), Design-Build-Finance-Operate (DBFO) models, Operation & Maintenance (O&M) - Service Management Contracts, Joint Ventures, Divestiture, Licensing, Leases and Concessions.
Module 2	**PPP Framework** – Objectives and Scope of the PPP Framework, PPP Process - Screening PPP Project ideas – Project Appraisal - Pre-feasibility Project Identification and Selection Process; Cost comparator and value for money models, Contract Agreement, Contract Management in PPP.
Module 3	**PPP Strategies** - PPP Procurement Process; Selecting the appropriate Procurement Method and Tendering Regulations for PPPs, PPP negotiations skills and techniques; Government and Civil Society, Government involvement in PPPs, Addressing Social Issues, Risk Management in PPPs – types of Risks.
Module 4	**PPP Financing** – Project Finance, Sources of Finance, Project Finance Structure, Risk Allocation and Risk Mitigation mechanism in PPP, Key issues in PPP Project financing, Compensations to Project Sponsor, Private Finance Initiative (PFI) & Investors.
Module 5	**PPP Regulation** – Regulatory System, Monitoring and Compliance; Key elements for an appropriate enabling and regulatory environment for PPPs, Regulatory Authority, Major issues in PPP development, Structuring and regulating a PPP contract, Institutionalizing PPP, Dispute Resolution in PPPs.

Text Books
1. Ramesh G., Vishnu Prasad Nagadevara, Gopal Naik, Anil Suraj. (2010). *Public-Private Partnerships*. Routledge India.   2. Yescombe, E. R., (2007) *Public-Private Partnerships: Principles of Policy and Finance*, Elsevier Science.
References and Suggested Readings
1. Akintola Akintoye Matthias Beck, Cliff Hardcastle (2003). *Public-Private Partnerships: Managing Risks and Opportunities*. Wiley.   2. Joshi R. N., (2013). *Public Private Partnership in Infrastructure*. Vision Books   3. https://www.unescap.org/ttdw/ppp/ppp_primer/introduction.html   4. https://ppp.worldbank.org/public-private-partnership/financing   5. https://ppp-certification.com/ppp-certification-guide/ppp-introduction-and-overview   6. Hodge, G.A., Greve, C., & Boardman, A. E., (Ed.) (2011): *International Handbook on Public Private Partnerships*. Edward Elgar Publishing.   7. Huxham, Chris. (1996). *Creating Collaborative Advantage*. Thousand Oaks, CA: Sage   8. Kamiya, M. (2011): *Partnership Design Guide: Creating Successful Cross-Sector Collaborations*. MelonAge Inc.   9. Nelson, J. (2002): *Building Partnerships: Cooperation between the United Nations*

System and the Private Sector. United Nations, Dept. of Public Information, New York.
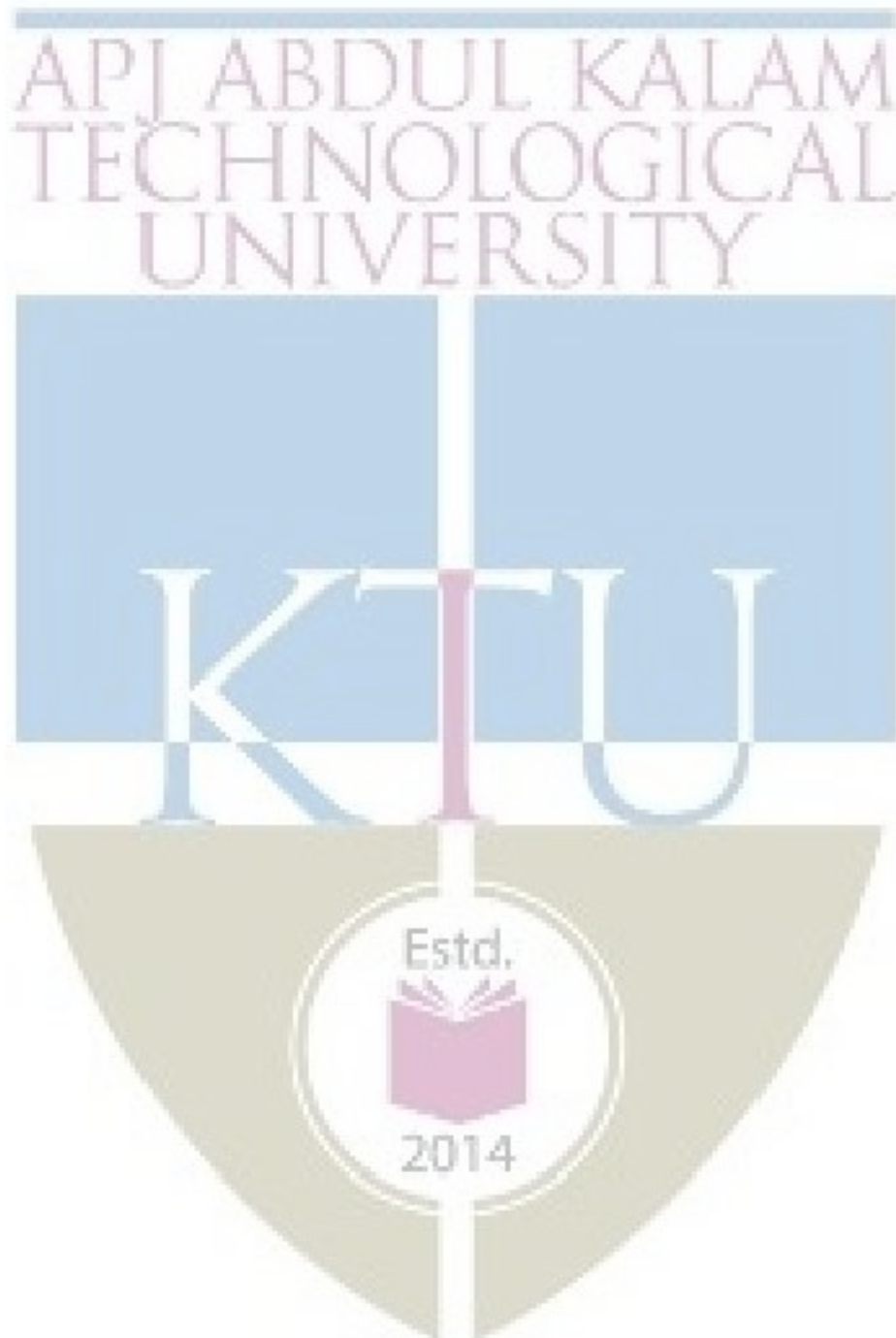
Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**PPP Introduction**	
1.1	Structure of Public-Private Partnerships (PPP)	3 Hours
1.2	PPP Models	2 Hours
1.3	Service Management Contracts	2 Hours
2	**PPP Framework**	
2.1	Objectives and Scope of the PPP Framework	3 Hours
2.2	PPP Process - Screening PPP Project ideas	2 Hours
2.3	Contract Agreement, Contract Management in PPP	2 Hours
3	**PPP Strategies**	
3.1	PPP Procurement Process	2 Hours
3.2	Government involvement in PPPs	2 Hours
3.3	Risk management in PPPs – types of Risks	3 Hours
4	**PPP Financing**	
4.1	Project Finance, Sources of Finance,	3 Hours
4.2	Risk Allocation and Mitigation in Project Finance	2 Hours
4.3	Private Finance Initiative (PFI) & Investors	2 Hours
5	**PPP Regulation**	
5.1	Regulation, Monitoring and Compliance	3 Hours
5.2	Major issues in PPP development	2 Hours
5.3	Institutionalizing PPP, Dispute Resolution in PPPs	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA280	NEW BUSINESS MODELS	Elective	3	0	0	3

Preamble: The term business model refers to a company's plan for making a profit. The discipline covers the issues on how a company in the data-driven economy creates and captures value. Business models are important for both new and established businesses. Established businesses should regularly update their business plans or they'll fail to anticipate trends and challenges ahead. Modules of the course discover the transformation of the key domains of business management under new market conditions. Students will be able to trace the customer value propositions, new pricing mechanisms, structure of the supply chain etc in the changing business environment. The exposure in the existing business models brings more insights into their thought process and it may help them to allocate and organize the resources of new businesses in an optimized manner. Business model helps to evaluate and forecast the financial and operational performance before making investment decisions.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Have an understanding of the different business models
CO 2	Recognize the trends in new business models which evolve as a response to the changing environment.
CO 3	Identify similar and distinguished features of business build on identical business models
CO 4	Solve business problems by finding new business models, optimizing operational activities or by modifying the existing model for better utilization of recourses.
CO 5	Evaluate and forecast the financial and operational performance before making investment decisions.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	1	2	3	2
CO 2	3	2	3	3	3
CO 3	3	2	3	3	3
CO 4	3	3	3	3	3
CO 5	3	3	3	3	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA280 NEW BUSINESS MODELS

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Differentiate between a business plan and a business model.
2. Explain the 'razor and blades' model.
3. Explain the term 'Freeterprise'.
4. Define a 'peer to peer' business model.
5. Interpret the term 'Gatekeeper model'.

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Formulate the different stages in design thinking in developing a new technology product.

7. "Customers are locked into a vendor's world of products and services and switching to another vendor is very costly". Evaluate the lock in business model.

8. "The subscription-based business model was pioneered by publishers of books and periodicals in the 17th century." Illustrate some of the innovative subscription-based business models.

9. Social media platforms provide a massive audience for the business to connect with its customers. Discuss the factors that influence business model development for social media companies.

10. Evaluate the blockchain business model by bringing out the different types of blockchain business models.

(3x10 marks = 30 marks)

PART C
Compulsory Question. This question carries 20 marks

11. a. "Research on business models of several companies says that there is no such model which is the best in producing financial results". Critically evaluate the statement. (5)
    b. Examine the characteristics of a successful business model. (5)
    c. Develop the components of a business model which can be applied in the business in post Covid era. (10)

Syllabus	
Module 1	**Introduction to business models:** Introduction, meaning and importance of business model. Difference between business plan and a business model. Role of technology in bringing innovation in business models. Recent developments in technology driven business models. Components of a business model. Role of Design thinking.
Module 2	**Growth or Size or pricing based business models:** A mix of chain and franchise business model - Distribution based business model - Heavy-franchised business model – Blitzscale -mode business model - Bundle model - Cash conversion cycle or cash machine model - Discount business model focusing on high quality - Lock-in business model - Multi-brand business model - Multi-business model - Multi-product (Octopus) business model - Razor and blade model - Vertically integrated business model - Direct sales business model – Family -owned integrated business model - Enterprise business model built on complex sales.
Module 3	**Subscription based business models:** Educational niche business model - freemium business model - Freeterprise model - On-demand subscription based business model - Open-Source Business Model - Privacy based business model - Self-serving model - Ad-supported (subsidized) business model.
Module 4	**Affiliate or aggregate or Social Media driven business models:** Affiliate business model - Aggregator business model - Bidding multi-brand platform model - E-commerce marketplace business model - Feeding model or Peer-to-peer business model - Instant news business model - Market-maker model - Multi-sided platform business model - Platform-agnostic model - User-generated content business model - Unbundler model- Attention merchant business model - Asymmetric business models or Hidden revenue business model - Crowd Source Business Model - Data licensing business model.
Module 5	**Other business models:** Barbell business model- Gatekeeper model- Management consulting business model- One-for-one business model- Humanist enterprise business model - User-generated AI-amplified model- Blockchain-based business models- Brokerage Business Model- Leasing business model.

Text Book
1) Gerard George, Adam J. Bock (2017). *The Business Model Book: Design, Build and Adapt Business Ideas that Thrive Brilliant Business*, Pearson Education Limited.
2) Oliver Gassmann, Karolin Frankenberger, Michaela Choudury (2020) *The Business Model Navigator: The Strategies Behind the Most Successful Companies* – Pearson.
3) Alexander Osterwalder, Yves Pigneur (2010). *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*- John Wiley and Sons.

References and Suggested Readings
1) Bernd W. Wirtz (2011) *Business Model Management: Design-Instruments-Success Factors*. Gabler Vertlag.
2) Paul Hague (2019). *The Business Models Handbook: Templates, Theory and Case Studies*. Kogan Page.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to business models**	
1.1	Introduction, meaning and importance of business model.	1 Hours
1.2	Difference between business plan and a business model.	1 Hours
1.3	Role of technology in bringing innovation in business models.	1 Hours
1.4	Recent developments in technology driven business models.	1 Hours
1.5	Components of a business model.	1 Hours
1.6	Role of Design thinking	2 Hours
2	**Growth or Size or pricing based business models**	
2.1	A mix of chain and franchise business model - Distribution based business model - Heavy-franchised business model	2 Hours
2.2	Blitzscaler -mode business model - Bundler model	1 Hour
2.3	Cash conversion cycle or cash machine model - Discount business model focusing on high quality	1 Hour
2.4	Lock-in business model - Multi-brand business model - Multi-business model - Multi-product (Octopus) business model - Razor and blade model	2 Hours
2.5	Vertically integrated business model - Direct sales business model – Family -owned integrated business model - Enterprise business model built on complex sales	2 Hours
3	**Subscription based business models**	
3.1	Educational niche business model - freemium business model - Freeterprise model - On-demand subscription based business model	3 Hours
3.2	Open-Source Business Model - Privacy based business model - Self-serving model	3 Hours
3.3	Ad-supported (subsidized) business model	1 Hour
4	**Affiliate or aggregate or social media driven business models**	
4.1	Affiliate or aggregate or social media driven business models; Affiliate business model - Aggregator business model - Bidding multi-brand platform model - E-commerce marketplace business model	2 Hours
4.2	Feeding model or Peer-to-peer business model - Instant news business model - Market-maker model - Multi-sided platform business model	2 Hours
4.3	Platform-agnostic model - User-generated content business model - Unbundler model- Attention merchant business model	2 Hours
	Asymmetric business models or Hidden revenue business model - Crowd Source Business Model - Data licensing business model	2 Hours
5	**Other business models**	
5.1	Barbell business model- Gatekeeper model- Management consulting business model	2 Hours
5.2	One-for-one business model- Humanist enterprise business model	1 Hour
5.3	User-generated AI-amplified model- Blockchain-based business models	2 Hours
5.4	Brokerage Business Model- Leasing business model	1 Hour
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA282	WORLD CLASS MANUFACTURING	Elective	3	0	0	3

Preamble: The objective of this course is to acquaint the students with the global developments in the area of manufacturing, and the systems, tools and techniques which are required for achieving competitive edge by business organizations. The course helps the learner improve their learning and understanding in world class manufacturing. On completion of the course, the students are expected to learn what actions are appropriate for different situations of World Class Manufacturing with respect to the theories as well as concepts in competitive manufacturing and apply them in models and practices.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	familiarize the students with the concepts of Business excellence and competitiveness
CO 2	Evaluate the practices of world class manufacturing organizations and the models through which it is implemented.
CO 3	Appraise the role of world class HR in moulding a world class manufacturing organization.
CO 4	Familiarize the different tools and techniques used in world class manufacturing and also the latest technological advancements in the manufacturing sector.
CO 5	Evaluate contemporary manufacturing issues and strategies for tackling those issues.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	1	2	1	1
CO 2	3	3	3	2	2
CO 3	1	2	3	2	3
CO 4	3	3	2	3	2
CO 5	3	2	2	3	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

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Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA282 WORLD CLASS MANUFACTURING

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Max. Marks: 60   Duration: 3 Hours

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PART A

Answer *all* questions. Each question carries 2 marks.

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1. What are the manufacturing challenges of the information age?
2. Define benchmarking.
3. What is balanced scorecard? State its advantages?
4. What is Total Productive Maintenance?
5. What is the TOPP system?

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(5x2 marks = 10 marks)

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PART B

Answer any *three* questions. Each question carries 10 marks

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6. Explain the Schonberger's framework of World Class Manufacturing.
7. What is Toyota Production System? Explain its salient features.
8. Analyze the Human Resource Dimensions in World Class Manufacturing.
9. Explain the DMAIC process. How it differs from DMADV?
10. How Indian Scenario on World Class Manufacturing is different from the International Scenario? Give your views on this.

<div align="right">

(3x10 marks = 30 marks)

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PART C

Compulsory Question. This question carries 20 marks

</div>

11. A small electronics components manufacturing company has been losing money for several years because they can't meet the demand of their customers on time. Pressure from their customers for shorter lead times and improved on-time delivery performance was causing this privately held company severe difficulty. They faced a very real risk of losing some critical accounts. Key customers were demanding "next day" shipment. They expected to be able to place an order today and pick up or have their order shipped first thing the next day. The company had spent many months attempted to make the transition to learn on their own, with minimal success. Lead times were still too long, and delivery performance was unacceptable.

   a) Identify the problem faced by the company?   (6)

   b) What are the factors according to you, lead to the successful implementation of the changes?   (7)

   c) What is the role of lean and process improvements in the successful journey of the company?   (7)

	Syllabus
Module 1	**Evolution of World Class Manufacturing**: World class organizations, competing in world markets, competitiveness and performance measures, factors affecting competitiveness, world class manufacturing and the information age, Manufacturing challenges of the information age- Models for Manufacturing excellence: Schonberger, Halls, Gunn & Maskell models and Business Excellence.
Module 2	**Benchmark and Best Practices**: Concepts of Benchmarking, bottleneck and best practices, best performers, gaining competitive edge through world class manufacturing- Value added manufacturing, Value stream mapping, Eliminating different types of waste- Lean Thinking (Toyota Production System), Theory of Constraints.
Module 3	**Human Resource Management in WCM:** Adding value to the organization - Organizational learning, Cross functional teams - People as problem solvers - Total Employee involvement - Morale and Teamwork -Human Integration movement- The Balanced Score Card. Associates: Facilitators, Teams man ship, Motivation and reward in the age of continuous improvement.
Module 4	**System & Tools for World Class Manufacturing**: Improving Product & Process Design - Lean Production, FMS, Rapid Prototyping, Poka Yoke, 5-S, 7 M, JIT, Product Mix Optimizing, Procurement & Stores practices- Six Sigma philosophy, Design of Six Sigma-DMAIC, DMADV. Total Productive maintenance and Visual Control.
Module 5	**World Class Manufacturing**: International Scenario and Indian Scenario, Manufacturing Innovations, Quick Response Manufacturing, Agile manufacturing, lean manufacturing, concurrent engineering, Globalization and World Class Manufacturing - Generic Manufacturing Strategies for Information Age- Strategic Planning Methodology for WCM, Issues in Strategic Planning of WCM- Performance Measurement: POP System, TOPP System and Ambite Systems

Text Book
1. Sahay, B.S., Saxena, K.B.C and Ashish Kumar, (2018). *World Class Manufacturing – A Strategic Perspective*, Laxmi Publications.
2. Narayanan V. K, *Managing Technology & Innovation for Competitive Advantage,* Prentice Hall, 2014.
3. Nair, N., (2002). *Production & Operations Management*, McGraw Hill Education (India) Private Limited.

References and Suggested Readings
1. Richard J. Schonberger (2009). *World Class Manufacturing: The Next Decade: Building Power, Strength, and Value*, Free Press.
2. Chary S. N., (2012). *Production & Operations Management*, McGraw Hill Education India Private Limited.
3. Ron Moore (2013). *Making Common Sense Common Practice – Models for manufacturing Excellence* (Kindle edition), Reliabilityweb.com.
4. Korgaonkar M. G., (2008). *Just In Time Manufacturing*, MacMillan Publishers India.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Evolution of World Class Manufacturing**:	
1.1	World class organizations	3 Hours
1.2	World class manufacturing and the information age	2 Hours
1.3	Models for Manufacturing excellence:	2 Hours
2	**Benchmark and Best Practices**	
2.1	Concepts of Benchmarking	2 Hours
2.2	Gaining competitive edge through world class manufacturing-	2 Hours
2.3	Lean Thinking (Toyota Production System), Theory of Constraints.	3 Hours
3	**Human Resource Management in WCM**	
3.1	Organizational learning, Cross functional teams - People as problem solvers	2 Hours
3.2	Total Employee involvement	2 Hours
3.3	Associates: Facilitators, Teams man ship	2 Hours
4	**System & Tools for World Class Manufacturing**	
4.1	Lean Production, FMS, Rapid Prototyping, Poka Yoke, 5-S, 7 M, JIT	4 Hours
4.2	Product Mix Optimizing, Procurement & Stores practices, Toyota Production System (TPS).	2 Hours
4.3	Six Sigma philosophy and Design of Six Sigma-DMAIC	2 Hours
5	**World Class Manufacturing**	
5.1	International Scenario and Indian Scenario	3 Hours
5.2	Globalization and World Class Manufacturing -	2 Hours
5.3	Performance Measurement: POP System, TOPP System and Ambite Systems	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA292	BUSINESS DATA MINING	Elective	3	0	0	3

Preamble: Business Data mining is the technique of discovering correlations, patterns, or trends by analyzing large amounts of data stored in repositories such as databases and storage devices. It's a crucial part of advanced technologies such as machine learning, natural language processing (NLP), and artificial intelligence.

Prerequisite: NIL

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	Define all the concepts, theories, terminologies associated with various models in business data mining
CO 2	Explain all the conceptual models of machine learning and data mining
CO 3	Apply the logic and algorithm in data mining to solve various business scenario
CO 4	Analyse various business problems using various techniques used in business data mining
CO 5	Evaluate the various machine learning tools to apply in most appropriate situation

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1		2			
CO 2		2			
CO 3		2			
CO 4		3			
CO 5		3			

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Cr`eate	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA292– BUSINESS DATA MINING

Max. Marks: 60   Duration: 3 Hours

PART A
Answer **all** questions. Each question carries 2 marks

1. Define Data flood
2. What is Naïve Bayes method?
3. Define cost sensitive learning
4. Define WSARE.
5. What is lift and benefit estimation?

(5x2 marks = 10 marks)

PART B
Answer any **three** questions. Each question carries 10 marks

6. Explain in detail about knowledge representation in decision table and decision tree. What are the various rules involved in plotting?

7. Illustrate in detail about OneR, Naive Bayes method? How it is useful in data representation?

8. Explain in detail about cross validation. How lift and gain charts are useful in data mining.

9. Explain in detail regarding data visualisation. How scatter plots and stick figures are useful.

10. Explain in detail regarding ethical and security issues related with business data mining.

(3x10 marks = 30 marks)

PART C
Compulsory Question. This question carries 20 marks

11. Imagine that you are planning to start a e-commerce company in Kerala. You are starting online grocery shop like Big Basket. The targeted market is only Kerala. Apply targeted market and applied modelling for a new e-commerce company.

(1x20 marks = 20 marks)

	Syllabus
Module 1	**Machine Learning, Data Mining, Concepts, attributes and Output** Data Flood; Data Mining Application Examples; Data Mining and Knowledge Discovery; Data Mining Tasks; Machine Learning and Classification, Examples; Learning as Search; Bias, Weka; Preparing the data; Knowledge Representation - Decision tables; Decision trees; Decision rules; Rules involving relations; Instance-based representation.
Module 2	**Classification** Basic Methods – OneR, Naïve Bayes; Decision Trees - Top-Down Decision Trees, Choosing the Splitting Attribute, Information Gain and Gain ratio; C4.5 - Handling Numeric Attributes, Finding Best Split Dealing with Missing Values, Pruning, Pre-pruning, Post-Pruning, Estimating Error Rates, From Trees to Rules; CART - CART Overview and Gymtutor Tutorial Example, Splitting Criteria, Handling Missing Values, Pruning, Finding Optimal Tree; Other Methods – Rules, Regression, Instance-based (Nearest neighbour).
Module 3	**Evaluation & Credibility and Lifts & Costs** Definition, Classification with Train, Test, and Validation sets Handling Unbalanced Data; Parameter Tuning, Predicting Performance, Evaluation on "small data": Cross-validation Bootstrap, Comparing Data Mining Schemes, Choosing a Loss Function; Lifts & Costs - Lift and Ga charts, ROC, Cost-sensitive learning, Evaluating numeric predictions, MDL principle and Occam's razor; Data Preparation for Knowledge Discovery - Data understanding, Data cleaning, Date transformation, Discretization, False "predictors" (information leakers), Feature reduction, leaker detection, Randomization, Learning with unbalanced data.
Module 4	**Clustering, Association, Visualizations and Summarization** Clustering – Definition, K-means, Hierarchical; Association – Transactions, Frequent item sets, Association rules, Applications; Visualization – concept, Graphical excellence and lie factor, Representing data in 1,2, and 3-D, Representing data in 4+ dimensions - Parallel coordinates, Scatter plots, Stick figures; Summarization and Deviation Detection – Summarization, KEFIR: Key Findings Reporter, WSARE: What is Strange About Recent Events.
Module 5	**Applications** Targeted Marketing and Customer Modelling - Direct Marketing Review, Evaluation: Lift, Gains, Lift and Benefit estimation; Genomic Microarray Data Analysis – Definition and techniques; Data Mining and Society; Future Directions; Data Mining and Society: Ethics, Privacy, and Security issues; Future Directions for Data Mining, web mining, text mining, multi-media data.

Text Books

1. Shinde S. K. and Uddagiri Chandrasekhar (2015), *Data Mining and Business intelligence*, Dreamtech Press.

2. Hand David, *Principles of Data Mining,* PHI Learning Private Limited-New Delhi.

3. Ian H. Witten, Eibe Frank, Mark A. Hall, (2010). *Data Mining: Practical Machine Learning Tools and Techniques*, Paperback, Elsevier.

4. Berry M. J. A. and Linoff G. S. (2008). *Mastering Data Mining*, Wiley India Private Limited, 2008

References and Suggested readings

1. Kumar T.V.S., Reddy B. E., and Kallimani J.S. (2012). *Data Mining: Principles and Applications*, Elsevier.

2. Shmueli G., Patel N.R., and Bruce P.C., (2010) *Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XL Miner*, Wiley-Blackwell.

3. Delmater R. and Hancock M. (2001). *Data Mining Explained: A Manager's Guide to Customer-centric Business Intelligence,* Digital Press, 2001

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Machine Learning, Data Mining, Concepts, attributes and Output**	
1.1	Data Flood; Data Mining Application Examples; Data Mining and Knowledge Discovery;	2 Hours
1.2	Machine Learning and Classification, Examples; Learning as Search; Bias, Weka; Preparing the data	3 Hours
1.3	Knowledge Representation - Decision tables; Decision trees; Decision rules; Rules involving relations; Instance-based representation.	2 Hours
2	**Classification**	
2.1	Basic Methods – OneR, Naïve Bayes; Decision Trees - Top-Down Decision Trees, Choosing the Splitting Attribute, Information Gain and Gain ratio	3 Hours
2.2	Handling Numeric Attributes, Finding Best Split Dealing with Missing Values, Pruning, Pre-pruning, Post-Pruning, Estimating Error Rates, From Trees to Rules	2 Hours
2.3	CART - CART Overview and Gymtutor Tutorial Example, Splitting Criteria, Handling Missing Values, Pruning, Finding Optimal Tree; Other Methods – Rules, Regression, Instance-based	3 Hours
3	**Evaluation & Credibility and Lifts & Costs**	
3.1	Definition, Classification with Train, Test, and Validation sets Handling Unbalanced Data; Parameter Tuning, Predicting Performance, Evaluation on "small data": Cross-validation	2 Hours
3.2	Bootstrap, Comparing Data Mining Schemes, Choosing a Loss Function; Lifts & Costs - Lift and Gains charts, ROC, Cost-sensitive learning, Evaluating numeric predictions, MDL principle and Occam's razor;	2 Hours
3.3	Data Preparation for Knowledge Discovery - Data understanding, Data cleaning, Date transformation, Discretization, False "predictors" (information leakers), Feature reduction, leaker detection, Randomization, Learning with unbalanced data.	3 Hours
4	**Clustering, Association, Visualizations and Summarization**	
4.1	Clustering–Definition, K-means, Hierarchical; Association– Transactions, Frequent item sets, Association rules	2 Hours
4.2	Applications; Visualization – concept, Graphical excellence and lie factor, Representing data in 1,2, and 3-D, Representing data in 4+ dimensions - Parallel coordinates, Scatterplots, Stick figures;	2 Hours

4.3	Summarization and Deviation Detection – Summarization, KEFIR: Key Findings Reporter, WSARE: What is Strange About Recent Events.	2 Hours
5	**Applications**	
5.1	Targeted Marketing and Customer Modelling - Direct Marketing Review, Evaluation: Lift, Gains, Lift and Benefit estimation	2 Hours
5.2	Genomic Microarray Data Analysis – Definition and techniques; Data Mining and Society; Future Directions; Data Mining and Society:	3 Hours
5.3	Ethics, Privacy, and Security issues; Future Directions for Data Mining, web mining, text mining, multi-media data.	3 Hours
	Total	36 Hours
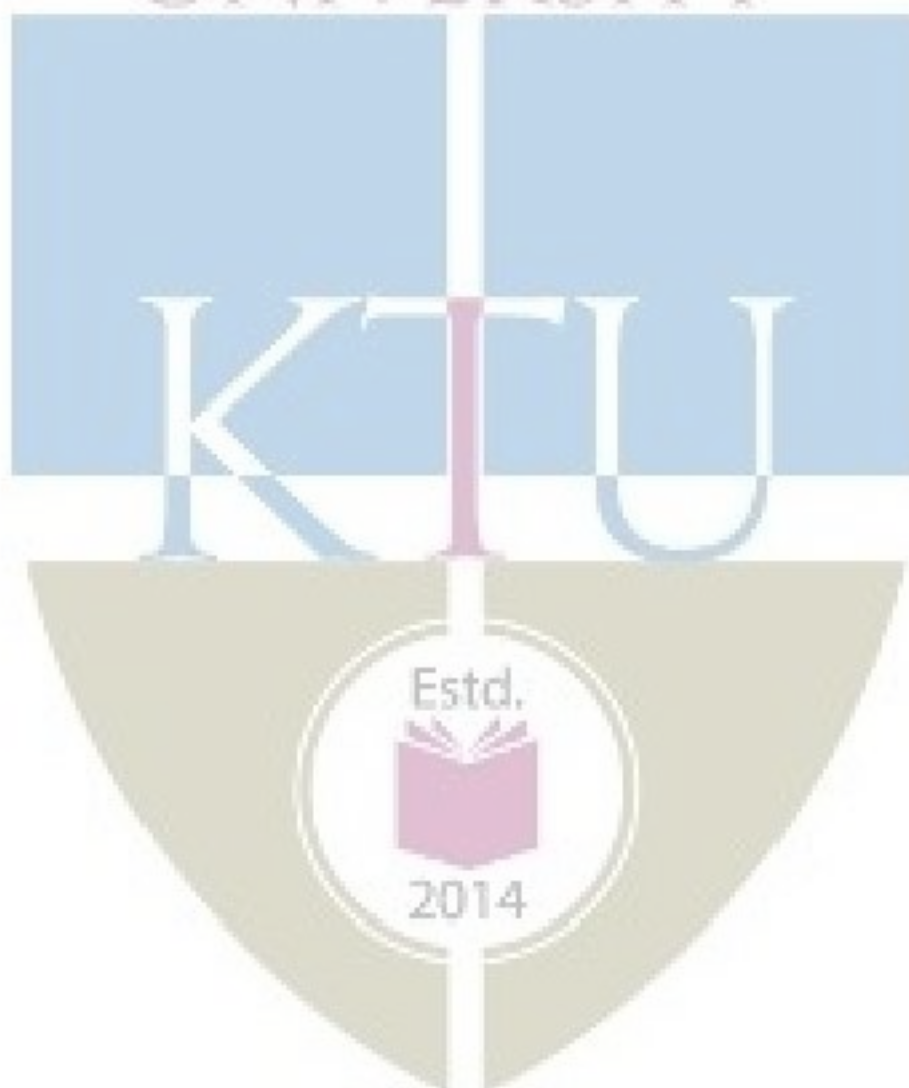
Course Code	Course Name	Category	L	T	P	Credit
20MBA294	SOFTWARE PROJECT MANAGEMENT	Elective	3	0	0	3

Preamble: This course intends to equip students with required knowledge and ability to manage software projects and to overcome challenges associated with software projects in today's complex business environment.

Prerequisite: Nil

Course Outcomes (COs): After the completion of the course the student will be able to

CO 1	Explain Software Project Management and the various ways to initiate a software project
CO 2	Examine the methods for Activity planning and Risk Management
CO 3	Evaluate Software process models and to appraise the Effort Estimation techniques for Software Project Management
CO 4	Assess the cost monitoring and control methods for Software Projects
CO 5	Analyze the impact of groups, teams and organisational structure in Software Project Management

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	1	-
CO 2	3	3	2	1	1
CO 3	3	3	2	2	2
CO 4	3	3	2	2	2
CO 5	3	2	3	3	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA294– SOFTWARE PROJECT MANAGEMENT

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. What is project planning, why is it important?

2. Differentiate between CPM and PERT techniques.

3. What are Process models?

4. Identify the stages in Contract placement.

5. What is the role of a software project manager in decision making?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. (a) List and brief the various activities covered by software project management.

   (b) Explain in detail about step wise project planning.

7. (a) Explain network planning model in detail.

   (b) Elucidate the approaches in detail to identify the activities or tasks in a project.

8. (a) Do you agree with the statement that "an easy and useful way to estimate software efforts and costs is to estimate the lines of code of the software"?

   (b) Examine some of the project related cost factors of a software cost estimation model?

9. (a) Critically examine the Earned Value Analysis.

   (b) Classify the types of contracts and explain in detail.

10. (a) Explain the Oldham - Hackman job characteristic model.

    (b) Explain the method to overcome from stress, health and safety issues in managing the people and organizational teams.

(3x10 marks = 30 marks)

PART C
Compulsory Question. This question carries 20 marks

11. Case Study:

A software project has two main activity dimensions: engineering and project management. The engineering dimension deals with building the system and focuses on issues such as how to design, test, code, and so on. The project management dimension deals with properly planning and controlling the engineering activities to

meet project goals for cost, schedule, and quality. If a project is small (say, a team of one or two working for a few weeks), it can be executed somewhat informally. The project plan may be an e-mail specifying the delivery date and perhaps a few intermediate milestones. Requirements might be communicated in a note or even verbally, and intermediate work products, such as design documents, might be scribbles on personal note pads. These informal techniques, however, do not scale up for larger projects in which many people may work for many months—the situation for most commercial software projects. In such projects, each engineering task must be done carefully by following well-tried methodologies, and the work products must be properly documented so that others can review them. The tasks in the project must be carefully planned and allocated to project personnel and then tracked as the project executes. In other words, to successfully execute larger projects, formality and rigor along these two dimensions must increase. Formality requires that well-defined processes be used for performing the various tasks so that the outcome becomes more dependent on the capability of the processes. Formality is further enhanced if quantitative approaches are employed in the processes through the use of suitable metrics.

Infosys is a software house headquartered in Bangalore, India. Its stated mission is "to be a globally respected corporation that provides best-of-breed software solutions delivered by best-in-class people." It employs the global delivery model, in which the customer can be located anywhere in the world and customer fulfilment can be provided from anywhere. In this model, the customer is sought anywhere in the world where it provides the most value to the company. For customer fulfilment, a combination of processes, technology, and management is employed to segregate the work so that value can be added in the most optimum locations and then reaggregated for delivery to the customer. The quality department at Infosys contains the software engineering process group (SEPG).The SEPG is responsible for coordinating all the process activities, including process definition, process improvement, and process deployment. It also manages all information and data related to the use of processes. For delivery of customer services, Infosys has many *business units*. Within a business unit, a *team*, headed by a *project manager*, executes a project. The project manager is responsible for all aspects of project execution, from determining the requirements to final installation of the software. The project manager reports to a *business manager*, who in turn generally reports to the *business unit head*.Because project managers have the main responsibility for satisfying the customer, they need to master not only executing the technical aspects of a project but also interacting with customers, eliciting requirements, managing the team, and so on. Clearly no one is likely to possess all the skills needed, so it's crucial to train people to develop the necessary skills. Infosys has implemented a variety of programs to help people transition from being engineers to being project leaders.

Questions:

a) Explain the activity dimensions in a software project.   (10)

b) Elaborate on the role of a project manager at Infosys?   (10)

	Syllabus
Module 1	**Introduction to Software Project Management:** Project Definition — Activities covered By Software Project Management-Importance of Software Project management –Requirement Specification-Overview of Project Planning – Stepwise Project Planning- Categorisation of Software projects -Conceptualization and initiation of IT project.
Module 2	**Activity Planning and Risk Management:** Objectives – Project Schedule – Sequencing and Scheduling Activities – Shortening Project Duration – Activity on Arrow Networks – Risk Management–Managing Risk; Risk identification – Assessment – Risk Planning -Risk Management – PERT technique – Monte Carlo simulation – Resource Allocation – Creation of critical paths – Cost schedules.
Module 3	**Project Life Cycle and Effort Estimation:** Software process and Process Models – Choice of Process models – mental delivery – Rapid Application development – Agile methods– Extreme Programming – SCRUM – Managing interactive processes. **Basics of Software Estimation:** Effort and Cost estimation techniques COCOMO II- A Parametric Productivity Model–Staffing Pattern.
Module 4	**Monitoring and Control:** Creating Framework – Collecting the Data – Visualizing Progress – Cost Monitoring – Earned Value Analysis - Getting Project Back to Target – Change Control – Managing Contracts – Contract Management.
Module 5	**Managing People and Organizing Teams:** Best methods of staff selection – Motivation – The Oldham – Hackman job characteristic model –Working in Groups – Becoming A Team –Dispersed and Virtual teams- Decision Making – Leadership – Organizational Structures – Stress –Health and Safety – Case Studies.

Text Books

1. Hughes B., & Cotterell M. (2009). *Software Project Management (5th Revised ed.)*. McGraw-Hill Education.
2. Ramesh G. (2021). *CBT on Managing Global Software Projects*. TMH.

References and Suggested Readings

1. Royce W. (1998). *Software Project Management (1st ed.)*. Pearson India.
2. Jalote P. (2021). *Software Project Management in Practices*. Pearson India
3. Mantel M. J. S. R. (2021). *Project Management Core Textbook*. Wiley India.
4. Schwalbe K. (2018). *Information Technology Project Management* (9th ed.). Cengage Learning

Course Contents and Lecture Schedule

No.		Topic	No. of Lectures
1		**Introduction to Software Project Management:**	
	1.1	Project Definition — Activities covered By Software Project Management-Importance of Software Project management	3 Hours
	1.2	Requirement Specification- Overview of Project Planning – Stepwise Project Planning	2 Hours
	1.3	Categorisation of Software projects -Conceptualization and initiation of IT project	3 Hours
2		**Activity Planning and Risk Management:**	
	2.1	Objectives – Project Schedule – Sequencing and Scheduling Activities – Shortening Project Duration	2 Hours
	2.2	Activity on Arrow Networks – Risk Management–Managing Risk; Risk identification – Assessment – Risk Planning -Risk Management	2 Hours
	2.3	PERT technique – Monte Carlo simulation – Resource Allocation – Creation of critical paths – Cost schedules.	3 Hours
3		**Project Life Cycle and Effort Estimation:**	
	3.1	Software process and Process Models – Choice of Process models – mental delivery – Rapid Application development.	2 Hours
	3.2	Agile methods– Extreme Programming – SCRUM – Managing interactive processes	2 Hours
	3.3	**Basics of Software Estimation:** Effort and Cost estimation techniques COCOMO II- A Parametric Productivity Model–Staffing Pattern.	3 Hours
4		**Monitoring and Control:**	
	4.1	Creating Framework – Collecting the Data – Visualizing Progress – Cost Monitoring	2 Hours
	4.2	Earned Value Analysis - Getting Project Back to Target – Change Control	2 Hours
	4.3	Managing Contracts – Contract Management	3 Hours
5		**Managing People and Organizing Teams:**	
	5.1	Best methods of staff selection – Motivation – The Oldham – Hackman job characteristic model	2 Hours
	5.2	Working In Groups – Becoming A Team –Dispersed and Virtual teams-Decision Making	2 Hours
	5.3	Leadership – Organizational Structures – Stress –Health and Safety – Case Studies.	3 Hours
		Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA296	ENTERPRISE RESOURCE PLANNING	Elective	3	0	0	3

Preamble: Businesses across the world, especially the fortune 500 companies are running on Enterprise Resource Planning systems. This course has been designed to empower the business management students with deeper understanding and practical insights on ERP systems. Upon successful completion of the programme a student should be able to understand ERP systems, and shall confidently work in an ERP environment.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Explain the features of Enterprise Resource Planning systems
CO 2	Illustrate the relevance of Business Process Reengineering in ERP implementations
CO 3	Evaluate ERP solutions to manage project implementations
CO 4	Analyse business requirements and develop business blueprint using the capabilities of ERP systems
CO 5	Devise methods to appraise, assess and manage ERP projects successfully

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	2			
CO 2	2	2			
CO 3	3	3			
CO 4	3	3		2	
CO 5		2			

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks
Continuous Assessment Test (2 numbers)   : 16 marks
Assignment/Quiz/Course project   : 10 marks
Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA296– ENTERPRISE RESOURCE PLANNING

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. List out any four ERP solutions.

2. Define change management in an ERP implementation context.

3. What is GAP analysis?

4. Recall the benefits of the sales and marketing module of an ERP system.

5. Explain the organizational benefits of SCM.

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Explain business functions and elaborate the major functional modules of an ERP solution.

7. Discuss the various stages of BPR implementation in IT projects.

8. Elaborate the relevance of requirement analysis in the effective implementation of an ERP system.

9. Critically examine the salient features of human resource information system.

10. Explain the different types of risks faced in ERP implementation projects with suitable examples.

(3x10 marks = 30 marks)

PART C
Compulsory Question. This question carries 20 marks

11. Identify an ERP implementation project you are familiar with and discuss elaborately on the following dimensions.

    a) ERP product selection
    b) Implementation strategy
    c) Benefits of BPR
    d) Modules implemented
    e) Benefits to the organization
    f) Top management approach

(1x20 marks = 20 marks)

	Syllabus
Module 1	**Foundation for understanding Enterprise Resource Planning Systems** Emergence of ERP systems-What is ERP? – Evolution - Business benefits – ERP modules –ERP Vendors – ERP Products - ERP design architecture – Challenges of implementation of ERP system. Business functions, Processes, and data requirements - Functional areas- functional information systems. Case studies on ERP success and failures.
Module 2	**Business Process Reengineering (BPR) and ERP** BPR- Definition- Terminologies- Purpose- Relevance of BPR in ERP projects – BPR process – Stages in BPR implementation – Stakeholders – Change management – Changes that BPR can bring in an organization – Relevance of BPR in ERP project implementation. Case studies on BPR.
Module 3	**Planning, Design and Implementation of ERP systems** Traditional system development approaches – Contemporary approaches to system development – ERP system development processes – Planning – Requirement analysis – AS IS and TO BE study- GAP analysis – Selection of ERP solutions- Vendor selection- Design: reengineering versus customizing – Alternate ERP design options – detailed design - ERP implementation steps. Case study on ERP implementation.
Module 4	**Functional Module of an ERP system** Accounting and Finance- Accounting and finance processes – Management control processes in Accounting – Accounting and finance modules in ERP systems. Sales and Marketing – Sales and marketing processes- Management control processes in sales and marketing- Sales and marketing modules in ERP systems Production and materials management - Production planning and manufacturing processes - Management control processes in production and manufacturing – Production planning modules in ERP systems – Materials Management modules in ERP systems. Human Resources – Human resource management processes – Human resources information systems- Human resource modules in ERP systems. ERP Module integration. Cases study on ERP functional module integration.
Module 5	**ERP Implementation & Integration** ERP Implementation – Critical success factors – Risks in ERP projects implementation: technology, organizational, people and project related risks – Managing large scale ERP projects -Managing large scale ERP projects - Project related factors- other risk factors. ERP and SCM integration - ERP and CRM integration – e-business and ERP- Business intelligence with ERP. ERP Trends - Cloud ERP- Two-Tier ERP - Digital transformation - Other technology Integrated with ERP – Personalization - Predictive analytics - Mobile ERP - The Future of ERP. Case study on organisational transformation with ERP.

Text Books

1. Ashim Raj Singla (2009). *Enterprise Resource Planning,* Cengage Learning.
2. Alexis Leon (2014) *ERP demystified*, McGraw Hill Education India Private Ltd.
3. Goyal D. P. (2011). *Enterprise Resource Planning– A Managerial Perspective*, McGraw Hill Education Pvt Ltd.
4. Cedric Alexander (2011). *A Case Study Exploring the Effectiveness of ERP Integration Towards Managerial Performance*, Proquest, Umi Dissertation Publishing.
5. David L Olson (2003). *Managerial issues of ERP systems*, McGraw-Hill Higher Edn.

References and Suggested readings

1. Pramod Mantravadi M. (2003). *ERP – Concept and Cases*, ICFAI.
2. Dimpi Srivastava and Aarti Batra, (2010). *ERP Systems,* IK International Publishing House Pvt. Ltd.
3. Vinod Kumar Garg and N.K. Venkitakrishnan (2004). *ERP – Concepts and Practice,* Prentice Hall of India.
4. Sinha P. Mangal and Jeffrey Word (2009). *Essentials of Business Process and Information System*, Wiley India.
5. George Anderson, Charles D. Nilson, Tim Rhodes, Sachin Kakade, Andreas Jenzer, Bryan Kin, Jeff Davis, Parag Doshi, Veeru Mehta and Heather Hillary (2009). *SAP Implementation Unleashed: A Business and Technical Roadmap to Deploying SAP,* SAMS.
6. Jagan Nathan Vaman (2008). *ERP in Practice – ERP strategies for steering organizational competence and competitive advantage*, McGraw Hill Education India.
7. Alexis Leon (2007). *Enterprise Resource Planning*, McGraw Hill Education India.
8. Mahadeo Jaiswal (2008). *Enterprise Systems and Business Process Management,* Macmillan India.

Course Contents and Lecture Schedule

Sl. No.	Topic	No. of Lectures
1	**Foundation for understanding Enterprise Resource Planning Systems**	
1.1	Fundamentals and challenges of ERP systems	2 Hours
1.2	ERP design architecture	2 Hours
1.3	Business functions, Processes, and Data requirements	2 Hours
1.4	Case Study	2 Hours
2	**Business Process Reengineering (BPR) and ERP**	
2.1	Business Process Reengineering (BPR) and related concepts	5 Hours
2.2	Case Study	1 Hour
3	**Planning, Design and Implementation of ERP systems**	
3.1	Requirement analysis	2 Hours
3.2	ERP design	2 Hours
3.3	ERP implementation steps, Case Study	2 Hours
4	**Functional Module of an ERP system**	
4.1	Accounting and Finance	2 Hours
4.2	Sales and Marketing	2 Hours
4.3	Production and materials management	2 Hours
4.4	Human Resources	1 Hour
4.5	Case Study	1 Hour
5	**ERP Implementation & Integration**	
5.1	ERP Integration	2 Hours
5.2	ERP Project Management	2 Hours
5.3	ERP Integration with other systems	2 Hours
5.4	Future trends of ERP, Case Study	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA298	**CLOUD COMPUTING & CYBER SECURITY**	**Elective**	**3**	**0**	**0**	**3**

Preamble: The course on Cloud Computing and Cyber Security helps the students to comprehend the concepts of both cloud computing and cyber security to aid managerial decision making. The course imparts knowledge about cloud computing and its application in business and helps to understand the importance of information management and cyber security for a business organization.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Evaluate the importance of Cloud Computing in Business.
CO 2	Analyse the service models and deployment models in cloud computing.
CO 3	Appraise the cloud services tools and applications for the community.
CO 4	Assess cyber security issues in business and society.
CO 5	Examine technological solutions for ensuring cyber security in the cloud

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	2	2	-	-	-
CO 2	-	3	-	-	-
CO 3	-	2	1	2	-
CO 4	-	3	2	2	-
CO 5	-	3	-	-	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA298 CLOUD COMPUTING & CYBER SECURITY

Max. Marks: 60   Duration: 3 Hours

PART A
Answer **all** questions. Each question carries 2 marks.

1. Define Cloud computing.

2. What is Software as a Service?

3. What is google app engine?

4. Define Dos attack.

5. What is intrusion detection system?

(5x2 marks = 10 marks)

PART B
Answer any **three** questions. Each question carries 10 marks

6. Explain how cloud computing is relevant in today's dynamic business scenario. List the advantages and disadvantages of cloud computing.

7. Discuss in detail about cloud deployment models. Briefly explain various approaches for migrating to cloud.

8. Explain the role of cloud computing for community. Discuss the role of cloud computing in Corporation.

9. Explain how cyber terrorism has become a big threat to global business scenario. List down the various ethical and legal issues in cyber security.

10. Explain in detail about the term Cryptography and the processes involved in cryptography. Discuss how the companies are improving their data security using various tools.

(3x10 marks = 30 marks)

PART C
Compulsory Question. This question carries 20 marks

11. A medium scale manufacturer company in Kerala produces FMCG products. They are having various departments like a) Production b) HR c) Finance d)Marketing. They are now using conventional methods for all the processes in their business. They are now planning to expand their Business. They are really interested to move to cloud services to support all their business processes. Evaluate how they can ideally implement cloud in their various departments and explain how cloud computing helps to improve their efficiency.

(1x20 marks=20 Marks)

	Syllabus
Module 1	**Introduction to cloud computing**– Evolution of Cloud Computing – Cloud Architecture– Cloud Storage – Why Cloud Computing Matters –Advantages of Cloud Computing – Disadvantages of Cloud Computing – Companies in the Cloud Today - Cloud Services Web-Based Application – Pros and Cons of Cloud Service Development.
Module 2	**Service models and deployment models in cloud computing**-Types of Cloud Service Development –Software as a Service – Platform as a Service-Information as a Service – Web Services – On-Demand Computing-Cloud Deployment Models: Public, Community, Private & Hybrid Models-Approaches for Migrating to Cloud.
Module 3	**Cloud computing for everyone**- Discovering Cloud Services Development Services and Tools –Amazon Ec2 – Google App Engine – IBM Clouds-Cloud computing for the family (centralizing email communications, collaborating on schedules and to-do lists)-cloud computing for the community (collaborating on schedules, group projects and events)-cloud computing for the corporation (managing schedules, projects and collaborating on reports).
Module 4	**Introduction to cyber security** – cyber security and information security-ethical hacking-cyber laws-operations in computer networking-information assurance-security loopholes-cyber attacks-cyber terrorism and cyber crimes-frauds, information and identity theft-theft of funds-Dos attacks-digital security-digital forensics-malware functionality-legal and ethical issues in cyber security.
Module 5	**Cybersecurity management**- Hacking prevention-malware detection-cryptography-securing information online-encryption-firewalls-signature schemes-hash functions-authentication-estimating and eliminating security risks-detection and prevention of cyber attacks-Intrusion Detection systems and anti-virus software- cloud security-benefits.

Text Book

1. Michael Miller (2008). *Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Online*, Que Publishing.

2. Dan C. Marinescu (2017). *Cloud computing: Theory and Practice*, Morgan Kaufmann.

3. Gregory J Touhill, C Joseph Touhill (2014). *Cybersecurity for Executives: A Practical Guide*, Wiley.

References and Suggested Readings

1. Kai Hwang, Geoffrey C. Fox, Jack J. Dongarra, *Distributed and Cloud Computing: From Parallel Processing to the Internet of Things,* 1/e, Morgan Kaufmann.

2. Haley Beard, *Cloud Computing Best Practices for Managing and Measuring Processes for On-demand Computing, Applications and Data Centers in the Cloud with SLAs*, Emereo Pty Limited.

3. Kevin Mitnick (2017), *The Art of Invisibility*. Little Brown & Co.

4. Nina Godbole, Sunit Belapure, Cybersecurity: *Understanding cybercrimes, computer forensics and legal perspectives,* Wiley-India.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to cloud computing**	
1.1	History of cloud computing, cloud architecture and storage	2 Hours
1.2	Advantages, disadvantages, companies in the cloud	2Hours
1.3	Cloud services web-based application, pros and cons of cloud service development	3 Hours
2	**Service models and deployment models in cloud computing**	
2.1	Types of Cloud Service Development	2 Hours
2.2	Web Services, On-Demand Computing, Approaches for Migrating to Cloud	2 Hours
2.3	Compare and Contrast the Types of Demand Elasticity	3 Hours
3	**Cloud computing for everyone**	
3.1	Cloud Services Development Services and Tools, Amazon Ec2, Google App Engine, IBM Clouds	2 Hours
3.2	Cloud computing for the family and community	2 Hours
3.3	Cloud computing for the corporation	3 Hours
4	**Introduction to cyber security**	
4.1	Cyber security and information security, ethical hacking, cyber laws, operations in computer networking, information assurance	2 Hours
4.2	Security loopholes, cyber attacks, cyber terrorism and cyber crimes, frauds, information and identity theft	3 Hours
4.3	Theft of funds, Dos attacks, digital security, digital forensics, malware functionality, legal and ethical issues in cyber security	3 Hours
5	**Cybersecurity management**	
5.1	Hacking prevention, malware detection, cryptography, securing information online, encryption	2 Hours
5.2	Firewalls, signature schemes, hash functions, authentication, estimating and eliminating security risks	2 Hours
5.3	Prevention of cyber attacks, Intrusion Detection systems, cloud security.	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA302	ENTERPRISE MANAGEMENT IN DIGITAL ERA	Elective	3	0	0	3

Preamble: The digital firms are different from traditional firms because of reliance on a set of information technologies. This course focuses on the use of information technologies to manage and organize the digital firm. Managers of digital firms need to identify the challenges facing their firms; discover the technologies that will help them meet these challenges; design business processes to take advantage of the technology; and create management procedures and policies to implement the required changes. The course will help to get a close view to new technologies which will influence strategic business decision making now and in the future and will introduce students to the IT operational processes and the various standards in order to see the world of IT operations.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Develop an understanding of managing a digital firm and its assets.
CO 2	Plan for organizational IT systems Infrastructure and its architecture.
CO 3	Acquire knowledge on the role of IT in creating a digital firm strategy.
CO 4	Appraise the application of emerging technology and the future of technology innovation.
CO 5	Identify the role of leadership in digital transformation.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	2	1	2
CO 2	3	2	1	-	1
CO 3	3	2	1	1	1
CO 4	2	1	1	1	1
CO 5	3	2	3	2	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA302 ENTERPRISE MANAGEMENT IN DIGITAL ERA

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. What are the characteristics of a virtual organisation?
2. Explain IT infrastructure.
3. Discuss 'snooping on employees?
4. What is the difference between technology and innovation?
5. Discuss the disadvantages of disruptive technologies?

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Discuss scope and frame work for a successful entrepreneurship with artificial intelligence and blockchain?   (10)

7. a. Evaluate the application of technology innovation in energy management?   (5)
   b. Pros and cons of technology innovation in education.   (5)

8. a. Compare the phases of digital firm strategy lifecycle?   (5)
   b. Discuss with examples how would you manage security privacy in an organisation?   (5)

9. a. Critically examine the infrastructure requirements for web-based database server?   (5)
   b. Outline the main advantages and disadvantages of voice-based data communication.   (5)

10. a. Summarize the guidelines for transforming a firm into a digital firm.   (5)
    b. Discuss the skills and competencies for international human resource management.   (5)

(3x10 marks = 30 marks)

PART C
Compulsory Question. This question carries 20 marks

11. The 'ease of doing business will go a long way in catapulting India as an innovation hub, as per the report of Office of Controller General of Patents, Designs and Trademarks in Mumbai. A robust Intellectual Property Rights (IPR) infrastructure bolster the ecosystem of patents, design, trademarks, and GI (Geographical Indication) systems. The pendency in the IPR department has come down drastically. It has also been decided that any pending application should be completed within days and not months." The reduction in filing fees for start-ups, MSMEs and women entrepreneurs -- allowed by the department -- by 80 percent to help and support start-ups and women entrepreneurs in the country. To increase awareness about GI tag and its significance, scholarships for students studying the Intellectual Property law have been initiated. In last 5-6 years, India has seen a rapid increase in grant of patents and copyrights. The number of patents granted has gone up from 6,326 in 2015-16 to 28,391 in 2020-21, while trademarks registration has shot up from 65,045 in 2015-16 to 2,55,993 in 2020-21. Similarly, while 4,505 Copyrights were granted in 2015-16, a total of 16,402 were granted last fiscal.

Questions

a. Explain the technological challenges faced by the start-ups and MSMEs in India? (10)

b. Evaluate the scope of Geographical Indication (GI) with examples? (10)

	Syllabus
Module 1	**The Digital firm:** Introduction- information technology, enterprise, management, Defining the Digital Firm- Management, organization and technology issues in the digital firm, Comparison of traditional and digital firms, Managing the digital assets of the firm, Managing people in a digital environment, Management and Organizational Challenges in Digital Firms, Virtual organizations, Essential skills and competence for enterprise management- creativity and problem solving, design thinking and innovation, International human resource management.
Module 2	**Digital firm infrastructure and architecture:** organizational IT systems infrastructure, new technologies, IT infrastructure and architecture- Hardware, Software, Databases, Web-based database servers, Web page servers. Telecommunications -VANs, WANs and LANs to Web and WAP. Major trends in voice and data communications, Network types, The Internet, WAP and iMode, Connectivity and interoperability, Enterprise Systems and ASP (application service providers), Industrial networks and XRP (extended enterprise resource planning).
Module 3	**Digital firm strategy:** Strategy, role of IT in corporate strategy, waves of technological change, Competitive forces and institutions model, Value chain models, Resource models, Aligning organizational and IT strategies, B2C Digital Enterprise, Managing digital assets, Implications of Mergers and Acquisitions for IT, Life cycle issues, difficulties of aligning business strategy to IT strategy, New Management Issues Facing Digital Firms, Managing Information Rights and Obligations. Security- Privacy, Freedom of information, Protecting intellectual property: copyrights, Snooping on Employees, New techniques for employee protection from unobtrusive employer surveillance systems.
Module 4	**Technology and Innovation:** Managing emerging technologies, future of Technology evolution, advantages and applications of Cloud, Big Data, Internet of Things. Risks in technology management. Intelligent use of technology- in business, government and society, Application of emerging technology in areas of Energy, Healthcare, Environment, education. Future of Technology Innovation.
Module 5	**Digital transformation in leadership:** Issues and challenges, Framework for successful business entrepreneurship in the 21st century, Mapping innovation in digital transformation, Artificial Intelligence and Block Chain, Disruptive technologies, Ideation and Building business Solutions, Advertising and promotions in digital era, Leveraging technology for enterprise transformation, Humanitarian supply chain, Sustainability in digital era.

Text Books

1. Karim Mezghani and Wassim Aloulou, (2019). *Business Transformations in the Era of Digitalization*, IGI Global 2019.

2. Jun Xu, *Managing Digital Enterprise: Ten Essential Topics* 2014th Edition Atlantis Press.

3. Nuno Ribeiro (2011). *Managing in the Digital Era*, CreateSpace Independent Publishing Platform.

References and Suggested Readings

1. Clayton M. Christensen, (1997). *Innovators Dilemma: Why Great Companies Fail*, Harper Collins.

2. Thomas H. Davenport, (2000). *Mission Critical: Realizing the Promise of Enterprise Systems*, Harvard Business Review Press.

3. Philip Evans and Thomas S. Wurster, (2000). *Blown to Bits: How the New Economics of Information Transforms Strategy*, Harvard Business School Press.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**The digital firm**	
1.1	Defining the Digital Firm	3 Hours
1.2	Managing the digital assets of the firm	2 Hours
1.3	Essential skills and competence for enterprise management	2 Hours
2	**Digital firm infrastructure and architecture**	
2.1	IT systems infrastructure	3 Hours
2.2	Telecommunications	2 Hours
2.3	Enterprise Systems	2 Hours
3	**Digital firm strategy**	
3.1	Strategy	2 Hours
3.2	B2C Digital Enterprise	3 Hours
3.3	New Management Issues Facing Digital Firms	3 Hours
4	**Technology and Innovation**	
4.1	Managing emerging technologies	3Hours
4.2	Cloud, Big Data, Internet of Things	2 Hours
4.3	Future of Technology Innovation	2 Hours
5	**Digital transformation in leadership**	
5.1	Framework for successful business entrepreneurship	2 Hours
5.2	Artificial Intelligence and Block Chain	2 Hours
5.3	Humanitarian supply chain	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA304	**SOFTWARE ENGINEERING**	Elective	3	0	0	3

Preamble: This course emphasizes on the software concepts to equip management graduates to understand the key elements in software development. This course is designed to get familiarized with the industry standards, quality requirements and latest models in the software field.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Explain the software engineering concepts and various development models in organizations
CO 2	Analyse the principles of software requirements specification
CO 3	Evaluate the various estimation techniques in planning and executing a software project
CO 4	Assess the various concepts of software design and testing
CO 5	Analyse the significance of Capability Maturity Model for software and software quality assurance fundamentals

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	1	2	-	-	-
CO 2	-	3	-	-	-
CO 3	3	3	-	2	3
CO 4	-	3	-	-	-
CO 5	2	3	-	-	-

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	**2**	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA304– SOFTWARE ENGINEERING

Max. Marks: 60   Duration: 3Hours

PART A
Answer **all** questions. Each question carries 2 marks.

1. List the various phases in software development.

2. Differentiate between functional and non-functional requirements.

3. Assess significance of project monitoring plan.

4. Enumerate types of software designs.

5. Mention the five maturity levels of Capability Maturity Model.

(5x2 marks = 10 marks)

PART B
Answer any **three** questions. Each question carries 10 marks

6. Compare the various lifecycle models of software development.

7. Appraise the significance of Software Requirements Specification and requirements validation.

8. Evaluate any two project estimation techniques.

9. Analyze the different types of software testing techniques that are followed across many organizations.

10. Software quality assurance is a means and practice of monitoring the software engineering processes and methods used in a project to ensure proper quality of the software. Elaborate.

(3x10 marks = 30 marks)

PART C
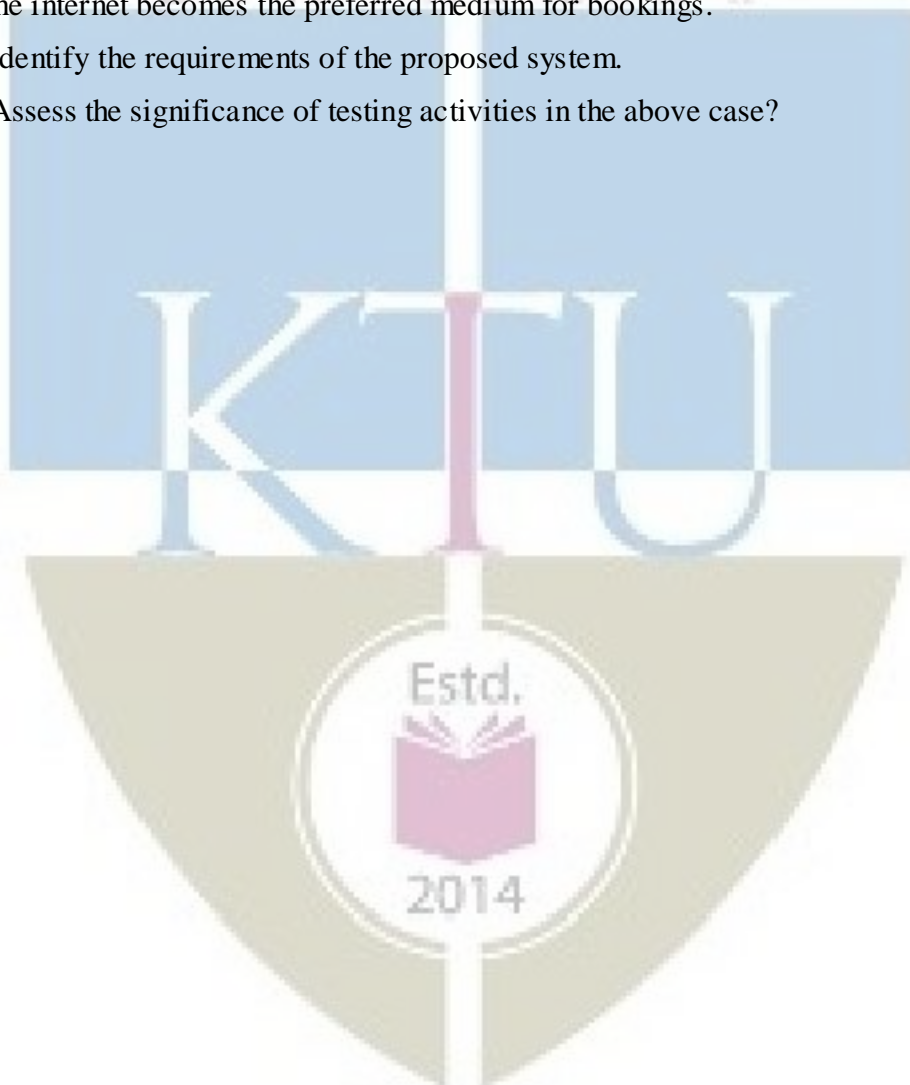Compulsory Question. This question carries 20 marks

11. **Canal Dreams Booking System Project Scenario**
Canal Dreams is a major holiday company that specialises in canal holidays. The present organisation is the result of the acquisition of six regional canal boat leasing operators, as Canal Dreams has expanded over a number of years. Currently there is a central call centre that deals with holiday bookings using an in-house computer-based booking application, which is now some years old. Business development analysts have identified the need for an enhancement of the system so that customers can book boating holidays directly over the internet. One advantage of this is a possible increase in bookings by overseas customers. The current IT system was developed by an external software development company some time ago, and currently there are

two software developers who maintain the current system and implement relatively minor enhancements. However, the management of Canal Dreams does not believe that it has sufficient in-house resources to develop the new functionality, particularly as they see the required extension to the system as an urgent business need. The intention is therefore to contract out the system design and building of the system to an external company.

The main objective in this scenario is the enhancement of the Canal Dreams holiday booking system to allow potential customers to book holidays over the web. This will have business benefits for Canal Dreams. With the new system, potential customers can browse an online brochure of boats and start and finish locations, check if there is one available where and when they wish to go on holiday and, if available, make the booking – all via the internet. The new system will thus make booking possible 24 hours a day and seven days a week, and this improved accessibility, it is hoped, will increase sales. An automated online system should eventually allow staff reductions as the internet becomes the preferred medium for bookings.

1. Identify the requirements of the proposed system. (10)

2. Assess the significance of testing activities in the above case? (10)

Syllabus	
Module1	**Overview of Software Engineering:** Overview - Software and Software Engineering –Phases in Software Development – Software Development process, Models; Software Life cycle Models: Classical and Iterative Waterfall Model, Prototyping, Evolutionary Model, Spiral Model, Comparison of different life cycle models; Role of Management in Software Development–Software Quality Metrics; Professional software development; software engineering ethics; Agile software development.
Module 2	**Software Requirements Specification (SRS)** Role of SRS; Functional and non-functional requirements; the software requirements document; requirements specifications; requirements specification; requirements engineering processes; requirements elicitation and analysis; requirements validation; requirements management; Software Prototyping.
Module 3	**Planning and executing a software Project** Software Project Management- Project size estimation metrics, Line of Code (LOC), Function Point (FP). Project estimation techniques- empirical estimation techniques, Putnam's model, basic COCOMO model, Halstead's Software Science. Staffing Level Estimation, risk management, managing people, group, working, choosing and keeping people. Software cost estimation- software productivity, estimation of productivity, factors effecting programming productivity, project duration and staffing; Quality Assurance Plans–Project Monitoring Plans.
Module 4	**Software Design Concepts, Principles and Testing** Software Design, Design Process, Design Fundamentals, Modular Design, Data Design, Architectural Design, Procedural Design, Design Documentation. Software Testing Techniques and Technical Metrics - Software Testing Fundamentals, White Box Testing, Control Structure Testing, Black Box Testing, Testing Real Time System, Automated Testing.
Module 5	**Capability Maturity Model (CMM) for Software** Fundamentals, Five Maturity Levels, Key Process Areas, ISO9000 Series of Standards for Quality Management Systems, Mapping ISO9001 to the CMM - CMM Based Process Improvement. Software Quality Assurance- Fundamentals, Software Quality Assurance, Quality Concepts, Quality Movement, Reviews, Software Reliability, Background Issues, Software Quality Assurance Activities, SQA Plan.

Text Books
1. Ian Sommerville, *Software Engineering*, Pearson Education, 2013. 2. Pressman R.S., *Software Engineering: A Practitioner's Approach*, McGraw-Hill Higher Education, 2014. 3. Pankaj Jaiote, *An Integrated Approach to Software Engineering,* Narose Publishing House, 2005.

References and Suggested readings

1. Richard Fairly, *Software Engineering Concepts*, McGraw Hill Education India Private Limited, 2001.
2. Mall R., *Fundamentals of Software Engineering*, PHI Learning Private Limited-New Delhi, 2014.
3. Behferooz A. and Hudson F. J., *Software Engineering Fundamentals*, Oxford University Press, 1997.
4. Tory Dimes, *Scrum Essentials: Agile Software Development and Agile Project Management for Project*.
5. Sumit Prakash T, *Software Project Management*, Kindle Edition, University Science Press, 2011.
6. Mark C.P, *The Capability Maturity Model*, Amazon Publishing, 2015.
7. Carnegie Mellon University, *The Capability Maturity Model, Guidelines for Improving the Software Process*, Pearson Education,1995

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Overview of Software Engineering:**	
1.1	Overview - Software and Software Engineering – Phases in Software Development – Software Development process, Models	2 Hours
1.2	Software Life cycle Models: Classical and Iterative Waterfall Model, Prototyping, Evolutionary Model, Spiral Model, Comparison of different life cycle models; Role of Management in Software Development	2 Hours
1.3	Software Quality Metrics; Professional software development; software engineering ethics; Agile software development	3 Hours
2	**Software Requirements Specification (SRS)**	
2.1	Role of SRS; Functional and non-functional requirements; the software requirements document	2 Hours
2.2	Requirements specifications; requirements specification; requirements engineering processes; requirements elicitation and analysis	2 Hours
2.3	Requirements validation; requirements management; Software Prototyping.	3 Hours
3	**Planning and executing a software Project**	
3.1	Software Project Management- Project size estimation metrics, Line of Code (LOC), Function Point (FP). Project estimation techniques - empirical estimation techniques, Putnam's model, basic COCOMO model	2 Hours
3.2	Halstead's Software Science. Staffing Level Estimation, risk management, managing people, group, working, choosing and keeping people.	2 Hours
3.3	Software cost estimation- software productivity, estimation of productivity, factors effecting programming productivity, project	3 Hours

		duration and staffing; Quality Assurance Plans – Project Monitoring Plans	
4		**Software Design Concepts, Principles and Testing**	
	4.1	Software Design, Design Process, Design Fundamentals, Modular Design, Data Design, Architectural Design, Procedural design	2 Hours
	4.2	Design Documentation-Software Testing Techniques and Technical Metrics - Software Testing Fundamentals	2 Hours
	4.3	White Box Testing, Control Structure Testing, Black Box Testing, Testing Real Time System, Automated Testing	3 Hours
5		**Capability Maturity Model (CMM) for Software**	
	5.1	Fundamentals, Five Maturity Levels, Key Process Areas, ISO 9000 Series of Standards for Quality Management Systems, Mapping ISO 9001 to the CMM -CMM Based Process Improvement	2 Hours
	5.2	Software Quality Assurance - Fundamentals, Software Quality Assurance, Quality Concepts, Quality Movement, Reviews	3 Hours
	5.3	Software Reliability, Background Issues, Software Quality Assurance Activities, SQA Plan	3 Hours
		Total	36 Hrs

Course Code	Course Name	Category	L	T	P	Credit
20MBA312	MANAGEMENT OF NGO's	Elective	3	0	0	3

Preamble: The primary objective of this course is to familiarize the students with the basic concepts in NGOs. It provides students the ability to manage various strategic issues in NGOs and also the application of the various NGO principles. It also imparts knowledge of the rules and regulations governing NGOs. This course is expected to enhance the ability of the students in managing projects in NGOs and also the improvement of management competencies as well.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Understand the basic concepts in NGOs, their functions and nature.
CO 2	Develop skills to manage various strategic issues in NGOs
CO 3	Gain a basic knowledge of application of the various NGO principles in real life.
CO 4	Acquire knowledge on the rules and regulations governing NGOs.
CO 5	Manage projects in NGOs and thereby improve their management competencies.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	1	3	3
CO 2	3	3	1	3	2
CO 3	3	3	1	3	3
CO 4	3	3	1	3	2
CO 5	3	3	1	3	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA312– MANAGEMENT OF NGO'S

Max. Marks: 60   Duration: 3 Hours

PART A

Answer **all** questions. Each question carries 2 marks.

1. What are the characteristics of NGOs in India?

2. Write a note on accountability and sustainability of NGOs.

3. State the acts under which NGOs have to be registered.

4. Highlight the need of CSR activities in an NGO.

5. What are the components of a Project Proposal?

(5x2 marks = 10 marks)

PART B

Answer any **three** questions. Each question carries 10 marks

6. Discuss some measures which can be taken to develop an NGO's capacity to handle new challenges.

7. How is development related to NGOs? Why do NGOs need good governance? Explain with the help of examples.

8. Explain the legal procedure of establishing an NGO. Explain the difference between private trust and public trust.

9. Give the profile of an NGO of your choice and discuss it vision, mission and objectives? Also state it activities in line with the vision and mission.

10. COVID-19 has become a major health hazard. Discuss how NGOs have responded to the crisis situation?
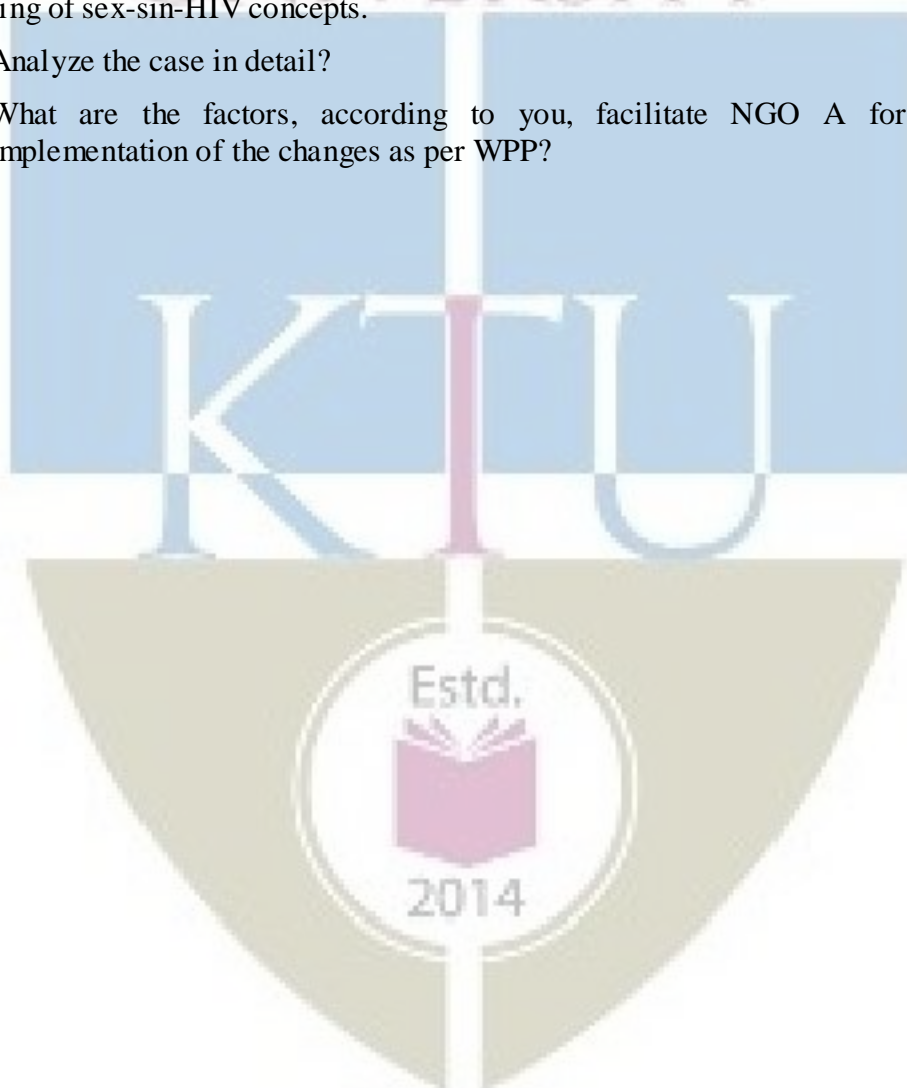
(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. An NGO (Organization A) working on home based care and support for over 500 children living affected and living with HIV infection in a city in India. Staff of the NGO which include field staff living with HIV infection, most of who were below 30 years of age. Organization A had 30 staff on their rolls. They however work with over 500 families consisting of young widows affected by HIV or where one is living with HIV infection. This NGO began a child and adolescent based HIV care and support programme first with institutional care and then, acknowledging a child's right to family moved to home based care model in 2006. Since they were working with HIV, the management and staff felt that they did not stigmatize people living with HIV

infection. In fact, they felt they had an inclusive approach to care and support of people living with HIV infection. They employed few young women living with HIV infection in their outreach work and included them as paid staff in their planning and meetings of the programmes. In 2011, with technical support from Oxfam Novib, Stop AIDS Now! and funding support from ICCO Cooperation, INSA-India scaled up the Workplace Policy Program in India. Organization A was selected as a faith based organization for the strengthening of workplace interventions under this project. The baseline research study undertaken in 38 organizations in north and central India included theirs. Part of our significant interventions under the project was facilitating them to develop the workplace policy using the participatory methods, exclusive competency building for heads of the institution and focal point persons for the workplace interventions, addressing stigma and discrimination with action plans for optimum filtration of learning and actions within the organization. A key thrust was enabling staff to understand stigma from an experiential perspective and the de-linking of sex-sin-HIV concepts.

1. Analyze the case in detail? (10)

2. What are the factors, according to you, facilitate NGO A for successful implementation of the changes as per WPP? (10)

Syllabus	
Module 1	**Introduction to NGOs:** Meaning of NGO- Concepts, functions and types of NGO- Vision, mission and goals in NGOs- various approaches and models- - Role of NGOs in community development- NGO Environment - issues in NGO environment and problem identification- the development environment and strategic trends- NGOs: organisational types and structures.
Module 2	**Managing NGOs** *Managing NGOs; The strategic issues:* The issues of managing NGOs in the current aid architecture-Implications of the changing role of INGOs and civil society-Applying NGO principles and values-Governance and working with NGO Boards- NGO Capacity building: trends and effectiveness- Developing strategies and strategic plans-Building partnerships and managing inter-organisational relations. *Managing NGOs; People and Practices:* Managing effective, accountable and sustainable NGOs - NGO Leaders and Leadership Development- NGO management competencies-Dimensions of cross-cultural management in NGO context-Managing People & Teams in NGOs - OD and organisational change in NGOs - Promoting organisational learning and innovation in NGOs - Current issues in monitoring & evaluation.
Module 3	**Legal Framework for establishing NGOs** Legal- rational structure of Non- profits: Trusts and societies with Special reference to Trust and Society Registrations Acts - Foreign contributions and Regulations Act (FCRA)- Statutory Obligations – Income Tax Exemption (80-G, 12-A and 35AC). Rules and Regulations: Process in NGOs registration - Resource Mobilisation: Methods and techniques of fund raising – International, National and Local levels.
Module 4	**Human Resource Management in NGOs and CSR Activities** Leadership in the NGOs Context - Practice of Human Resources Management in NGOs - Human Resources Management and the role of creating change agents – Staffing, recruiting, induction and training. *CSR Activities:* Definition, concepts and need – Concentration areas of CSR – Role of social workers in CSR – National and International CSR activities: TVS, Infosys and Tata.
Module 5	**Project Management in NGOs** *Project Management:* Definition – Concept – Objectives- Scope and importance- Methodology- Micro and macro-Level planning –Project Dimensions- Identification – Need assessment- problem tree- formulation project proposal- project appraisal: Technical, Economical and Financial feasibility *Project Management in NGOs:* Concept, Meaning, Definition and Types of projects – Projects Implementation and Management: Project Planning Matrix - Project Cycle Management - Identification and formulation of Details Project Report (DPR), Monitoring and Evaluation (PERT and CPM) - Rural Appraisal: Tools and Techniques, SWOC (Strengths, Weaknesses, Opportunities, and Challenges) Analysis.

Text Books

1. Abraham Anita (2015). *Formation And Management of NGOs (Non- Governmental Organisation)*, Universal Law Publishing, New Delhi.
2. Brunt Carol (2016). *Human Resource Management in International NGOs: Exploring Strategy, Practice and Policy,* Palgrave Macmillan, New York.
3. Drucker Peter F. (2006). *Managing the Non-Profit Organisation,* Harper Collins, New York.

References and Suggested Readings

1. Fowler Alan and Malunga Chiku (2010). *NGO Management: The Earthscan Companion, Routledge,* New Delhi.
2. Halley John and Smilie Ian (2013). *Managing for change: Leadership, Strategy and Management in Asian NGOs*, Routledge, New Delhi.
3. Jones Orumwense (2012). *NGO Management and Development,* LAP LAMBERT Academic Publishing.
4. Srivastava Sanjeev (2018). *A Practical Approach to NGO Management*, Createspace Independent Pub, California.
5. Xavior Joseph S. (2019). *Organisation and Management of NGOs,* Educreation Publishing, New Delhi.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to NGOs**	
1.1	Meaning of NGO- Concepts, functions and types of NGO- Vision, mission and goals in NGOs	2 Hours
1.2	Various approaches and models Role of NGOs in community development	2 Hours
1.3	NGO Environment - issues in NGO environment and problem identification- the development environment and strategic trends- NGOs: organisational types and structures	3 Hours
2	**Managing NGOs**	
2.1	The strategic issues	2 Hours
2.2	NGO principles and values-Governance and working with NGO Boards	3 Hours
2.3	Managing NGOs; People and Practices	3 Hours
3	**Legal Framework for establishing NGOs**	
3.1	Enumerate the factors influencing Supply	2 Hours
3.2	Statutory Obligations – Income Tax Exemption	2 Hours
3.3	Legal- rational structure of Non- profits:	3 Hours
4	**Human Resource Management in NGOs and CSR Activities**	
4.1	Leadership in the NGOs Context	3Hours
4.2	Human Resources Management and the role of creating change agents	2 Hours
4.3	Concentration areas of CSR	2 Hours
5	**Project Management in NGOs**	
5.1	Project Dimensions- Identification – Need assessment	2 Hours
5.2	Projects Implementation and Management	2 Hours
5.3	Monitoring and Evaluation (PERT and CPM)	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA314	MANAGEMENT OF SUSTAINABLE BUSINESS	Elective	3	0	0	3

Preamble: This course is to create awareness and acquaint students with the tools to analyse, evaluate, improve, develop framework and create business models that alleviate challenges to mankind related to climate change, energy, waste, labour, and poverty in the global scenario. It also aims to review green technologies that are relevant for entrepreneurs and managers.

Prerequisite: Nil

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Examine the impact of climate change and global warming on society and environment.
CO 2	Devise measures for carbon mitigation, carbon adaptation and measure social impact of ozone layer depletion.
CO 3	Categorize business strategies for green markets and relate alternate energy and waste management measures.
CO 4	Evaluate sustainable engineering measures and lean practices for business innovation.
CO 5	Inculcate CSR responsibility and value the legal aspects of sustainability.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	1		3	
CO 2	3	2		3	
CO 3	3	3		3	
CO 4	3	3	3	3	3
CO 5	3	1		3	3

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA314– MANAGEMENT OF SUSTAINABLE BUSINESS

Max. Marks: 60   Duration: 3 Hours

PART A

Answer *all* questions. Each question carries 2 marks.
.

1. Write a note on Kyoto Protocol?

2. Write a note ecological footprint.

3. Define waste management.

4. Write a short note on Poverty and sustainable development.

5. Highlight the need of CSR activities?

(5x2 marks = 10 marks)

PART B

Answer any *three* questions. Each question carries 10 marks

6. Discuss the concept of sustainable livelihood and how it can be achieved?

7. Elaborate on various measurement tools for sustainability. Also comment on evaluation of social impact, economic impact and environment impact.

8. Discuss in detail the major objectives and fundamental principles in Green building concept and describe any one Global Green rating system.

9. Discuss in detail the major objectives and fundamental principles in green building concept and green entrepreneurship.

10. Describe important Environmental Regulations in India and their impact on sustainable development.
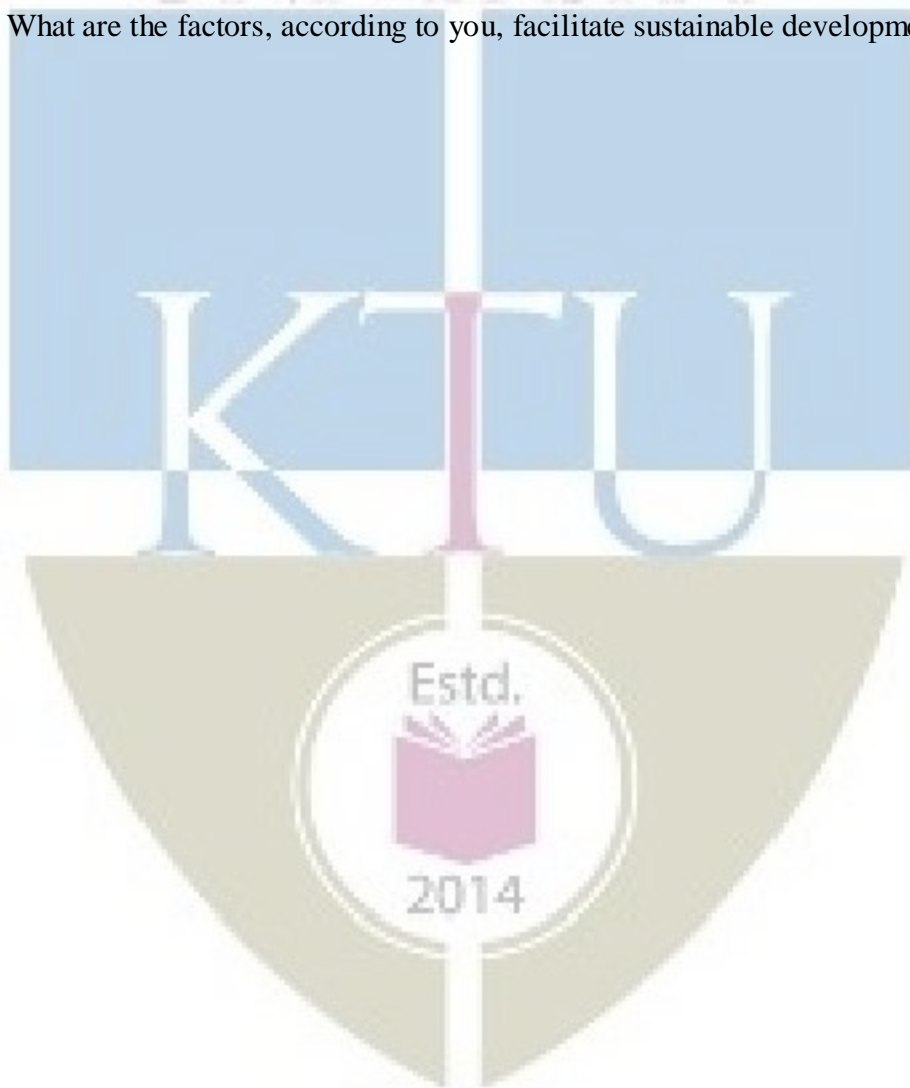
(3x10 marks = 30 marks)

PART C

Compulsory Question. This question carries 20 marks

11. Along with being a basic human need, water is also a basic constituent for the survival of eco-systems of which people and their cultures are important components. The water resources distribution in India, predominantly an agrarian economy, is highly asymmetric and has been accompanied by severe decline in per-capita water availability during the past 50 years, with agriculture being the maximum water user, leading to over-exploitation of ground water and steadily depleting water tables along with a heavy energy bill. Gujarat State falls in a water stressed zone of the country and is also the victim of intra-state asymmetric water availability leading to an

unwanted socio-economic disparity, with the following results: a poor literacy rate in water-deficit districts; concentration of industry and housing in regions with better water resources endowment; and demographic change, e.g., the shift of the prime workforce from drought-prone districts to water-surplus districts. This in turn denies the right to life development, health, food, education and work for these migrant communities. To ensure a balanced development when there is less than one acre per capita of cultivable landholding and over 14 000 villages out of 18 563 are suffering from water scarcity, there is no other alternative but to transfer water from surplus to scarce areas of the state. Some critical questions on water issues, food security, energy viability, rights of people, and most importantly, water security in the context of sustainable development.

1. Analyse the case in detail? (10)

2. What are the factors, according to you, facilitate sustainable development? (10)

Syllabus	
Module 1	**Introduction to Sustainability:** Introduction, concept and need for sustainability-Pillars of Sustainability-Energy Consumption and its Relationship to Climate, Change- The Potential Impacts of Climate Change-Technology Wedges- Systems thinking for sustainability-Challenges faced by sustainable development.
Module 2	**Measurement tools for Sustainability:** Technological Solutions for Carbon Mitigation and Carbon, Adaptation- carbon credits, carbon trading, carbon footprint-ozone layer depletion-measurement sustainability-Life Cycle Analysis-Environment Impact Assessment (EIA)-Green House Gas inventories-Measuring social impacts and benefits.
Module 3	**Driving towards sustainability:** Pollution-Air, Water and Noise -Alternate energy resources from solar, wind, fuel cells, biofuel, tidal and geothermal-Waste - to - Energy -Sustainable waste water treatment-solid waste management-zero waste concept and green buildings- Aspects of cleaner production--Green supply chain- 3 R concept- Concept of Environmental justice.
Module 4	**Integrating Sustainability into the Business:** Business innovation-framework for Sustainability in action- Resource Optimization, Triple Bottom line concept-Lean start-up, Lean Government, Agility of processes-Lean tool kit- cracking the unsolvable innovatively in business- Green entrepreneurship: Difference between entrepreneurship and Green Entrepreneurship-Nano technology-Developing a roadmap for transformation: Individual and Organisational levels.
Module 5	**CSR & Environmental Laws:** CSR Guidelines for companies on sustainability-Clean Development Mechanism- ISO 14000- Environment Legislation in India-Environment Protection Act 1986, Air Act 1981, Water Act 1974 -The National Green Tribunal Act, 2010- Environmental labels- Ethics and Sustainability-Sustainable Development Goals –Sustainable Development Goals by the UN, The Sustainable Development Goals and their Relevance for Business.

Text Books

1. Ni bin Chang (2010), *System Analysis for Sustainable Energy: Theory and Applications*, McGrawHill Publications.
2. Niko Roorda (2012), *Fundamentals of Sustainable Development*, Routledge.
3. Robert Brinkmann, (2016), *Introduction to Sustainability*, Wiley.

References and Suggested Readings

1. Water Resource Management http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter3.pdf
2. Properties, Goods and Services, http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter4.pdf
3. Impact on coastal zones. http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter6.pdf
4. Impact on Human health http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter8.pdf
5. Impact on Asia. http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter10.pdf
6. Climate change Risk, http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-

chapter19.pdf

7. Sustainable development and adaptation to climate change, http://www.ipcc.ch/pdf/assessment-report/ar4/wg2/ar4-wg2-chapter20.pdf

8. Policy Response to Climate Change, Stern Review, http://mudancasclimaticas.cptec.inpe.br/~rmclima/pdfs/destaques/sternreview_report_complete.pdf

9. Environmental Protection Agency (2003). Lean Systems Research in Manufacturing Systems for greener Performance. http://www.epa.gov/lean/environment/pdf/leanreport.pdf

10. http://www.greenbiz.com/blog/2014/01/24/startups-lead-way-cracking-unsolvables

11. Business strategies for sustainable development. https://www.iisd.org/business/pdf/business_strategy.pdf

12. http://isites.harvard.edu/fs/docs/icb.topic541380.files/Business%20Sustainability.pdf

13. Measuring and Evaluating Business Sustainability: Development and Application of Corporate Index of Sustainability Performance in book Sustainability Appraisal: Quantitative Methods and Mathematical Techniques for Environmental Performance Evaluation, pp.33-61, Editors: Erechtchoukova M. G., Peter A Khaiter, Paulina Golinska. Publisher: Springer Berlin Heidelberg.

14. UNDP Guidelines on CSR for Companies, https://www.spcc.pl/images/file/forums_workhops/csr_self_assesment_undp.pdf

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Introduction to Sustainability**	
1.1	Introduction to Sustainability – Concept and Need	2 Hour
1.2	Pillars of Sustainability, climate change	2 Hours
1.3	Technology Wedges	2 Hours
1.4	The Sustainable Development Goals	2 Hours
2	**Measurement tools for Sustainability**	
2.1	Carbon Mitigation and Carbon Adaptation	2 Hours
2.2	Carbon trading and Carbon Footprint, GHG Inventory	2 Hours
2.3	Life Cycle Analysis, Social Impacts and benefits, Environment Impact Assessment	3 Hours
3	**Driving towards sustainability**	
3.1	Alternate sources of energy	2 Hours
3.2	Sustainable waste management	2 Hours
3.3	Green Design in Buildings, Environmental Justice	3 Hours
4	**Integrating Sustainability into the Business**	
4.1	Consumption challenges and Innovation for Sustainability	2 Hours
4.2	Triple Bottom Line and Lean Philosophy	2 Hours
4.3	Individual and Organisational level transformational road-map	2 Hours
4.4	Green Entrepreneurship	1 Hour
5	**CSR & Environmental Laws**	
5.1	CSR Guidelines for sustainability	2 Hours
5.2	Various Laws and Legislations, Environmental Labels	2 Hours
5.3	Ethics and Sustainability: Sustainable Development Goals by the UN	3 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA316	FAMILY BUSINESS	Elective	3	0	0	3

Preamble: The course on Family Business helps the students to familiarise with the basics of family business. The course equip students to understand the basics of starting a family business and the importance of yearly strategic planning, different family business development models, the different types of family business, need for choosing the form of business for the family situation, the concepts of narcissism, envy and myths in family firms, the importance and process of leadership transition, transition and change in family business, basics of family business governance, the roots of family warfare and be able to identify the same in their family businesses.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Evaluate the basics of starting a family business and different family business development models.
CO 2	Analyse different types of family business and the need for choosing the form of business for the family situation.
CO 3	Appraise the concepts of narcissism, envy and myths in family firms.
CO 4	Explain the importance and process of leadership transition and change in family business.
CO 5	Evaluate the basics of family business governance and the roots of family warfare.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	2	2	2
CO 2	3	2	1	2	1
CO 3	3	1	2	2	2
CO 4	3	2	3	2	2
CO 5	3	2	2	2	2

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance : 4 marks

Continuous Assessment Test (2 numbers) : 16 marks

Assignment/Quiz/Course project : 10 marks

Seminar and Discussion : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA316– FAMILY BUSINESS

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. What are the three dimensions of development model?

2. How to choose the form of business for the family situation?

3. What are the Managerial implications of dysfunctional narcissism?

4. What are the psychological pressures of new leaders?

5. Define family dynamics.

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. Explain the family business life cycle and life cycle stages.

7. Discuss the role of founders and women's in family business.

8. Explain the role of family myths and impact of family myths on family business.

9. Discuss in detail the term family business and shed light on successful sectors for family businesses.

10. Explain the dilemmas and challenges faced by family business.

(3x10 marks = 30 marks)

PART C
Compulsory Question. This question carries 20 marks

11. Murli and Mohan were the two sons of a businessman named Biswajeet–a famous builder. Biswajeet was a self-made man, he had risen from 'rags to riches' and had worked hard all his life to attain his current position of being one of the best builders in the town, both in terms of quality of construction and in public relations.His two sons also had an inclination towards the construction business and wanted to join their father after completing their Bachelors in Architecture and their Masters in Business Administration. They had happily returned home and expressed their wish of joining the family- owned business. But Biswajeet had different plans. The brothers were surprised when Biswajeet announced at the dining table, "Murli and Mohan, I have an important thing to discuss. As both of you know that I am a self-made man, I have gone my way and have taken no direction from anyone. In fact, I have taken the onus of all the decisions, good or bad. So now when both of you have armed yourself with formal education, I would like both of you to take over from me and run the show on

you own".

"But Dad your experience will only add to our education" exclaimed Murli. "And Dad, your vision will guide us towards greater success. Moreover, you have a good image in market and it will take ages for us to develop the same market image all over again", retorted Mohan. "Son, I want you to be on your own. I have performed all the duties of a father till now and now I want you to take over the show. You are right that I have experience and an image which can be built only over period of time, but remember, I have done it all by myself and without even financial backing. Believe me, my sons, the kind of self-respect that you would gain for yourself and the kind of business acumen you would evolve on being on your own is not possible under my umbrella.", replied Biswajeet. "Let me correct you here again. It's not we but I want both of you to take up independent charge of your fortune and hence I have decided to divide my entire property into two equal halves and transfer it to both of you.

I wish that both of you work independently for your own good and also for a good relationship between brothers. In a way, both of you would become business rivals but then there would be not just one but many more business players in the field. So get yourself charged and start drawing your independent business plans," said Biswajeet.

1. What is your opinion on Biswajeet decision of dividing the business?   (7)
2. What are the hurdles both of them may face due to this division?   (7)
3. What innovation can they bring in this family business   (6)

	Syllabus
Module 1	**Starting a family business:** Introduction of Family Business – Uniqueness and Dynamics – People, Women in Family business, systems and Life cycles – Structural management of family business– Business plan essentials – Yearly strategic planning. **Family Business Development Models:** Conceptual Models of Family firms – Three dimension of development Model – ownership development dimension – Family Developmental Dimensions – Business Developmental Dimensions.
Module 2	**Family Business Types:** Four Classic Family Business types – Founders and the Entrepreneurial experiences – Growing and evolving family business – Complexity of family enterprise – Diversity of successions: Different Dreams and challenges. Organizing the business – Entity choices – Sole proprietorship – partnership – Limited partnership – Limited Liability corporation – choosing the form of business for the family situation – Choosing leadership in family business.
Module 3	**Narcissism, Envy And Myths In Family Firms:** Personality types – Managerial implications of dysfunctional narcissism – importance of individuation – power of envy – role of family myths and impact of family myths on family business – common personality characteristics of founder – common defensive structures in founder – maintaining the balance.
Module 4	**Leadership Transition:** Options for tackling succession problem – inheritance – psychological pressure on new leaders – systematic view of business family – family system proposition – family scripts and rules – practical example of family system thinking – diagnosing family entanglements. **Transition And Change**: Model of individual change – major themes in the individual journey towards change –process of change within organization – change process in families – family focus or organizational focus.
Module 5	**Family Business Governance:** Family Business owner – Power of cohesive ownership –Ownership attitude - Roles and responsibilities of owners, directors and managers – preparing and nurturing good owners Managing inside – outsider Dilemmas. **Roots of Family Warfare:** Families at war – roots of conflict – Gene politics and the family firm – family dynamics – culture and personality.

Text Books

1. Gersick K., Davis J. A., Hampton M. M. and Lansberg I. (1997). *Generation to generation Life cycles of Family business*. Harvard Business School publishing.
2. Manfred F.R., Kets de Vries, Randel S. Carlock, Elizabeth Florent – Treacy (2007). *Family Business on the Couch – A psychological perspective*. Wiley.
3. Aronoff C., Ward J. (2001). *Family business ownership: how to be an effective shareholder*. Family Enterprise Publisher.

References and Suggested Readings

1. Lansberg I. (1999). *Succeeding generations realizing the dream of families in business*. Harvard Business School Publishing India Pvt. Ltd.
2. Grant G, Nigel N. (2008). *Family Wars*. Kogan page.
3. Barbara Weltman. (2001). *J. K. Lesser's Financial and Tax Strategies for Family Business*. Wiley.
4. Ghosh A. (2016). *Strategies for Growth*. Penguin Random House Publishers, India.
5. Fleck, D. L. (2010). Why we should dare to manage growth responsibly. *Management Decision* 48(10):1529-1538.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Starting a family Business & Family Business Development Models**	
1.1	Introduction of Family Business	1 Hours
1.2	Uniqueness and Dynamics – People, Women in Family business, Structural management of family business, Business plan essentials	3 Hours
1.3	Conceptual Models of Family firms	2 Hours
1.4	Three dimension of development Model	2 Hours
2	**Family Business Types**	
2.1	Four Classic Family Business types	3 Hours
2.2	Organizing the business	2 Hours
2.3	Choosing the form of business for the family situation	2 Hours
3	**Narcissism, Envy And Myths In Family Firms**	
3.1	Personality types	3 Hours
3.2	Role of family myths and impact of family myths on family business	2 Hours
3.3	Common personality characteristics of founder	2 Hours
4	**Leadership Transition & Transition And Change**	
4.1	Options for tackling succession problem	1 Hours
4.2	Systematic view of business family	2 Hours
4.3	Model of individual change	1 Hours
4.4	Process of change within organization	2 Hours
4.5	Change process in families	1 Hours
5	**Family Business Governance & Roots of Family Warfare**	
5.1	Family Business owner	3 Hours
5.2	Families at war	2Hours
5.3	Family dynamics – culture and personality	2 Hours
	Total	36 Hours

Course Code	Course Name	Category	L	T	P	Credit
20MBA318	MANAGING CONTRACTS	Elective	3	0	0	3

Preamble: This course explores the procurement process; the structure of contracts and options available; the relationship between parties; interpretation of the contract clauses and requirements; and best practices in contract management and administration.

Prerequisite: NIL

Course Outcomes: After the completion of the course the student will be able to:

CO 1	Study the elements of concluding, and administering contracts
CO 2	Achieve awareness on arbitrations and legal procedures
CO 3	Study labour regulations and their impact on managing of contracts
CO 4	Study the types of tax involved in Construction.
CO 5	Evaluate the different acts related to Contract like Labour laws – workmen compensation act – minimum wages Act etc.

Mapping of course outcomes with program outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	3	2	2	2	2
CO 2	3	2	1	3	2
CO 3	3	1	2	3	2
CO 4	3	2	2	3	1
CO 5	3	2	2	3	1

Assessment Pattern

Bloom's Category	Continuous Assessment Tests (in %)		End Semester Examination (in marks)
	1	2	
Remember	20	20	10
Understand	40	40	30
Apply	40	40	20
Analyze			
Evaluate	Can be done through Assignments/ Seminars/Mini Projects		
Create	Can be done through Assignments/ Seminars/Mini Projects		

Mark distribution

Total Marks	CIE	ESE	ESE Duration
100	40	60	3 hours

Continuous Internal Evaluation Pattern:

Attendance   : 4 marks

Continuous Assessment Test (2 numbers)   : 16 marks

Assignment/Quiz/Course project   : 10 marks

Seminar and Discussion   : 10 marks

End Semester Examination Pattern:

There will be three parts; Part A, Part B and part C. Part A contains 5 questions (one question each from each module) of 2 marks each (Students should answer all questions). Part B contains 5 questions (one question each from each module) of 10 marks each (Students have the choice of answering any three questions). Part C contains a compulsory question (can have sub-divisions) of 20 marks (from any of the modules or combination) may be in application-level or case study.

Model Question paper

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY

FOURTH SEMESTER MBA DEGREE EXAMINATION

20MBA318 – MANAGING CONTRACTS

Max. Marks: 60   Duration: 3 Hours

PART A
Answer *all* questions. Each question carries 2 marks.

1. Explain the terms involved in Contract agreements

2. Deduce the requirements for tendering

3. Describe the term EMD.

4. What are the legal requirements of planning?

5. Define workmen compensation act.

(5x2 marks = 10 marks)

PART B
Answer any *three* questions. Each question carries 10 marks

6. With illustration explain Elements of Contracts.

7. How can you evaluate the tender from Technical, financial aspects?

8. Explain the procedure of appointment of arbitrator.

9. Describe the salient features of sales tax and VAT.

10. Bring the necessary contents of Indian Contracts Act

(3x10 marks = 30 marks)

PART C
Compulsory Question. This question carries 20 marks

11. Ithala Development Finance Corporation Limited (hereafter referred to as Ithala), the provincial economic development arm of the KwaZulu-Natal Provincial Government embarked on a capacity\ building, skills transfer and entrepreneurial development programme for emerging contractors in the building and engineering disciplines some 5 years ago. This programme supports the Vision of Ithala i.e., to become "... the preferred partner in socio-economic development, instrumental in creating sustainable economic growth that impacts upon an improvement in the quality of life of a significant proportion of the people of KwaZulu-Natal........" The programme is being supported by on site mentoring and after-hours theoretical training by Khuphuka

Education and Training Trust (hereafter referred to as Khuphuka), a development agency who works with under-resourced communities to increase people's access to the economy. Further assistance to emerging contractors is available from Ithala in the form of performance guarantees and working capital loans on building and engineering projects.

The programme was initiated as a construction management initiative, progressed to a contract management initiative and is currently entering the third phase in its development namely community focused contract management. During this phase of the development programme, fully fledged contractors were sourced via the press to participate in a building construction project. Preference was given to affirmative contractors in terms of Ithala's Affirmative Procurement policy which gives up to 15% preference to qualifying affirmative contractors. The successful contractor, upon appointment, had to identify supervisory members or employees of its company as well as emerging sub-contractors to be used by him in the construction programme to receive compulsory entrepreneurial training by Khuphuka. The responsibility to nominate trainees was placed on the successful building contractor(s) by means of a training clause in the tender documentation. The successful contractor(s) was responsible for the supply of all labour and materials in the execution of the project. As a developer, therefore only accepts financial responsibility in the following areas of the construction process: How will you support the firm in the following areas?

1. Project initiation.
2. Project planning.
3. Project monitoring in the execution and control phases.
4. Project close out

(1 x 20 Marks= 20 Marks)

	Syllabus
Module 1	Functions of Contracts in engineering- Introduction to Contract agreements, Terms involved in Contract agreements - Elements of Contracts -Types of Contracts – Standard Contract Document - Conditions of Contract-Law of Torts.
Module 2	Tendering Process - tender documents – requirements for tendering –Methods of inviting tenders-Evaluation of Tender from Technical, financial aspects – Two Cover System- Preparation of the Documentation.
Module 3	Earnest Money Deposit (EMD) – Security deposits - Arbitrator- appointment of arbitrator-power and duties of arbitrator – dispute review board- Violations – Certificates, Forms, Schedules – Case study.
Module 4	Potential Contractual Problems – price variation clause – fine and Liquidated Damages – insurance income tax – sales tax – VAT – Legal requirements of planning–Local government approval-Case study.
Module 5	Indian Contracts Act - Labour laws – workmen compensation act – minimum wages Act – Child labour Act- Industrial dispute Act- Maternity benefit Act – Domestic emerging on misconduct.

Text Books

1. John G. Betty. (2003). *Engineering Contracts*. McGraw Hill.

2. Gajaria G.T. (1986*). Laws Relating to Building and Engineering Contracts in India*, M. M. Tripathi Private Ltd. Bombay, 1982 Tamilnadu PWD Code.

3. Jimmie Hinze. (2001). *Construction Contracts*. McGraw Hill.

4. Joseph T. Bockrath. (2000). *Contracts, the Legal Environment for Engineers and Architects*. McGraw Hill.

5. Oxley Rand Posicit. (2000*). Management Techniques applied to the Construction Industry*. Granda Publishing Ltd.

References and Suggested readings

1. Furmston M.P. (2017). *Cheshire, Fifoot and Furmston's Law of Contract* (17th edition). Butterworth.

2. John Uff QC. (2021). *Construction Law (13th edition)*. Sweet and Maxwell.

3. Cornes D. L. (1994). *Design Liability in the Construction Industry* (4th edition), Blackwell Scientific.

4. The Hon Sir Vivian Ramsey and Stephen Furst (2020). *Keating on Construction Contracts (11th edition)*. Sweet and Maxwell.

5. Ashworth A. and Perera S. (1991). *Contractual Procedures in the Construction Industry (7th edition)*. Longman.

Course Contents and Lecture Schedule

No	Topic	No. of Lectures
1	**Contract Agreements**	
1.1	Functions of Contracts in engineering	1 Hours
1.2	Introduction to Contract agreements, Terms involved in Contract agreements	2 Hours
1.3	Elements of Contracts -Types of Contracts	2 Hours
1.4	Standard Contract Document - Conditions of Contract-Law of Torts	2 Hours
2	**Tendering Concepts**	
2.1	Tendering Process - tender documents	3 Hours
2.2	Requirements for tendering –Methods of inviting tenders	2 Hours
2.3	Methods of inviting tenders-Evaluation of Tender from Technical, financial aspects – Two Cover System- Preparation of the Documentation	2 Hours
3	**Appointment of Arbitrator**	
3.1	Earnest Money Deposit (EMD) – Security deposits - Arbitrator-appointment of arbitrator-power and duties of arbitrator	3 Hours
3.2	Dispute review board- Violations	2 Hours
3.3	Certificates, Forms, Schedules – Case study.	2 Hours
4	**Types of Tax Involved in Construction**	
4.1	Potential Contractual Problems – price variation clause	2 Hours
4.2	Fine and Liquidated Damages	2 Hours
4.3	Insurance income tax – sales tax	1 Hours
4.4	VAT – Legal requirements of planning	2 Hours
4.5	Local government approval-Case study.	1 Hours
5	**Labour Laws**	
5.1	Indian Contracts Act - Labour laws	3 Hours
5.2	workmen compensation act – minimum wages Act	2 Hours
5.3	Child labour Act- Industrial dispute Act- Maternity benefit Act – Domestic emerging on misconduct.	2 Hours
	Total	36 Hours