

# ***SCHOOL OF MANAGEMENT***

**ACADEMIC YEAR 2026-2027**

**I – IV SEMESTER**

**SCHEME AND SYLLABUS**

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| <b>DOCTOR OF PHILOSOPHY (Ph.D.) IN BUSINESS ADMINISTRATION</b><br><b>SYLLABUS</b> |                                     |                 |
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## INSTITUTION

### VISION

To impart value-based quality academia; to empower students with wisdom and to charge them with rich Indian traditions and culture; to invoke the self, to broaden the same towards nation building, harmony and Universal brotherhood.

### MISSION

To ensure sustained progress and development in imparting quality education, to pioneer new avenues of teaching and research and to emerge as an institution with potential for excellence.

## DEPARTMENT OF MBA

### VISION

Our Vision is to emerge as a centre of excellence in Management, imparting value based education to develop transformational leaders with functional expertise and entrepreneurial perspectives.

### MISSION

|           |                                                                                                                                          |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------|
| <b>M1</b> | Impart Quality Education to the students in core areas and business management with moral Values through our dedicated team.             |
| <b>M2</b> | Create learning atmosphere that fosters individual intellectual development.                                                             |
| <b>M3</b> | Provide platform for the students to explore their innovative and creative skills.                                                       |
| <b>M4</b> | Promoting activities to cultivate the spirit of Entrepreneurship to the students                                                         |
| <b>M5</b> | Empowering the students in Organizing Events to gain Experience in Team work and Leadership Qualities.                                   |
| <b>M6</b> | Preparing the students for their role as MBA in society with an awareness of Ethical, Environment, Economies, safety and Quality Issues. |

## PROGRAM EDUCATION OBJECTIVES (PEOs)

|             |                                                                                                                            |
|-------------|----------------------------------------------------------------------------------------------------------------------------|
| <b>PEO1</b> | Successful Professionals in Leading National and International Business Enterprise or Research/ Academic or Entrepreneurs. |
| <b>PEO2</b> | Attitudes and abilities of Leader to adapt the Changing Global Business Scenario.                                          |
| <b>PEO3</b> | Good Professional Personality and Ethical Values to lead as responsible citizens and competent professionals.              |

## PEO TO MISSION STATEMENT MAPPING

| MISSION STATEMENTS | PEO1 | PEO2 | PEO3 |
|--------------------|------|------|------|
| M1                 | 3    | 3    | 3    |
| M2                 | 3    | 1    | 2    |
| M3                 | 3    | 2    | -    |
| M4                 | 3    | 3    | 2    |
| M5                 | 3    | 2    | -    |
| M6                 | 3    | 2    | 2    |

## CORRELATION

3 - STRONG    2 - MEDIUM    1 - LOW    (-) - NO CORRELATION

### PROGRAM OUTCOMES (PO) WITH GRADUATE ATTRIBUTES

|            |                                                       |                                                                                                                                                                 |
|------------|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PO1</b> | Domain Knowledge                                      | Apply Knowledge of Management Theories & Practices to solve Business Problems                                                                                   |
| <b>PO2</b> | Critical Thinking & Decision Making / Problem Solving | Foster Analytical & Critical Thinking abilities for Data – Based Decision Making.                                                                               |
| <b>PO3</b> | Leadership                                            | Ability to develop value based Leadership Ability                                                                                                               |
| <b>PO4</b> | Environment & Sustainability                          | Ability to understand, Analyze & communicate Global, Economic, Legal & Ethical aspects of Business.                                                             |
| <b>PO5</b> | Team Work                                             | Ability to lead themselves & others in the achievement of Organizational Goals, Contributing effectively to a team environment.                                 |
| <b>PO6</b> | Entrepreneurship                                      | Ability to identify Entrepreneurial opportunities & leverage, Managerial & Leadership Skills for funding leading start – ups as well as growing family Business |
| <b>PO7</b> | Social Responsiveness & Ethical                       | Apply ethical principles & commit to Professional Ethics & Responsibility and norms of Management Practices.                                                    |
| <b>PO8</b> | Continuous Learning                                   | Recognize the need and prepare to engage in lifelong learning in the broad context of technology changes leading sustainability.                                |

### Mapping of POs TO PEOs

| PEO/<br>PO  | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-------------|-----|-----|-----|-----|-----|-----|-----|-----|
| <b>PEO1</b> | 3   | 3   | 2   | 2   | 1   | 1   | 1   | 1   |
| <b>PEO2</b> | 3   | 3   | 3   | 3   | 3   | 2   | 1   | 1   |
| <b>PEO3</b> | 3   | 3   | 2   | 2   | 2   | 1   | 3   | 1   |

### CORRELATION

3 – STRONG    2 – MEDIUM    1 – LOW    (-) - NO CORRELATION

### PROGRAM SPECIFIC OUTCOMES

**PSO 1:** Graduates will have ability to Identify, Formulate and analyze the problems relating to Marketing, Finance, Human Resource and Supply Chain Management.

**PSO 2:** Graduates will have an ability to implement / Use appropriate Techniques, Management Skills, and Analytical Techniques and to solve Management Problems.

## **DEPARTMENT OF MBA**

The Master of Business Administration (MBA) degree program is designed as a comprehensive 104-credit curriculum that encompasses core business fundamentals, specialized electives, practical projects, and essential soft skills development. This structured approach ensures graduates possess both theoretical knowledge and practical competencies required for leadership roles in today's dynamic business environment. The MBA curriculum comprises of Foundation, Functional and Elective subjects with dual specialization. The programme enables the participants to understand current business challenges and prepares them with the aid of updated technologies and advanced pedagogy to successfully face global business challenges.

### **ELIGIBILITY FOR ADMISSION**

- Candidate should have good academic record with minimum 60%\* marks (or equivalent CGPA) in his/her Graduation (10+2+3 system) from a recognized College/University. Candidates appearing for their final year graduation are also eligible to apply.
- The applicant to the MBA programme is selected on the basis of past academic performance in 10th, 12th, and graduation along with a valid CAT 2024/CMAT 2024/Dec 2024/ Feb 2025/ May 2025 MAT /TANCET 2025 score and performance in GD and PI.
- Suitable weightages for Work Experience and Professional Qualification are also given.

### **DURATION OF THE COURSE**

The duration of the course for two academic years consisting of four semesters and each semester comprises of 90 days.

### **DISSERTATION**

Semester IV consists of project and dissertation for 100 marks. Students are allocated individually to dissertation with the faculty of department. The format for dissertations is similar to the thesis style incorporating introduction, materials & methods, results, discussion and bibliography. The dissertation is submitted in a type written and bound form after plagiarism check and a copy of each dissertation is submitted to the Department for permanent record. Each student should present/ publish a paper on his/her project.

### **ELIGIBILITY FOR THE AWARD OF DEGREE**

The Master of Business Administration (MBA) degree is awarded to students who successfully complete the academic program totaling 104 credits, distributed across multiple academic components. This credit structure ensures a balanced educational experience that combines foundational business knowledge with specialized expertise and practical application. To be eligible for the award of MBA degree, students must achieve passing grades in all core courses, complete the required number of elective credits from approved course offerings and successfully complete the internship and project work.

## **SCHEME OF EXAMINATIONS**

As per the University Regulation the following split up of marks are to be followed.

**(i) SPLIT UP FOR INTERNAL AND EXTERNAL MARKS FOR THEORY AND PRACTICAL PAPER:**

| <b>Sl. No.</b> | <b>Paper</b>     | <b>Internal</b> | <b>External</b> | <b>Total</b> |
|----------------|------------------|-----------------|-----------------|--------------|
| <b>1.</b>      | <b>Theory</b>    | <b>50</b>       | <b>50</b>       | <b>100</b>   |
|                | <b>Practical</b> | <b>NA</b>       | <b>NA</b>       | <b>NA</b>    |

### **SPLIT UP FOR INTERNAL ASSESSMENT MARKS FOR THEORY**

**CIE- Continuous Internal Evaluation (50 Marks)**

|               |           |
|---------------|-----------|
| CIA           | <b>15</b> |
| Generic Skill | <b>30</b> |
| Attendance    | <b>5</b>  |
| <b>Total</b>  | <b>50</b> |

### SCHEME OF I SEMESTER MBA PROGRAM

| SEMESTER I     |                                       |             |                                                              |                  |                  |   |   |   |                     |            |            |            |
|----------------|---------------------------------------|-------------|--------------------------------------------------------------|------------------|------------------|---|---|---|---------------------|------------|------------|------------|
| Component      | Course Category                       | Course Code | Name of the course                                           | Over All Credits | Hrs Distribution |   |   |   | Total contact Hours | Marks      |            |            |
|                |                                       |             |                                                              |                  | L                | T | P | S |                     | CI A       | ES E       | Total      |
| <b>Part I</b>  | <b>Core Course I</b>                  | 2630101     | Management Process and Organizational Behaviour              | 4                | 5                | 0 | 0 | 0 | 5                   | 50         | 50         | 100        |
|                | <b>Core Course II</b>                 | 2630102     | Quantitative Techniques and Research Methods in Business     | 4                | 3                | 2 | 0 | 0 | 5                   | 50         | 50         | 100        |
|                | <b>Core Course III</b>                | 2630103     | Economics For Managers                                       | 4                | 4                | 0 | 0 | 0 | 4                   | 50         | 50         | 100        |
|                | <b>Core Course IV</b>                 | 2630104     | Accounting For Managers                                      | 4                | 3                | 2 | 0 | 0 | 5                   | 50         | 50         | 100        |
|                | <b>Core Course V</b>                  | 2630105     | Legal Systems in Business                                    | 4                | 4                | 0 | 0 | 0 | 4                   | 50         | 50         | 100        |
|                | <b>Core Course VI</b>                 | 2630106     | Entrepreneurship Development                                 | 4                | 5                | 0 | 0 | 0 | 5                   | 50         | 50         | 100        |
|                | <b>Multi disciplinary Elective I</b>  | 2630107     | Business Analytics – I                                       | 3                | 2                | 0 | 2 | 0 | 4                   | 50         | 50         | 100        |
|                | <b>Multi disciplinary Elective II</b> | 2630108     | International Business Management                            | 3                | 4                | 0 | 0 | 0 | 4                   | 50         | 50         | 100        |
| <b>Part II</b> | <b>Soft Skill I</b>                   | 2650102     | Soft Skills-I Personality Development and Career Enhancement | 2                | 0                | 0 | 2 | 0 |                     | 50         | 50         | 100        |
| <b>Total</b>   |                                       |             |                                                              | <b>32</b>        |                  |   |   |   | <b>36</b>           | <b>450</b> | <b>450</b> | <b>900</b> |



**SCHEME OF II SEMESTER MBA PROGRAM**

| <b>SEMESTER II</b> |                                       |             |                                                                      |                  |                  |   |   |   |                     |            |            |             |
|--------------------|---------------------------------------|-------------|----------------------------------------------------------------------|------------------|------------------|---|---|---|---------------------|------------|------------|-------------|
| Component          | Course Category                       | Course Code | Name of the course                                                   | Over All Credits | Hrs Distribution |   |   |   | Total contact Hours | Marks      |            |             |
|                    |                                       |             |                                                                      |                  | L                | T | P | S |                     | CI A       | ES E       | Total       |
| <b>Part I</b>      | <b>Core Course VII</b>                | 2630209     | Strategic Management                                                 | 4                | 5                | 0 | 0 | 0 | 5                   | 50         | 50         | 100         |
|                    | <b>Core Course VIII</b>               | 2630210     | Human Resource Management                                            | 4                | 4                | 0 | 0 | 0 | 4                   | 50         | 50         | 100         |
|                    | <b>Core Course IX</b>                 | 2630211     | Resource Management Techniques                                       | 4                | 3                | 2 | 0 | 0 | 5                   | 50         | 50         | 100         |
|                    | <b>Core Course X</b>                  | 2630212     | Operations Management                                                | 4                | 4                | 1 | 0 | 0 | 5                   | 50         | 50         | 100         |
|                    | <b>Core Course XI</b>                 | 2630213     | Financial Management                                                 | 4                | 3                | 2 | 0 | 0 | 5                   | 50         | 50         | 100         |
|                    | <b>Core Course XII</b>                | 2630214     | Marketing Management                                                 | 4                | 4                | 0 | 0 | 0 | 4                   | 50         | 50         | 100         |
|                    | <b>Discipline Specific Elective I</b> | 2630215     | Digital Marketing                                                    | 3                | 4                | 0 | 0 | 0 | 4                   | 50         | 50         | 100         |
|                    | <b>Multidisciplinary Elective III</b> | 2630216     | Business Analytics - II                                              | 3                | 2                | 0 | 2 | 0 | 4                   | 50         | 50         | 100         |
|                    | <b>Internship-I</b>                   | 2660201     | Internship – 1- (Dec – Jan 4 Weeks)                                  | 3                | 0                | 0 | 3 | 0 |                     | 50         | 50         | 100         |
| <b>Part II</b>     | <b>Soft Skill II</b>                  | 2650202     | Soft Skills-II- Computing Skill- Data Analysis and Business Modeling | 2                | 0                | 0 | 2 | 0 |                     | 50         | 50         | 100         |
| <b>Total</b>       |                                       |             |                                                                      | <b>35</b>        |                  |   |   |   | <b>36</b>           | <b>500</b> | <b>500</b> | <b>1000</b> |

### SCHEME OF III SEMESTER MBA PROGRAM

Under the choice-based credit systems, the students have a choice to choose the course offered under the specific electives. Based on a common voting, the highest preferred courses are offered

| SEMESTER III  |                                           |                               |                                                                                                                                                                                                                                        |                                    |                     |   |   |   |                                   |       |     |           |
|---------------|-------------------------------------------|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|---------------------|---|---|---|-----------------------------------|-------|-----|-----------|
| Compo<br>nent | Course<br>Category                        | Course<br>Code                | Name of the course                                                                                                                                                                                                                     | Ov<br>er<br>All<br>Cr<br>edi<br>ts | Hrs<br>Distribution |   |   |   | Total<br>cont<br>act<br>Hour<br>s | Marks |     |           |
|               |                                           |                               |                                                                                                                                                                                                                                        |                                    | L                   | T | P | S |                                   | CIA   | ESE | Tota<br>l |
| Part I        | Discipline<br>Specific<br>Elective II     | 2630317<br>2630320<br>2630323 | <b>Finance</b> -Investment<br>Management-<br>Technical Analysis<br>and Robo Advisory<br><b>(OR)</b> <b>HRM</b> -Industrial<br>Relations and<br>Labour Legislation<br><b>(OR)</b> <b>SCM</b> -<br>Integrated Supply<br>Chain Management | 3                                  | 5                   | 0 | 0 | 0 | 5                                 | 50    | 50  | 100       |
|               | Discipline<br>Specific<br>Elective<br>III | 2630318<br>2630321<br>2630324 | <b>Finance</b> - Banking<br>and Financial<br>Services <b>(OR)</b><br><b>HRM</b> - Talent<br>Acquisition and<br>Management <b>(OR)</b><br><b>SCM</b> - Purchasing<br>Management                                                         | 3                                  | 5                   | 0 | 0 | 0 | 5                                 | 50    | 50  | 100       |
|               | Discipline<br>Specific<br>Elective<br>IV  | 2630319<br>2630322<br>2630325 | <b>Finance</b> - Financial<br>Analytics<br><b>(OR)</b> <b>HRM</b> - HR<br>Analytics - Basic<br><b>(OR)</b> <b>SCM</b> -<br>Transportation and<br>Warehousing<br>Management                                                             | 3                                  | 5                   | 0 | 0 | 0 | 5                                 | 50    | 50  | 100       |
|               | Discipline<br>Specific<br>Elective<br>V   | 2630326                       | <b>Marketing</b> - Sales &<br>Distribution<br>Management                                                                                                                                                                               | 3                                  | 5                   | 0 | 0 | 0 | 5                                 | 50    | 50  | 100       |
|               | Discipline<br>Specific<br>Elective<br>VI  | 2630327                       | <b>Marketing</b> -<br>Marketing Analytics                                                                                                                                                                                              | 3                                  | 5                   | 0 | 0 | 0 | 5                                 | 50    | 50  | 100       |
|               | Discipline<br>Specific<br>Elective<br>VII | 2630328                       | <b>Marketing</b> -<br>Services Marketing                                                                                                                                                                                               | 3                                  | 5                   | 0 | 0 | 0 | 5                                 | 50    | 50  | 100       |
|               | Internship<br>II                          | 2660302                       | Internship 2 (May –<br>Jun – 4 weeks)                                                                                                                                                                                                  | 3                                  | 0                   | 0 | 3 | 0 | 3                                 | 50    | 50  | 100       |
| Part II       | Soft Skill<br>III                         | 2650302                       | Data visualisation<br>with Power BI and<br>Tableau                                                                                                                                                                                     | 2                                  | 0                   | 0 | 3 | 0 | 3                                 | 50    | 50  | 100       |
| Total         |                                           |                               |                                                                                                                                                                                                                                        | 23                                 |                     |   |   |   | 36                                | 400   | 400 | 800       |

### SCHEME OF IV SEMESTER MBA PROGRAM

Under the choice-based credit systems, the students have a choice to choose the course offered under the specific electives. Based on a common voting, the highest preferred courses are offered

| SEMESTER IV    |                                   |                               |                                                                                                                                                                                                  |                  |                  |   |   |   |                     |            |            |            |
|----------------|-----------------------------------|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|---|---|---|---------------------|------------|------------|------------|
| Component      | Course Category                   | Course Code                   | Name of the course                                                                                                                                                                               | Over All Credits | Hrs Distribution |   |   |   | Total contact Hours | Marks      |            |            |
|                |                                   |                               |                                                                                                                                                                                                  |                  | L                | T | P | S |                     | CI A       | ESE        | Total      |
| <b>Part I</b>  | Discipline Specific Elective VIII | 2630429<br>2630431<br>2630433 | <b>Finance</b> - Financial Derivatives <b>(OR)</b><br><b>HRM</b> – Strategic Human Resource Management <b>(OR)</b><br><b>SCM</b> - International Logistics and Management of Global Supply Chain | 3                | 6                | 0 | 0 | 0 | 6                   | 50         | 50         | 100        |
|                | Discipline Specific Elective IX   | 2630430<br>2630432<br>2630434 | <b>Finance</b> - Corporate Tax and Financial Planning <b>(OR)</b> <b>HRM</b> - HR Analytics-Advanced <b>(OR)</b><br><b>SCM</b> – Supply Chain Analytics                                          | 3                | 6                | 0 | 0 | 0 | 6                   | 50         | 50         | 100        |
|                | Discipline Specific Elective X    | 2630435                       | <b>Marketing</b> - Integrated Marketing Communication                                                                                                                                            | 3                | 6                | 0 | 0 | 0 | 6                   | 50         | 50         | 100        |
|                | Discipline Specific Elective XI   | 2630436                       | <b>Marketing</b> - Retail Marketing                                                                                                                                                              | 3                | 6                | 0 | 0 | 0 | 6                   | 50         | 50         | 100        |
|                | Core Project                      | 2630437                       | Final Project – (Dec-Jan- 8 Weeks)                                                                                                                                                               | 8                | 0                | 0 | 8 | 0 | 9                   | 50         | 50         | 100        |
| <b>Part II</b> | Soft skill IV                     | 2650402                       | Soft-Skills –Career Advancement Course for Managers                                                                                                                                              | 2                | 0                | 0 | 2 | 0 | 3                   | 50         | 50         | 100        |
|                |                                   |                               | Employability Enrichment Course - Financial Literacy on Mutual Fund <b>(Optional)</b>                                                                                                            | 2                | 0                | 0 | 2 | 0 |                     |            |            |            |
|                |                                   |                               | Moocs Course <b>(Optional)</b>                                                                                                                                                                   | 2                | 0                | 0 | 2 | 0 |                     |            |            |            |
|                |                                   |                               | International Immersion Program <b>(Optional)</b>                                                                                                                                                | 2                | 0                | 0 | 2 | 0 |                     |            |            |            |
| <b>Total</b>   |                                   |                               |                                                                                                                                                                                                  | <b>22</b>        |                  |   |   |   | <b>36</b>           | <b>300</b> | <b>300</b> | <b>600</b> |

## CREDIT STRUCTURE

### Category-wise Credit Distribution Post Graduate Courses – MBA (AICTE Norms)

| Courses                       | Credits |
|-------------------------------|---------|
| Core Theory                   | 48      |
| Discipline Specific Electives | 33      |
| Multidisciplinary Electives   | 9       |
| Internship                    | 6       |
| Project                       | 8       |
| Soft Skills                   | 8       |
| Total                         | 112     |

| Component | Credits |
|-----------|---------|
| Part I    | 104     |
| Part II   | 8       |
| Total     | 112     |

| S No | Category                                                                                                                                                                                                                                                                                                                                                                                                                           | Course Category              | No of Courses | Credits | Total Credits |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------|---------|---------------|
| 1.   | Part I                                                                                                                                                                                                                                                                                                                                                                                                                             | Core Theory                  | 12            | 4       | 48            |
| 2.   |                                                                                                                                                                                                                                                                                                                                                                                                                                    | Multidisciplinary Elective   | 3             | 3       | 9             |
| 3.   |                                                                                                                                                                                                                                                                                                                                                                                                                                    | Core Project                 | 1             | 8       | 8             |
| 4.   |                                                                                                                                                                                                                                                                                                                                                                                                                                    | Core Internship              | 2             | 3       | 6             |
| 5.   |                                                                                                                                                                                                                                                                                                                                                                                                                                    | Discipline Specific Elective | 11            | 3       | 33            |
| 6.   | Part II                                                                                                                                                                                                                                                                                                                                                                                                                            | Soft Skill                   | 4             | 2       | 8             |
| 7.   | Total Mandatory Credits                                                                                                                                                                                                                                                                                                                                                                                                            |                              |               |         | 112           |
| 8.   | <b>Extra Credits</b><br><b>Note: Students can take extra credit course from their own department or from other department as per the Admitting Body / University norms.</b><br><br><b>1. Employability Enrichment Course - Financial Literacy on Mutual Fund (Optional) – No. of Credits -2</b><br><b>2. Moocs Course (Optional)- No. of Credits -2</b><br><b>3. International Immersion Program (Optional)- No. of Credits -2</b> |                              |               |         |               |

**LIST OF ELECTIVES FOR MBA (Full Time)-Semester III and IV**

| <b>Course Title</b>                                         | <b>Dept</b> | <b>L</b> | <b>T</b> | <b>P</b> | <b>S</b> | <b>C</b> |
|-------------------------------------------------------------|-------------|----------|----------|----------|----------|----------|
| <b>FINANCE</b>                                              |             |          |          |          |          |          |
| Investment Management- Technical Analysis and Robo Advisory | MBA         | 2        | 0        | 1        | 0        | 3        |
| International Financial Management                          | MBA         | 2        | 0        | 1        | 0        | 3        |
| Banking and Financial Services                              | MBA         | 2        | 0        | 1        | 0        | 3        |
| Financial Derivatives                                       | MBA         | 2        | 0        | 1        | 0        | 3        |
| Risk Management and Insurance                               | MBA         | 2        | 0        | 1        | 0        | 3        |
| Corporate Tax and Financial Planning                        | MBA         | 2        | 0        | 1        | 0        | 3        |
| Financial Analytics                                         | MBA         | 2        | 0        | 1        | 0        | 3        |
| FinTech                                                     | MBA         | 2        | 0        | 1        | 0        | 3        |
| <b>MARKETING</b>                                            |             |          |          |          |          |          |
| Services Marketing                                          | MBA         | 2        | 0        | 1        | 0        | 3        |
| Integrated Marketing Communication                          | MBA         | 2        | 0        | 1        | 0        | 3        |
| Global Marketing Management                                 | MBA         | 2        | 0        | 1        | 0        | 3        |
| Sales And Distribution Management                           | MBA         | 2        | 0        | 1        | 0        | 3        |
| Retail Marketing                                            | MBA         | 2        | 0        | 1        | 0        | 3        |
| Consumer Behavior                                           | MBA         | 2        | 0        | 1        | 0        | 3        |
| Advertising And Promotions Management                       | MBA         | 2        | 0        | 1        | 0        | 3        |
| Innovation and New Product development                      | MBA         | 2        | 0        | 1        | 0        | 3        |
| B2B Marketing                                               | MBA         | 2        | 0        | 1        | 0        | 3        |
| Marketing Analytics                                         | MBA         | 2        | 0        | 1        | 0        | 3        |
| <b>HUMAN RESOURCE MANAGEMENT</b>                            |             |          |          |          |          |          |
| Industrial Relations and Labour Legislations                | MBA         | 2        | 0        | 1        | 0        | 3        |
| Global Human Resource Management                            | MBA         | 2        | 0        | 1        | 0        | 3        |
| Leadership and Organizational Effectiveness                 | MBA         | 2        | 0        | 1        | 0        | 3        |
| Knowledge Management                                        | MBA         | 2        | 0        | 1        | 0        | 3        |
| Learning and Development                                    | MBA         | 2        | 0        | 1        | 0        | 3        |
| Talent Acquisition and Management                           | MBA         | 2        | 0        | 1        | 0        | 3        |
| HR Analytics-Basic                                          | MBA         | 2        | 0        | 1        | 0        | 3        |
| Strategic Human Resource Management                         | MBA         | 2        | 0        | 1        | 0        | 3        |

|                                                               |     |   |   |   |   |   |
|---------------------------------------------------------------|-----|---|---|---|---|---|
| HR Analytics- Advanced                                        | MBA | 2 | 0 | 1 | 0 | 3 |
| <b>SYSTEMS</b>                                                |     |   |   |   |   |   |
| E – Commerce Technology and Management                        | MBA | 2 | 0 | 1 | 0 | 3 |
| Emerging Technologies for Management                          | MBA | 2 | 0 | 1 | 0 | 3 |
| Enterprise Resource Planning                                  | MBA | 2 | 0 | 1 | 0 | 3 |
| Big Data Technology                                           | MBA | 2 | 0 | 1 | 0 | 3 |
| Data Mining and Warehousing                                   | MBA | 2 | 0 | 1 | 0 | 3 |
| Cloud Computing                                               | MBA | 2 | 0 | 1 | 0 | 3 |
| <b>SUPPLY CHAIN MANAGEMENT</b>                                |     |   |   |   |   |   |
| Transportation And Warehousing Management                     | MBA | 2 | 0 | 1 | 0 | 3 |
| Integrated Supply Chain Management                            | MBA | 2 | 0 | 1 | 0 | 3 |
| Purchasing Management                                         | MBA | 2 | 0 | 1 | 0 | 3 |
| Total Quality Management                                      | MBA | 2 | 0 | 1 | 0 | 3 |
| International Logistics and Management of Global Supply Chain | MBA | 2 | 0 | 1 | 0 | 3 |
| Supply Chain Analytics                                        | MBA | 2 | 0 | 1 | 0 | 3 |
| Operations Analytics                                          | MBA | 2 | 0 | 1 | 0 | 3 |
| <b>ENTREPRENEURSHIP</b>                                       |     |   |   |   |   |   |
| Managing New Business Initiatives                             | MBA | 2 | 0 | 1 | 0 | 3 |
| Management Practices for Family Businesses                    | MBA | 2 | 0 | 1 | 0 | 3 |
| Project Management                                            | MBA | 2 | 0 | 1 | 0 | 3 |
| Managing Startups                                             | MBA | 2 | 0 | 1 | 0 | 3 |
| Financing New Ventures                                        | MBA | 2 | 0 | 1 | 0 | 3 |
| Social Entrepreneurship                                       | MBA | 2 | 0 | 1 | 0 | 3 |

# **FIRST SEMESTER (SYLLABUS)**

## MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOR

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 04</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>03</b>        | <b>ESE Marks</b> | <b>: 50</b> |

|            |                                                                                                                  |
|------------|------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Apply the Principles of Management and effective Decision making and critical thinking and strategy formulation. |
| <b>CO2</b> | Demonstrate the applicability of the concept of OB to analyze the behavior of people in the Organization.        |
| <b>CO3</b> | Analyze Individual Behavior, Job Satisfaction and the importance of Motivation.                                  |
| <b>CO4</b> | Exposure on Group Behavior and the need of Leadership and to handle stress                                       |
| <b>CO5</b> | Evaluate Organization needs, structure and its effectiveness                                                     |

### Mapping of Course Outcomes to Program Outcomes:

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 2          | 2          | 2          | 2          | 2          | 1          | 3          |
| <b>CO2</b> | 3          | 1          | 3          | 2          | 3          | 2          | 1          | 1          |
| <b>CO3</b> | 3          | 2          | 2          | 2          | 2          | 1          | 2          | 2          |
| <b>CO4</b> | 3          | 1          | 3          | 1          | 3          | 2          | 1          | 2          |
| <b>CO5</b> | 2          | 2          | 2          | 3          | 3          | 1          | 2          | 2          |



| S.No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Hrs | Cos |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1    | Management Process - Planning, Nature and purpose of planning - Planning process- Types of plans- Objectives- Managing by Objective (MBO) strategies –Decision Making - Types of decision - Decision making process – Organizing Organization structure - Line and staff authority – Departmentation - Span of control - Centralization and decentralization - Delegation of authority – Staffing Selection and Recruitment - Career development - Career stages - Directing – controlling - Types of control - Budgetary and non-budgetary control techniques -Managing productivity - Quality control - span of control, centralization Vs decentralization, Business Modeling. | 9   | CO1 |
| 2    | Introduction to Organization Behavior - Historical perspective - Organization– Management - Role of managers - Evolution of management thought - Organization and the environmental factors - Managing globally - Strategies for International business.                                                                                                                                                                                                                                                                                                                                                                                                                          | 9   | CO2 |
| 3    | Foundations of individual Behavior - Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification. Attitudes – Characteristics – Measurement - Values. Perceptions –Importance –Factors influencing perception. Motivation – Importance –Types –Effects on work behavior - Motivation- concepts and applications - Theories of Motivation                                                                                                                                                                                                                   | 9   | CO3 |
| 4    | Foundations of Group Behavior – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques –Team building – Interpersonal relations – Communication – Control - conflicts and negotiations, communication - Meaning –Importance –Leadership styles – Theories – Leaders Vs Managers –Sources of power –Power centers –Power and Politics Stress - Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life                                                                                                                             | 9   | CO4 |
| 5    | Dynamics of organization - QWL, International OB. Definition, need and importance of organizational behaviour –Nature and scope – Frame work – Organizational behaviour models. Organizational culture and climate –Edgar Schein’s Model of Organizational Culture- Factors affecting organizational climate – Importance. Job satisfaction –Determinants – Measurements – Influence on behavior. Organizational change –Importance – Stability Vs Change – Proactive Vs Reaction change –the change process – Resistance to change – Organizational development – Characteristics – objectives – Organizational effectiveness Developing Gender sensitive workplace.             | 9   | CO5 |
|      | <b>Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises, Role plays, and Seminars</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |     |     |

**TEXT BOOKS:**

1. **Robbins**, Essentials of Management, 6e Pearson Education India 2010
2. **Bhattacharya**, Principles of Management: Text and Cases, 1ePearson Education India 2012
3. **Robbins**, Essentials of Organizational Behavior, 14/ePearson Education India 2019

**REFERENCE BOOKS:**

1. Fundamentals of Management-Stephen P Robbins, Mary Coulter et al, Pearson Publications, 11th edition
2. Management-Richard L. Daft, Cengage learning,12<sup>th</sup>Edition,2016
3. Organization Behavior – Ashwathappa, Himalaya Publication,7<sup>th</sup> Edition,2007
4. Robbins, Organizational Behavior, 18/ePearson Education India 2019

## QUANTITATIVE TECHNIQUES AND RESEARCH METHODS IN BUSINESS

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 04</b> |
| <b>L:T:P:S</b>     | <b>: 3:2:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                                                                                                                                                                              |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Recall and solving problems based on the addition theorem, multiplication theorem, conditional probability and Baye's theorem. Restate the Discrete distributions such as Binomial and Poisson distribution.                                                                                                 |
| <b>CO2</b> | Construct a sound research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology. Summarize the concept of sampling, Null Hypothesis, alternative Hypothesis, type I and type II errors, sampling errors and standard errors                     |
| <b>CO3</b> | Proficiency in data preparation techniques including editing, coding, entry, and analysis, culminating in hypothesis testing and interpretation using a variety of parametric and nonparametric methods such as z-test, t-test, Chi-Square test, correlation (Pearson and Spearman), and regression analysis |
| <b>CO4</b> | Gain insight into the foundational principles and distinguishing features of various multivariate data analysis techniques.                                                                                                                                                                                  |
| <b>CO5</b> | Enhance in crafting reports that articulate significant problems, guiding you through the process of identifying, framing, and presenting complex issues effectively.                                                                                                                                        |

### Mapping of Course Outcomes to Program Outcomes:

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 3          | 0          | 0          | 1          | 1          | 1          | 1          |
| <b>CO2</b> | 3          | 3          | 2          | 1          | 1          | 2          | 1          | 1          |
| <b>CO3</b> | 3          | 3          | 0          | 2          | 2          | 1          | 2          | 2          |
| <b>CO4</b> | 2          | 3          | 0          | 1          | 1          | 2          | 2          | 1          |
| <b>CO5</b> | 3          | 2          | 2          | 2          | 2          | 2          | 3          | 2          |

| S.No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Hrs | Cos |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1    | Probability: Introduction to probability theory: events and their probabilities, subjective probabilities; continuous and discrete distributions: Binomial, Poisson, Normal, and exponential distributions; Expected values, averages and standard deviations. Conditional Probability – Bayes' theorem.                                                                                                                                                                                                                                                                                                        | 9   | CO1 |
| 2    | Research Methods & Research - Definition – Research Process - Research Design – Definition- Types Of Research Design - Role of Theory in Research - Variables in Research – Objectives - Hypothesis - Types of Data; Preliminary Vs Secondary- Methods of Primary Data Collection; Survey, Observation, Experiments - Construction Of Questionnaire - Questionnaire Schedule- Validity and Reliability of Instruments - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales –Sampling Techniques; Probability And Non probability Techniques- Optimal Sample Size determination. | 10  | CO2 |
| 3    | Data Preparation and Analysis: Data Preparation - Editing –Coding-Data Entry- Data Analysis- Testing of Hypothesis Univariate and Bivariate Analysis - Parametric And Nonparametric Tests and Interpretation of Test Results- testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), Chi-Square Test- Correlation; Karl Pearson's Vs Correlation Coefficient and Spearman's Rank Correlation- Regression Analysis - One Way and Two Way Analysis of Variance                                        | 10  | CO3 |
| 4    | Multivariate Statistical Analysis: Exploratory and Confirmatory Factor Analysis -Discriminant Analysis- Cluster Analysis -Conjoint Analysis - Multiple Regression- Multidimensional Scaling- Their Application In Marketing Problems -Application of Statistical Software For Data Analysis- SEM Analysis                                                                                                                                                                                                                                                                                                       | 8   | CO4 |
| 5    | Report Writing and Ethics in Business Research: Research Reports-Different Types -Report Writing Format- Content of Report- Need for Executive Summary- Chapterization. Framing the Title of the Report-Different Styles of Referencing -Academic vs Business Research Reports - Ethics in Research.                                                                                                                                                                                                                                                                                                            | 8   | CO5 |
|      | <b>Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Class Exercises.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |     |     |

#### TEXT BOOKS:

1. **Mariappan**, Operations Research, 1e by Pearson Education India 2013.
2. **Natarajan**, Operations Research, 2e by Pearson Education India 2014.
3. **Taha**, Operations Research: An Introduction, 10e Pearson Education India 2018

#### REFERENCE BOOKS:

1. Green & Tull, Market Research, Prentice Hall
2. Amir D. Aczel, Complete Business Statistics, 5th ed., Irwin McGraw Hill, 2001
3. Hooda R.P, Statistics for Business and Economics, 2nd ed., McMillan India
4. Richard I .Levin & David S .Rubin, Statistics For Management , 7th ed., PHI
5. Dr. P.N. Arora and Mrs. S. Arora, Statistics for management, S. Chand & Company Ltd.

## ECONOMICS FOR MANAGERS

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 04</b> |
| <b>L:T:P:S</b>     | <b>: 4:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                     |
|------------|-------------------------------------------------------------------------------------|
| <b>CO1</b> | Analyse Market demand and supply patterns through forecasting techniques.           |
| <b>CO2</b> | Evaluate National Income using techniques and underlying policies.                  |
| <b>CO3</b> | Compare market structures and different pricing methods.                            |
| <b>CO4</b> | Analyse and evaluate demand pattern using Date software.                            |
| <b>CO5</b> | Identify the consequence of globalization and role of Banks in International Trade. |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 2          | 3          | 1          | 3          | 1          | 3          | 1          | 3          |
| <b>CO2</b> | 3          | 3          | 1          | 3          | 1          | 2          | 1          | 2          |
| <b>CO3</b> | 2          | 1          | 1          | 3          | 2          | 3          | 2          | 2          |
| <b>CO4</b> | 3          | 3          | 1          | 3          | 1          | 3          | 2          | 3          |
| <b>CO5</b> | 3          | 3          | 1          | 2          | 1          | 2          | 2          | 2          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                       | Hrs | COs      |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------|
| 1     | Introduction to Managerial Economics – Decision making in the household: Consumer choice, Theory of Demand; Its Determination, Estimation and Forecasting – Decision making in the firm: production, cost, supply; its Determination and Derivation.                                                                                                                                                     | 9   | CO1      |
| 2     | Macroeconomics: National Income – GDP – GNP – NNP – Price Indices – Inflation – Output – Consumption – Savings – Investment– Economic collapse - Economy Resilience - International Trade, IS-LM Model, Impact of government policies –Monetary policy – Fiscal policy – Indian Trade policy –Exchange rate policy                                                                                       | 9   | CO2      |
| 3     | Equilibrium in different market structures – Perfect Competition, Monopoly, Discriminating Monopoly, Monopolistic Competition, Oligopoly; Pricing – Types and Methods                                                                                                                                                                                                                                    | 9   | CO3      |
| 4     | Econometrics – Different Data types – Regression Models; Demand analysis and Forecasting – Techniques of Demand Forecasting; Use of Software packages for Forecasting; Use of Big Data Analytics in Economics.                                                                                                                                                                                           | 9   | CO4, CO5 |
| 5     | Role of Central Banks – Role of Commercial Banks – Impact of Interest Rates in all areas – Foreign Exchange Market: Determination of Exchange rate, Impact of Foreign Exchange Rate , Forward Contracts , Futures and Options to manage the impact of Exchange Rate changes ; Concept of Globalization – Institutions encouraging IN Trade – Balance of Trade – Balance of Payments. New Economic Model. | 9   | CO5      |

#### TEXT BOOKS:

1. **Agarwal**, Managerial Economics, 1/ePearson Education India 2013
2. **Sloman**, Essential Economics for Business, 5ePearson Education India 2019
3. **Keat**, Managerial Economics, 7ePearson Education India 2013

#### REFERENCE BOOKS:

1. Mithani, D M, Managerial Economics – Theory & Applications, Himalaya Pub.
2. Mehta, P L, Managerial Economics – Analysis, Problems & Cases, Sultan Chand
3. Peterson, H. C and Lewis, W. C. Managerial Economics, 4<sup>th</sup> Ed, Prentice Hall
4. Abel & Bernanke, Macroeconomics, 4<sup>th</sup>ed, Pearson Pub
5. Froyen, Macroeconomics, 6<sup>th</sup> ed., Pearson Education

## ACCOUNTING FOR MANAGERS

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>: 2530104</b> | <b>Credits</b>   | <b>: 04</b> |
| <b>L:T:P:S</b>     | <b>: 3:2:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                             |
|------------|-----------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Apply the conceptual framework of accounting, and apply the comprehensive treatment of accounting principles and standards. |
| <b>CO2</b> | Analyze the financial concepts and interpret the Financial statements                                                       |
| <b>CO3</b> | Analyze and Evaluate financial data of Company.                                                                             |
| <b>CO4</b> | Apply the cost principles for production of products.                                                                       |
| <b>CO5</b> | Apply Analytical techniques to generate financial statements through technology application.                                |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 3          | 1          | 2          | 1          | 2          | 2          | 3          |
| <b>CO2</b> | 3          | 3          | 1          | 2          | 1          | 2          | 2          | 2          |
| <b>CO3</b> | 3          | 3          | 1          | 2          | 1          | 2          | 2          | 2          |
| <b>CO4</b> | 3          | 2          | 1          | 2          | 1          | 2          | 1          | 1          |
| <b>CO5</b> | 3          | 3          | 1          | 2          | 1          | 3          | 2          | 2          |

| S. No                                                                                                            | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                          | Hrs | COs         |
|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-------------|
| 1                                                                                                                | Unit I: Financial Accounting<br>Definition - Principle Concepts & Conventions – Accounting Standards - Preparation Of Final Accounts: Trial Balance- Trading, Profit/Loss Account and Balance Sheet<br>Understanding of Final Accounts with Adjustments: Provision for Doubtful Debts, Discount on Debtors and Creditors, Bad Debts, Interest on Capital, Prepaid Expenses and Outstanding. | 9   | CO1         |
| 2                                                                                                                | Unit II: Company Accounts<br>Meaning Of Company – Maintenance Of Books Of Accounts – Profit Or Loss Before Incorporation – Alteration Of Share Capital – Preferential Allotment, Employee Stock Option – Buy Back Of Securities - Introduction of Insolvency and Bankruptcy Code 2016 - Objectives.                                                                                         | 9   | CO2         |
| 3                                                                                                                | Unit III: Analysis Of Financial Statement<br>Financial Statement Analysis-Common size Statement and Comparative Statement, Ratio Analysis - Comparison between Funds Flow and Cash Flow Statement – Cash Flow Analysis (as per IND AS7 Standard)                                                                                                                                            | 9   | CO3         |
| 4                                                                                                                | Unit IV: Cost Accounting<br>Cost Accounts – Classification And Accounting of Manufacturing Costs– Cost Accounting System - Budgets And Budgetary Control – Marginal Cost Analysis, Cost Accounting – Elements Of Cost                                                                                                                                                                       | 9   | CO4,<br>CO3 |
| 5                                                                                                                | Unit V: Accounting In Computerised Environment<br>Significance Of Computerized Accounting System – Codification And Grouping Of Accounts – Maintaining The Hierarchy Of Ledgers – Prepackaged Accounting Software.                                                                                                                                                                          | 9   | CO5         |
| Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises and Seminars |                                                                                                                                                                                                                                                                                                                                                                                             |     |             |

#### TEXT BOOKS:

1. **Dhamija**, Financial Accounting for Managers, 3e Pearson Education India 2019
2. **Gupta**, Financial Accounting for Management, 6e Pearson Education India 2019
3. **Horngren**, Horngren's Cost Accounting, 16e Pearson Education India 2017

#### REFERENCE BOOKS:

1. Carl S Warren, James M Reeves, Philip E Fess, "Financial Accounting" , Thompson, 2003
2. T.S. Reddy & Y. Hari Prasad Reddy – Financial and Management Accounting –Margham Publications,
3. NhaveshM.SPaul, Cost Accounting or Management Accounting, Allied Publishers Ltd.,New Delhi, 1997
4. S.P. Jain & K.L. Narang, Cost Accounting, Kalyani Publishers, Ludhiana, 1997
5. N.Ramachandran&Ramkumar – "Financial accounting for management – Tata McGraw hill



## LEGAL SYSTEMS IN BUSINESS

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 04</b> |
| <b>L:T:P:S</b>     | <b>: 4:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                      |
|------------|--------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Examine the relevance of business law to individuals and businesses and the role of law in an economic, political and social context |
| <b>CO2</b> | Identify the legal principles governing contractual agreements.                                                                      |
| <b>CO3</b> | Apply the principles of company law in Incorporation process.                                                                        |
| <b>CO4</b> | Implement appropriate laws in IR.                                                                                                    |
| <b>CO5</b> | Analyze and evaluate Consumer Protection Laws.                                                                                       |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 2          | 1          | 3          | 1          | 2          | 3          | 0          |
| <b>CO2</b> | 3          | 1          | 1          | 2          | 0          | 2          | 2          | 1          |
| <b>CO3</b> | 2          | 1          | 0          | 3          | 1          | 3          | 1          | 2          |
| <b>CO4</b> | 3          | 1          | 2          | 3          | 2          | 2          | 3          | 2          |
| <b>CO5</b> | 2          | 3          | 0          | 3          | 1          | 3          | 2          | 2          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                    | Hrs | COs      |
|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------|
| 1     | Commercial Law - The Indian Contract Act 1872<br>Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency. | 9   | CO1      |
| 2     | Commercial Law - The Sale of Goods Act 1930<br>Special contracts – sale of goods act 1930 – negotiable instruments act 1881, Types of negotiable instruments                                                                                                                                                                                                                                                          | 9   | CO2      |
| 3     | Company Law<br>Kinds of companies – formation & incorporation of a company – memorandum & articles of association – prospectus – Power, duties and liabilities of Directors– meetings– winding up of a company                                                                                                                                                                                                        | 9   | CO3, CO5 |
| 4     | Industrial Law<br>Introduction to Industrial Disputes Act 1947, An Overview of Factories Act, 1948 – Employee Provident Fund & Miscellaneous Act, 1952 – Employee State Insurance Act, 1948, Payment of Wages Act, 1936- Introduction to Shop & establishment Act                                                                                                                                                     | 9   | CO4, CO5 |
| 5     | Consumer Protection Act and Cyber Laws<br>The consumer protection act- Consumer rights, Procedure for consumer grievance redressal, Types of consumer redressal machineries and Forums- Cyber Laws, Introduction to IT Act 2000, Introduction of IPRS-Patents, Copyright, Trademarks.                                                                                                                                 | 9   | CO5      |
|       | <b>Online Course on Taxation - GST (with Completion Certificate mandatory- Internal Assessment)</b>                                                                                                                                                                                                                                                                                                                   |     |          |

### TEXT BOOKS

1. **N.D. Kapoor**, “Elements of Mercantile Law”, Sultan Chand & Company, India, 2006.
2. **P. K. Goel**, Business Law for Managers, Biztantatara Publishers, India, 2008.
3. **Sheth**, Business Law, 3e16ePearson Education India 2017

### REFERENCE BOOKS

1. P.P.S. Gonga, “Mercantile Law”, S.Chand & Co, New Delhi.
2. Dr. Vinod K. Singhania, “Direct Taxes Planning Management”.
3. G.K.Kapoor – “ Lectures on corporate and allied laws” – Sultan chand & sons
4. Richard Stim, Intellectual Property- Copyrights, Trademarks and Patents, Cenage learning.
5. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2009

## ENTREPRENEURSHIP DEVELOPMENT

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 04</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                           |
|------------|-----------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Imbibe entrepreneurial concept and models, and Develop skill                                              |
| <b>CO2</b> | Differentiate entrepreneurs and Entrepreneurs skill                                                       |
| <b>CO3</b> | Establish records for small business, relating to legal aspects and other functional management practices |
| <b>CO4</b> | Mobilize resources for ED in an Optimum way                                                               |
| <b>CO5</b> | Identify and Utilize the support eco-system for managing the business and start a New Business Model.     |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 2          | 1          | 2          | 2          | 3          | 1          | 2          |
| <b>CO2</b> | 3          | 2          | 3          | 2          | 2          | 3          | 1          | 2          |
| <b>CO3</b> | 3          | 2          | 2          | 2          | 2          | 3          | 2          | 2          |
| <b>CO4</b> | 3          | 2          | 2          | 2          | 2          | 3          | 2          | 2          |
| <b>CO5</b> | 3          | 2          | 3          | 2          | 3          | 3          | 2          | 1          |

| S. No                                                                                                                         | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Hrs | COs      |
|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------|
| 1                                                                                                                             | Competing Theories of Entrepreneurship: Definition of entrepreneurship, evolution of entrepreneurship, types of entrepreneurs, Characteristics of entrepreneurship, Traits of successful entrepreneurs, conception model, sustainable entrepreneurship, entrepreneurial motivation, entrepreneurial training methods, corporate entrepreneurship- managerial versus entrepreneurial decision making, establishing corporate entrepreneurship in the organization, Women Entrepreneurs-challenges | 9   | CO1      |
| 2                                                                                                                             | Understanding Entrepreneurship, Generation of a new entry opportunity, Growth of a Business Idea , creating a resource bundle that is valuable, rare and inimitable, Intellectual Property, Family Business, Doing Business in India, Entrepreneurial Support Entrepreneurs and emergence of Indian Entrepreneurs – Business Plan - CANVA model                                                                                                                                                  | 9   | CO2      |
| 3                                                                                                                             | Maintenance of Records - Ledgers, Documentation, formalities - Legal aspects in establishing and maintenance of Small Business Strategic Management in Small Business - Financial Management in Small Business – Working capital management - Marketing Management in Small Business- The Sales Funnel, TAM (Total Addressable Market), MVP (Minimum Viable Product), AIDA model, Go-to-Market (GTM) Strategy, Product-Market Fit (PMF)                                                          | 9   | CO3, CO4 |
| 4                                                                                                                             | Mobilizing Resources - Buying a Business , Entrepreneurial Finance, Funding and Venture Capital, Making a Business Plan Operations and Management - Managing Operations, Human Resource Management, Entrepreneurial Marketing, New Product Development, E-Business Networking, Project Management                                                                                                                                                                                                | 9   | CO1 CO5  |
| 5                                                                                                                             | Growth and Social Responsibility - Growth , Exit Strategies, Social Responsibility, Ethics in Business Institutions Supporting Small Business Enterprises – SIDBI, IDBI, SIPCOT, TIIC, TCO, SIDCO, NSIC, TDA ,Export Promotion council, etc. Options for selling the business- direct sale, employee stock option plan, management buyout. Ethics-involving employees, bankers, and business associates in the problem                                                                           | 9   | CO4 CO6  |
| Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises, Role plays, and Seminars |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |     |          |

#### TEXT BOOKS :

1. **Charantimath**, Entrepreneurship Development and Small Business Enterprises, 3/e Pearson Education India 2018
2. **Kumar**, Entrepreneurship: Creating and Leading an Entrepreneurial Organization , 1e Pearson Education India 2012
3. **Holt**, Entrepreneurship : New Venture Creation Pearson Education India 2016.

## REFERENCES

1. Robert D Hisrich, Michael P Peters, and Dean A Shepherd, Entrepreneurship, 2020, 11th Edition, McGraw Hill, India
2. Mathew J Manimala, "Enterprenuership theory at cross roads: paradigms and praxis" 2nd Edition Dream tech, 2005.
- 3 .Rajeev Roy, 'Entrepreneurship' 2nd Edition, Oxford University Press, 2011.
4. EDII "Faulty and External Experts – A Hand Book for New Entrepreneurs Publishers: Entrepreneurship Development", Institute of India, Ahmadabad, 1986.
5. Ali J Ahamad, Punita Bhatt, laon Acton, (2019), Entrepreneurship in developing and emerging economies, Sage Texts.

## BUSINESS ANALYTICS - I

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 2:0:2:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

### COURSE OBJECTIVES:

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                                                                                              |
|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Understand the basic concepts and applications of business analytics across various domains and business functions.                                                                                                          |
| <b>CO2</b> | Understand various types of data visualizations, including bar charts, dual-axis charts, and treemap charts.                                                                                                                 |
| <b>CO3</b> | Utilize supervised learning algorithms for solving classification and forecasting problems in real-world business scenarios                                                                                                  |
| <b>CO4</b> | Utilize R software to implement unsupervised learning algorithms for market basket analysis and data reduction.                                                                                                              |
| <b>CO5</b> | Discuss emerging trends and advancements shaping the future of business analytics, including increased automation, real-time analytics, AI-driven decision support systems, augmented analytics, and ethical considerations. |

### Mapping of Course Outcomes to Program Outcomes:

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 3          | 0          | 0          | 0          | 1          | 2          | 3          |
| <b>CO2</b> | 3          | 3          | 0          | 0          | 0          | 0          | 2          | 3          |
| <b>CO3</b> | 3          | 3          | 0          | 0          | 0          | 0          | 2          | 3          |
| <b>CO4</b> | 3          | 3          | 0          | 0          | 0          | 0          | 2          | 3          |
| <b>CO5</b> | 3          | 3          | 0          | 0          | 0          | 0          | 2          | 3          |

| S.No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Hrs | COs |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1    | <b>Unit:1 INTRODUCTION TO BUSINESS ANALYTICS</b><br>Business Analytics Introduction - Application of Business Analytics across various domain and its Business Function - Introduction to R Software, R-Studio and its Packages - R- Data Types and Functions in R Software-Correlation Using R- Software - Descriptive Statistics using R Software - Practical Implementation of Descriptive Statistics                                                                                                                  | 9   | CO1 |
| 2    | <b>Unit :2 - DATA VISUALISATION AND IT'S APPLICATION</b><br>Different Types of Data Visualization - Bar Chart-Connecting Tableau to a Data File - CSV File-Navigating Tableau-Creating Calculated Fields-Adding Colors-Adding Labels and Formatting-Exporting Your Worksheet-Time series, Aggregation and Filters - Different Types of Joins in Dashboard and Storyline Creation - Dual Axis Charts-Creating Bins - Tree Map Chart-Customer Segmentation Dashboard-Advanced Dashboard Interactivity-Creating a Storyline. | 9   | CO2 |
| 3    | <b>Unit :3 DATA PREPARATION PROCESS AND INFERENTIAL STATISTICS</b><br>Data Preparation Process - Univariate and Multi Variant - Hypothesis Testing - Critical Value and P-Value Approach - Inferential Statistics - Non – Parametric Test - Wilcoxon Sign Test & Friedman Test - Mann Whitney Test & Kruskal Wallis Test - Chi-Square Test - Parametric Test - T –test (One and Two Sample) - Z – test - F – Test (One and Two Sample) – Practical Implementation of Inferential Statistics                               | 9   | CO3 |
| 4    | <b>Unit :4 SUPERVISED MACHINE LEARNING IN BUSINESS</b><br><b>Linear Regression</b> - Simple and Multiple Regression - Multicollinearity, Heteroskedasticity and Auto-Correlation - Logistic Regression and its Application- ANOVA – One-Way and Two-Way ANOVA and its Application - ANCOVA – Conducting ANCOVA and its Application - Practical Implementation of Linear Regression, Logistic Regression, ANOVA and ANCOVA                                                                                                 | 9   | CO4 |
| 5    | <b>UNIT- 5 APPLICATIONS OF ANALYTICS IN BUSINESS</b><br>Applications of Analytics in various industries: retail - health care - E-Commerce financial services, insurance entertainment, etc - Applications of AI in different functions: Human Resources - Sales-Operations - Marketing-Supply Chain - Future of Business Analytics.                                                                                                                                                                                      | 9   | CO5 |
|      | <b>Mode of Evaluation: Capstone Project</b><br><b>Tools Used: R - Software Basic and Tableau Basic</b>                                                                                                                                                                                                                                                                                                                                                                                                                    |     |     |

#### TEXT BOOKS:

1. Business Intelligence and Analytics: Systems for Decision Support : by Ramesh Sharda, Pearson.
2. Business Intelligence, Analytics, and Data Science: A Managerial Perspective
3. Fourth Edition. By Pearson Paperback by Ramesh Sharda / DursunDelen / Efraim Turban

#### REFERENCE BOOKS:

1. James Evans, Business Analytics,3e -Pearson Education India
2. Doug Rose, Artificial Intelligence for Business- Pearson Education India
3. Lindy Ryan, Visual Data Storytelling with Tableau, 1e-Pearson Education
4. IndiaSharda, Business Intelligence and Analytics, 10e-Pearson Education India

## INTERNATIONAL BUSINESS MANAGEMENT

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 4:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                |
|------------|----------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Recognize challenges and opportunities for Foreign Trade markets                                               |
| <b>CO2</b> | Critically analyze the procedures in Exports and Imports                                                       |
| <b>CO3</b> | Explore strategies and analyze the impact of Global strategies in International Business                       |
| <b>CO4</b> | Apply the concept of globalisation techniques to support problems in MNC Management                            |
| <b>CO5</b> | Evaluate the impact of statutory and regulatory compliances on an organizations integrative trade initiatives. |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 2          | 0          | 2          | 0          | 2          | 1          | 2          |
| <b>CO2</b> | 3          | 3          | 0          | 0          | 0          | 2          | 2          | 2          |
| <b>CO3</b> | 2          | 3          | 2          | 2          | 1          | 2          | 1          | 2          |
| <b>CO4</b> | 2          | 3          | 3          | 1          | 2          | 1          | 1          | 2          |
| <b>CO5</b> | 3          | 2          | 0          | 2          | 0          | 0          | 3          | 2          |



| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Hrs | COs      |
|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------|
| 1     | Introduction to International Business – Conceptual Foundation of International Business – Definition – Growth – Dimensions – Reasons for growth – Differences between Domestic and International Business – Theories of International trade and Investments (FDI) – India's Foreign Trade Policy – Balance of Payments – International Economic Institutions – IMF, World Bank, ADB – International Liquidity                                                                                                                                            | 9   | CO1      |
| 2     | Export and Import Management - Export Procedures – Export Documentation – Bill of Lading & Mate's Receipt – Letter of Credit – Meaning, Types and Mechanism – Uniform Customs and Practice (UCP) – Export License – Role of Commercial Banks, EXIM and ECGC in Export Finance – Packing Credit – Export Bills – Export Incentives – Foreign Exchange Market and Exchange Rate Determination                                                                                                                                                               | 9   | CO2      |
| 3     | International Business Strategy – Role and Impact of Firm Specific Advantage – Location Advantages – Global Entry Modes –Corporate Life Cycle Theory – Strategic Advantages of Exporting, Importing and Counter Trade – Services Export and Import – Franchising and Licensing – Contract Manufacturing - Management Contracts – Trunk Projects – Wholly Owned Manufacturing Facilities – Assembly Operations – Joint Ventures – Third Party Location – Merger & Acquisition – International Strategies of CSR and Corporate Environmental Sustainability | 9   | CO3      |
| 4     | MNC Management – International Environment – Globalization – Concept of MNEs – Meaning and Approaches – Structural Design of MNEs – Performance Measurement and Performance indicators Evaluation System – Culture and Cultural Diversity – Negotiation and Conflict Management.                                                                                                                                                                                                                                                                          | 9   | CO4, CO5 |
| 5     | Multilateral Agreements – Regional Trade Blocks – Multilateral Agreements – WTO – GATT – UNCTAD – Global Arbitration Review (GAR) – International Laws a Brief Review – Tariffs – Import Quotas – Dumping – Exchange Control – International Cartels – State Trading – International Economic integration – Foreign Capital India                                                                                                                                                                                                                         | 9   | CO5      |

#### TEXT BOOKS:

1. **Varma**, International Business, 1/ePearson Education India 2012
2. **Sundaram**, The International Business Environment: Text and Cases, Pearson Education India 2015
3. **Daniels**, International Business, 16/ePearson Education India 2018

#### REFERENCE BOOKS:

1. K Aswathappa, International Business, Mcgraw Hill, 4th Edn, 2010
2. John D Daniels, Lee H Radebaugh and Daniels P Sullivan, INTERNATIONAL BUSINESS – Environments and Operations, Pearson, 2004, 10th Edition
3. Varma, Fundamentals of International Business, 4/ePearson Education India 2019

**SOFT SKILLS - I**  
**PERSONALITY DEVELOPMENT & CAREER ENHANCEMENT**

|                    |                      |                  |             |
|--------------------|----------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>             | <b>Credits</b>   | <b>: 02</b> |
| <b>L:T:P:S</b>     | <b>: 0:0:2:0</b>     | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 1 hr 30 min</b> | <b>ESE Marks</b> | <b>: 50</b> |

**COURSE OBJECTIVES**

1. To set the attitude and behavior of the students towards their goal
2. To familiarize them with behavioral skills and professional etiquettes
3. To improve students' Communication and Soft skills needed for them to succeed as a professional
4. To develop the students' interpersonal skills and leadership skills that are crucial for management students

**Course Outcomes: At the end of the Course, the Student will be able to:**

1. **Communicate** effectively in group conversations
2. **Develop** self-esteem, social etiquettes and **Set** professional goals
3. **Apply** the concepts in the relative working environment
4. **Demonstrate** public speaking skills, such as GD, debate and extempore
5. **Prepare** resumes and answer confidently in interviews
6. **Manage stress** when things don't go according to plan, cope with the unfamiliar groups.  
**Build** rapport to work with others in order to achieve the set-tasks with efficient time management
7. **Build** positive networks and bond with peers. **Manage** disappointment and deal with conflicts.

| <b>CONTENTS OF MODULE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                              |          | <b>Hrs</b> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------|
| Unit I: Self Esteem, Etiquettes and Goal Setting<br>Self-awareness, Self-motivation, Self-respect and Self learning - Building Self-confidence - Etiquette - Common Social and professional etiquettes - Cell phone and email etiquette - Social media etiquette- The basics of effective goals – steps to be followed to obtain optimum results from goal setting – Identifying the reasons and Overcoming Procrastination – Priority management at home and college. | <b>5</b> |            |
| Unit II: Communication Skills<br>Concept, characters and process of communication - 7c's of communication - Verbal and non- verbal communication - Body language - Art of meeting and greeting- Making Effective conversation - Four basic communication skills                                                                                                                                                                                                        | <b>5</b> |            |
| Unit III: Group Discussion & Presentation Skills<br>Need of GD - Rules of GD - Skills assessed in GD - Types of topics given in GD - How to open and close GD – Do's and Don'ts in GD - GD practice sessions. Preparation of one's presentation - Setting objectives - Knowing the audience – Building the structure - Timing the presentation - Body language - Importance of voice - Presentation practice - Tools for presentation                                  | <b>5</b> |            |
| Unit IV: Interview Skills<br>Resume Writing, Attitude and effort needed - Research to be done - What employer wants - FAQ's- Importance of presenting oneself - Phone interview - Video call interview and behavioural interview - Mock interview                                                                                                                                                                                                                      | <b>5</b> |            |
| Unit V: Leadership & Interpersonal Skills<br>Time Management- Stress Management - Habit cycle- Problem solving and creativity – Building social network – Ownership -Conflict resolution: Seeking win-win solution - Developing trust and integrity                                                                                                                                                                                                                    | <b>5</b> |            |

#### **LIST OF ACTIVITIES**

1. Self-Analysis assessment
2. Mindfulness activities
3. Role Play
4. Extempore
5. Group discussion
6. Presentation
7. Mock Interview
8. Team building games
9. Case Studies
10. Live demo (Social Media)

#### **LEARNING RESOURCES**

1. E. Suresh Kumar , P. Sreehari, and J. Savithri. Communication Skills and Soft Skills: An Integrated Approach 1st Edition, Kindle Edition
2. Pillai,Sabina and Fernandez, Agna, Soft Skills & Employability Skills, 1st edition,2017, Cambridge University Press,New Delhi
3. Sherfield, R. M. ; Montgomery, R.J. and Moody, P, G. (2010). Developing Soft Skills. 4th edition.
4. Emotional Intelligence: Why it can matter more than IQ by Daniel Goleman, Bloomsbury publishers(1996)

## **SECOND SEMESTER (SYLLABUS)**

## STRATEGIC MANAGEMENT

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 04</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                              |
|------------|--------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Evaluate the strategies implemented by organizations and to analyze the mission, vision and their objectives |
| <b>CO2</b> | Analyse micro and macro environmental issues                                                                 |
| <b>CO3</b> | Identify strategic capabilities and gap and resolve them by applying suitable strategies                     |
| <b>CO4</b> | Apply control techniques/audit performance of strategy implemented                                           |
| <b>CO5</b> | Analyze the issues faced by the organization                                                                 |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 0          | 0          | 0          | 0          | 2          | 2          | 0          |
| <b>CO2</b> | 3          | 0          | 3          | 0          | 0          | 2          | 0          | 0          |
| <b>CO3</b> | 2          | 2          | 0          | 0          | 2          | 2          | 0          | 0          |
| <b>CO4</b> | 2          | 3          | 0          | 2          | 0          | 2          | 0          | 0          |
| <b>CO5</b> | 2          | 0          | 0          | 2          | 0          | 2          | 2          | 1          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                | Hrs | COs |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | Introduction to strategic management, hierarchy of strategic intent- mission, vision, goal and objectives, strategic management process                                                           | 9   | CO1 |
| 2     | Environmental appraisal, organizational appraisal, corporate level strategies, business level strategies, strategic analysis and choice                                                           | 9   | CO2 |
| 3     | Strategic implementation – activating strategies, structural implementation, behavioral implementation, functional and operational implementation                                                 | 9   | CO3 |
| 4     | Strategy evaluation and control – overview, strategic control techniques, financial and social performance control techniques.                                                                    | 9   | CO4 |
| 5     | Strategic issues in specified areas- global business, managing technology and innovation, organization adaptation and change, specified type of organizations. Global Strategy in the New Normal. | 9   | CO5 |

#### TEXT BOOKS:

1. **David**, Strategic Management Concepts: A Competitive Advantage Approach, 16e Pearson Education India 2018
2. **Wheelen**, Strategic Management and Business Policy, 15e Pearson Education India 2018
3. **Thomas**, Strategic Management, 1e Pearson Education India 2015.

#### REFERENCES

1. Business Policy and strategic management – by Azhar Kazmi, Tata Mxgraw Hill, new delhi, edn 2, 2006
2. Strategic Management, competitiveness and Globalization, Thomson, 2001.
3. R. Srinivasan, Strategic Management the Indian context, Prentice Hall of India, 2002.
4. Mohapatra, Case Studies on Strategic Management , 1e Pearson Education India 2011
5. Carpenter, Strategic Management, 2e Pearson Education India 2012

## HUMAN RESOURCE MANAGEMENT

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 04</b> |
| <b>L:T:P:S</b>     | <b>: 4:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                                                                |
|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Evaluate the HR Environment and develop HR policies with IR factors and solve HR Problems                                                                                                      |
| <b>CO2</b> | Analyze the dynamics in HR environment and contribute to development, Implementation and evaluation of sustainable Employee recruitment, selection and retention plans and process through AI. |
| <b>CO3</b> | Develop relevant skills necessary for application in HR related issues                                                                                                                         |
| <b>CO4</b> | Develop, implement and evaluate employee orientation, training and development process                                                                                                         |
| <b>CO5</b> | Facilitate and support effective employee and labor relations                                                                                                                                  |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 0          | 3          | 2          | 0          | 2          | 2          | 1          |
| <b>CO2</b> | 3          | 3          | 0          | 3          | 0          | 0          | 2          | 1          |
| <b>CO3</b> | 3          | 3          | 2          | 3          | 3          | 3          | 2          | 1          |
| <b>CO4</b> | 2          | 3          | 3          | 2          | 0          | 0          | 3          | 1          |
| <b>CO5</b> | 3          | 2          | 3          | 2          | 2          | 0          | 3          | 1          |

| S. No                                                                                                                         | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Hrs | COs      |
|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------|
| 1                                                                                                                             | Introduction to HRM<br>Definition, environment, changing role, HR Manager's proficiencies, Labour legislation in India: Industrial relationship, wages, working hours, conditions of services and employment, equality and empowerment of women, social security, guidelines for handling sexual harassment complaints, Diversity management and affirmative action programs, Strategic HRM, Strategic HR process and roles, HR score card                                     | 9   | CO1      |
| 2                                                                                                                             | HR Planning Process<br>Job analysis, description and specification, HR Planning process, recruitment, Testing and selection, Interviewing candidates, and short listing and appointment, Onboarding, promotion, transfers, VRS, exit interview, types of separation, Meaning of HRD and its role in training, Application of AI in HRM functions-Benefits and Challenges - Basics of Sustainability- Definition – Evolution and Need for Sustainable Human Resource Management | 12  | CO2, CO3 |
| 3                                                                                                                             | Training and development<br>Orienting employees, training process, methods, management development managing Organizational change and development-ADKAR Change Management, KPI - Lead & Lag indicators - Performance management and appraisal, career planning and development, Workers Engagement                                                                                                                                                                             | 10  | CO3, CO4 |
| 4                                                                                                                             | Compensation<br>Establishing pay plans, Compa Ratio, Pay for performance and financial incentives and non-financial incentives, Benefits and services, Knowledge management                                                                                                                                                                                                                                                                                                    | 9   | CO4, CO5 |
| 5                                                                                                                             | Labour Relations and Industrial Relations<br>Collective Bargaining, Grievance Management-Causes-Implications Redressal Methods, Introduction to Trade Union                                                                                                                                                                                                                                                                                                                    | 5   | CO5      |
| Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises, Role plays, and Seminars |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |     |          |

## TEXTBOOKS

1. **Dessler**, Fundamentals of Human Resource Management, 4e Pearson Education India 2017
2. **Dessler**, Human Resource Management, 18e Pearson Education India 2018
3. **Aswathappa K HPH** - Human Resource Management

## REFERENCES

1. Bohlander, Snell & Sherman, Managing Human Resources, 12th ed, Thompson
2. Dale S. Beach, Personnel - The management of people at work, Mc Millan, New York
3. Human Resource Management - David A. Decenzo, Stephen P. Robbins, 10/e, Wiley India Pvt. Ltd., 20



## RESOURCE MANAGEMENT TECHNIQUES

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 04</b> |
| <b>L:T:P:S</b>     | <b>: 3:2:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                                                                                      |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Formulate the Linear programming problem and solve by graphical method, simplex method, Big Method.                                                                                                                  |
| <b>CO2</b> | Define transportation and assignment problem. Demonstrate the balanced, unbalanced, maximization and minimization assignment problems with illustration. Differentiate Transportation problem and assignment problem |
| <b>CO3</b> | Recall the concept of Critical Path Method and Programme Evaluation Review Technique. Solving real time problems using critical path method and Programme evaluation technique                                       |
| <b>CO4</b> | Explain the queuing theory concept. List the out the models of queuing theory and discuss with numerical examples.                                                                                                   |
| <b>CO5</b> | Restate the concept of sequencing problem in Business. Distinguish between n jobs two machines, n jobs three machines, n jobs m machines and 2 jobs n machines by giving examples and illustrate.                    |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 2          | 3          | 0          | 0          | 1          | 1          | 0          | 1          |
| <b>CO2</b> | 2          | 3          | 0          | 0          | 0          | 0          | 0          | 1          |
| <b>CO3</b> | 2          | 3          | 0          | 0          | 1          | 1          | 0          | 1          |
| <b>CO4</b> | 2          | 3          | 0          | 0          | 1          | 1          | 0          | 1          |
| <b>CO5</b> | 2          | 3          | 0          | 0          | 1          | 1          | 0          | 1          |

| S. No                                                                                                                         | CONTENTS OF MODULE                                                                                                                                                                                                        | Hrs | COs |
|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1                                                                                                                             | Introduction - The art of mathematical modeling of Business problems, Business Applications, Linear Programming: Formulation of Problems. Solution using Graphs, Simplex method.                                          | 9   | CO1 |
| 2                                                                                                                             | Transportation – Initial basic feasible solutions – North West corner rule – least cost method – vogel's approximation method – optimum solution – Modi method – Assignment methods – Travelling Salesmen problem.        | 9   | CO2 |
| 3                                                                                                                             | Network Analysis: PERT – CPM., Game theory – Pure strategy – Mixed strategy – Dominance property – graphical method.                                                                                                      | 9   | CO3 |
| 4                                                                                                                             | Queuing theory -- single -channel models – Infinite number of customers and infinite calling source. Replacement models – Individual replacement models(with and without time value of money) – Group replacement models. | 9   | CO4 |
| 5                                                                                                                             | Sequencing – processing of n jobs through 2 machines – processing of n jobs through 3 machines – processing of n jobs through m machines – processing of 2 jobs through machines (Graphical method)                       | 9   | CO5 |
| Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises, Role plays, and Seminars |                                                                                                                                                                                                                           |     |     |

#### TEXT BOOKS:

1. **Mariappan**, Operations Research, 1e by Pearson Education India 2013.
2. **Natarajan**, Operations Research, 2e by Pearson Education India 2014.
3. **Taha**, Operations Research: An Introduction, 10e Pearson Education India 2018

#### REFERENCES

1. Barry Render & Ralph M. Stair, Jr., Quantitative Analysis for Management, Prentice Hall of India, Seventh edition.
2. Hiller & Lieberman, Operations Research.
3. Sharma J.K., Operations Research: Theory and Application, New Delhi, Macmillan India 2001.
4. Quantitative approaches to Decision making, Levis and Krikaptrik. McGraw Hill – 1998.
5. Anderson, Sweeney and Williams, Quantitative Methods for Business, Thomson, 2002.

## OPERATIONS MANAGEMENT

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 04</b> |
| <b>L:T:P:S</b>     | <b>: 4:1:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                           |
|------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Identify the elements of operations management and various transformation process to enhance productivity and competitiveness             |
| <b>CO2</b> | Analyze and evaluate various facility alternatives and their capacity decisions, develop a PPC, MPS, scheduling and sequencing techniques |
| <b>CO3</b> | Manage the scope, cost, timing and quality of the project and focus on suitable quality control methods                                   |
| <b>CO4</b> | Plan and implement suitable inventory/material handling principles and practices                                                          |
| <b>CO5</b> | Utilize and Implement systems integrated managerial functions                                                                             |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 2          | 1          | 2          | 1          | 2          | 1          | 2          |
| <b>CO2</b> | 3          | 3          | 1          | 1          | 1          | 2          | 0          | 2          |
| <b>CO3</b> | 3          | 2          | 2          | 2          | 1          | 1          | 2          | 2          |
| <b>CO4</b> | 3          | 2          | 1          | 0          | 1          | 2          | 0          | 2          |
| <b>CO5</b> | 3          | 3          | 2          | 2          | 2          | 2          | 2          | 3          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                       | Hrs | COs      |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------|
| 1     | Introduction to Operations Management: need for emphasis on Operations, Product Design, Plant location, Types of production systems – product layout, process layout and cellular manufacturing system etc. The sub functional areas of Production function, namely: Materials Management, Maintenance Management, Quality Management, Production, Planning and Control. | 9   | CO1      |
| 2     | Facility location - Introduction, steps in location selection and factors affecting- selection of region, Facility Layout: Factors affecting facility layout, objectives of a good layout, types of layout. Make or buy decision, Preparation route chart, Handling of Materials-Systems, Design. Robotics in Manufacturing.                                             | 9   | CO2      |
| 3     | Project Management- control of time & cost, Quality Management-cost of quality, Six-SIGMA, ISO certification, quality in service industry. Basics of TQM, Gurus of TQM, Quality-definition & dimensions, Barriers to TQM, Deming Philosophy, Quality Statements, Customer satisfaction.                                                                                  | 9   | CO3      |
| 4     | Demand forecasting, Aggregate planning, Inventory Management – MRP-I, MRP-II, and use of Simulation technique for managing materials, inventory, Supply chain concepts. Supplier Partnership – Partnering, sourcing, Supplier Selection, Supplier Rating.                                                                                                                | 9   | CO4, CO5 |
| 5     | Computer Integrated Manufacturing systems, Capacity Planning – Just-in-time production systems. Job design and work measurement, Value engineering & value analysis, Business process Re-engineering, Lean concepts.                                                                                                                                                     | 9   | CO5      |
|       | <b>Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises, Role plays, and Seminars</b>                                                                                                                                                                                                                                     |     |          |

#### TEXT BOOKS:

1. **Mahadevan**, Operations Management: Theory and Practice, 3e Pearson Education India 2015.
2. **Krajewick**, Operations Management, 12e Pearson Education India 2018
3. **Heizer**, Operations Management, 12e Pearson Education India 2017

#### REFERENCES

1. Richard B Chase, F Robert Jacobs, Nicholas J Aquilano, Nitin K Agarwal – Operations Management for competitive advantage, Tata McGraw – Hill Publishing Company Limited, Delhi.
2. P. Saravanan , S. Sumathi - Production and Materials Management, Margham Publications, Chennai
3. Buffa – Production Management – Tata McGraw – Hill publications.
4. Gaither, “Production and Operations Management”, Thomson Asia (P) Ltd., Bombay, Ninth Ed, 2002.
5. Lee J. Krajewski and Larry P. Ritzman, “Operations Management: Strategy and Analysis”, Addison Wesley, 2000

## FINANCIAL MANAGEMENT

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 04</b> |
| <b>L:T:P:S</b>     | <b>: 3:2:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                |
|------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Understand the role of financial management, strategic planning, forecasting, risk-return concepts, and sources of finance in decision-making. |
| <b>CO2</b> | Apply capital budgeting techniques and evaluate investment decisions under conditions of risk and uncertainty.                                 |
| <b>CO3</b> | Compute and analyze the cost of capital from various sources and its application in financial structuring.                                     |
| <b>CO4</b> | Evaluate capital structure theories, leverage impacts, and dividend policy relevance for firm valuation.                                       |
| <b>CO5</b> | Apply techniques for efficient working capital management covering inventory, cash, and receivables.                                           |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 3          | 0          | 0          | 0          | 0          | 1          | 1          |
| <b>CO2</b> | 3          | 3          | 2          | 0          | 0          | 0          | 0          | 1          |
| <b>CO3</b> | 3          | 3          | 0          | 0          | 0          | 1          | 0          | 1          |
| <b>CO4</b> | 3          | 3          | 2          | 0          | 0          | 3          | 0          | 1          |
| <b>CO5</b> | 3          | 3          | 0          | 0          | 0          | 3          | 0          | 1          |

| S. No                                                                                                                         | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Hrs | COs      |
|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------|
| 1                                                                                                                             | <b>Unit 1</b><br><b>Financial management</b> - Importance of financial management in business decision-making - Role of strategic planning in financial management - Techniques for financial forecasting - Concept of risk and its relationship with return. - Sources of Finance                                                                                                                                                                                                                                                                                                      | 9   | CO1      |
| 2                                                                                                                             | <b>Unit 2</b><br><b>Capital budgeting</b> – cash flow estimation - Investments Decisions under Risk and Uncertainty – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Time value of money.                                                                                                                                                                                                                                                                                                                                                | 9   | CO1, CO2 |
| 3                                                                                                                             | <b>Unit 3</b><br><b>Cost of Capital:</b> Sources of Finance, Cost of Capital- Meaning, importance; Measurement of Specific Costs-Cost of Debt-Cost of Equity, Cost of Preference shares-Cost of Retained earnings; Computation of Overall Cost of Capital. -Weighted Average Cost of Capital, Marginal Cost of Capital.<br>Cost of capital and financing - Expansion and Financial Restructuring – Corporate Restructuring, Capital Allocation.                                                                                                                                         | 9   | CO3      |
| 4                                                                                                                             | <b>Unit 4</b><br><b>Capital Structure:</b> Theories; Net Income Approach; Net Operating Income (NOI) Approach; Modigliani-Miller (MM) Approach; and Traditional Approach. Capital structure and Firm valuation<br><b>Leverages:</b> Operating, Financial and combined leverages, In difference point, EBIT- EPS Analysis and Practical applications.<br><b>Dividend Policy:</b> Dividend Determinants, Relevance of Dividends, Irrelevance of Dividends, Theories in support of relevance and Irrelevance of Dividends- Walter model, Gordon model and MM-Approach and its applications | 9   | CO4      |
| 5                                                                                                                             | <b>Unit 5</b><br><b>Working Capital Management:</b> Approaches, Types, Significance, Operating cycle, Estimation of working capital needs, Management of Inventories, Management of Cash, Management of Receivables.                                                                                                                                                                                                                                                                                                                                                                    | 9   | CO5      |
| Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises, Role plays, and Seminars |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |     |          |

#### TEXT BOOKS:

1. **M.Y. Khan and P.K.Jain**, Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2011.
2. **M. Pandey** Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2012.

#### REFERENCE BOOKS:

1. Rajni Sofat & Preeti Hiro, STRATEGIC FINANCIAL MANAGEMENT, PHI, Delhi, 2011
2. Weaver & Weston, STRATEGIC CORPORATE FINANCE, Cengage Learning, Delhi, 2001
3. Chandra, Prasanna, FINANCIAL MANAGEMENT, Tata McGraw Hill, Delhi. 2007

## MARKETING MANAGEMENT

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 04</b> |
| <b>L:T:P:S</b>     | <b>: 4:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                                                                                          |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Formulate a marketing plan including marketing objectives, marketing mix, statistics and evaluate competition                                                                                                            |
| <b>CO2</b> | Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken. Formulate marketing plan including marketing objectives, marketing mix, strategies, and budgetary considerations. |
| <b>CO3</b> | Determine strategies for developing new products and services relevant to evolving market needs and develop pricing policies                                                                                             |
| <b>CO4</b> | Develop plans for efficient distribution                                                                                                                                                                                 |
| <b>CO5</b> | Establish the usage of social media, internet to explore new markets.                                                                                                                                                    |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 0          | 0          | 2          | 0          | 0          | 0          | 1          |
| <b>CO2</b> | 3          | 3          | 2          | 2          | 0          | 0          | 2          | 1          |
| <b>CO3</b> | 3          | 3          | 2          | 3          | 2          | 0          | 2          | 1          |
| <b>CO4</b> | 3          | 1          | 0          | 2          | 3          | 0          | 1          | 1          |
| <b>CO5</b> | 3          | 1          | 0          | 3          | 0          | 3          | 0          | 1          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                             | Hrs | COs |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | <b>Unit I:</b><br>Introduction, Concepts of marketing, traditional and modern methods of marketing, selling and marketing, marketing environment, Marketing Segmentation and marketing Mix                                                                                                                                     | 9   | CO1 |
| 2     | <b>Unit II:</b><br>Marketing Strategy Formulations – Key Drivers of Marketing Strategies – Strategies for Industrial marketing – Consumer Marketing – Services Marketing – Competition Analysis. Consumer Behaviour, Marketing Research and Marketing information System, Positioning and differentiating the marketing offers | 9   | CO2 |
| 3     | <b>Unit III:</b><br>Product mix, Levels of product, Branding, label, New product development, Price mix – determination of price, pricing methods and pricing strategies                                                                                                                                                       | 9   | CO3 |
| 4     | <b>Unit IV:</b><br>Distribution - channels, physical distribution, logistics, and promotion Mix – advertising, sales promotion, personal selling, publicity, direct marketing                                                                                                                                                  | 9   | CO4 |
| 5     | <b>Unit V:</b><br>Consumerism,. Services marketing, rural marketing, new developments in marketing, internet marketing – C2C, B2B, B2C, Digital marketing, Social media Marketing, CRM, relationship marketing, Introduction concepts to Marketing Analytics, Influencer Marketing Strategy.                                   | 9   | CO5 |
|       | <b>Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises, Role plays, and Seminars</b>                                                                                                                                                                                           |     |     |

#### TEXT BOOKS:

1. Marketing Management by **C B Gupta and Rajan Nair**
2. **Kotler**, Marketing Management, 15e Pearson Education India 2018
3. **Rajan Saxena**, Marketing Management, 2nd edition, New Delhi, Tata McGraw Hill Publishing Co.Ltd., Yr. 2001.

#### REFERENCE BOOKS:

1. Kotler, Marketing: An Introduction, 13/e Pearson Education India 2017
2. S.A. Sharlekar – Marketing Management – Himalaya Publishing Co.,
3. Boyd Walker –Marketing Management - McGraw Hill.
4. Kotler, Principles of Marketing, 17e Pearson Education India 2018
5. Gony Armstrong, Philip Kotler, Marketing an Introduction 11th ed., Pearson Education Asia



## DIGITAL MARKETING

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 4:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                          |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Develop effective social media marketing strategies for various types of industries and businesses                                                       |
| <b>CO2</b> | Application of the social media marketing by employees and customers effectively to focus on the Brand Outreach.                                         |
| <b>CO3</b> | Describe the major social media marketing portals that can be used to promote a company, brand, product, service or person.                              |
| <b>CO4</b> | To work collaboratively with search engines for targeting and remarketing to the particular targeted audience for the accomplishment of lead generation. |
| <b>CO5</b> | Develop social media marketing plan and track progress in achieving goals with a variety of measurement tools, services, and metrics.                    |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 2          | 1          | 0          | 0          | 0          | 0          | 0          | 0          |
| <b>CO2</b> | 3          | 1          | 0          | 0          | 0          | 0          | 0          | 0          |
| <b>CO3</b> | 3          | 2          | 0          | 0          | 0          | 0          | 0          | 0          |
| <b>CO4</b> | 3          | 2          | 0          | 0          | 0          | 0          | 0          | 0          |
| <b>CO5</b> | 3          | 2          | 0          | 0          | 0          | 0          | 0          | 0          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                    | Hrs | COs |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | Introduction-Digital marketing-definition-scope and concept-history of Digital marketing-Need for Digital marketing-Traditional vs. Digital marketing-Digital marketing for business- social media Engagement – Content Marketing                                                                                                                                                                     | 9   | CO1 |
| 2     | Social Media Business Eco System -The new role of a customer- Social CRM -Difference between traditional CRM and social CRM,0 and 1st party customer data and privacy considerations -, Social feedback cycle ,Employee as change agents and Engagement Drivers-Employee Advocacy ,Social media application Using brand outposts and communities, Affiliate Marketing                                 | 9   | CO2 |
| 3     | Social Networking Sites -Evolution of social networking sites ,Different types of social networking sites, Organic reach versus paid reach, Social media profile , Blog and video marketing , Facebook marketing tools – Facebook Ads manager-Facebook pixel -Meta –Ad Library , LinkedIn marketing tools –LinkedIn Ads -LinkedIn sales Navigator, Twitter Automation Tools , YouTube marketing Tools | 9   | CO3 |
| 4     | Search Engine Marketing :Evolution–Need & Scope ,Types of Search Engines, Google marketing – Search Engine Optimization –Keyword Research – Google Ads –Google Tag manager -Remarketing-Generative AI with SEO and Paid Media                                                                                                                                                                         | 9   | CO4 |
| 5     | Social media and web Analytics and Measurement: Social graph and Social Objects , Social media metrics , Business Analytics -Social media Analytics -Search Engine Analytics , Competitor Analysis through social media                                                                                                                                                                               | 9   | CO5 |
|       | <b>Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Capstone Project and Seminars</b>                                                                                                                                                                                                                                                                              |     |     |

#### TEXT BOOKS:

1. **Evans**, Social Media Marketing
2. **Bhatia**, Fundamentals of Digital Marketing, 2ePearson Education India 2019
3. **Miller**, Ultimate Web Marketing Guide Pearson Education India 2011

#### REFERENCE BOOKS:

1. Kotler.p, Roberto,N.,&Lee.N.(2008) social marketing-influencing behaviors for good (3rd edition)
2. Thousandsoaks,CA:Sage publications, Inc. ISBN:978-1-4129-5647-5(paperback)
3. Jain, Sorav, Social media for business-stories of Indian boards

## BUSINESS ANALYTICS - II

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 2:0:2:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                               |
|------------|-------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Understand the various levels of analytics and to evaluate an organization's analytics maturity.                              |
| <b>CO2</b> | Assess various sources of data and data collection methodologies.                                                             |
| <b>CO3</b> | Analyze hypothesis testing, including t-tests and chi-square tests, to compare means and analyze categorical data.            |
| <b>CO4</b> | Analyse PCA for data dimensionality reduction and assess the validity and reliability of data instruments and questionnaires. |
| <b>CO5</b> | Evaluate and implement prescriptive analytics techniques to enhance decision-making and business outcomes.                    |

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 3          | 0          | 0          | 0          | 1          | 2          | 3          |
| <b>CO2</b> | 3          | 3          | 0          | 0          | 0          | 0          | 2          | 3          |
| <b>CO3</b> | 3          | 3          | 0          | 0          | 0          | 0          | 2          | 3          |
| <b>CO4</b> | 3          | 3          | 0          | 0          | 0          | 0          | 2          | 3          |
| <b>CO5</b> | 3          | 3          | 0          | 0          | 0          | 0          | 2          | 3          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Hrs | COs |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | <b>Business Analytics</b> -Levels of Analytics, Analytics maturity model-Linking Analytics to strategic business drivers-Key competencies for Business Analyst-Business metrics-Lead and Lag indicators, 75 measures every manager needs to know                                                                                                                                                                                                                                      | 9   | CO1 |
| 2     | <b>Data Preparation</b><br>Sources of data, Data collection methodologies, Focus groups, social media monitoring, Cleaning and organizing data-Introduction to Descriptive statistics, Measures of Central Tendency & Dispersion, Use of Percentiles in compensation management, understanding performance of vendors, Box plot – determining & treating outliers, comparing performances of different groups                                                                         | 9   | CO2 |
| 3     | <b>Descriptive Analytics</b> - Normal distribution, Bell curve, Skewness, Normality - Graphical summary, Identifying the distribution, Importance of distribution in business decision making-Introduction to test of Hypothesis, t test – Understanding and use case. Comparing means of different groups / vendors / departments, Chi square test – Analysing categorical data.-Evaluation of different methods to optimize cost and Quality, Correlation, Causality vs Correlation | 9   | CO3 |
| 4     | <b>Predictive Analytics</b> -Multiple regression analysis, Logistic Regression, Consumer perception analysis, Clustering and associated techniques for segmentation / stratification of data to find meaningful patterns. Principal component analysis (PCA) to reduce customer data Dimensionality – Data reduction methods, Understanding the validity & reliability of instruments / questionnaires                                                                                | 9   | CO4 |
| 5     | <b>Prescriptive Analytics</b> - Optimization model, VOGEL's approximation model for cost optimization using Solver, Time series analysis and forecasting. Conjoint analysis - Optimizing product features and pricing using conjoint analysis                                                                                                                                                                                                                                         | 9   | CO5 |
|       | <b>Mode of Evaluation: Excel, SPSS and R studio will be used. CapStone Project</b>                                                                                                                                                                                                                                                                                                                                                                                                    |     |     |

#### TEXT BOOKS:

1. **James Evans**, Business Analytics,3e -Pearson Education India
2. **Schniederjans**, Business Analytics Principles, Concepts, and Applications: What, Why, and How, 1e- Pearson Education India
3. **Regi Mathew**, Business Analytics for Decision Making,1e- Pearson Education India

## SOFT SKILLS – II

### COMPUTING SKILL - DATA ANALYSIS AND BUSINESS MODELING

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>              | <b>Credits</b>   | <b>: 2</b>  |
| <b>L:T:P:S</b>     | <b>: 0:0:2:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 1 hr 30 mins</b> | <b>ESE Marks</b> | <b>: 50</b> |

#### DATA ANALYSIS AND BUSINESS MODELING

[Business models studied in theory to be practiced using Spreadsheet / Analysis Software]

#### OBJECTIVE:

To have hands-on experience on decision modeling

| S.No | Exp. No. | Details of experiments (Experiment Names) | Duration |
|------|----------|-------------------------------------------|----------|
| 1    | 1        | Descriptive Statistics                    | 4        |
| 2    | 2        | Hypothesis - Parametric                   | 4        |
| 3    | 3        | Hypothesis – Non-parametric               | 4        |
| 4    | 4        | Correlation & Regression                  | 4        |
| 5    | 5        | Forecasting                               | 4        |
| 6    | -        | Extended experiment – 1                   | 4        |
| 7    | 6        | Portfolio Selection                       | 4        |
| 8    | 7        | Risk Analysis & Sensitivity Analysis      | 4        |
| 9    | 8        | Revenue Management                        | 4        |
| 10   | -        | Extended experiment – 2                   | 4        |
| 11   | 9        | Transportation & Assignment               | 4        |
| 12   | 10       | Networking Models                         | 4        |
| 13   | 11       | Queuing Theory                            | 4        |
| 14   | 12       | Inventory Models                          | 4        |
| 15   | -        | Extended experiments – 3                  | 4        |

Spread Sheet Software & Data Analysis Tools.

#### OUTCOME

Knowledge of spreadsheets and data analysis software for business modeling.

## TEXTBOOKS

1. **David M. Levine et al**, “Statistics for Managers using MS Excel’ (6th Edition) Pearson, 2010
2. **David R. Anderson, et al**, ‘An Introduction to Management Sciences: Quantitative approaches to Decision Making, (13th edition) South-Western College Pub, 2011.
3. **Hansa Lysander Manohar** , “ Data Analysis and Business Modelling using MS Excel “, PHI Learning private Ltd, 2017.
4. **William J. Stevenson, Ceyhun Ozturk**, ‘Introduction to Management Science with Spreadsheet’, Tata McGraw Hill, 2009.
5. **Wayne L. Winston**, Microsoft Excel 2010: Data Analysis & Business Modeling, 3rd edition, Microsoft Press, 2011.
6. **Vikas Gupta**, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012
7. **Kiran Pandya and Smriti Bulsari**, SPSS in simple steps, Dreamtech, 2011.

## TECHNICAL WRITING AND PRESENTATION

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>              | <b>Credits</b>   | <b>: 02</b> |
| <b>L:T:P:S</b>     | <b>: 0:0:2:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 1 hr 30 mins</b> | <b>ESE Marks</b> | <b>: 50</b> |

### **Objectives of the Course:**

Aims to teach oral and written skills in English with illustrations and examples drawn from project reports, paper presentations and published papers in scientific journals. The grammar exercises are not taught in a rule-based manner but through observation and use in specific contexts. Newspaper and popular scientific reports are also included as course material. Presentation skills are taught through practice sessions. During the course, all participants make presentations and also critique the presentations by others. Emphasis is placed on teaching how to present the same findings orally and in writing.

### **Unit I**

#### **Reinforcement of Language Skills**

[Correcting common errors] – Verbosity – How to avoid unnecessary jargon – Words and Usage – List of “aura” words, Synonyms and Antonyms – Phrasing, Tense, Voice, Prepositions, and Punctuation. Type of technical reports – creating specs, lab manuals, worksheets.

### **Unit II**

#### **Organization of Ideas**

1. Preparing a Basic plan – Structuring the ideas, collecting the relevant materials 2. Creating Outlines – Headings of Sections, Topic Sentences. 3. Reviewing Sentences and Rewriting Paragraphs 4. Revising Drafts

### **Unit III**

#### **Contents of a Report [Some Basic Research Methodology]**

1. Cover and title page 2. Table of Contents 3. List of Tables and Figures 4. Preface, Foreword, Acknowledgement 5. Abstract 6. Introduction 7. Body (in Sections and Subsections) 8. Results 9. Conclusions and Recommendations 10. Appendices 11. References

### **Unit IV**

#### **Format [Both physical and stylistic]**

1. Margins 2. Headings 3. Indentation 4. Pagination 5. Type face and fonts 6. Abbreviations 7. Symbols 8. Layouts 16 9. Proofreading Symbols

### **Unit V**

#### **Presentation of the Report**

1. Difference between Oral Presentations and Written Reports (Even when the material is the same) 2. How to give a good presentation? 3. Proper use of technological aids 4. Discussion skills

## **RECOMMENDED TEXT**

1. E Handouts of Renssalaer Polytechnic, USA.[necessary permission has to be obtained by the course instructor for classroom use] [www.rpi.edu](http://www.rpi.edu) Gupta, Ruby and Anugrah Rohini Lall.
2. Basic Technical Communication. Cambridge University Press, 2009. Hoover, Hardy. Essentials for the Scientific and Technical Writer.1970; Rpt.New York: Dover Publications, Inc.,1980 Kirkman, John. Good Style for Scientific and Engineering Writing. London: Pitman Publishing Ltd., 1980.

### INTERNSHIP I – (DEC-JAN- 4 WEEKS)

|                    |                  |                  |              |
|--------------------|------------------|------------------|--------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>:03</b>   |
| <b>L:T:P:S</b>     | <b>: 0:0:3:0</b> |                  |              |
|                    |                  | <b>ESE Marks</b> | <b>: 100</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                                                                                                                                                                     |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Carry out an operating role in a professional manner by applying the concepts learnt in the first year and meet the objectives set by the company                                                                                                                                                   |
| <b>CO2</b> | Sufficiently quantify the various aspects of the role being carried out by recording appropriate data and use the data as a justification for the solutions suggested                                                                                                                               |
| <b>CO3</b> | Identify limitations and bottlenecks in the current way the roles are being carried out and provide solutions for improvement. Describe the culture, organizational structure and internal environment of the company and relate it to its market position and implications on the role carried out |
| <b>CO4</b> | Summarize and articulate the learning from the internship, both in relation to personal learning and management related aspects. Relate the management concepts learnt to the functioning of the company and to the role carried out.                                                               |
| <b>CO5</b> | Prepare a summer internship report covering all the above outcomes. Make a professional presentation to a panel containing the essence of the summer internship along with the data and provide answers to questions raised by the panel.                                                           |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          |
| <b>CO2</b> | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          |
| <b>CO3</b> | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          |
| <b>CO4</b> | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          |
| <b>CO5</b> | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          |

An internship or project is an opportunity for students to apply their theoretical concepts to real life situations in the work place.



## **INTERNSHIP-1**

1. The student will be acquiring skills and hands on work experience during the internship.
2. The following parameters will be used to evaluate the internship: Industry knowledge, Process knowledge, Skills acquired, Independent handling of processes or functions, application of theory to practice and Activity Time Sheet and daily attendance to be maintained by the Company Project Guide.
3. The internship will be evaluated based on a presentation and study report.

## **CONTENTS**

1. Introduction
2. Company Overview
3. Vision & Mission
4. Organizational Profile
5. Location
6. Organizational Chart
7. Products and Services
8. Key Functional Departments
9. Best practices of the Company
10. SWOT Analysis /PESTLE
11. BCG Matrix
12. CSR/Social inclusion activities/ any other initiatives

**Mode of Evaluation :** Periodic reviews, Presentations. Final Oral Viva

**EMPLOYABILITY ENRICHMENT COURSE**  
**FINANCIAL LITERACY ON MUTUAL FUND**

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA-EEC-3001</b> | <b>Credits</b>   | <b>: 02</b> |
| <b>L:T:P:S</b>     | <b>: 0:0:2:0:2</b>    | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 1 hr 30 mins</b> | <b>ESE Marks</b> | <b>: 50</b> |

| <b>S. No</b> | <b>CONTENTS OF MODULE</b>                                                                                                                                                                                                                                                                                             |
|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1            | Unit I<br>Need for Financial Literacy-Financial Planning-Power of compounding and Rule of 72, Concept of Rupee Cost Averaging, Investment avenues offered by Securities Markets, Primary Market and Secondary Market, Various risks involved in investing in securities markets.                                      |
| 2            | Unit II<br>Regulatory Bodies-Role of Reserve Bank of India, SEBI SCORES, Grievance Redressal mechanism in Securities Markets, Various financial frauds: Investment frauds, Lottery frauds, Mass marketing frauds, Credit card frauds.                                                                                 |
| 3            | Unit III<br>Mutual Fund-Concept of a Mutual fund-Behavioral Biases in Investment Decision Making-Risk Profiling, Organization Structure of Asset Management Company, Role and Function of AMFI, The role and importance of mutual fund distributors, Net Asset value (NAV), Total Expense Ratio and Pricing of Units. |
| 4            | Unit IV<br>Factors that affect mutual fund performance, Applicability of taxes in respect of mutual funds, Benchmarks and Performance, Drivers of Returns and Risk in a Scheme                                                                                                                                        |
| 5            | Unit V<br>Mutual Fund Scheme Selection - Scheme Selection based on Investor needs, preference and risk-profile, Risk levels in mutual fund schemes, Scheme Selection based on investment strategy of mutual funds, Do's and Don'ts while selecting mutual fund schemes                                                |

Lab session using NSMART trading platform - 10 hrs

Mandatory Exam to be taken - NISM-Series-V-A: Mutual Fund Distributors Certification Examination

## **THIRD & FOURTH SEMESTER (SYLLABUS)**

### **SEMESTER -3**

1. Elective – 1\*

2. Elective – 2\*

3. Elective – 3\*

4. Elective – 4\*

5. Elective – 5\*

6. Elective – 6\*

**\*The elective syllabi start from Page 67 onwards**

### SOFT SKILLS- III

#### DATA VISUALISATION WITH POWER BI AND TABLEAU

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>              | <b>Credits</b>   | <b>: 02</b> |
| <b>L:T:P:S</b>     | <b>: 0:0:2:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 1 hr 30 mins</b> | <b>ESE Marks</b> | <b>: 50</b> |

#### **Objectives of the Course:**

In this course on data visualization with Power BI and Tableau, students will master a wide array of visualization techniques and analytical methods. The fundamental concepts such as graph types and data joining, they progress to advanced topics like data blending, dashboard creation, cluster analysis, and regression modeling. Through hands-on exercises and real-world examples, students will develop proficiency in creating interactive dashboards, conducting statistical analysis, and deriving insights from complex datasets.

#### **UNIT I**

Microsoft Power BI: Introduction to Graphs: Line Plots, Bar Charts, Pie Charts, Histograms, Scatter Plots, and Parallel Coordinates. Geographic Location Mapping. Different Types of Joins: Joining Data, Working with Hierarchies, Joining and Blending Data. Additional features: Dual Axis Charts, Bins, Tree Map Chart, Customer Segmentation Dashboard, Advanced Dashboard Interactivity, Storyline Creation, Area Chart, Highlighting, Filters, Understanding LEFT, RIGHT, INNER, and OUTER Joins, Joins with Duplicate Values, Joins on Multiple Fields.

#### **UNIT II**

Data Blending: Introduction to Bar Charts, Connecting Power BI to Data Files, Creating Calculated Fields, Exporting Data, Joining vs. Blending Data, Dual Axis Charts, Storyline Creation with Time Series, Aggregation, Filters, Working with Data Extracts, Data Cleaning: Advanced Preparation, Data Formats, Data Interpreter, Pivot, Column Splitting, Metadata Grid, Geographical Data Correction. Dashboard Concepts: Maps, Scatterplots, Joining Data, Hierarchies, Scatter Plot Creation.

#### **UNIT III**

Microsoft Power BI Cluster Creation and Modeling-Cluster Analysis Introduction, Statistics associated with Cluster Analysis, Conducting Cluster Analysis, Classification of Clustering Procedure, Hierarchical Clustering, Non-Hierarchical Clustering

#### **UNIT IV**

Microsoft Power BI Regression Analysis-Regression Analysis: Linear Regression Analysis, Formulation of Regression Model, Bivariate Regression, Statistics Associated with Bivariate Regression Analysis, Conducting Bivariate Regression Analysis, Multiple Regressions, Conducting Multiple Regression, Mapping Bivariate Regression with Real-Time Example

#### **UNIT V**

Tableau Fundamentals for Data Visualization-Introduction, Basic Visualizations, Advanced Visualizations, Dashboard Creation Submission of Capstone project is mandatory for Internal evaluation

**INTERNSHIP – II (MAY to JUNE - 4 WEEKS)**

|                    |                  |                  |              |
|--------------------|------------------|------------------|--------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 03</b>  |
| <b>L:T:P:S</b>     | <b>: 0:0:3:0</b> |                  |              |
|                    |                  | <b>ESE Marks</b> | <b>: 100</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                                                                                                                                                                     |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Carry out an operating role in a professional manner by applying the concepts learnt in the first year and meet the objectives set by the company                                                                                                                                                   |
| <b>CO2</b> | Sufficiently quantify the various aspects of the role being carried out by recording appropriate data and use the data as a justification for the solutions suggested                                                                                                                               |
| <b>CO3</b> | Identify limitations and bottlenecks in the current way the roles are being carried out and provide solutions for improvement. Describe the culture, organizational structure and internal environment of the company and relate it to its market position and implications on the role carried out |
| <b>CO4</b> | Summarize and articulate the learning from the internship, both in relation to personal learning and management related aspects. Relate the management concepts learnt to the functioning of the company and to the role carried out.                                                               |
| <b>CO5</b> | Prepare a summer internship report covering all the above outcomes. Make a professional presentation to a panel containing the essence of the summer internship along with the data and provide answers to questions raised by the panel.                                                           |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          |
| <b>CO2</b> | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          |
| <b>CO3</b> | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          |
| <b>CO4</b> | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          |
| <b>CO5</b> | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          |

An internship or project is an opportunity for students to apply their theoretical concepts to real life situations in the work place.

### **Internship II:**

- The student will be acquiring skills and hands on work experience during the internship.
- The following parameters will be used to evaluate the internship: Industry knowledge, Process knowledge, Skills acquired, Independent handling of processes or functions, application of theory to practice and Activity Time Sheet and daily attendance to be maintained by the Company Project Guide.
- The internship will be evaluated based on a presentation and study report.

### **Contents**

1. Introduction
2. Company Overview
3. Vision & Mission
4. Organizational Profile
5. Location
6. Organizational Chart
7. Products and Services
8. Key Functional Departments
9. Best practices of the Company
10. SWOT Analysis /PESTLE
11. BCG Matrix
- 12.CSR/Social inclusion activities/ any other initiatives

**Mode of Evaluation:** Periodic reviews, Presentation, Final oral viva

## **SEMESTER – IV**

- I. Elective – 7\*
2. Elective – 8\*
3. Elective – 9\*
4. Elective – 10\*

**\*The elective syllabi start from Page 67 onwards**



**SOFT SKILLS - IV**  
**CAREER ADVANCEMENT COURSE FOR MANAGERS**

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>              | <b>Credits</b>   | <b>: 02</b> |
| <b>L:T:P:S</b>     | <b>: 0:0:2:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 1 hr 30 mins</b> | <b>ESE Marks</b> | <b>: 50</b> |

**OBJECTIVE**

- To improve aptitude, problem solving skills and reasoning ability of the students
- To solve problems in teams & groups
- To understand the importance of verbal and written communication in the workplace
- To understand the significance of oral presentations, and the cases of their use
- To practice verbal communication by making a technical presentation to the class
- To develop time management and creative thinking skills.

**UNIT I - BASIC NUMERACY**

Types and Properties of Numbers, LCM, GCD, Fractions and decimals, Surds

**UNIT II - ARITHMETIC – I**

Percentages, Profit & Loss, Equations

**UNIT III - REASONING - I**

Logical Reasoning

**UNIT IV - SOFT SKILLS – I**

Presentation skills, Idea Generation & Lateral Thinking, E-mail Etiquette

**UNIT V - SOFT SKILLS – II**

Goal Setting and Prioritizing

**REFERENCES**

1. Quantitative Aptitude by Dinesh Khattar – Pearsons Publications
2. Quantitative Aptitude and Reasoning by RV Praveen – EEE Publications
3. Quantitative Aptitude by AbijithGuha – TATA Mc GRAW Hill Publications
4. Soft Skills for Everyone by Jeff Butterfield – Cengage Learning India Private Limited
5. Six Thinking Hats is a book by Edward de Bono - Little Brown and Company
6. IBPS PO - CWE Success Master by Arihant - Arihant Publications (I) Pvt.Ltd

## MANAGERIAL SKILLS

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>              | <b>Credits</b>   | <b>: 02</b> |
| <b>L:T:P:S</b>     | <b>: 0:0:2:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 1 hr 30 mins</b> | <b>ESE Marks</b> | <b>: 50</b> |

### **Objectives of the Course:**

- To help students to understand the mechanism of stress particularly negative emotions such as anxiety, anger and depression for effective management.
- To introduce the basic concepts of body language for conflict management.
- To give inputs on some of the important interpersonal skills such as group decision-making, negotiation and leadership skills.
- To make students learn and practice the steps involved in time management.
- To impart training for empowerment thereby encouraging the students to become successful entrepreneurs.

### **Unit I- Stress management**

Definitions and Manifestations of stress, Stress coping ability and stress inoculation training, Management of various forms of fear (examination fear, stage fear or public speaking anxiety), depression and anger.

### **Unit II- Conflict Management skills**

Types of conflict (intrapersonal, Intra group and inter group conflicts), Basic concepts, cues, signals, symbols and secrets of body language, Significance of body language in communication and assertiveness training, Conflict stimulation and conflict resolution techniques for effective management.

### **Unit III- Interpersonal Skills**

Group decision making (strengths and weaknesses), Developing characteristics of charismatic and transformational leadership, Emotional intelligence and leadership effectiveness- self awareness, self management, self motivation, empathy and social skills, Negotiation skills- preparation and planning, definition of ground rules, clarification and justification, bargaining and problem solving, closure and implementation

### **Unit IV- Time Management**

Time wasters- Procrastination. Time management personality profile, Time management tips and strategies, Advantages of time management.

### **Unit V- Towards Empowerment**

Stimulating innovation and change- coping with "temporariness", Network culture, Power tactics and power in groups (coalitions), Managerial empowerment and entrepreneurship, Prevention of moral dwarfism especially terrorism, Altruism (prosocial behaviour/helping behaviour), Spirituality (clarifications with regard to spirituality)- strong sense of purpose- true and respect- humanistic practices- toleration of fellow human beings expressions.

## REFERENCES

1. Swaminathan. V.D & Kaliappan. K.V. (2001). Psychology for Effective Living. Chennai. The Madras Psychology Society.
2. Robbins, S.B. (2005). Organizational Behaviour. New Delhi: Prentice Hall of India.
3. Smith, B. (2004). Body Language. Delhi: Rohan Book Company.
4. Hurlock, E.B. (2006). Personality Development, 28th Reprint. New Delhi: Tata McGraw Hill

## FINAL PROJECT

|                    |                  |                  |              |
|--------------------|------------------|------------------|--------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 08</b>  |
| <b>L:T:P:S</b>     | <b>: 0:0:8:0</b> |                  |              |
|                    |                  | <b>ESE Marks</b> | <b>: 100</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                                                                               |
|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Understand the environment of the industry in which the company is operating and the position of the company in the industry.                                                                                 |
| <b>CO2</b> | Collaboratively identify an active or passive problem or need area/s in the company that can be investigated by using appropriate research methodology.                                                       |
| <b>CO3</b> | Identify secondary sources of information that have relevance to the problem identified through literature survey. Work out an appropriate research plan to be used for investigation and implement the same. |
| <b>CO4</b> | Make recommendations to the company that have good probability of being implemented. Generate a comprehensive professional research report that meets both the company's and academic requirements.           |
| <b>CO5</b> | Make a professional presentation containing the essence of the project to a panel and provide answers to questions raised by the panel.                                                                       |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          |
| <b>CO2</b> | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          |
| <b>CO3</b> | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          |
| <b>CO4</b> | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          |
| <b>CO5</b> | 3          | 3          | 3          | 3          | 3          | 3          | 3          | 3          |

**Final Project :**

1. A problem should be defined, objectives set, data has to be collected and analyzed using statistical tools and techniques, inferences drawn and recommendations made. A 75 to 100 pages Research Report should be submitted at the end of the Final Project .
2. The Project will be evaluated for the quality of Research undertaken and the quality of problem solving accomplished.
3. The Project will be evaluated based on a viva voce and the Research Project report.

**CONTENTS :**

**Stage 1:** Select a Topic: select a topic in the functional area of your interest-as agreed by the company - should suit a 2 month research work, should be time-relevant and help you in higher studies / placement

**Stage 2:** Define the Problem

Ask yourself-why this research? How does the company benefit? Does the problem help me gain insight on the concept studies or the way company functions?

**Stage 3:** Review of Literature

Relevant literature - record the reviews systematically (ref. appendix 1) - Literature review should help in identifying the need /gap + should help in providing more insight into the subject Stage 4: Formulate Hypothesis

**Stage 5:** Choose a research Method

Decide on the sampling method, technique, number and sample units

Design and test data collection instrument (ex: Questionnaire, scheduler etc) Stage 6: Pre-test and Collect Data

**Stage 7:** Analyse Data

**Stage 8:** Report in APA format

**Mode of Evaluation:** Periodic reviews, Presentation, Final oral viva

**ELECTIVES**  
**FOR SEMESTER III & IV**

## FINANCE ELECTIVES

### INVESTMENT MANAGEMENT - TECHNICAL ANALYSIS & ROBO ADVISORY

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                                                                                                                   |
|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Analyze the investment securities and settings and appraise about capital market and SEBI                                                                                                                                                         |
| <b>CO2</b> | Evaluate the fundamental analysis about Economy Analysis and Industry life cycle and implement in NSMART tool for Trading and investment with the market simulator tool. Backtesting and implementing the Robo advisory with the simulation tools |
| <b>CO3</b> | Evaluate and analyse the markets with the understanding of technical analysis                                                                                                                                                                     |
| <b>CO4</b> | Create a logic for trading with the help of fundamental and Technical analysis for their investment                                                                                                                                               |
| <b>CO5</b> | Analyze the Portfolio theory and the mutual funds benefits and impact.                                                                                                                                                                            |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 0          | 0          | 0          | 0          | 0          | 0          | 0          |
| <b>CO2</b> | 2          | 0          | 0          | 0          | 0          | 0          | 0          | 0          |
| <b>CO3</b> | 3          | 3          | 0          | 1          | 0          | 0          | 1          | 1          |
| <b>CO4</b> | 3          | 3          | 0          | 1          | 0          | 0          | 1          | 1          |
| <b>CO5</b> | 2          | 3          | 0          | 0          | 0          | 3          | 1          | 0          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Hrs | COs |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | Fundamentals of Financial Markets & Primary Markets: Investment setting — Securities — Sources of investment information — Security market indications— Security Contract regulation Act. Investor Protection. Overview of capital market, Institutional structure in capital market, Reforms and state of capital market, New issue market and problems, Securities and Exchange Board of India (SEBI), Debt Market.                                                                                                                                                                                                                                  | 9   | CO1 |
| 2     | Fundamental Analysis: Introduction to Fundamental analysis, Economic Analysis — Economic forecasting and stock Investment Decisions — Forecasting techniques. Industry Analysis — Industry classification. Economy and Industry Analysis. Industry life cycle - Company Analysis Measuring Earnings —Forecasting Earning, Fundamental Analysis Vs Technical Analysis — Charting methods — Market Indicators. Trend — Trend reversals — Patterns - Moving Average— Exponential Moving Average —Oscillators                                                                                                                                              | 9   | CO2 |
| 3     | Technical Analysis: Basics of Technical Analysis, Evolution of Technical Analysis, Difference between Technical Analysis & Fundamental Analysis. Types of Charts – Bar, Line & Candle Sticks, Importance of Time frames in TA, Types of trading – Scalping, Day trading, swing trading, position trading, Pattern analysis.<br>Robo Advisory: Implementation of logic to Algo research using chartink.com, How to write logic and back-test the performance. - Using NSMART lab simulated trading                                                                                                                                                      | 9   | CO3 |
| 4     | Indicator analysis and advanced strategies in Technical Analysis: Indicator analysis - What are Indicators and types of Indicators, Leading Indicators and lagging indicators, Benefits of Indicators. Indicator analysis – Bollinger Bands, RSI, Oscillators, MACD, moving Average —Oscillators.<br>Indicators: BB + RSI   BB + ROC, Fibonacci retracement + pivot, EMA crossover, MACD crossover, Super trend, Understanding the payoff based on the logic-based trading - Using NSMART lab simulated trading.<br>Robo Advisory: LIVE logic-based trading with the Algo trade with API integrations simulation. - Using NSMART lab simulated trading | 9   | CO4 |
| 5     | Portfolio Theory – Portfolio Construction — Performance Evaluation – Portfolio revision-Mutual Funds                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 9   | CO5 |



**TEXT BOOKS:**

1. Punithavathy Pandian, 'Security Analysis & Portfolio Management' – Vikas Publishing House Pvt., Ltd., 2001
2. Fischer, Security Analysis Portfolio Management, 7e Pearson Education India 2018
3. Ranganatham, Security Analysis Portfolio Management, 7e Pearson Education India 2011

**REFERENCE BOOKS:**

1. Donald E. Fischer & Ronald J. Jordan, 'Security Analysis & Portfolio Management', Prentice Hall of India Private Ltd., New Delhi 2000.
2. Prasanna chandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
3. B. S. Bhatia and G. S. Batra, "Management of Capital Markets, Financial Services and Institutions" - Deep & Deep Publication Pvt Ltd, New-Delhi, 2001.

## INTERNATIONAL FINANCIAL MANAGEMENT

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                |
|------------|----------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Compare Finance Functions nationally and Internationally and also to Analyze the International Monetary System |
| <b>CO2</b> | Evaluate Foreign Exchange Market and FOREX                                                                     |
| <b>CO3</b> | Design International Long Term Finance by Analyzing various Banks both Nationally and Internationally          |
| <b>CO4</b> | Distinguish cross border Financing Decision and also about Working Capital Management                          |
| <b>CO5</b> | Analyze the International Taxation and International Accounting                                                |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 2          | 0          | 0          | 0          | 0          | 0          | 0          | 0          |
| <b>CO2</b> | 2          | 2          | 0          | 2          | 0          | 0          | 0          | 1          |
| <b>CO3</b> | 2          | 1          | 0          | 2          | 0          | 1          | 0          | 1          |
| <b>CO4</b> | 1          | 1          | 0          | 1          | 0          | 1          | 1          | 0          |
| <b>CO5</b> | 1          | 1          | 0          | 0          | 0          | 0          | 0          | 0          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                      | Hrs | COs |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | International financial functions – Scope of international financial management – international flow of funds – development in international monetary system                                                                                                                                                                                                            | 9   | CO1 |
| 2     | Foreign exchange market – Foreign exchange rates - Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures , Swaps and Currency options - FEMA – Determination of Foreign Exchange rate and Forecasting<br>Reforms in FOREX market | 9   | CO2 |
| 3     | International long term finance – IMF – World bank – Euro bond market – Asian development bank – ADR's and GDR's                                                                                                                                                                                                                                                        | 9   | CO3 |
| 4     | Cross border investment decisions - Financing Decisions of MNCs - Management of Working Capital - FDI - International banking & portfolio management                                                                                                                                                                                                                    | 12  | CO4 |
| 5     | International accounting – International taxation                                                                                                                                                                                                                                                                                                                       | 6   | CO5 |

#### TEXT BOOKS:

1. International financial management – Thummuluri Siddaiah – Pearson India
2. Siddiah, International Financial Management: An Analytical Framework 2e Pearson Education India 2015
3. Eiteman, Multinational Business Finance, 14e Pearson Education India 2017

#### REFERENCE BOOKS:

1. International financial management– Sharan – Pearson India publishers
2. International financial management– Apte – PHI

## BANKING AND FINANCIAL SERVICES

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                         |
|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Understand the structure and components of the Indian financial system and classify various financial markets and instruments.                          |
| <b>CO2</b> | Examine the evolution and functioning of the banking sector in India, with specific focus on retail banking services and delivery channels.             |
| <b>CO3</b> | Analyze lending practices and risk management techniques used in retail banking, including credit appraisal, collateral management, and NPA control.    |
| <b>CO4</b> | Evaluate the role and significance of fund-based and non-fund-based financial services such as leasing, factoring, venture capital, and securitization. |
| <b>CO5</b> | Demonstrate knowledge of capital market services, merchant banking functions, mutual funds, and credit rating, along with their regulatory frameworks.  |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 2          | 1          | 2          | 1          | 2          | 3          | 1          |
| <b>CO2</b> | 2          | 3          | 1          | 2          | 1          | 3          | 2          | 2          |
| <b>CO3</b> | 3          | 3          | 0          | 3          | 0          | 2          | 2          | 1          |
| <b>CO4</b> | 2          | 0          | 0          | 2          | 0          | 2          | 1          | 3          |
| <b>CO5</b> | 3          | 2          | 2          | 2          | 2          | 3          | 3          | 3          |

| S. No                                                                                                                         | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Hrs | COs |
|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1                                                                                                                             | <b>Indian Financial System:</b> Overview of the Indian Financial System – Structure and functions of the financial system – Evolution and growth of the Indian financial system – Classification of financial markets: Money market and Capital market – Role of financial institutions: Banks, NBFCs, and Development Financial Institutions – Financial instruments: Equity, Debentures, Bonds, Treasury Bills, Commercial Papers, Certificates of Deposit – Regulatory framework and role of RBI, SEBI, and other regulators – Market infrastructure institutions: Clearing corporations, depositories, and stock exchanges | 9   | CO1 |
| 2                                                                                                                             | <b>Retail Banking:</b> Evolution of banking in India – Types of banks: Public sector, private sector, foreign banks, and cooperative banks – Classification of banking services: Retail, corporate, and investment banking – Retail banking: Meaning, scope, and growth drivers – Retail deposit products: Savings account, current account, recurring deposit, and fixed deposit – Loan products: Housing loans, personal loans, education loans, and auto loans – Delivery channels in retail banking: Branch banking, ATMs, internet banking, mobile banking – Customer relationship management in retail banking           | 9   | CO2 |
| 3                                                                                                                             | <b>Risk Management in Retail Banking:</b> Principles of sound lending – Credit appraisal process and techniques – Types of collateral and security in retail lending – Credit risk assessment and risk-based pricing – Non-performing assets (NPAs): Meaning, classification, and management – Retail credit underwriting and credit scoring models – Loan documentation and post-sanction monitoring – Regulatory guidelines on retail lending issued by RBI                                                                                                                                                                  | 9   | CO3 |
| 4                                                                                                                             | <b>Financial Services:</b> Meaning, classification, and significance – Fund-based services: Lease financing – Types of leases, evaluation of leasing option, and accounting treatment – Factoring and forfaiting: Concepts, process, and key participants – Hire purchase: Features, legal framework, and comparison with leasing – Venture capital: Stages, investment process, and growth of venture capital in India – Housing finance and consumer finance – Securitization: Concept, process, and its impact on the financial system                                                                                      | 9   | CO4 |
| 5                                                                                                                             | <b>Merchant Banking:</b> Merchant banking: Scope, functions, and regulatory requirements – Issue management: Initial public offering (IPO), follow-on public offering (FPO), private placement, and rights issue – Pricing of issues: Book building method, fixed price method, and Green Shoe option – Credit rating: Process, methodology, and role of credit rating agencies – Designing capital structure and financial instruments – Mergers and acquisitions: Role of merchant bankers and financial advisors – Mutual funds: Structure, types, and benefits                                                             | 9   | CO5 |
| Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises, Role plays, and Seminars |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |     |     |

## **TEXT BOOKS**

1. Banking and Financial Services – Dr. S. Gurusamy, McGraw Hill Education
2. Indian Financial System – Bharati V. Pathak, Pearson Education

## **REFERENCE BOOKS**

1. Financial Markets and Institutions – Frederic S. Mishkin & Stanley Eakins, Pearson Education
2. Management of Banking and Financial Services – Justin Paul & Padmalatha Suresh, Pearson Education
3. Banking Theory, Law and Practice – K.C. Shekhar & Lekshmy Shekhar, Vikas Publishing House
4. Merchant Banking and Financial Services – M.Y. Khan, McGraw Hill Education
5. Fundamentals of Financial Services – IIBF (Indian Institute of Banking and Finance), Taxmann Publications

## FINANCIAL DERIVATIVES

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                   |
|------------|-----------------------------------------------------------------------------------|
| <b>CO1</b> | Analyse the various types of derivatives and its types                            |
| <b>CO2</b> | Evaluate the value of forward contracts, hedging and limitations                  |
| <b>CO3</b> | Appraise about Future contracts and its nature                                    |
| <b>CO4</b> | Critically examine the options and its values and strategies                      |
| <b>CO5</b> | Develop knowledge on Swaps its principle and valuation and construct a swap model |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 2          | 1          | 0          | 0          | 0          | 0          | 0          | 0          |
| <b>CO2</b> | 2          | 3          | 0          | 0          | 0          | 0          | 0          | 0          |
| <b>CO3</b> | 2          | 3          | 0          | 0          | 0          | 2          | 0          | 1          |
| <b>CO4</b> | 2          | 3          | 0          | 0          | 0          | 2          | 0          | 1          |
| <b>CO5</b> | 2          | 2          | 0          | 0          | 0          | 0          | 0          | 0          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                           | Hrs | COs |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | Introduction to Derivatives – Types of derivatives – General characteristics of derivatives-Functions performed by derivatives markets – Traders in derivatives market - Use of derivatives - Financial Implications in Financial Services, World Derivatives market – Derivatives in India. | 9   | CO1 |
| 2     | Forward contracts – Classification-Mechanism-features-advantages and disadvantages-valuation-pricing-hedging-Offsetting-limitations                                                                                                                                                          | 9   | CO2 |
| 3     | Futures contracts. Nature-Characteristics-Evolution-Participants-Pricing models-hedging strategies.                                                                                                                                                                                          | 9   | CO3 |
| 4     | Options-Options contract - Valuation of options-Hedging strategies using options                                                                                                                                                                                                             | 9   | CO4 |
| 5     | Financial swaps-Principles and valuation                                                                                                                                                                                                                                                     | 9   | CO5 |

#### TEXT BOOKS:

1. Bishnupriya Mishra, SathyaSwaroopdebashish-Financial derivatives
2. Maheswari, Financial Derivatives: The Currency and Rates Factor, 1ePearson Education India 2012
3. Hull, Options, Futures and other Derivatives, 10e Pearson Education India 2018

#### REFERENCE BOOKS:

1. Janakiraman, Derivatives and Risk Management, 1e Pearson Education India 2011
2. S.S.S.Kumar, 'Financial Derivatives – Prentice Hall India Pvt., Ltd.
3. Gupta, 'Financial Derivatives – Prentice Hall India Pvt., Ltd



## RISK MANAGEMENT AND INSURANCE

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                   |
|------------|---------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Analyze the various types of risk and also to measure risk.                                       |
| <b>CO2</b> | Evaluate the value of Risk, its avoidance, retention, diversifying and Controlling.               |
| <b>CO3</b> | Apply Risk Management tools and Hedging. It also gives exposure to Forward and Future Contracts   |
| <b>CO4</b> | Evaluate an exposure on Insurance sector and IRDA                                                 |
| <b>CO5</b> | Evaluate on Insurance Policies, its process of claim, Foreign Insures in India and Bank Assurance |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 2          | 0          | 0          | 0          | 0          | 0          | 0          |
| <b>CO2</b> | 3          | 2          | 0          | 1          | 0          | 0          | 0          | 1          |
| <b>CO3</b> | 3          | 2          | 0          | 0          | 0          | 0          | 2          | 1          |
| <b>CO4</b> | 2          | 1          | 0          | 0          | 0          | 3          | 2          | 1          |
| <b>CO5</b> | 2          | 1          | 0          | 0          | 0          | 0          | 0          | 0          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                               | Hrs | COs |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | Risk – Types of Risk – Objectives of Risk Management – Sources of Risk – Risk Identification – Measurement of Risk                                                                                                                                                                                                                                                                               | 9   | CO1 |
| 2     | Risk Avoidance – Risk retention – Transfer of risk – Value of Risk Management – Pooling – Diversifying risk – Loss of control                                                                                                                                                                                                                                                                    | 9   | CO2 |
| 3     | Risk Management Tools options – Forward Contracts – Future contracts – Hedging – SWAPS                                                                                                                                                                                                                                                                                                           | 9   | CO3 |
| 4     | General Insurance – Principles of General Insurance – General Insurance Products – Insurance contracts – objectives – Elements – Characteristics – Pricing – Market regulation & solvency regulations- Government regulation of insurance sector - Privatization of insurance business in India<br>– insurance intermediaries – Insurance products pricing – IRDA – Objectives and implications. | 9   | CO4 |
| 5     | Insurance Principles and Policies - Insurance cost and Pricing - Claim valuation and cost- Reinsurance – Bank assurance – Foreign insures in India                                                                                                                                                                                                                                               | 9   | CO5 |

#### TEXT BOOKS:

1. Dorfman – Introduction of risk management and insurance – Prenticehall
2. Harrington and Niehaus, 'Risk management and Insurance, Tata McGraw Hill Publishing, New Delhi, 3rd Edition, 2010.
3. Trieschman, Hoyt, Sommer, 'Risk management and Insurance, Cengage Learning, 3rd Edition, 2011

#### REFERENCE BOOKS:

1. Mark S. Dorfman, Introduction to Risk management and Insurance, 10th Edition, Prentice hall of India, 2011.
2. Stulz, Risk Management and Derivatives, Cengage Learning, 2nd Edition, 2011.
3. Skipper and Kwon, Risk management and Insurance, Blackwell Publishing, 2009.

## CORPORATE TAX AND FINANCIAL PLANNING

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                         |
|------------|-------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Explain the fundamental principles of corporate taxation and differentiate tax planning from tax avoidance and evasion. |
| <b>CO2</b> | Apply tax planning strategies while setting up and managing a business.                                                 |
| <b>CO3</b> | Evaluate the tax implications of key managerial and financial decisions.                                                |
| <b>CO4</b> | Demonstrate knowledge of financial planning processes and tools for personal and corporate contexts.                    |
| <b>CO5</b> | Design tax-efficient investment and wealth management plans for individuals and business owners.                        |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 2          | 1          | 2          | 1          | 2          | 3          | 2          |
| <b>CO2</b> | 2          | 3          | 1          | 2          | 1          | 3          | 2          | 2          |
| <b>CO3</b> | 3          | 3          | 0          | 3          | 1          | 2          | 3          | 2          |
| <b>CO4</b> | 2          | 2          | 1          | 2          | 0          | 2          | 2          | 3          |
| <b>CO5</b> | 3          | 2          | 2          | 2          | 2          | 3          | 3          | 3          |

| S. No                                                                                                                         | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                             | Hrs | COs |
|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1                                                                                                                             | Overview of corporate tax system in India - Residential status and tax incidence for companies - Computation of corporate tax liability - Tax planning, tax management, tax evasion, and tax avoidance - Minimum Alternate Tax (MAT) – provisions and calculations                                                                                                                                                                             | 9   | CO1 |
| 2                                                                                                                             | Tax Planning for Business Decisions: Tax planning during setting up of business - Locational aspects, Nature of business, Choice of form of organization - Capital structure and tax planning - Dividend decisions – tax on dividends, deemed dividends, and bonus shares - Tax planning for employee remuneration (salary, perquisites, retirement benefits)                                                                                  | 9   | CO2 |
| 3                                                                                                                             | Strategic Corporate Tax Planning: Tax planning in specific management decisions - Make or buy, Own or lease, Repair or replace - Business restructuring: Amalgamation, demerger, liquidation - Distribution of assets and insurance compensation - Transfer pricing regulations - Double taxation relief - Advance rulings and advance pricing agreements (APA)                                                                                | 9   | CO3 |
| 4                                                                                                                             | Insurance and Financial Planning Fundamentals: Concept and objectives of financial planning - Financial planning process and data gathering - Insurance planning: Need, types (life, health, general insurance) - Calculation of insurance needs (Human Life Value, Income Replacement Method) - Risk profiling and asset allocation - Regulatory bodies in financial planning – SEBI, IRDAI - role and responsibilities of financial planners | 9   | CO4 |
| 5                                                                                                                             | Investment and Wealth Management Strategies: Tax-saving investment options: PPF, ELSS, NPS, ULIPs - Retirement planning: retirement corpus estimation, annuities, pension plans - Estate and succession planning: wills, nominations, and setting up trusts - Portfolio management: goal-based investing and diversification - Financial planning for entrepreneurs and high-net-worth individuals (HNIs)                                      | 9   | CO5 |
| Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises, Role plays, and Seminars |                                                                                                                                                                                                                                                                                                                                                                                                                                                |     |     |

#### TEXT BOOKS:

1. "Corporate Tax Planning and Management" by Dr. H.C. Mehrotra & Dr. S.P. Goyal, Sahitya Bhawan Publications
2. Personal Finance by Arthur J. Keown, Pearson Education Publisher

#### REFERENCE BOOKS:

1. "Direct Taxes: Law and Practice" by Vinod K. Singhania & Kapil Singhania, Taxmann Publications
2. "Personal Financial Planning" by Jack Kapoor, Les Dlabay, Robert Hughes
3. "Tax Planning and Management" by R.N. Lakhotia

## FINANCIAL ANALYTICS

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                  |  |
|------------|------------------------------------------------------------------------------------------------------------------|--|
| <b>CO1</b> | Apply financial modeling and bankruptcy prediction models for corporate financial analysis.                      |  |
| <b>CO2</b> | Analyze and forecast financial market risk and return using time series models and data preprocessing techniques |  |
| <b>CO3</b> | Build predictive models and visualize data for financial decision-making.                                        |  |
| <b>CO4</b> | Construct optimized portfolios and evaluate options using financial theories and models.                         |  |
| <b>CO5</b> | Develop and validate credit risk models using predictive analytics.                                              |  |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 3          | 0          | 0          | 1          | 0          | 2          | 1          |
| <b>CO2</b> | 3          | 3          | 0          | 0          | 1          | 0          | 2          | 1          |
| <b>CO3</b> | 3          | 3          | 0          | 0          | 1          | 0          | 2          | 1          |
| <b>CO4</b> | 3          | 3          | 0          | 0          | 1          | 0          | 2          | 1          |
| <b>CO5</b> | 3          | 3          | 0          | 0          | 1          | 0          | 2          | 1          |

| S. No                                                                                                                         | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                        | Hrs | COs |
|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1                                                                                                                             | <b>UNIT- I CORPORATE FINANCE ANALYSIS</b> Basic corporate financial predictive modeling- Project analysis- cash flow analysis- cost of capital using sensitivity analysis, Indifference point and Financial Break even modeling, Capital Budget model Payback, NPV, IRR, and MIRR. Bankruptcy Modeling- Beaver t test, Ohison logistic regression and Altman Z score.     | 9   | CO1 |
| 2                                                                                                                             | <b>UNIT- II FINANCIAL MARKET ANALYSIS</b> Estimation and prediction of risk and return ( bond investment and stock investment) – adjusting for stock splits, adjusting for mergers, plotting multiple series, data importing from web portal and data cleansing. Time series Analysis & Forecasting-examining nature of data, EWMOA, Value at risk, ARMA, ARCH and GARCH. | 9   | CO2 |
| 3                                                                                                                             | <b>UNIT- III Predictive Modeling</b><br>Introduction to Predictive Modeling, Various types of Predictive modeling, Types of visualisation and examples- steps involved in building these Models                                                                                                                                                                           | 9   | CO3 |
| 4                                                                                                                             | <b>UNIT- IV PORTFOLIO ANALYSIS</b> Portfolio Analysis – capital asset pricing model, Sharpe ratio, Markowitz's mean variance optimization model and cluster analysis for categorisation of portfolio. Option pricing models- binomial model for options, Black Scholes model and Option implied volatility.                                                               | 9   | CO4 |
| 5                                                                                                                             | <b>UNIT- V CREDIT RISK ANALYSIS</b> Credit Risk analysis- Data processing, Decision trees, logistic regression and evaluating credit risk model.                                                                                                                                                                                                                          | 9   | CO5 |
| Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises, Role plays, and Seminars |                                                                                                                                                                                                                                                                                                                                                                           |     |     |

#### TEXT BOOKS:

1. Financial analytics with R by Mark J. Bennett, Dirk L. Hugen, Cambridge university press.
2. Haskell Financial Data Modeling and Predictive Analytics Paperback – Import, 25Oct 2013 by Pavel Ryzhov.
3. Financial analytics with R by Mark J. Bennett, Dirk L. Hugen, Cambridge university press., 2016

#### REFERENCE BOOKS:

1. Quantitative Financial Analytics: The Path To Investment Profits Paperback –Import, 11 Sep 2017 by Edward E Williams (Author), John A Dobelman
2. Python for Finance - Paperback – Import, 30 Jun 2017 by Yuxing Yan (Author)
3. Mastering Python for Finance Paperback – Import, 29 Apr 2015 by James Ma Weiming

## FINTECH

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                            |
|------------|------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Understand the foundational concepts and key drivers of the FinTech ecosystem.                             |
| <b>CO2</b> | Explore digital financial services, including innovations in lending, payments, insurance, and investment. |
| <b>CO3</b> | Examine regulations, cybersecurity issues, and the role of technology in financial compliance.             |
| <b>CO4</b> | Apply data analytics and machine learning techniques to solve financial problems.                          |
| <b>CO5</b> | Build strategic and leadership insights to drive digital transformation in financial services.             |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 2          | 2          | 1          | 2          | 1          | 1          | 2          | 2          |
| <b>CO2</b> | 1          | 3          | 0          | 1          | 1          | 2          | 0          | 1          |
| <b>CO3</b> | 2          | 1          | 1          | 2          | 1          | 2          | 3          | 2          |
| <b>CO4</b> | 1          | 3          | 0          | 1          | 1          | 1          | 2          | 1          |
| <b>CO5</b> | 0          | 2          | 3          | 2          | 3          | 2          | 2          | 2          |

| S. No                                                                                                                         | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Hrs | COs |
|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1                                                                                                                             | <b>Foundations of FinTech and Financial Innovation:</b> Origin and evolution of FinTech across decades – Overview of the FinTech ecosystem – stakeholders, institutions, start-ups, investors, regulators - Key verticals in FinTech: LendingTech – WealthTech – InsurTech – Challenger Banks - Impact of digital innovation on traditional banking and financial intermediation - Case studies of leading Indian FinTech companies and global innovators - Challenges in regulation, consumer protection, and data privacy in FinTech services - Social and ethical implications of FinTech adoption – financial literacy and transparency                                                                                                       | 9   | CO1 |
| 2                                                                                                                             | <b>Digital Payments and Emerging Technologies:</b> Evolution of digital payment systems: from credit cards to Central Bank Digital Currency (CBDC) - Understanding payment models: B2B – B2C – C2C mechanisms and advantages - Components of modern payment infrastructure - Mobile wallets and UPI - QR code-based payments, tap-to-pay technologies - Role of payment gateways, aggregators, and digital payment platforms in FinTech - Neo banking and open banking concepts – Account Aggregator (AA) framework in India                                                                                                                                                                                                                      | 9   | CO2 |
| 3                                                                                                                             | <b>FinTech Business Models and Entrepreneurial Finance:</b> Overview of financial statements – key ratios and valuation metrics for FinTech startups - Business models in LendingTech and InsurTech – P2P lending, Buy Now Pay Later (BNPL), Usage-based Insurance (UBI) - Valuation techniques for FinTech firms – DCF – comparables – customer-based metrics (CAC, LTV)                                                                                                                                                                                                                                                                                                                                                                         | 9   | CO3 |
| 4                                                                                                                             | <b>Regulation, Risk, and Cybersecurity in FinTech:</b> Role of RegTech in regulatory compliance – KYC, AML, fraud detection, and real-time reporting - Cybersecurity risks in FinTech – phishing, data breaches, ransomware, and identity theft - Building robust digital risk management frameworks for FinTech firms - Challenges of regulation in an evolving FinTech ecosystem – need for innovation-friendly regulation - Insurance sector disruption – regulations governing InsurTech products and services - Indian regulatory bodies – guidelines and sandbox initiatives - Global regulatory practices – GDPR, PSD2, and cross-border digital compliance - Case studies on data breaches and lessons for financial technology providers | 9   | CO4 |
| 5                                                                                                                             | <b>AI/ML and Data-Driven Decision-Making in FinTech:</b> Role of artificial intelligence in enhancing customer experience and financial automation - Machine Learning techniques: supervised – unsupervised – reinforcement learning in FinTech - Applications of AI/ML in credit scoring, loan underwriting, and insurance premium pricing - Predictive analytics and NLP in customer sentiment analysis and chatbots - Fraud detection models – anomaly detection – transaction monitoring using ML - AI in algorithmic trading – robo-advisory – portfolio optimization - Integration of AI-driven insights into strategic decision-making and financial planning - Real-world case studies on AI in FinTech firms                             | 9   | CO5 |
| Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises, Role plays, and Seminars |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |     |     |



**TEXT BOOKS:**

1. Vasant Dhar – Computing and Data Science: From Algorithms to Applications – Routledge, 2021
2. Douglas W. Arner, Janos Barberis, Ross P. Buckley – The FinTech Book – Wiley, 2016
3. Chris Skinner – Digital Bank: Strategies to Launch or Become a Digital Bank – Marshall Cavendish, 2014
4. Varun Mittal, Anshuman Sinha – FinTech India: A Roadmap for Sustainable Financial Inclusion and Innovation – SAGE Publications India, 2020

**REFERENCE BOOKS:**

1. Sameer Singh Jaini – FinTech: The New DNA of Financial Services – Notion Press, 2020
2. Srinivas Yanamandra – RegTech in Financial Services: Technology Compliance and Regulation – SAGE Publications India, 2021
3. Saifedean Ammous – The Bitcoin Standard: The Decentralized Alternative to Central Banking – Wiley, 2018
4. Paul Schulte, Leslie P. Schulte – The Rise of FinTech: An Overview of the FinTech World and How it is Changing the Financial Industry – Springer, 2023

## MARKETING ELECTIVES

### SERVICES MARKETING

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                            |
|------------|------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Interpret the growth of service economy and design service quality measurements to build customer loyalty. |
| <b>CO2</b> | Demonstrate a knowledge of the extended marketing mix for services.                                        |
| <b>CO3</b> | Create service blueprinting and adopt positioning strategies for better service.                           |
| <b>CO4</b> | Recognize the challenges faced in services delivery as outlined in the services gap model.                 |
| <b>CO5</b> | Identify and formulate Marketing strategies for different service sectors.                                 |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 2          | 2          | 3          | 2          | 0          | 3          | 0          |
| <b>CO2</b> | 3          | 0          | 0          | 2          | 0          | 0          | 0          | 0          |
| <b>CO3</b> | 3          | 3          | 0          | 1          | 0          | 3          | 2          | 1          |
| <b>CO4</b> | 1          | 3          | 0          | 3          | 0          | 2          | 2          | 1          |
| <b>CO5</b> | 0          | 2          | 1          | 2          | 3          | 2          | 2          | 0          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                  | Hrs | COs      |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------|
| 1     | <b>Unit I:</b><br>Introduction to services marketing – Services economy – evolution and growth of service sector – nature and scope of services – characteristics – classification –Designing of the Service, Blueprinting, Using Technology-Service market potential – expanded marketing mix for services – service quality – introduction to gaps model and SERVQUAL dimensions.                                                 | 9   | CO1, CO2 |
| 2     | <b>Unit II</b><br>Focus on customers - Assessing service marketing opportunities– Advanced approaches to IMO Framework - Customer expectations and perceptions of services – customer behavior specific to usage of services – service markets segmentation – market targeting and selection.                                                                                                                                       | 9   | CO2      |
| 3     | <b>Unit III</b><br>Service design – Levels of service product – Service life cycle – new service development– service blueprinting – physical evidence and service scape – competitive differentiation of services – service positioning strategies – developing positioning maps – pricing of services – methods and specific issues.                                                                                              | 9   | CO3      |
| 4     | <b>Unit IV</b><br>Service delivery – People in services – service process – distributing service direct distribution, channel functions, channels selection, impact of information technology – designing communications mix for promoting services – building service customer relationships and service recovery – Service Marketing Triangle- Role of internal marketing in service delivery- Drivers of service dissatisfaction | 9   | CO4      |
| 5     | <b>Unit – V</b><br>Marketing strategies for different services – Value Proposition Models -Formulating service marketing strategies for health, hospitality, tourism, logistics, financial, information technology, educational, entertainment, media, sports and public utility services.                                                                                                                                          | 9   | CO5      |

#### TEXT BOOKS:

1. Rao, Services Marketing, 2e Pearson Education India 2011
2. Lovelock, Services Marketing : People Technology Strategy, 8ePearson Education India 2017
3. Wirtz, Essentials of Services Marketing, 3ePearson Education India 201

#### REFERENCE BOOKS:

1. Kenneth E Clow, et. Al “Services Marketing Operation Management and Strategy” Biztantra, New Delhi, 2004.
2. ChiristopherH.Lovelock, JochenWirtz, “Services Marketing”,PearsonEducation,N.Delhi, 2004.
3. HalenWoodroffe, “Services Marketing”, McMillan Publishing Co, New Delhi 2003.
4. NimitChowdhary and Monika Choudhary, “Text book of Marketing of Services”, the Indian experience, MacMillan Publishing Co, New Delhi, 2005.
5. ChristianGronroos, “Services Management and Marketing a ‘CRM Approach”, John Wiley and sons England 2001.

## INTEGRATED MARKETING COMMUNICATION (IMC)

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                                    |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Demonstrate a comprehensive understanding of Marketing Communications theories and concepts. Understand primary marketing communication models the marketer's use. |
| <b>CO2</b> | Develop suitable promotional objective and strategy for the Marketing campaign.                                                                                    |
| <b>CO3</b> | Describe a range of Advertising media and methods available to marketers.<br>Analyse<br>and evaluate the cost effectiveness of various forms of media.             |
| <b>CO4</b> | Formulate appropriate promotional tool for a product or service.                                                                                                   |
| <b>CO5</b> | Conceive the issues of the Promotional activities.                                                                                                                 |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 2          | 0          | 1          | 0          | 0          | 0          | 0          |
| <b>CO2</b> | 2          | 0          | 0          | 0          | 0          | 0          | 0          | 0          |
| <b>CO3</b> | 2          | 1          | 0          | 1          | 1          | -          | 1          | 1          |
| <b>CO4</b> | 2          | 0          | 0          | 0          | 1          | 1          | 1          | 1          |
| <b>CO5</b> | 1          | 0          | 0          | 0          | 0          | 0          | 0          | 0          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                   | Hrs | COs |
|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | <b>Unit I:</b><br>Integrated Marketing Communications, Brand Equity Management -brand leverage, luxury branding, Buyer Behaviors, Promotions Opportunity Analysis, Models of Marketing communication – AIDAS Model, DAGMAR Model, PCB Model and Marketing communication planning Process                                                                                                             | 9   | CO1 |
| 2     | <b>Unit II</b><br>Managing the Marketing Communication Process - Analysis of promotional opportunities, concepts of segmentation and target marketing, promotional strategy of formulation and competitive positioning, determination of promotional objectives, deciding promotional appropriation, integrating marketing communication programme, commissioning and contracting external resources | 9   | CO2 |
| 3     | <b>Unit III</b><br>Advertising Media: different types of media; media selection; measuring media effectiveness, advertising appeal, idea generation, copy writing, layout, copy testing, media objectives- reach, frequency, cost, etc. media strategy, media scheduling, ad agency – functions and types, outdoor Advertising                                                                       | 9   | CO3 |
| 4     | <b>Unit IV</b><br>Promotional Tools: Trade Promotions, Consumer Promotions, Personal Selling, Database Marketing, and Customer Relationship Management, Public Relations, Sponsorship Programs, and Regulations                                                                                                                                                                                      | 9   | CO4 |
| 5     | <b>Unit – V</b><br>Wider Issues and Dimensions - Sales promotions, personal selling, direct marketing, public relations, publicity and corporate advertising, unconventional promotional media, marketing communication budgeting, measuring promotional performance, global marketing communication, legal and ethical issues in integrated marketing Communication                                 | 9   | CO5 |

#### TEXT BOOKS:

1. Kenneth E Clow / Donald E Baack, Intergrated Advertising Promotion and Marketin Communication, Pearson Education
2. Batra, Advertising Management, 5e Pearson Education India 2006
3. Malaval, Integrated Marketing Communication: Pentacom, 4/e Pearson Education India 2015

#### REFERENCE BOOKS:

1. Belch, Advertising and Promotion, Tata McGraw Hill
2. Frank Jefkins, Advertising, Macmillan India Ltd
3. Oguinn, Advertising, thomson Learning
4. Kueglar Jr, Web Advertising and Marketing, Prentice Hall of India

## GLOBAL MARKETING MANAGEMENT

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                      |
|------------|------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Apply the principles of Global marketing, for effective marketing in domestic market.                |
| <b>CO2</b> | Apply all Political, legal and regulatory compliances while marketing in different countries.        |
| <b>CO3</b> | Develop skills in researching and analyzing trends in Global markets and in modern marketing places. |
| <b>CO4</b> | Apply the principles of Marketing mix for effective campaign.                                        |
| <b>CO5</b> | Assess an organization's ability to enter and compete in international markets.                      |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 0          | 0          | 3          | 0          | 2          | 2          | 1          |
| <b>CO2</b> | 3          | 3          | 0          | 3          | 0          | 0          | 3          | 0          |
| <b>CO3</b> | 3          | 3          | 2          | 3          | 2          | 3          | 2          | 0          |
| <b>CO4</b> | 3          | 1          | 2          | 2          | 0          | 2          | 1          | 1          |
| <b>CO5</b> | 2          | 0          | 3          | 2          | 0          | 3          | 2          | 0          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                                         | Hrs | COs |
|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | UNIT I: INTRODUCTION TO GLOBAL MARKETING-<br>Global Marketing - The Importance of Global Marketing- Management Orientations-Forces Affecting Global Integration and Global Marketing- The Global Marketing Environment: Multilateral Trade Agreements - Converging Market Needs and Wants and the Information Revolution - Transportation and Communication Improvements -Product Development Costs - World Economic Trends - Leverage -Restraining Forces | 9   | CO1 |
| 2     | UNIT II: THE GLOBAL MARKETING ENVIRONMENT<br>The Global Economic Environment -The Global Trade Environment - Social and Cultural Environments - The Political, Legal, and Regulatory Environments of Global Marketing                                                                                                                                                                                                                                      | 9   | CO2 |
| 3     | UNIT III: APPROACHING GLOBAL MARKETS<br>Global Information Systems and Market Research - Segmentation, Targeting, and Positioning - Importing, Exporting, and Sourcing - Global Market Entry Strategies: Licensing, Investment, And Strategic Alliances                                                                                                                                                                                                    | 9   | CO3 |
| 4     | UNIT IV: THE GLOBAL MARKETING MIX<br>-Product and Brand Decisions - Pricing Decisions - Global Marketing Channels and Physical Distribution - Global Marketing Communications Decisions I : Advertising and Public Relations - Global Marketing Communications Decisions II: Sales Promotion, Personal Selling, Special Forms of Marketing Communication                                                                                                   | 9   | CO4 |
| 5     | UNIT V: STRATEGY AND LEADERSHIP IN THE TWENTY- FIRST CENTURY<br>Strategic Elements Of Competitive Advantage -Leading, Organizing, and Controlling The Global Marketing Effort -The Digital Revolution And The Global E-Marketplace                                                                                                                                                                                                                         | 9   | CO5 |

#### TEXT BOOKS:

1. Gautam Dutta, Global Marketing, 1e Pearson Education India 2016
2. Keegan, Global Marketing Management, 8e Pearson Education India 2017

#### REFERENCE BOOKS:

1. Patrick M Dunne And Rober F Lusch,Retailing Thomas Learning,4th Edition 2008
2. Chetan Bajaj, Rajnish Tow And Nidhi,V.Srivatsava Retail Management, Oxford University Press,2007
3. SwapnaPradhan,Retail Management-Text And Cases Tata McGraw Hill, 2nd Edition 2008

## SALES AND DISTRIBUTION MANAGEMENT

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                 |
|------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Apply the concept of sales and demonstrate the roles and responsibilities of sales person as a KEY individual to achieve the Organization goal. |
| <b>CO2</b> | Describe and Formulate strategies to effectively manage company's sales operations.                                                             |
| <b>CO3</b> | Illustrate the fundamentals of Distribution channels and channel members.                                                                       |
| <b>CO4</b> | Identify the Channel intermediary and apply new strategies to pitch new market.                                                                 |
| <b>CO5</b> | Perceive digital tools to enhance logistics management.                                                                                         |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 1          | 0          | 0          | 0          | 0          | 0          | 2          | 0          |
| <b>CO2</b> | 1          | 0          | 0          | 0          | 2          | 0          | 0          | 1          |
| <b>CO3</b> | 2          | 0          | 0          | 2          | 0          | 2          | 1          | 0          |
| <b>CO4</b> | 2          | 0          | 3          | 0          | 1          | 1          | 0          | 1          |
| <b>CO5</b> | 1          | 0          | 0          | 0          | 0          | 0          | 0          | 1          |



| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                | Hrs | COs      |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------|
| 1     | <b>Unit I</b><br>Personal selling and marketing - Objectives of sales management, personal selling objectives, theories of selling, personal selling process, size of sales force, ethical responsibilities in sales management, compensation, selection of sales personnel, motivation of sales force            | 9   | CO1, CO2 |
| 2     | <b>Unit II</b><br>Sales meeting, Sales contest, sales quotas, sales territories, evaluating and controlling of sales personnel, analysis of sales, cost analysis.                                                                                                                                                 | 9   | CO2      |
| 3     | <b>Unit III</b><br>Physical distribution-Distribution management, Marketing mix, marketing channels, wholesaling and retailing, designing channel system, selecting channel members.                                                                                                                              | 9   | CO3      |
| 4     | <b>Unit IV</b><br>Managing the marketing channel .Product, Pricing and Promotion issues in Channel Management and Physical Distribution, channel information system, Evaluating channel member performance – Vertical marketing systems – Retail co-operatives, Franchise systems and corporate marketing systems | 9   | CO4      |
| 5     | <b>Unit – V</b><br>E-enabled selling and distribution .E-commerce and e-retailing as a channel of distribution, Electronic intermediaries, Disintermediation and Re-intermediation, e-enabled logistics management and tracking systems.                                                                          | 9   | CO5      |
|       | <b>Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises, Role plays, and Seminars</b>                                                                                                                                                                              |     |          |

#### TEXT BOOKS:

1. Still, Sales and Distribution Management, 6e Pearson Education India 2017
2. Jobber, Selling and Sales Management, 10e Pearson Education India 2018

#### REFERENCE BOOKS:

1. Johnson, Kurtz and Scheuing : Sales Management (McGraw-Hill)
2. Rosenbloom: Marketing Channels – a management view (Dryden Press)
3. David Jobber and Geoffrey Lancaster, Selling and Sales Management, Pearson Education
4. Anderson R, Professional Sales Management, Prentice Hall
5. Johnson, Sales Management – Concepts, practices and Cases, McGraw Hill
6. Dalrymple, Sales Management, Concept and Cases, John Wiley
7. Das Gupta, Sales Management, In the Indian Perspective, Prentice Hall

## RETAIL MARKETING

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                                                                  |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Discuss the concept of retailing, its evolution in Global retailing, and India's trend in Retailing. Importance of retail in the distribution component of the marketing mix.                    |
| <b>CO2</b> | Conceive the complexity of retail channels (store and non-store) used as alternative routes to market, and evaluate the merits of alternative strategies for different types of retail business. |
| <b>CO3</b> | Interpret and implement effective retail strategies for better Store Management.                                                                                                                 |
| <b>CO4</b> | Apply the core Marketing strategies for effective Retail Shop Management.                                                                                                                        |
| <b>CO5</b> | Apprehend emerging trends in Retailing and correlate the factors influencing Retail shopper's behavior.                                                                                          |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 1          | 0          | 3          | 3          | 3          | 3          | 0          |
| <b>CO2</b> | 2          | 1          | 3          | 0          | 3          | 2          | 2          | 1          |
| <b>CO3</b> | 1          | 0          | 2          | 2          | 2          | 0          | 0          | 1          |
| <b>CO4</b> | 1          | 3          | 0          | 0          | 1          | 0          | 0          | 1          |
| <b>CO5</b> | 0          | 2          | 0          | 2          | 0          | 1          | 1          | 0          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                      | Hrs | COs |
|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | Unit I: Introduction<br>Global Retailing Overview – Retail Trends in India - Technological Influences on Retail Industry - Indian Government Policy Implication on Retail Sector        | 9   | CO1 |
| 2     | Unit II: Retail Formats<br>Organized and Unorganized Format-Characteristics of Each Format-Emerging Trends in Recent Format-Global Retail Formats & MNC Role in Organized Retail Format | 9   | CO2 |
| 3     | Unit III: Retailing Decisions<br>Choice of Retail Location-Atmospherics-Positioning Of Retail Stores-Building Retail Store Image Retail Service Quality Management-Retail Pricing       | 9   | CO3 |
| 4     | Unit IV: Retail Shop Management Visual Merchandise Management– Inventory Management-Retail Store Brand-Retail Advertising and Promotion                                                 | 9   | CO4 |
| 5     | Unit V: Retail Shopper Behavior and Online Retail<br>Shopper Profile Analysis-Complaint Management-Factors Influencing Retail Shopper Behavior-Online Retail and Emerging Trends        | 9   | CO5 |
|       | <b>Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises, Role plays, and Seminars</b>                                                    |     |     |

#### TEXT BOOKS:

1. Vedamani, Retail Management, 5e Pearson Education India 2017
2. Berman, Retail Management, 13e Pearson Education India 2017

#### REFERENCE BOOKS:

1. Patrick M Dunne And Rober F Lusch, Retailing Thomas Learning, 4th Edition 2008
2. Chetan Bajaj, Rajnish Tow And Nidhi, V. Srivatsava Retail Management, Oxford University Press, 2007
3. Swapna Pradhan, Retail Management-Text And Cases Tata McGraw Hill, 2nd Edition 2008

## CONSUMER BEHAVIOUR

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                              |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Formulate strategy, brand positioning and marketing communication decisions with the understanding of consumer behaviour.                                    |
| <b>CO2</b> | Comprehend the underpinnings of psychological theories and insights in the consumer decision making process                                                  |
| <b>CO3</b> | Identify the transient and perpetual consumer needs in order to develop global marketing opportunities                                                       |
| <b>CO4</b> | Deliver insights on the role of attitude and emotions into the consumer psychological processes in pre-purchase, purchase and post purchase situations.      |
| <b>CO5</b> | Analyse the impact of values and customs of different cultures in order to develop effective marketing strategies to influence the customer decision making. |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 2          | 2          | 2          | 0          | 2          | 1          | 2          | 3          |
| <b>CO2</b> | 2          | 1          | 0          | 0          | 2          | 0          | 1          | 2          |
| <b>CO3</b> | 1          | 2          | 2          | 0          | 2          | 0          | 2          | 3          |
| <b>CO4</b> | 1          | 3          | 1          | 0          | 1          | 2          | 3          | 3          |
| <b>CO5</b> | 1          | 2          | 2          | 0          | 2          | 2          | 2          | 3          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                            | Hrs | COs |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | Introduction- Concepts, Significance, Dimensions of Consumer Behavior, Relevance of Market Research with Consumer Behavior.CB in the Digital Age                                                                                                                                                                                                                                                              | 9   | CO1 |
| 2     | The Consumer Decision Making Process - Buying Motives and Roles, Consumer Decision Making Process , Models of Consumer Behavior-The Economic model, Howard Sheth model of Buying Behaviour, Engel, Blackwell and Miniard (EBM) model-The Sociological Model - Psychoanalytic Model                                                                                                                            | 9   | CO2 |
| 3     | Psychological Influences on Consumer Decision Making-I :Consumer's Needs & Motivation, Personality and Consumer behavior, Brand Personality, Self and Self-image, Consumer Perception, Risk and Imagery. Decision Making –II :Consumer Learning, memory, Consumer Attitude: Belief, Affect-Mood and Emotions, Attitude and Intention, Attitude Formation and Attitude Change, Consumer Involvement, Influence | 9   | CO3 |
| 4     | Overview of Consumer Neuroscience- Brain Structure and Function; The Neuromarketing Toolkit Part I - The Neuromarketing Toolkit Part II; Neuroscience Gone Wrong Attention and Eye Tracking, Visual Perception and The Visual System, Two Types of Attention, Measuring Attention using Eye Tracking, Saliency, Theoretical Frameworks for Studying Emotions                                                  | 9   | CO4 |
| 5     | Sociological Influences on Consumer Decision Making: Consumer groups, reference groups, Family & Its social standing-Culture's influence on consumer behavior- Cross cultural consumer behavior.Consumer Ethnography Other Influences and Trends in Consumer Behavior: Diffusion and adoption of innovations- Marketing ethics and social responsibility, Dark side of consumer behavior                      | 9   | CO5 |
|       | <b>Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Role plays, and Seminars</b>                                                                                                                                                                                                                                                                                           |     |     |

#### TEXT BOOKS:

1. Schiffman L G, Kanuk LL, Ramesh Kumar S, (2015), Consumer Behaviour, 11th edition, Pearson Education, Inc.
2. Dheeraj Sharma, Jagdish Sheth, Banwari Mittal, (2015), Consumer Behaviour – A Managerial Perspective, Cengage Learning.

#### REFERENCE BOOKS:

1. Hawkins et al, (2010), Consumer Behaviour-Building Marketing Strategy, Tata McGraw Hill.
2. Hoyer, Mcinnis, Pieters, (2013), Consumer Behavior, 6th edition, Cengage Learning.
3. Majumdar, Ramanuj, (2010), Consumer Behaviour Insights from Indian Market, PHI.
4. Michael R. Solomon, (2016), Consumer Behaviour-Buying Having and Being, 12<sup>th</sup> edition, Pearson Education.
5. Underhill et.al, (2008), Why we buy: The Science of Shopping, Simon & Shuster.

## ADVERTISING AND PROMOTIONS MANAGEMENT

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                               |
|------------|-------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Formulate the appropriate marketing communication strategy for targeted segment which increases the brand value               |
| <b>CO2</b> | Analyze the various advertising models and setting up the budget plan based on the marketing objectives                       |
| <b>CO3</b> | Develop an advertising and promotions plan effectively to grab business audiences                                             |
| <b>CO4</b> | Analyze the best marketing channel to attain the promotional objective effectively                                            |
| <b>CO5</b> | Apply the modern managerial tools and techniques for evaluating different communication channel in the terms of Effectiveness |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 1          | 1          | 0          | 1          | 0          | 0          | 2          | 1          |
| <b>CO2</b> | 3          | 2          | 0          | 2          | 0          | 2          | 2          | 2          |
| <b>CO3</b> | 3          | 2          | 0          | 2          | 0          | 1          | 3          | 1          |
| <b>CO4</b> | 2          | 2          | 0          | 2          | 0          | 2          | 2          | 1          |
| <b>CO5</b> | 2          | 3          | 0          | 2          | 0          | 1          | 1          | 1          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                       | Hrs | COs |
|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | Advertising and the marketing process: Integrated Marketing Communications Functions, Advertising Planning Process- Brand communication process and its integration, Consumer brand decision making, Roles of Segmentation, Targeting, and Positioning in Advertising and Promotions planning                                            | 9   | CO1 |
| 2     | Advertising models and budgets: Communications and Advertising models-Advertising objectives based on Brand outcomes Setting advertising and promotions budgets                                                                                                                                                                          | 9   | CO2 |
| 3     | Creative and Media Strategy: Creative Strategy- Creative Concept and Messages, Message Execution, Appeal styles, Print, Broadcast, and Out-of-Home Media, Internet, Interactivity, and e-Commerce Media - Media planning and strategy, media budgeting, planning for different media, media scheduling and execution, Develop an ad plan | 9   | CO3 |
| 4     | Sales Promotions: Consumer Sales Promotion, Channel Marketing: Trade Sales Promotions and Co-Marketing, Personal Selling, Public Relations and Brand Publicity, Direct Marketing and Customer Service, Product Placements, Events, Sponsorship                                                                                           | 9   | CO4 |
| 5     | Measurements and Ethics: Different metrics for evaluation of different communication channels, Evaluation criteria for different communication channels, Measurement of effectiveness-Social, Legal, and Ethical Issues in Advertising & Promotions, Advertising in Global markets                                                       | 9   | CO5 |

#### TEXT BOOKS:

1. William Chitty, Nigel Barker, Valos, Terence Shimp, (2013), Advertising, Promotion and other aspects of Integrated Marketing Communications, 9th edition, Cengage Learning. Belch,
2. Belch, Kerr, Powell, (2012), Advertising and Promotion: An Integrated Marketing Communication Perspective, 2nd edition, McGraw-Hill.

#### REFERENCE BOOKS:

1. Kenneth Clow, Donald Back, (2015), Integrated Advertisements, Promotion and Marketing Communication, 7th Edition, Prentice Hall
2. Duncan T, Ouwersloot H, (2008), Integrated Marketing Communications. European, McGraw-Hill.
3. Wells, Burnett, Morairty, (2006), Advertising Principles & Practices, 7th edition, Pearson Education

## INNOVATION AND NEW PRODUCT DEVELOPMENT

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                               |
|------------|---------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Gain a comprehensive understanding of the fundamental concepts of creativity, design, and innovation.         |
| <b>CO2</b> | Acquire strategies for effectively selecting the most promising opportunities for further development.        |
| <b>CO3</b> | Develop proficiency in conducting concept testing to assess the viability and appeal of new product concepts. |
| <b>CO4</b> | Analyse best practices for ensuring the smooth execution of the product development process.                  |
| <b>CO5</b> | Develop strategic planning and implementation of product innovation and sustainability.                       |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 3          | 2          | 1          | 2          | 1          | 0          | 1          |
| <b>CO2</b> | 3          | 3          | 2          | 2          | 2          | 1          | 0          | 1          |
| <b>CO3</b> | 3          | 3          | 2          | 2          | 2          | 1          | 0          | 1          |
| <b>CO4</b> | 3          | 3          | 2          | 2          | 2          | 1          | 1          | 1          |
| <b>CO5</b> | 3          | 3          | 2          | 3          | 2          | 1          | 1          | 1          |



| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                         | Hrs | COs |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | <b>Introduction:</b> The core concepts of creativity, design and innovation- Ideas and tools- Creative people, creative organizations. Drivers of Innovation - Technology, Market Trends, Consumer Needs, Diffusion of Innovation - Adoption Curve and Influencers, Role of Organizational Culture in Fostering Innovation. Models of NPD. | 9   | CO1 |
| 2     | <b>Ideation and Concept Generation:</b> Finding and Solving Customers' Problems- Function Follows Form Ideation. Techniques for Idea Generation- Brainstorming, TRIZ Methodology, etc., Design Thinking, Patent- Intellectual Property Right- NDP across Industries                                                                        | 9   | CO2 |
| 3     | <b>Concept / Product Development (I):</b> Concept Testing<br>Concept / Product Evaluation (II): Sales Forecasting and Financial Analysis. Development: Design, Prototyping - Product Use Testing & Techniques - Development Team Management                                                                                                | 9   | CO3 |
| 4     | <b>Launch and Commercialization</b> -Strategic Launch Planning, Implementation, Product Lifecycle Management, Metrics for Measuring Success Post-Launch, Managing Risks and Failures.                                                                                                                                                      | 9   | CO4 |
| 5     | <b>Future trends in Innovation:</b> Agile (and Lean) Methods in Product Development, Emerging Technologies and Their Impact on Product Development, Sustainability and Green Product Innovation, AI and Machine Learning in Product Ideation, Open Innovation and Crowdsourcing.                                                           | 9   | CO5 |
|       | Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises, Role plays, and Seminars                                                                                                                                                                                                              |     |     |

## TEXT BOOKS

1. Managing Innovation: Integrating Technological, Market and Organizational Change, 7th Edition
2. New Products Management" by C. Merle Crawford and C. Anthony Di Benedetto. Published by McGraw-Hill Education.

## REFERENCES:

1. Crawford, Merle and Anthony Di Benedetto, New Products Management, Eleventh edition, McGraw-Hill International Edition, 2015.
2. Innovation Management and New Product Development by Paul Trott.
3. New Products Management by Crawford & Di Benedetto
4. Design Thinking for Strategic Innovation by Idris Mootee.
5. The Innovator's Dilemma by Clayton M. Christensen.
6. Ahmed, Pervaiz K. and Charles D. Shepherd, Innovation Management, Prentice Hall, 2010.
7. Trott, Paul, Innovation Management and New Product Development, Fifth Edition, Pearson, 2012

## B2B MARKETING

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                     |
|------------|-----------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Understand the environment of Industrial Marketing.                                                 |
| <b>CO2</b> | Create awareness and understanding of the Organizational buying process.                            |
| <b>CO3</b> | Develop an insights about industrial marketing opportunities.                                       |
| <b>CO4</b> | Analyze the ideas and awareness about Business marketing strategy.                                  |
| <b>CO5</b> | Apply the modern tools and techniques in customer relationship management practices and strategies. |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 3          | 0          | 0          | 1          | 1          | 1          | 1          |
| <b>CO2</b> | 3          | 3          | 2          | 0          | 1          | 2          | 1          | 1          |
| <b>CO3</b> | 3          | 3          | 2          | 0          | 1          | 3          | 1          | 1          |
| <b>CO4</b> | 3          | 3          | 2          | 0          | 1          | 3          | 1          | 1          |
| <b>CO5</b> | 3          | 3          | 1          | 0          | 1          | 2          | 1          | 1          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                      | Hrs | COs |
|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | Introduction: The Environment of Industrial Marketing: A Business Marketing perspective - The Industrial Market: Perspective on the organization buyer.                                                                                                                                 | 9   | CO1 |
| 2     | Organizational Buying Process: Dimensions of Organizational Buying - Organizational Buying Behaviour.                                                                                                                                                                                   | 9   | CO2 |
| 3     | Assessing Marketing Opportunities: Business Marketing Intelligence - Segmenting the Organizational Market - Organizational Demand Analysis: Measuring Market Potential and Sales Forecasting.                                                                                           | 9   | CO3 |
| 4     | Business Marketing Strategy: Business Marketing Planning: Strategic Perspective - Managing the Business Product Line - Business Marketing Channels - Business Pricing Function - Advertising Sales Promotion and Personal Selling Function – Controlling Industrial Marketing Strategy. | 9   | CO4 |
| 5     | Customer Relationship Management: Managing your customer service/sales profile - Choosing your CRM strategy - Tools for capturing customer information - Managing Relationships through conflict                                                                                        | 9   | CO5 |
|       | Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises, Role plays, and Seminars                                                                                                                                                           |     |     |

#### TEXT BOOKS:

1. Phadtare, Milind T., Industrial Marketing, Prentice-Hall, 2nd edition, 2021.
2. Basu, S.K., Sahu, K. C. , Rajiv, B., Industrial Organization and Management, Prentice-Hall, 1st edition, 2021.
3. Francis Cherunilam., Industrial Marketing Text and Cases, 1st edition, Himalaya Publishing House, 2022.
4. Biemans, W.G., Business to Business Marketing; A Value-driven approach, 1st edition, McGraw-Hill Education, 2010.
5. Ghosh, P.K., Industrial Marketing, 1st edition, Oxford University Press, 2005.

#### REFERENCE BOOKS:

1. Milind T. Phadtare , PHI, Kindle.
2. Hory Sarkar Mukerjee, Industrial Marketing, Kindle
3. Journal of Business and Industrial Marketing, Emerald Group Publishing
4. International Journal of Industrial Marketing, Macrothink Institute, USA

## MARKETING ANALYTICS

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                                                                                                                                               |
|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | To understand the fundamentals of marketing analytics, analyze market data from primary and secondary sources, and apply market sizing techniques.                                                                                                                            |
| <b>CO2</b> | To apply pricing analytics to estimate demand curves, optimize pricing strategies, and implement advanced pricing techniques such as price bundling, nonlinear pricing, price skimming, and revenue management to maximize profits and handle uncertainty in dynamic markets. |
| <b>CO3</b> | To apply statistical methods such as simple and multiple linear regression to forecast sales, account for special events and seasonality, and use advanced techniques like the ratio to moving average method and S curves to predict the sales of new products.              |
| <b>CO4</b> | To calculate and apply Customer Lifetime Value (CLV) to assess customer relationships, implement the STP framework for market segmentation, and use cluster analysis to derive and describe market segments for effective targeting and positioning strategies.               |
| <b>CO5</b> | To apply market basket analysis and RFM analysis to optimize retail strategies, model the relationship between sales and marketing efforts, and evaluate and optimize advertising effectiveness, including Pay-Per-Click (PPC) online advertising campaigns.                  |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 2          | 0          | 1          | 1          | 0          | 0          | 2          |
| <b>CO2</b> | 2          | 3          | 0          | 0          | 1          | 2          | 0          | 1          |
| <b>CO3</b> | 3          | 2          | 0          | 0          | 1          | 0          | 1          | 2          |
| <b>CO4</b> | 2          | 3          | 0          | 0          | 2          | 1          | 2          | 3          |
| <b>CO5</b> | 2          | 3          | 1          | 0          | 3          | 2          | 2          | 3          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Hrs | COs |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | <b>Introduction to Marketing Analytics</b><br>Meaning, characteristics, advantages and disadvantages of marketing analytics, Market data sources (Primary and Secondary). Marketing Analytics – Data Types – Data Processing - Sizing – Forms of Data – Source of Generation – Marketing Analytics Types – Prescriptive Analytics, Predictive Analytics and Descriptive Analytics – Application of Marketing Analytics in Various industries and Domains - Tools used in the Marketing Analytics.                                                                                                                                                                                                                                                                                                                                                  | 9   | CO1 |
| 2     | <b>Pricing Analytics:</b> Pricing Policy and Objectives, Price Bundling & Nonlinear Pricing: Pure Bundling & Mixed Bundling, Determine Optimal Bundling, Price Skimming, Point of Sale System its types - VPOS, MPOS & PPOS. Pricing Analytics Strategies - Dynamic Pricing, Penetration Pricing, Value Based Pricing, Psychological Pricing, Competition Based Pricing, Cost Plus Pricing.<br><b>Case Study with Practical Implementation using Tableau:</b> Advanced Pricing Analytics Dashboard and Storyline - Set Geographical Roles - Creation of Age Bin - Data Interpreter & Pivot Table - Column Splitting - Working with Hierarchies - Tableau Cluster Creation & Regression - Reuse of Cluster - Step Up Chart - Top 5 Industries - ToolTip Dashboard - Tableau Groups and Sets - Working with Groups - Creating Static and Dynamic Set | 9   | CO2 |
| 3     | <b>Customer Analytics:</b> Customer Lifetime Value: Concept, Basic Customer Value, Measuring Customer Lifetime value, Estimating Chance that customer is still active, Using Customer Value to value a business. CLV Metrics – APV, APFR, ACV, ACLS and CLV. Market Segmentation: The segmentation-targeting-positioning (STP) framework, Segmentation, the concept of market segmentation, managing the segmentation process, deriving market segments and describing the segments using Cluster analysis.<br><b>Case Study with Practical Using R Programming:</b><br>Customer Shopping Attitude Cluster, Segmentation into cluster and Describe the Cluster and Target                                                                                                                                                                          | 9   | CO3 |
| 4     | <b>Retailing &amp; Advertising Analytics</b><br>Association Rule Introduction - Apriori Algorithm - How to build the Recommendation System? - Multiple Association Rules - Market Basket Analysis (MBA) - Practical Implementation of Apriori Algorithm using R Programming. Identifying the sales to marketing effort relationship & its modeling, optimizing sales effort. Advertising Analysis: Measuring the Effectiveness of Advertising, optimizing advertising, Pay per Click.<br><b>Case Study with Practical Using R Programming:</b><br>Online Store has 9,835 transactions, Implements the Apriori algorithm for Market Basket Analysis to compute the strong rules through Association Rule Mining, once we specify the minimum support and minimum confidence, according to frequently occurring combination.                         | 9   | CO4 |
| 5     | <b>Revenue Management and Sales Forecasting:</b><br><b>Revenue Management-</b> Invest in Tools and Technology - Segment your customers - create a Forecast - Plan and set Prices - Choose a long-term pricing Strategy - Execute on your plan - Analyze and Refine.<br><b>Sales Forecasting</b> - Simple and Multiple Linear Regression model to                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 9   | CO5 |

|                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |  |
|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
|                                                                                 | forecast sales, Forecasting in Presence of Special Events, Modeling trend and seasonality; Ratio to moving average forecasting method and ARIMA Model to Forecast the Sales.<br><b>Case Study with Practical Using R Programming:</b><br>Build two Forecasting model for House Prediction - Model 1: Price vs. Square feet. Referred as “square feet model” - Model 2: Price vs. Number of bedrooms. Referred as “bedroom model” - Compare two different models for predicting house prices |  |  |
| <b>Practical Implementation Using: Advanced R software and Tableau Advanced</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |  |

## TEXT BOOKS

1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L Winston, Wiley India Pvt. Ltd.
2. Marketing Analytics: Strategic Models and Metrics by Stephan Sorger, Create Space Publishing.

## REFERENCE BOOKS

1. Marketing Engineering and Analytics by Gary Lilen, Arvind Rangaswamy, and Arnaud De Bruyn Decision Pro, Inc.
2. Marketing Metrics by Dugar Anurag, SAGE Publishing India

## HR ELECTIVES

### INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                            |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | To review the perspectives, theories and concepts in the field of labor and employment relations                                           |
| <b>CO2</b> | To interpret the salient features of welfare and wage Legislations                                                                         |
| <b>CO3</b> | To inspect the laws relating to Industrial Relations, Social Security and Working conditions and working conditions in different settings. |
| <b>CO4</b> | To execute labor law and individual employment rights                                                                                      |
| <b>CO5</b> | To assess the developments and changes that have taken place in the field of labour law from time to time                                  |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 0          | 2          | 3          | 3          | 0          | 3          | 1          |
| <b>CO2</b> | 2          | 1          | 0          | 2          | 2          | 0          | 3          | 2          |
| <b>CO3</b> | 3          | 2          | 1          | 3          | 2          | 2          | 3          | 2          |
| <b>CO4</b> | 3          | 1          | 0          | 3          | 0          | 1          | 3          | 2          |
| <b>CO5</b> | 2          | 2          | 1          | 3          | 0          | 2          | 3          | 2          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                         | Hrs | COs      |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------|
| 1     | <b>Introduction to Labour Legislations and Regulatory Laws:</b><br>Meaning and classification of Labour legislations in India.<br>History & Development of Labour Legislations in India. The Factories Act, 1948. Concept of Industrial Relations: Meaning, Importance, Objectives and main aspects of industrial relations. Causes of poor IR and Developing of sound IR. | 10  | CO1      |
| 2     | <b>Legislations related to Wages:</b> The Payment of Wages Act, 1936 The Minimum wages Act, 1948                                                                                                                                                                                                                                                                           | 9   | CO2      |
| 3     | <b>Legislations related to Social Security:</b> The Employee Compensation Act, 1923 - Payment of Gratuity Act, 1972 The Payment of Bonus Act, 1965<br>The Employee Provident Fund and Miscellaneous Act, 1952<br>The Employees State Insurance Act, 1948                                                                                                                   | 13  | CO3, CO5 |
| 4     | <b>Industrial Employment &amp; Service conditions</b><br>The Trade Unions Act, 1926<br>The Industrial Disputes Act, 1947<br>The Industrial Employment (Standing Orders) Act, 1946                                                                                                                                                                                          | 9   | CO4, CO5 |
| 5     | <b>Legislations related to environment</b><br>Environment Protection Act, 1986                                                                                                                                                                                                                                                                                             | 4   | CO5      |

#### TEXT BOOKS:

1. Kapoor N.D, Elements of Industrial Law 12th Edition, Sultan Chand, 2020.
2. P.K.Padhi, Industrial Laws, PHI, 2008
3. P.C. Tripathi, C.B. Gupta, N.D. Kapoor, Industrial Relations & Labour Laws, Sultan Chand, 2020.

#### REFERENCE BOOKS:

1. Suresh C Srivastava, Industrial Relations and labour laws, Vikas, 6th edition, Vikas Publications.
2. Dhandapani, Commercial and Industrial law, Sultan Chand, 2020.
3. S.N Misra, Labour & Industrial Laws, 30th Edition, Central Law Publications, 2024.



## GLOBAL HUMAN RESOURCE MANAGEMENT

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                  |
|------------|------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Evaluate the developing role of human resources in the global arena                                              |
| <b>CO2</b> | Analyze complex issues and manifold risks that have arisen due to increased Globalization                        |
| <b>CO3</b> | Develop a diagnostic and conceptual understanding of HRM in a broader, comparative and international perspective |
| <b>CO4</b> | Manage the growing presence of multinationals and increasing diversity of workforce demands                      |
| <b>CO5</b> | Analyze the strategic issues and strategies required to select and develop cross-cultural manpower resources     |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 2          | 3          | 3          | 1          | 0          | 2          | 1          |
| <b>CO2</b> | 2          | 3          | 2          | 2          | 2          | 2          | 3          | 2          |
| <b>CO3</b> | 3          | 3          | 2          | 3          | 2          | 1          | 2          | 2          |
| <b>CO4</b> | 3          | 2          | 1          | 2          | 3          | 2          | 3          | 2          |
| <b>CO5</b> | 2          | 3          | 2          | 3          | 2          | 0          | 2          | 1          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Hrs | COs |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | Introduction to GHRM Definition, reasons for going global, Approaches to GHRM, Difference between GHRM and Domestic HRM, Organizational dynamics and GHRM: Role of culture in International HRM, Culture and employee management issues, Organizational Processing GHRM, Linking HR to International expansion strategies, The Challenges of GHRM                                                                                                                                                                                                                                     | 9   | CO1 |
| 2     | Strategies for International Growth: Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, Becoming locally responsive: understanding and responding to diversity, the challenges of localization, Managing alliances and joint ventures- planning , negotiating, implementing and supporting alliance                                                                                                                                                                                     | 9   | CO2 |
| 3     | Recruitment, Selection and staffing in International context: International Managers-parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, recruitment methods using head-hunters, cross-national advertising, e- recruitment; Selection criteria and techniques, international staffing issues – Outsourcing                                                                                                                             | 9   | CO3 |
| 4     | Performance Management: A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in GHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance Management, country specific performance management practices. Training and development in international context:, types of expatriate training, HCN training, Career Development, developing international staff and multinational teams, knowledge transfer in multinational companies, repatriate training. | 9   | CO4 |
| 5     | International Compensation: Key components of international compensation and factors that influence compensation policy, Approaches to international compensation, compensation practices across the countries, global compensation: emerging issues. International Labour Relations: Key issues, response of labour unions to HRM practices in different countries.                                                                                                                                                                                                                  | 9   | CO5 |

#### TEXT BOOKS:

1. The Global Challenge- framework for International Human Resource Management, Evans, Pucik, Barsoux, Tata McGraw-Hill Irwin. Global Human resource management-Peter J Dowling, Denice
2. E Welch, Cengage Learning Global Human resource management - Monir H Tayeb – Oxford University Press - 2005.
3. Edwards, International Human Resource Management , 1e Pearson Education India 2005

**REFERENCE BOOKS:**

1. Adler, N.J. International Dimensions of Organizational Behaviour. Kent Pub., Boston, 1991.
2. Bartlett, C and Ghoshal, S Transnational Management: Text Cases and Readings in Cross Border Management, Irwin, Chicago, 1995.
3. Dowling, P.J., etc. International Dimensions of Human Resource Management. 2nd ed. Wadsworth, California, 1994.
4. Hofstede, G. cultures Consequence: International Differences in Work Related Values, 2nd edition Sage, London, 2001

## LEADERSHIP AND ORGANIZATIONAL EFFECTIVENESS

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>:03</b>  |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                          |
|------------|--------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Interpret the importance of Leader with the theories applied, grid and models.                                           |
| <b>CO2</b> | Analyze the complexities associated with management of the group behavior in the organization.                           |
| <b>CO3</b> | Develop own strategies for team leadership and influence them                                                            |
| <b>CO4</b> | Examine relevant issues in applied management and leadership; including ethics, globalization, and strategic management. |
| <b>CO5</b> | Generate ideas Managerial Effectiveness through group influences, negotiation skills and knowledge Management.           |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 3          | 3          | 2          | 3          | 3          | 2          | 3          |
| <b>CO2</b> | 2          | 3          | 2          | 3          | 3          | 2          | 2          | 2          |
| <b>CO3</b> | 3          | 3          | 3          | 2          | 3          | 2          | 2          | 2          |
| <b>CO4</b> | 2          | 2          | 2          | 2          | 2          | 3          | 3          | 2          |
| <b>CO5</b> | 2          | 2          | 2          | 2          | 3          | 1          | 1          | 2          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                            | Hrs | COs |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | Introduction to Leadership : Definition ,Importance of leadership, Roles of a leader, Leadership attitudes,ethical leadership, Theories of Leadership, leadership grid, Content and process theories, Reinforcement theory, Contingency leadership theories and models, Leadership continuum theory, Normative leadership theory, Leadership substitute theory                                                | 9   | CO1 |
| 2     | Team Leadership: Ginnet steam effectiveness leadership model the changing role of leadership in self- manage dreams, Leader follower relations, Dyadic theory, Leader member exchange theory ,Delegation ,Coaching, Managing conflict. Organizational Leadership: Charismatic and transformational leadership, Stewardship and servant leadership, Leadership of culture and diversity, Strategic leadership. | 9   | CO2 |
| 3     | Leadership development and succession: Development through self-awareness and self-discipline, education, experience, and mentoring, succession. Evaluation of leadership development efforts, In diancaseson leadership                                                                                                                                                                                      | 9   | CO3 |
| 4     | The Concept Of Managerial Effectiveness Definition- The person, process, product approaches- Bridging the Gap- Measuring Managerial Effectiveness- Current industrial and Government practices in the Management of Managerial Effectiveness - the Effective Manager as an Optimizer.                                                                                                                         | 9   | CO4 |
| 5     | Environmental Issues In Managerial Effectiveness Organisational Processes- Organisational Climate• Leader-Group Influences-Job Challenge- Competition - Managerial Styles. Developing The Winning Edge Organisational and Managerial Efforts-Self Development- Negotiation Skills - Development of the Competitive Spirit- Knowledge Management - Fostering Creativity.                                       | 9   | CO5 |

#### TEXT BOOKS:

1. Leadership Development - by John Mitchell, Natalie Mitchell and Bogdan Gudzenko, 2012
2. Human Resource Management - ©2015 | Pearson | Published: 18 Aug 2014
3. Leadership and Management Development: Developing Tomorrow's Managers ©2010 | Financial Times Press | Published: 24 Jun 2010

#### REFERENCE BOOKS:

1. Blanchard and Thacker, 'Effective Training Systems, Strategies and Practices' Pearson 2005.
2. Dubin. Leadership, 'Research Findings, Practices & Skills', Biztantra, 2005.
3. Mathis Jackson Human, 'Resource Management', Thomson Southwestern, 2005.

## LEARNING AND DEVELOPMENT

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>:03</b>  |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                                 |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Discuss various aspects of the training design process and describe the strategic training and development process.                                             |
| <b>CO2</b> | Identify different methods used in needs assessment and discuss the role of organizational analysis, individual analysis and task analysis in needs assessment. |
| <b>CO3</b> | Discuss the strength and weakness of traditional training methods and the new technology training methods                                                       |
| <b>CO4</b> | Design a program for preparing for cross cultural assignments and able to discuss the potential legal issues that relate to training                            |
| <b>CO5</b> | Effectively perform the manager's role in career management and design an effective socialization program for employees                                         |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 3          | 3          | 2          | 3          | 2          | 1          | 1          |
| <b>CO2</b> | 3          | 3          | 3          | 3          | 3          | 2          | 1          | 1          |
| <b>CO3</b> | 3          | 3          | 2          | 3          | 2          | 3          | 3          | 1          |
| <b>CO4</b> | 3          | 3          | 2          | 3          | 2          | 3          | 3          | 1          |
| <b>CO5</b> | 3          | 3          | 3          | 2          | 3          | 3          | 2          | 1          |

| S. No                                                                                                                         | CONTENTS OF MODULE                                                                                                                                                                                      | Hrs | COs |
|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1                                                                                                                             | Introduction to Education and Development, Strategic Training and development Process, Factors influencing working , learning and Training,                                                             | 8   | CO1 |
| 2                                                                                                                             | Training need Assessment, process, Models of need assessment, Learning theories, process and program design, Transfer of training- 6Ds Model– training design                                           | 8   | CO2 |
| 3                                                                                                                             | Traditional training methods, - on the job, off the job, E learning and use of technology in training, Training Evaluation- outcomes used for evaluation, evaluation design, practices, determining ROI | 8   | CO3 |
| 4                                                                                                                             | Employee development – Approaches, process and strategies, Special issues in Training & Development – external and internal issues, Future of Training and development                                  | 8   | CO4 |
| 5                                                                                                                             | Careers and career management - definition, model, career management systems, evaluation career management systems, Special challenges in career management – Socialisation, orientation                | 8   | CO5 |
| Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises, Role plays, and Seminars |                                                                                                                                                                                                         |     |     |

#### TEXTBOOK:

1. Employee Training and Development by Raymond A Noe

#### REFERENCES :

- 1 Bewnet, Roger cd Improving Training effectiveness, Aldershot, Gower 1988
- 2 Buckley R & Caple, Jim, The Theory & Practice of Training, London, Kogan & Page 1995
- 3 Lynton R Pareek U Training to Development 2nd ed. New Delhi, Vistaar, 1990.
- 4 Pepper, Allan D, Managing the Training and Development function, Aldershot, Gower, 1984
- 5 Rae L etc. Hon to Measure Training Effectiveness, Aldershot, Gower, 1986
- 6 Reid M.A. etc. Training interventions, Managing Employee Development, 3rd ed. London IPM 1992
- 7 Serge P The Fifth Discipline, The Art and Practice of the learning organization London Century,1992

## TALENT ACQUISITION & MANAGEMENT

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>:03</b>  |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                |
|------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Analyze the process of linking talent management to organizational strategy and other HR practices                                             |
| <b>CO2</b> | Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs |
| <b>CO3</b> | Examine the processes for talent development and succession planning                                                                           |
| <b>CO4</b> | Discuss the unique challenges and opportunities of TM resulting from globalization                                                             |
| <b>CO5</b> | Examine the role of leadership related to TM (both HR leadership and org.leadership).                                                          |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 0          | 3          | 2          | 0          | 0          | 1          | 1          |
| <b>CO2</b> | 3          | 3          | 0          | 3          | 0          | 0          | 1          | 2          |
| <b>CO3</b> | 3          | 3          | 2          | 3          | 3          | 0          | 2          | 2          |
| <b>CO4</b> | 2          | 3          | 3          | 2          | 0          | 0          | 2          | 2          |
| <b>CO5</b> | 3          | 2          | 3          | 2          | 2          | 0          | 2          | 2          |



| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Hrs | COs |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | Introduction to Talent Management:<br>Introduction, Meaning & Objectives, Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Recruitment, Selection, Human Resource Planning, Retention, Talent vs. knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, some suggestive tools for Managing Talent.                                                                                | 9   | CO1 |
| 2     | Talent Acquisition:<br>Job analysis-Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Developing HR planning process (using MS-Excel and quantitative tools). Evaluation of factors affecting HRP, Strategic view of recruitment & selection. Talent Acquisition, Recruitment Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions                                                | 9   | CO2 |
| 3     | Employee Engagement:<br>Preparing recruitment plan, E-recruitment (using various job portals), searching & downloading applicant profile by using job portals, selecting recruitment source, preparing recruitment budget, employer branding, formulating a recruitment strategy (specifically for Managerial/Executive jobs), Selection process, Use of assessment centres, selection errors & minimizing selection errors, Reliability & Validity tests, Choosing the types of interviews. | 9   | CO3 |
| 4     | Employee Retention:<br>Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing with Job Withdrawal, Strategic Compensation plan for Talent Engagement, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model                                                                                                                                                       | 9   | CO4 |
| 5     | Emerging Trends in HR:<br>Human Resource Audits, Human Resource Information System (HRIS), Human Resource Accounting (HRA), Contemporary development, and Cultural development, Business Process Re-engineering, Contemporary Talent Management Issues and Challenges                                                                                                                                                                                                                        | 9   | CO5 |

#### TEXT BOOKS:

1. Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill
2. Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7th Edition.
3. Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication, 14th Edition

**REFERENCE BOOKS:**

1. Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publication
2. Talent Management - Strategies for Success from Six Leading Companies by ASTD, Cengage Learning
3. Robbins SP, Timothy A, Judge & Sanghi Seema, Organizational Behaviour, Pearson Education, New Delhi ,13th edition

## HR ANALYTICS - BASIC

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                     |
|------------|---------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Understand the importance of HR metrics and analytics in measuring HR's impact and drive business results.          |
| <b>CO2</b> | Identify the right HR metrics– aligning HR and business goals.                                                      |
| <b>CO3</b> | Identify and use of Descriptive analysis and other quantitative analyses suitable using Data Visualisation tools. . |
| <b>CO4</b> | Formulate decisions about human resource initiatives using KPIs and diagnostic analytics.                           |
| <b>CO5</b> | Interpret HR data and understand strategic use of HR analytics using statistical tools.                             |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 3          | 2          | 0          | 2          | 0          | 1          | 2          |
| <b>CO2</b> | 2          | 2          | 3          | 1          | 2          | 0          | 1          | 2          |
| <b>CO3</b> | 3          | 3          | 2          | 1          | 2          | 0          | 0          | 3          |
| <b>CO4</b> | 3          | 2          | 3          | 2          | 2          | 1          | 2          | 2          |
| <b>CO5</b> | 3          | 3          | 2          | 0          | 0          | 1          | 2          | 2          |

| S. No | CONTENTS OF MODULE<br>Foundation Course                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Hrs | COs |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | <b>Introduction to HR Analytics</b><br>Introduction to HR analytics and its importance - Understanding core concepts of HR Analytics. Business Intelligence, Business analytics and its Evolution. Role of Data in HR, Measures of Data, Types and sources of data, Data collection methods. Probability and Managing Uncertainty. HR Analytics: The Third Wave for HR value creation                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 9   | CO1 |
| 2     | <b>HR metrics &amp; KPI's</b><br>Understand key HR metrics and their relevance to organizational success. Role of metrics in strategic HRM. Use metrics to support strategic decision making in HR. Core HR metrics – Recruitment, Turnover & retention, Training & Development, workforce productivity and performance, Compensation & Benefits. Balanced Scorecard and HR. Identifying and developing Key Performance Indicators (KPI). Develop skills in reporting and communicating HR data to stakeholders.                                                                                                                                                                                                                                                                                                                                         | 9   | CO2 |
| 3     | <b>Descriptive Analytics &amp; Data visualization</b><br>Using data to describe HR outcomes (e.g., turnover, absenteeism). Summary statistics - Measures of central tendency: mean, median, mode, Measures of dispersion: range, variance, standard deviation, Distribution analysis (normal, skewed, etc.), Normalization in performance appraisal. Frequency tables and cross-tabulations. Excel data analysis tool pak for descriptive analytics.<br><br><b>Introduction to Data Visualization.</b> Tools for data visualization - charts, conditional formatting, sparklines. Selecting appropriate chart types (bar, line, scatter, pie, histogram, boxplot, etc.) for different data and messages. Creating an interactive dashboard using excel, Power BI / Tableau. Visualizing distributions and relationships. Linking visuals to tell a story | 9   | CO3 |
| 4     | <b>Diagnostic analytics</b><br>Conditions including correlation, causality and isolation. Noise in performance evaluation. Diagnosing and clarification of symptoms of HR problem. Analyzing Turnover trends. Linking Compensation and performance. Employee satisfaction vs customer satisfaction linkage.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 9   | CO4 |
| 5     | <b>Summary and Capstone project</b><br>Overarching components of an effective Analytics framework. Introduction to Tools that performs HR analytics – Excel for HR analytics, SPSS.<br>Comprehensive project using real or simulated HR data. Presentation of findings with dashboard/report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 9   | CO5 |

**TEXT BOOKS:**

1. Sesil. J, (2014), Applying advanced analytics to HR management decisions: Methods for recruitment, performance and improving knowledge management. Prentice Hall.
2. Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset by Gene Pease, Wiley
3. Nishant Uppal, Human Resource Analytics: Strategic Decision Making, Pearson Publication.
4. People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent by Jean Paul Isson and Jesse Harriott, Wiley

**REFERENCE BOOKS:**

1. Barnett K, Berk J, (2012), Human Capital Analytics. Word Association Publication.
2. Fitz-Enz J, (2010), The HR Analytics: Predicting the Economic Value of your Company's Human Capital Investments, AMACOM.
3. People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent by Jean Paul Isson and Jesse Harriott, Wiley
4. Ramesh Soundararajan, Kuldeep Singh, Winning on HR Analytics: Leveraging Data for Competitive Advantage, Sage Publication.
5. Jonathan Ferrar, David Green, Excellence in People Analytics: How to Use Workforce Data to Create Business Value

## STRATEGIC HUMAN RESOURCE MANAGEMENT

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                          |
|------------|--------------------------------------------------------------------------|
| <b>CO1</b> | Analyse the HR Framework in an organization and assess the HRD needs     |
| <b>CO2</b> | Apply digital techniques for HR functions like Recruitment and selection |
| <b>CO3</b> | Identify the consequences of cultural diversity issues                   |
| <b>CO4</b> | Design and optimize career development/planning                          |
| <b>CO5</b> | Implement best practices of skill development to employees               |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 3          | 2          | 3          | 3          | 2          | 1          | 3          |
| <b>CO2</b> | 3          | 3          | 2          | 0          | 3          | 2          | 3          | 1          |
| <b>CO3</b> | 3          | 0          | 0          | 3          | 0          | 0          | 3          | 2          |
| <b>CO4</b> | 3          | 3          | 1          | 2          | 0          | 3          | 2          | 3          |
| <b>CO5</b> | 0          | 0          | 3          | 3          | 3          | 3          | 3          | 3          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Hrs | COs |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | Human resource development meaning, strategic framework for HRM and HRD. Vision, Mission and Values, Importance and challenges to organizations, HRD functions, roles of HRD professionals, HRD needs assessment, HRD practices, measures of HRD performance, links to HR, strategy and business goals, HRD program implementation and evaluation, recent trends, benchmarking and HRD audit, Industrial Relations – Scope and Need                                                                                                                                                                                            | 9   | CO1 |
| 2     | E- employee profile, e-selection and recruitment, virtual learning and orientation e-training and development, PMS -e-performance management, Onboarding and compensation design, development and implementation of HRIS, designing HR portals, issues in employee privacy, employee surveys online.                                                                                                                                                                                                                                                                                                                           | 8   | CO2 |
| 3     | Domestic Vs international HRM, cultural dynamics-, culture assessment-Edgar Schein's Model of Organizational Culture - cross cultural education and training programs, leadership and strategic HR issues in international assignments, current challenges in outsourcing, cross border and a repatriation, etc, building multicultural organizations, international compensation, exit management, shadowing-Total Reward Strategy-Research Based-AXLE model-Eichenger model                                                                                                                                                  | 8   | CO3 |
| 4     | Career concepts, roles, career stages, career planning and process, career development models, career motivation and enrichment, managing career plateaus, designing effective career development systems, competencies and career management, competency mapping models, equity and competency based compensation-IDP-Goal Setting-Role of Leadership in HRM-Ginnett's team effectiveness leadership model -Leadership Hiring-Succession Planning                                                                                                                                                                             | 7   | CO4 |
| 5     | Employee coaching , Mentoring and counseling, need for coaching , role of HR in coaching, coaching and performance, skills for effective coaching, Mentoring – Scope and effectiveness, need for counseling, role of HR in counseling, components of counseling programs, counseling effectiveness, KPI Dictionary-Balanced Score Card-Change Management-Comp Ratio-Broadbanding-Lead & Lag Indicators-EmodulesTransfer of Learning-6 Disciplines-employee health and welfare programs, counseling effectiveness, work stress, sources, techniques, eastern and western practices, self-management and emotional intelligence. | 8   | CO5 |

#### TEXT BOOKS:

1. Sharma, Strategic Human Resource Management and Development, 1e Pearson Education India 201
2. Greer, Strategic Human Resource Management, 2e Pearson Education India 2005

**REFERENCE BOOKS:**

1. Jeffrey, Strategic Human resource management, Thompson, 2003
2. Werner, Human Resource Development, Thompson, 2002
3. Harrison, Employee Development, University Press, New Delhi,
4. Srinivas Kanula, Human Resource Management, Prentice Hall of India, 2005
5. Richard Regis, Strategic Human Resource Management and Development, Excel Books India, 2008



## HR ANALYTICS - ADVANCED

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                       |
|------------|-------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Understand the importance of HR analytics in aligning it with business strategy                       |
| <b>CO2</b> | Identify the need for predictive analytics techniques for Scenario planning and Demand Forecasting    |
| <b>CO3</b> | Identify and use of advanced models and techniques with Prescriptive analytics for various HR Metrics |
| <b>CO4</b> | Formulate strategic use of HR analytics for organizational change and its impact on business outcome  |
| <b>CO5</b> | Comprehend HR data and stimulation for real time project analysis                                     |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 2          | 2          | 1          | 0          | 0          | 0          | 0          | 2          |
| <b>CO2</b> | 2          | 3          | 2          | 2          | 2          | 0          | 0          | 1          |
| <b>CO3</b> | 3          | 2          | 0          | 2          | 3          | 2          | 0          | 1          |
| <b>CO4</b> | 2          | 2          | 1          | 2          | 2          | 0          | 1          | 2          |
| <b>CO5</b> | 2          | 2          | 2          | 0          | 1          | 0          | 1          | 1          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Hrs | COs |
|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | <b>Strategic role of HR Analytics</b><br>Alignment of HR analytics with business strategy - Competitive advantage through HR analytics. Predictive human capital measures. Evaluating and designing HR interventions. Monitoring the impact of HR interventions.                                                                                                                                                                                                                                                                                                            | 9   | CO1 |
| 2     | <b>Predictive HR Analytics Techniques</b><br>Need for predictive techniques in HR analytics. Regression analysis, hypothesis testing. Predicting employee turnover using data. Predicting training effectiveness with performance. Scenario modelling and Methods and Techniques of HR Demand Forecasting.                                                                                                                                                                                                                                                                  | 9   | CO2 |
| 3     | <b>Advanced Models and Techniques including prescriptive analytics</b><br>Personality traits analytics for hiring and promotion-Talent acquisition and workforce planning using data - Compensation and recruitment analytics - Use cases and case studies in HR analytics. Designing employee engagement survey questionnaire using factor analysis. Segmented engagement strategies using cluster analysis. Turning text into data – Sentiment analysis using R program (text analysis of employee's feedback). Linear programming – Optimizing hiring plans using Solver | 9   | CO3 |
| 4     | <b>Impact Measurement, Ethical Practices</b><br>Measuring HR analytics' impact on business outcomes - The role of ethics and bias in people analytics - Fairness and transparency in algorithmic decision making - Ethical use of employee data and legal considerations - Strategic use of HR analytics for organizational change.                                                                                                                                                                                                                                         | 9   | CO4 |
| 5     | <b>Capstone project</b><br>Comprehensive project using real or simulated HR data. Presentation of findings with dashboard/report                                                                                                                                                                                                                                                                                                                                                                                                                                            | 9   | CO5 |

#### TEXT BOOKS:

1. Nishant Uppal, Human Resource Analytics: Strategic Decision Making, Pearson Publication.
2. HR Analytics : Connecting Data and Theory by Rama Shankar Yadav , Sunil Maheshwari December 2020

#### REFERENCE BOOKS:

1. Predictive HR Analytics: Mastering the HR Metric by Martin R. Edwards, Kirsten Edwards, Daisung Jang June 2024
2. Ramesh Soundararajan, Kuldeep Singh, Winning on HR Analytics: Leveraging Data for Competitive Advantage, Sage Publication.
3. Practical Guide to HR Analytics by Valerie Streets Shonna D Waters Phd Rachael Johnson-Murray Lindsay McFarlane Shonna D. Waters

# SYSTEMS ELECTIVES

## E-COMMERCE TECHNOLOGY AND MANAGEMENT

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                  |
|------------|------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Identify and describe the unique features of e-commerce technology and discuss their business significance       |
| <b>CO2</b> | Discuss the influence of electronic retailing, marketing and advertising on Business.                            |
| <b>CO3</b> | Describe the business models and recognize business models in other emerging areas of e-commerce                 |
| <b>CO4</b> | Identify the key security threats in business environment and understand the major e-commerce payment mechanism. |
| <b>CO5</b> | Appreciate the importance of policies , procedures and laws in creating security.                                |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 3          | 3          | 2          | 3          | 2          | 1          | 3          |
| <b>CO2</b> | 3          | 3          | 3          | 3          | 3          | 2          | 1          | 3          |
| <b>CO3</b> | 3          | 3          | 2          | 3          | 2          | 3          | 1          | 3          |
| <b>CO4</b> | 3          | 3          | 2          | 3          | 2          | 3          | 1          | 3          |
| <b>CO5</b> | 3          | 3          | 3          | 2          | 3          | 3          | 2          | 3          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                | Hrs | COs |
|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | Unit I - Fundamental Of E-Commerce<br>Driving forces – benefits and limitations of e-commerce. Basics of Data mining, data warehousing and network infrastructure requirements. Overview of IP, TCP, HTML, OLAP and Cryptography. | 8   | CO1 |
| 2     | Unit II - Business Applications in E-Commerce<br>Retailing in E-commerce – market research on internet customers – e-commerce for service sector – Advertising in e-commerce – B2B ecommerce.                                     | 8   | CO2 |
| 3     | Unit III E - Commerce Infrastructure<br>Intranet, Internet & Extranet – Structure, Architecture, Applications & Business Models.                                                                                                  | 8   | CO3 |
| 4     | Unit IV E - Commerce Payments and Security<br>E-Payments and Protocols-Security schemes against internet fraud. Principles of e-fund transfer, credit and debit card usage, E-check and unified payment systems.                  | 8   | CO4 |
| 5     | Unit V - Legal and Privacy Issues in E-Commerce<br>Legal, Ethics and Privacy issues – Protection needs and methodology - Consumer protection, Cyber laws, contracts and warranties. Taxation and Encryption Policies.             | 8   | CO5 |

## REFERENCES

1. Efraim Turban et al., 'Electronic Commerce – A managerial perspective', Pearson Education Asia
2. Kalakota et al, 'Frontiers of Electronic Commerce', Addison Wesley.
3. Sandeep Krishnamurthy, 'E-Commerce Management – Text and Cases', Thomson Learning.
4. P.T Joseph , 'E -Commerce A managerial perspective', Prentice Hall of India
5. Greenstein Firsman, 'Electronic Commerce', Tata McGraw Hill.
6. Nabil Adam et al, 'Electronic Commerce – Technical, Business and Legal Issues'. Prentice Hall.

## EMERGING TECHNOLOGIES FOR MANAGEMENT

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                                       |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Explain the basic concepts of mobile computing, mobile security mobile OS and mobile database                                                                         |
| <b>CO2</b> | Describe the wireless architecture, tis benefits, applications and limitations.                                                                                       |
| <b>CO3</b> | Discuss the WAP architecture , development tools and software and apply them in business management.                                                                  |
| <b>CO4</b> | Identify and analyse the environmental impact of the Information and Communication Technology and current mechanisms to reduce the energy consumption of ICT products |
| <b>CO5</b> | Discuss the privacy risk and security management in the cloud.                                                                                                        |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 3          | 3          | 2          | 3          | 2          | 1          | 3          |
| <b>CO2</b> | 3          | 3          | 3          | 3          | 3          | 2          | 1          | 3          |
| <b>CO3</b> | 3          | 3          | 2          | 3          | 2          | 3          | 1          | 3          |
| <b>CO4</b> | 3          | 3          | 2          | 3          | 2          | 3          | 1          | 3          |
| <b>CO5</b> | 3          | 3          | 3          | 2          | 3          | 3          | 1          | 3          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Hrs | COs |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | <b>Introduction to Mobile Computing</b><br>Technology- Fundamentals of Cellular Systems. Mobile Security Introduction- Security in Wireless network - Security in Ad-hoc Networking Technologies – Security in Mobile Agents - Security Protocols. Mobile Database: Introduction – Databases – Database Hoarding. Mobile Operating System: Introduction- Palm OS – Windows Mobile OS                                                                                       | 8   | CO1 |
| 2     | <b>Wireless Architecture- GSM</b><br>Introduction- System Architecture – GSM Address and Identifiers – GSM Mobility Management. GPRS: Introduction- Benefits of GPRS - GPRS Architecture – GPRS Applications – Limitations of GPRS. WLL: Introduction – Configuration – Architecture – WLL technologies. VPN: Introduction – Goals of VPN – Types of VPN – Benefits. WiMAX: Introduction – Features – Architecture – Applications. Wi-Fi: Introduction – Working Concepts. | 8   | CO2 |
| 3     | <b>Introduction to WAP</b><br>History-WAP architecture - WAP Application - WAP development tools and software – Working with WML Interactivity - Forms and User Input – Adding functionality with WML script – Database Driven WAP – Dynamic WAP application – Converting existing websites to WAP.                                                                                                                                                                        | 8   | CO3 |
| 4     | <b>Green Computing</b><br>Green IT Fundamentals: Business, IT, and the Environment- Green Assets: Buildings, Data Centers- Socio-cultural aspects of Green IT – Green Enterprise Transformation Roadmap – Green Compliance: Protocols, Standards, and Audits – Emergent Carbon Issues: Technologies and Future- The Environmentally Responsible Business Strategies (ERBS)                                                                                                 | 8   | CO4 |
| 5     | <b>Security and Privacy</b><br>Privacy: What is Privacy – Data Life Cycle – Key Privacy Concerns – Who is responsible for protecting Privacy – Privacy Risk Management – Legal and Regulatory Implications Security Management: Standards – Security Management in the Cloud – Availability Management – Access Control.                                                                                                                                                   | 8   | CO5 |

## TEXT BOOKS

1. Prashant Kumar Patra, sanjit Kumar Dash (2010). Mobile Cloud Computing SCITECH
2. Tim Mather – Subra Kumaraswamy – Shahed Latif (2010). Cloud Security and Privacy – OREILLY
3. WAP (2001) – A beginners guide – Dale Bulbrook – Tata McGraw Hill Edition

## REFERENCES

1. Kumkum Garg (2010). Mobile Computing Theory and Practice Pearson 2010
2. Ronald L. Krutz and Russell Dean Vines(2010 )- Cloud Secutrity — Wiley – India

## ENTERPRISE RESOURCE PLANNING

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                     |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Describe the fundamental technology , issues in planning design and the implementation of ERP systems.                                              |
| <b>CO2</b> | Analyse the business process and able to redesign and restructure the organisation.                                                                 |
| <b>CO3</b> | Discuss the role of customers, vendors and employees, the key issues, the implementation methodology and the guidelines for the ERP implementation. |
| <b>CO4</b> | Explain the post implementation phase, success, failures and costs and risks of failure in ERP implementation.                                      |
| <b>CO5</b> | Explore the emerging trends in ERP.                                                                                                                 |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 3          | 3          | 2          | 3          | 2          | 1          | 3          |
| <b>CO2</b> | 3          | 3          | 3          | 3          | 3          | 2          | 1          | 3          |
| <b>CO3</b> | 3          | 3          | 2          | 3          | 2          | 3          | 1          | 3          |
| <b>CO4</b> | 3          | 3          | 2          | 3          | 2          | 3          | 1          | 3          |
| <b>CO5</b> | 3          | 3          | 3          | 2          | 3          | 3          | 1          | 3          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                        | Hrs | COs |
|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | Introduction<br>Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology – Issues to be consider in planning design and implementation of cross functional integrated ERP systems.                                        | 8   | CO1 |
| 2     | ERP Solutions and Functional Modules<br>Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR, and best business practices - Business process Management, Functional modules.                                      | 8   | CO2 |
| 3     | ERP Implementation<br>Planning Evaluation and selection of ERP systems - Implementation life cycle – ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation-Consultants, Vendors and Employees. | 8   | CO3 |
| 4     | Post Implementation<br>Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.                                                                                                                       | 8   | CO4 |
| 5     | Emerging Trends on ERP<br>Extended ERP systems and ERP add-ons - CRM, SCM, Business analytics - Future trends in ERP systems- web enabled, Wireless technologies, cloud computing.- SAP modules                                                           | 8   | CO5 |

## REFERENCES

1. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India,
2. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill,
3. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill,
4. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India,
5. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India.



## BIG DATA TECHNOLOGY

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                  |
|------------|--------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Work with big data platform and explore the big data analytics techniques business applications. |
| <b>CO2</b> | Apply the fundamentals of various big data analytics techniques.                                 |
| <b>CO3</b> | Analyze the HADOOP and Map Reduce technologies associated with big data analytics.               |
| <b>CO4</b> | Design efficient algorithms for mining the data from large volumes                               |
| <b>CO5</b> | Differentiate various big data technologies like Hadoop , Pig, Hive, Hbase and No-SQL            |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 3          | 3          | 2          | 3          | 2          | 1          | 3          |
| <b>CO2</b> | 3          | 3          | 3          | 3          | 3          | 2          | 1          | 3          |
| <b>CO3</b> | 3          | 3          | 2          | 3          | 2          | 3          | 1          | 3          |
| <b>CO4</b> | 3          | 3          | 2          | 3          | 2          | 3          | 1          | 3          |
| <b>CO5</b> | 3          | 3          | 3          | 2          | 3          | 3          | 1          | 3          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                   | Hrs | COs |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | Introduction to Big Data-<br>Introduction-distributed file system-Big Data and its importance, Four Vs, Drivers for Big Data, Big data analytics, Big data application. Algorithms using map reduce, Matrix-Vector Multiplication by Map Reduce.                                                                                                                                     | 8   | CO1 |
| 2     | Introduction Hadoop<br>Big Data- Apache Hadoop & Hadoop Ecosystem- Moving Data in and out of Hadoop- Understanding inputs and outputs of Map Reduce- Data Serialization.                                                                                                                                                                                                             | 8   | CO2 |
| 3     | Hadoop Architecture<br>Hadoop Architecture, Hadoop Storage: HDFS, Common Hadoop Shell commands, Anatomy of File Write and Read., NameNode, Secondary NameNode, and DataNode, Hadoop Map reduce paradigm, Map and Reduce tasks, job, Task trackers- Cluster Setup- SSH & Hadoop Configuration – HDFS Administering- Monitoring & Maintenance.                                         | 8   | CO3 |
| 4     | Hadoop Ecosystem And Yarn<br>Hadoop ecosystem components- Schedulers- Fair and Capacity, Hadoop 2.0 New Features- Name Node High Availability, HDFS Federation. MRv2, YARN, Running MRv1 in YARN                                                                                                                                                                                     | 8   | CO4 |
| 5     | Hive and Hive OI, HBase<br>Hive Architecture and Installation, Comparison with Traditional Database, HiveQL- Querying Data- Sorting and Aggregating, Map Reduce Scripts, Joins & Sub queries, Hbase concepts-Advanced usage, schema design, advance indexing-PIG, Zookeeper- How it helps in monitoring a cluster, Hbase uses zookeeper and how to build application with zookeeper. | 8   | CO5 |

## REFERENCES:

1. Boris Lunlinsky, Kevin.T.Smith, Alexey Yakubovich, "Professional Hadoop Solutions", Wiley.
2. Chris Eaton, Dirk Deroos et al., "Understanding Big Data", McGraw Hill,2012.
3. Tom White, "HADOOP: The definitive Guide", O Reilly 2012.
4. Frank J Ohlhorst "Big Data Analytics: Turning Big Data into Big Money", Wiley and SAS Business Series, 2012
5. Colleen Mccue, "Data Mining and Predictive Analysis: Intelligence Gathering and Crime Analysis", Elsevier, 2000

## DATA MINING AND WAREHOUSING

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                 |
|------------|-------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Analyze the basic concepts of data warehousing and the required skills to develop and use them. |
| <b>CO2</b> | Apply the methods and techniques for preprocessing of data.                                     |
| <b>CO3</b> | Describe the designing of Data Warehousing to solve the root problems.                          |
| <b>CO4</b> | Explain different methodologies used in data mining and data ware housing                       |
| <b>CO5</b> | Compare different approaches of data ware housing and data mining with various technologies.    |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 3          | 3          | 2          | 2          | 3          | 1          | 3          |
| <b>CO2</b> | 3          | 3          | 2          | 2          | 3          | 2          | 1          | 3          |
| <b>CO3</b> | 3          | 3          | 2          | 3          | 3          | 2          | 1          | 3          |
| <b>CO4</b> | 3          | 3          | 2          | 2          | 2          | 2          | 2          | 3          |
| <b>CO5</b> | 3          | 3          | 3          | 3          | 3          | 3          | 2          | 3          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                 | Hrs | COs |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | Introduction: The Evolution Of Data Warehousing (The Historical Context), The Data Warehouse - A Brief History, Characteristics, Operational Database Systems and Data Warehouse (OLTP & OLAP), Today's Development Environment.                                   | 9   | CO1 |
| 2     | Data Processing<br>Data Marts, Metadata, Multidimensional Data Models: Types of Data and Their Uses, from Tables and Spreadsheets to Data Cubes, Identifying Facts and Dimensions, Designing Fact Tables                                                           | 8   | CO2 |
| 3     | Data warehouse<br>Principles of Data Warehousing(Architecture and Design Techniques):System Processes, Data Warehousing Components, Architecture for a warehouse, Three-tier Data Warehouse Architecture, Steps for the design and construction of Data Warehouses | 8   | CO3 |
| 4     | Data Mining<br>Data Mining: Introduction: Motivation, Importance, Knowledge Discovery Process, KDD and Data Mining, Classification of data mining systems, Major issues, from Data warehousing to data Mining.                                                     | 7   | CO4 |
| 5     | Data Integration<br>Data Integration and Transformation, Data Reduction, Data Warehouse and OLAP Technology for Data Mining: data warehouse, Architecture, Implementation, Data warehouse usage.                                                                   | 8   | CO5 |

### TEXT BOOKS

1. Krzysztof J. Cios, Witold Pedrycz, Roman W. Swiniarski, "Data mining: A Knowledge Discovery Approach", Springer, 2007.

### REFERENCES

1. Hand D. J. , Heikki Mannila, Padhraic Smyth, "Principles of data mining" MIT Press, 2001.
2. Soumen Chakrabarti, Earl Cox, Ian H. Witten, Morgan Kaufmann, "Data mining: know it all ", 2008

## CLOUD COMPUTING

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                            |
|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Describe the key technologies, architecture, strengths, limitations and applications of cloud computing and explain the types and service models of cloud. |
| <b>CO2</b> | Deploy applications over commercial cloud computing infrastructures such as Amazon Web Services, Windows Azure, and Google AppEngine.                      |
| <b>CO3</b> | Communicate through cloud for the management and improvement of business or an organisation.                                                               |
| <b>CO4</b> | Understand different CPU, memory and I/O virtualization techniques that serve in offering software, computation and storage services on the cloud          |
| <b>CO5</b> | Describe the core issues such as security, privacy, and interoperability in cloud platform.                                                                |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 3          | 3          | 2          | 3          | 2          | 1          | 3          |
| <b>CO2</b> | 3          | 3          | 3          | 3          | 3          | 2          | 1          | 3          |
| <b>CO3</b> | 3          | 3          | 2          | 3          | 2          | 3          | 1          | 3          |
| <b>CO4</b> | 3          | 3          | 2          | 3          | 2          | 3          | 1          | 3          |
| <b>CO5</b> | 3          | 3          | 3          | 2          | 3          | 3          | 1          | 3          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                       | Hrs | COs |
|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | Cloud-definition, Benefits, Usage Scenarios, History of Cloud Computing - Cloud Architecture - Types of Clouds - Business models around Clouds – Major Players in Cloud Computing - Issues in Clouds - Eucalyptus - Nimbus - Open Nebula, CloudSim.                                                                                      | 8   | CO1 |
| 2     | Types of Cloud services: Software as a Service - Platform as a Service – Infrastructure as a Service - Database as a Service - Monitoring as a Service – Communication as services. Service Providers- Google, Amazon, Microsoft Azure, IBM, Salesforce.                                                                                 | 8   | CO2 |
| 3     | Email Communication over the Cloud - CRM Management - Project Management- Event Management - Task Management – Calendar - Schedules - Word Processing – Presentation – Spreadsheet - Databases – Desktop - Social Networks and Groupware.                                                                                                | 8   | CO3 |
| 4     | Need for Virtualization – Pros and cons of Virtualization – Types of Virtualization –System Vm, Process VM, Virtual Machine monitor – Virtual machine properties - Interpretation and binary translation, HLL VM - Hypervisors – Xen, KVM , VMWare, Virtual Box.                                                                         | 8   | CO4 |
| 5     | Security in Clouds: Cloud security challenges – Software as a Service Security, Common Standards: The Open Cloud Consortium – The Distributedmanagement Task Force – Standards for application Developers – Standards for Messaging – Standards for Security, End user access to cloud computing, Mobile Internet devices and the cloud. | 8   | CO5 |

### TEXT BOOKS

1. John Rittinghouse & James Ransome, Cloud Computing, Implementation, Management and Strategy, CRC Press, 2010.
2. Michael Miller, Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Que Publishing, August 2008.
3. James E Smith, Ravi Nair, Virtual Machines, Morgan Kaufmann Publishers, 2006.

### REFERENCE BOOKS

1. David E.Y. Sarna Implementing and Developing Cloud Application, CRC press 2011.
2. Lee Badger, Tim Grance, Robert Patt-Corner, Jeff Voas, NIST, Draft cloud computing synopsis and recommendation, May 2011.
3. Anthony T Velte, Toby J Velte, Robert Elsenpeter, Cloud Computing : A Practical Approach, Tata McGraw-Hill 2010.
4. Haley Beard, Best Practices for Managing and Measuring Processes for On demand Computing, Applications and Data Centers in the Cloud with SLAs, Emereo Pty Limited, July 2008.
5. G.J.Popek, R.P. Goldberg, Formal requirements for virtualizable third generation Architectures, Communications of the ACM, No.7 Vol.17, July 1974.

# SUPPLY CHAIN MANAGEMENT ELECTIVES

## TRANSPORTATION AND WAREHOUSING MANAGEMENT

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                                                                        |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Understanding basics of Transportation and its importance in a Supply Chain with efficient operational methods.                                                                                        |
| <b>CO2</b> | Analyzing the concept of Multimodal transport and its role in a global business environment.                                                                                                           |
| <b>CO3</b> | Determine the concept of Warehouse and its role in improving efficiency of a supply chain.                                                                                                             |
| <b>CO4</b> | Understanding the requirement, selection, maintenance and precautions for materials handling equipments. Its role in smooth functioning of Warehouse operations and support element to Transportation. |
| <b>CO5</b> | Enhance how the usage and updating of technology helps in improving the efficiency of transport and warehousing operations.                                                                            |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 1          | 0          | 1          | 0          | 1          | 1          | 0          |
| <b>CO2</b> | 3          | 1          | 0          | 2          | 0          | 1          | 2          | 0          |
| <b>CO3</b> | 3          | 1          | 0          | 2          | 0          | 1          | 1          | 3          |
| <b>CO4</b> | 3          | 1          | 0          | 1          | 3          | 1          | 2          | 3          |
| <b>CO5</b> | 3          | 1          | 0          | 1          | 0          | 1          | 1          | 3          |

| S. No                                                                                               | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Hrs | COs |
|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1                                                                                                   | Unit I Transportation<br>Role in a Supply Chain. Relationship with other Supply Chain Functions. Modes and Carrier Selection. Routing and Scheduling. Cost controlling – Milk Run, Cross Docking etc. Transport Pricing -Modern Freight Tariffs, Freight Bills and Freight Claims. Transportation Insurance.                                                                                                                                                                                                                   | 9   | CO1 |
| 2                                                                                                   | Unit II Multimodalism<br>Introduction. Growth and Components. Physical multi modal operations– Inter relationship of transport mode. Specialised container equipments – FCL, LCL and Customs facilitation, Tracking the Container Fleet. Railway networks. Airline Schedule Planning, IATA. Maritime industries. Indian Multimodal Act-1993. Conventions related to Multi modal transport - Cargo liability conventions, Conventions relating to Dangerous Goods, Customs conventions- Statutory Regulations and Restrictions. | 9   | CO2 |
| 3                                                                                                   | Unit III Warehousing<br>Types of Warehouses. Decisions for operation. Selection of Location. Layout of a Warehouse. Space determination. Functions. Shelf-Life Management. Role of Warehouse in Distribution. Transshipment – Break Bulk / Mixing. Picking methods – Single Order, Batch, Wave and Zone. Inventory management methods – LIFO,LIFO,FIFO, FEFO. Return Goods Handling.                                                                                                                                           | 9   | CO3 |
| 4                                                                                                   | Unit IV Materials Handling<br>Concept of Materials Handling and its need. Types of Materials Handling. Equipment – Preliminary considerations and selection criteria. Elevating equipments – Cranes, Conveyor systems. AGVs, AS/RS. Palletisation. Equipment replacement policy. Safety regulations – OSHA.                                                                                                                                                                                                                    | 9   | CO4 |
| 5                                                                                                   | Unit V Role of Technology<br>Usage of IT applications in Transportation - ITMS, Automatic Vehicle Location System, Geographic Information Systems, Navigation and Fleet Management. Usage of WMS in managing warehouse operations. Digital Identification – Barcodes, RFID. Application of IoT, ML and AI in Warehousing. Collaborative Robot(COBOT), Robotic Process Automation (RPA)                                                                                                                                         | 9   | CO5 |
| Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies and Expert Talk. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |     |     |

### TEXT BOOKS

1. Practical Guide to Transportation & Logistics – Michael B Stroh.
2. Handbook of Logistics & Distribution Management –Alan Rushton, John Oxley – (Kogan Page)
3. Logistics Engineering and Management - Blanchard, B.S., Prentice - Hall, 2018
4. Warehouse Distribution & Operations Handbook – David E Mulcahy –(McGraw Hill)



## REFERENCES

1. Handbook of Logistics & Multimodal Transport – (Institute of Chartered Ship Brokers)
2. Air Transport – Lyth.P.J.
3. Integrated Transport – Givoni.
4. Logistics & Supply Chain Management – G. Raghuram, N. Rangaraj – MACMILLAN
5. A Textbook on Container & Multimodal Transport Management – Dr. K.V. Hariharan – Shroff Publishers.
6. Containerisation, Multimodal Transport and Infrastructure Development in India – Dr. K.V.Hariharan – Shroff Publishers.
7. A Practical Guide to Logistics: An Introduction to Transport, Warehousing and Distribution – Jerry Redd
8. Logistics Transportation Systems – MD Sardar – Elsevier.
9. Logistics Management for International Business - P. Sudalaimuthu - PRENTICE HALL

## INTEGRATED SUPPLY CHAIN MANAGEMENT

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                          |
|------------|--------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Understanding the overview of a supply chain and the latest trends in making it more efficient and performance oriented. |
| <b>CO2</b> | Identify the new trends in sourcing for domestic and international Customer.                                             |
| <b>CO3</b> | Discuss on cost centre, how to efficiently manage materials in a supply chain.                                           |
| <b>CO4</b> | Design the major role in integrating supply chain is Information. Understanding how it can be conscientiously done.      |
| <b>CO5</b> | Effectively manage a Supply Chain and profitability of Business                                                          |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 3          | 1          | 1          | 0          | 1          | 1          | 1          |
| <b>CO2</b> | 3          | 2          | 0          | 1          | 0          | 1          | 1          | 2          |
| <b>CO3</b> | 3          | 2          | 2          | 1          | 0          | 1          | 1          | 2          |
| <b>CO4</b> | 3          | 2          | 2          | 1          | 0          | 1          | 1          | 2          |
| <b>CO5</b> | 3          | 3          | 2          | 1          | 0          | 2          | 1          | 2          |

| S. No                                                                                               | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                  | Hrs | COs |
|-----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1                                                                                                   | Unit I Concepts of a Supply Chain<br>Basics of Supply Chain Management. Value Chain – Functions and Contributions. Supply Chain Effectiveness and Indian Infrastructure. Supply Chain Relationships – Strategic alliances. Transparency for long term decisions. 5S practices in a Supply Chain. Supply Chain Flows: Material / Cash / Information. Supply Chain 4.0                                                                | 9   | CO1 |
| 2                                                                                                   | Unit II Strategic Sourcing<br>Sourcing Decisions in a Supply Chain – Risks and Benefits. Concept of Strategic Sourcing Focus and Principles. Difference between Procurement and Strategic Sourcing. Four pillars of Strategic Sourcing. Need for outsourcing. Third Party/ Retailer-Supplier partnerships. Framework for Make or Buy Decisions. Efficient Customer Response.                                                        | 8   | CO2 |
| 3                                                                                                   | Unit III Managing Material Flow<br>Categories of Material Flow in a Supply Chain – External and Internal. How can it be improved. Bill of Materials, MRP, Forecasting techniques. Inventory Management systems, Replenishment, FG / WIP / Spare parts Inventory. Multi-Echelon system. How to manage surplus. Roles and Responsibilities of a Demand Planner.                                                                       | 8   | CO3 |
| 4                                                                                                   | Unit IV Managing Information Flow<br>Basic flows for Supply Information, How to improve information flow in a supply chain, Relationship between material and information flows, Role of IT in a Supply Chain – Transaction execution, Decision support. Application of identification systems, Coding, Automation, ERP. Dashboard – its importance in a Supply Chain. Role of ML, IoT and AI in improving Supply Chain Efficiency. | 8   | CO4 |
| 5                                                                                                   | Unit V Integration of Supply Chain Elements<br>Internal and External integration. Relationship building – CRM, SRM. Agile and Lean Supply Chains. Restructuring a Supply Chain. Conflict Resolution in a Supply Chain. Controlling Supply Chain Cost – Pricing and Revenue Management.                                                                                                                                              | 7   | CO5 |
| Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies and Expert Talk. |                                                                                                                                                                                                                                                                                                                                                                                                                                     |     |     |

## TEXT BOOKS

- 1) Supply Chain Management - Sunil Chopra & Peter Meindl – (Pearson Education Asia)
- 2) Designing & Managing Supply Chain-David Simchi-Levi & Others- (Tata McGraw Hill)
- 3) Logistics & Supply Chain Management - G. Raghuram, N. Rangaraj.
- 4) Supply Chain Management & Advanced Planning – Hartmut Staedtler (Springer).

## REFERENCES

- 5) Fundamentals of Logistics & Supply Chain Management – Douglas W Lambert - Irwin McGraw Hill.
- 6) Competing through Supply Chain Management – Ross.D.F – Chapman & Hall
- 7) Supply Chain Management – Text & Cases - Janat Shah – (Pearson Education)
- 8) The integrated supply chain process in Logistics Management- David Bowersox and Donald Closs- McGraw-Hill.
- 9) Introduction to Operations & Supply Chain Management – Cecil Bozrath&Robert - B.Handfield
- 10) Operations and Supply Chain Management Essentials You Always Wanted to Know – Asley Mc Donough – Vibrant Publishers.

## PURCHASING MANAGEMENT

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                              |
|------------|--------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Understanding an important aspect of Supply Chain.                                                           |
| <b>CO2</b> | Understanding that the backbone of supply chain is Supplier and how to improve their performance to benefit. |
| <b>CO3</b> | Determine the activities that controls pricing, balancing the performance of Supplier.                       |
| <b>CO4</b> | Describe the basic aspects of foreign purchasing.                                                            |
| <b>CO5</b> | Describe the basic legal requirements and formalities.                                                       |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 3          | 1          | 1          | 0          | 1          | 0          | 1          |
| <b>CO2</b> | 3          | 2          | 1          | 0          | 0          | 1          | 0          | 1          |
| <b>CO3</b> | 3          | 2          | 1          | 1          | 0          | 1          | 1          | 1          |
| <b>CO4</b> | 3          | 2          | 0          | 0          | 0          | 1          | 1          | 1          |
| <b>CO5</b> | 3          | 3          | 0          | 1          | 0          | 1          | 1          | 1          |

| S. No                                                                                               | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                      | Hrs | COs |
|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1                                                                                                   | Unit I Basics of Purchasing<br>Evolution, Scope and Objectives - Interface with other functions. Policy and Procedures. 5 R's of Purchasing. 4 types of Purchasing. Purchase Orders. Methods of purchasing, Purchase cycle, Cost reduction through better purchase management, Impact of purchasing on profitability and Spend analysis, Supplier payments. Elements of procurement information system. | 9   | CO1 |
| 2                                                                                                   | Unit II Supplier Selection<br>Various stages of Vendor management and its effectiveness. Selection and Development – location, reserve capacity, technological capability, inspection. Supplier evaluation and rating- Supplier scorecard. Classification and New product development.                                                                                                                  | 8   | CO2 |
| 3                                                                                                   | Unit III Negotiation<br>Negotiation - Setting objectives and strategy. Basis of formulating negotiation techniques. Negotiation process and mastery. Contract negotiations- objectives, stages and decision making.                                                                                                                                                                                     | 7   | CO3 |
| 4                                                                                                   | Unit IV Managing Imports<br>Overview of customs procedures. Basic laws and regulations. Insurance. Paperless Customs communication: E-gate pass / PDF shipping bill, ICEGATE, PCS; Cabotage. Import compliance.                                                                                                                                                                                         | 7   | CO4 |
| 5                                                                                                   | Unit V Laws Governing Purchase<br>Types of Law - Sources, Contractual Terms-Classification, Exclusion Clauses. Principles of Tort – Policy Considerations, Remedies, Strict Liability, Supplier contracts - Long term agreement / Purchase agreements, Contracts administration. Governmental and Legal Influences. Gradual adoption of digital routes. Arbitration.                                    | 9   | CO5 |
| Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies and Expert Talk. |                                                                                                                                                                                                                                                                                                                                                                                                         |     |     |

## TEXT BOOKS

1. Global Operations & Logistics: Text & Cases-Dornier.P,R.Ernest,M.Fender – John Wiley
2. Designing & Managing Supply Chain-Concepts, Strategies – David Simchi-Levi & Others-Tata-McGraw- Hill
3. Supply Chain Management -Text & Cases - Janat Shah –Pearson Education
4. Introduction to Operations & Supply Chain Management – Cecil Bozarth & Robert B. Handfield

## REFERENCES:

5. Mastering Import & Export Management - Thomas A. Cook, Kelly Raia, Rennie Alston – Thrift Books.
6. Export - Import and Logistics Management – Usha Kiran Rai – Kindle Books
7. Export Import Procedures and Documentation – Thomas E Johnson, Donna L Bade –
8. Foreign Trade and Export-Import Policy of India – Madhusudana H S – Jain Books.
9. Contract Law & Practice – David K DeWolf – Thomson West.

## TOTAL QUALITY MANAGEMENT

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                  |
|------------|------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Relate Philosophies of Quality Management with organization performance                                          |
| <b>CO2</b> | Demonstrate tools and techniques of Quality Management and Implementation                                        |
| <b>CO3</b> | Analyze the various types of techniques are used to measure quality and create customer satisfaction             |
| <b>CO4</b> | Use quality management methods analyzing and solving problems of organization;                                   |
| <b>CO5</b> | Critically appraise the organizational, communication and teamwork requirements for effective quality management |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 0          | 0          | 0          | 0          | 1          | 0          | 1          |
| <b>CO2</b> | 3          | 3          | 3          | 2          | 2          | 1          | 1          | 1          |
| <b>CO3</b> | 3          | 3          | 0          | 1          | 0          | 1          | 1          | 1          |
| <b>CO4</b> | 3          | 0          | 0          | 2          | 0          | 1          | 1          | 1          |
| <b>CO5</b> | 3          | 3          | 0          | 1          | 0          | 1          | 1          | 1          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                  | Hrs | COs      |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------|
| 1     | Basics of TQM, Gurus of TQM, Quality-definition & dimensions, Barriers to TQM, Deming Philosophy, Quality Statements, Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Employee Involvement—empowerment, effective teams, suggestion systems, Performance appraisals & rewarding practices                                                                                             | 9   | CO1      |
| 2     | KAIZEN- Continuous Process Improvement, Juran Trilogy, PDSA / PDCA Cycle, 5S, Reengineering, Benchmarking-process & pitfalls, The seven tools of quality, Control Charts for improving Process capability, New seven Management tools, Quality circle.                                                                                                                                                                              | 9   | CO2      |
| 3     | SIX SIGMA-process, DMAIC / DMADV, LEAN Management - Value Stream, Flow, Pull, Single Minute Exchange of Dies (SMED); LEAN SIX SIGMA                                                                                                                                                                                                                                                                                                 | 9   | CO3      |
| 4     | Supplier Partnership – Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures, Benchmarking; Quality Management Systems- ISO 9000:2000, TS 16949, ISO 14000 – Concept, Requirements, Benefits, Documentation, Quality Auditing                                                                                                                                                   | 9   | CO4, CO5 |
| 5     | Quality Function Deployment (QFD) – Kano's model of customer satisfaction, House of Quality-Voice of the customer, Planning Matrix, Voice of the Organization, technical correlations, Technical descriptors, Targets ; QFD Process, Benefits, Applications of QFD; Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, Failure Mode and Effect Analysis (FMEA) – Stages, documentation | 9   | CO5      |

#### TEXT BOOKS:

1. Besterfield, Total Quality Management, 5e Pearson Education India 2018
2. Charantimath, Total Quality Management, 5e Pearson Education India 2017
3. Quality Management, Donna C. Summers, 2nd Edition, Pearson Publishing, 2015

#### REFERENCE BOOKS:

1. James R. Evans & William M. Lidsay, "The Management and Control of Quality", (5th Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).
2. Feigenbaum. A.V. "Total Quality Management", McGraw-Hill, 1991.
3. Oakland. J.S. "Total Quality Management", Butterworth Heinemann Ltd., Oxford, 1989.
4. Narayana V. and Sreenivasan, N.S. "Quality Management – Concepts and Tasks", New Age International 1996.
5. Zeiri. "Total Quality Management for Engineers", Wood Head Publishers, 1991



## INTERNATIONAL LOGISTICS AND MANAGEMENT OF GLOBAL SUPPLY CHAIN

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                           |
|------------|---------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Understands the structure and how to enter the global business arena.                                                     |
| <b>CO2</b> | To perform in a global network for the last-mile-delivery in line with customer expectations.                             |
| <b>CO3</b> | Determine the functions where safety of the goods in transit is important.                                                |
| <b>CO4</b> | Discuss the important element both in Local and Global Logistics scenario. An important aid to Multimodal Transportation. |
| <b>CO5</b> | Analyze the legal and practical aspects of exports which has a major role in a global supply chain.                       |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 1          | 0          | 1          | 0          | 1          | 1          | 2          |
| <b>CO2</b> | 3          | 1          | 0          | 1          | 0          | 1          | 1          | 2          |
| <b>CO3</b> | 3          | 1          | 0          | 1          | 0          | 2          | 1          | 2          |
| <b>CO4</b> | 3          | 1          | 0          | 1          | 0          | 1          | 1          | 2          |
| <b>CO5</b> | 3          | 1          | 0          | 1          | 0          | 1          | 1          | 2          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Hrs | COs |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | Unit I Concepts of Global Supply Chain<br>Supply Chain Management and Logistics in a Global economy. International Trade-Governmental and Legal Influences- Economic and Geographic Influences - Currency and Risk Management. Objectives for Global Procurement. Strategies to enter global market – Barriers to global Logistics, Logistics information systems. Cost Trade-Off, Order Delivery lead Time, Linking Supply Chain to Business Performance. Green procurement. CPFR (Collaborative Planning, Forecasting and Replenishment).                                                                               | 8   | CO1 |
| 2     | Unit II International Logistics<br>Logistics as carrier of globalisation-Micro Environmental factors-their issues for Logistics with economic/social relevance. AFMS (Advanced Fleet Management System) - Monitoring, Controlling and Vehicle Operations - Benefits to User / Fleet Owner. Intelligent Transport Systems, Asset Cargo Tracking project, Border Wizard. Transportation Security Initiatives and Role of Technology - Radiation Detection Pagets, X-Ray inspection systems, Gamma ray inspection systems. Role of Service Providers – 3PL / 4PL. Decision Support Tools.                                    | 9   | CO2 |
| 3     | Unit III Packaging<br>Concept of Packaging-History, Customer Service and its need and importance. Principles of Packaging - Role, Cost, Latest Trends, Economics. Packaging Materials. Packaging for Markets. Packaging standards – Indian and International.                                                                                                                                                                                                                                                                                                                                                             | 6   | CO3 |
| 4     | Unit IV Containerisation<br>The beginning of the container revolution and changes in Liner Trades in the modern supply chain and global trade. Types of Containers. Container characteristics- ISO standards - Container terminology - Marks and numbers. Stuffing and Destuffing. Container seals and securing techniques. Role of Container Terminals – Infrastructure and layout of container terminals, CFS and ICDs. Types and purpose of equipment used in container terminals. Terminal Automation.                                                                                                                | 8   | CO4 |
| 5     | Unit V Managing Exports<br>Customs Act – other acts relating to export. Formalities for commencing / processing of an export order. Export documentation – role of ECGC in export promotion. Terms of shipment. INCO terms. UCPDC (Uniform Customs Procedure Document Credit) – importance - role and provisions. Export Promotion council - Role and Functions. Commodity boards, Directorates of commercial intelligence and statistics, Indian trade promotion organization, IIFT. Types of exporters-Registration of exporters. Facilities available to EOUs, SEZs and Duty Drawback procedures and other incentives. | 9   | CO5 |

### **TEXT**

1. International logistics – Woods.D, A.Barone, P.Murphy,D.Wardlow – Chapman&Hall
2. Global Operations & Logistics: Text & Cases-Dornier.P, R.Ernest,M.Fender – John Wiley
3. International Management - Richard M. Hodges & Fred Luthans,
4. International Business - Michael R. Zinkota, Ilkka A Ronkainen, Michael H. Moffet,

### **REFERENCES**

5. International Business - John D. Daniels & Lee H. Radebaugh.
6. Logistics Management – Concept and Cases – Pramod Rao – ICFAI Books.
7. International Journal of Research in Commerce, IT, and Management.
8. Port Operations and Container Terminal Management – Evrim Ursavas Guldogan – Wiley.
9. Export-Import and Logistics Management - Usha Kiran Rai - ASOKE publication.
10. Export / Import Procedures and Documentation - T E. Johnson, D L. Bade - AMACOM publication.

## SUPPLY CHAIN ANALYTICS

|                    |                  |                  |             |
|--------------------|------------------|------------------|-------------|
| <b>Course Code</b> | <b>:</b>         | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b> | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>      | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                                              |
|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Demonstrate an understanding of the core components and data management techniques in supply chains, and apply inventory models to optimize stock levels and performance.    |
| <b>CO2</b> | Apply optimization tools and principles of network design to develop efficient supply chain networks under both deterministic and uncertain conditions.                      |
| <b>CO3</b> | Utilize predictive analytics, machine learning, and simulation techniques to support data-driven decision-making in supply chain operations.                                 |
| <b>CO4</b> | Analyze and design technology-enabled supply chains that support omnichannel operations, last-mile delivery, and digital transformation using tools like blockchain and IoT. |
| <b>CO5</b> | Evaluate and integrate sustainability principles and circular supply chain practices to align with environmental, social, and economic goals.                                |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 2          | 0          | 1          | 0          | 0          | 0          | 1          |
| <b>CO2</b> | 3          | 3          | 1          | 1          | 0          | 2          | 0          | 1          |
| <b>CO3</b> | 3          | 3          | 1          | 1          | 0          | 1          | 1          | 2          |
| <b>CO4</b> | 2          | 2          | 1          | 2          | 1          | 1          | 2          | 2          |
| <b>CO5</b> | 2          | 2          | 1          | 3          | 1          | 1          | 3          | 2          |

| S. No                                                                                                            | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Hrs | COs |
|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1                                                                                                                | <b>Foundations of Supply Chain Analytics</b> - Introduction to Supply Chain - Understanding the core processes and structures of supply chains - Data Collection and Management-Techniques for gathering, cleaning, integrating, and storing supply chain data - Big Data Technologies: Application of big data tools in managing supply chain data - Inventory Management - Inventory Models- EOQ, Safety Stock and Reorder Points- Multi-Echelon Inventory Optimization. | 10  | CO1 |
| 2                                                                                                                | <b>Network Design and Optimization</b> - Principles of Network Design, Optimization Models and Tools (e.g., Excel Solver) and Design Under Uncertainty. <b>Transportation and Logistics</b> - Transportation Models and Cost Optimization - Logistics Management and Distribution Strategies - Role of Technology in Transportation and Logistics                                                                                                                          | 10  | CO2 |
| 3                                                                                                                | <b>Supply Chain Analytics Techniques</b> - Predictive Analytics and Modeling, Machine Learning Techniques - Decision Analysis Tools: Decision Trees, Monte Carlo Simulations                                                                                                                                                                                                                                                                                               | 8   | CO3 |
| 4                                                                                                                | <b>E-commerce Supply Chain &amp; Fulfillment:</b> - Last Mile Logistics, Quick Commerce, Omni-channel Operations and Supply Chain. Digital Supply Chains - Role of Blockchain, AI in Digital Transformation, Internet of Things, Enablers (Clouds, Platforms, Digital Twins), Digital Purchasing.                                                                                                                                                                          | 9   | CO4 |
| 5                                                                                                                | <b>Sustainable Supply Chain Transformation</b> - Introduction to Triple Bottom Line and SDGs - Sustainable Supply Chains and Value Chain Mapping - 3P Metrics, Circular Supply Chain                                                                                                                                                                                                                                                                                       | 8   | CO5 |
| Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises and Seminars |                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |     |     |

## TEXTBOOKS

1. **Sunil Chopra & Peter Meindl**, Supply Chain Management: Strategy, Planning, and Operation, 7th Edition, Pearson 2019
2. **S. Thomas Foster**, Fundamentals of Supply Chain Management, SAGE India 2019
3. **Christian Albright & Wayne L. Winston**, Business Analytics: Data Analysis and Decision Making, 7th Edition Cengage Learning 2020

## REFERENCE BOOKS:

1. **David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi**, Designing and Managing the Supply Chain, 3rd Edition McGraw Hill 2007
2. **Peter W. Robertson**, Supply Chain Analytics: Using Data to Optimise Supply Chain Processes, Taylor & Francis 2020

## OPERATIONS ANALYTICS

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                      |
|------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Apply game theory and linear programming techniques to optimize decision-making in competitive and cooperative supply chain environments.            |
| <b>CO2</b> | Develop predictive models for replacement and maintenance planning, enhancing operational efficiency and cost-effectiveness in supply chain systems. |
| <b>CO3</b> | Analyze and design inventory systems using deterministic and probabilistic models to manage materials and procurement                                |
| <b>CO4</b> | Use decision-making tools such as decision trees and risk analysis to make informed supply chain and logistics decisions under uncertainty.          |
| <b>CO5</b> | Analyze queuing systems to improve service efficiency, reduce wait times, and optimize resource allocation.                                          |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 3          | 3          | 1          | 1          | 0          | 2          | 0          | 2          |
| <b>CO2</b> | 3          | 3          | 1          | 1          | 0          | 1          | 0          | 2          |
| <b>CO3</b> | 3          | 3          | 0          | 1          | 1          | 1          | 0          | 2          |
| <b>CO4</b> | 3          | 3          | 1          | 1          | 1          | 1          | 1          | 1          |
| <b>CO5</b> | 3          | 3          | 1          | 1          | 1          | 1          | 0          | 1          |

| S. No                                                                                                            | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                    | Hrs | COs        |
|------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|------------|
| 1                                                                                                                | <b>Prescriptive Analytics - Optimization</b> - Game theory: Two-person zero-sum game with saddle point – Game problems of Mixed strategy - Method of dominance – Graphic method for 2Xn or mX2 games – Mixed strategies for 3X3 game – Method of linear programming                                                                                                   |     | <b>CO1</b> |
| 2                                                                                                                | <b>Predictive Analytics</b> - Replacement Problems: Replacement models that deteriorate with time – Replacement of items whose maintenance costs increase with time and value of money also changes with time- Replacement of items that fail suddenly                                                                                                                |     | <b>CO2</b> |
| 3                                                                                                                | <b>Inventory Models</b> - Materials Management and Procurement: Inventory Problems: Deterministic model – Costs – Decision Variables-Economic order Quantity with and without shortage – Quantity discount – Probabilistic Inventory model – Inventory systems – Safety stock – Instantaneous and non- instantaneous receipt of goods – Re-order level – ABC Analysis |     | <b>CO3</b> |
| 4                                                                                                                | <b>Decision Making Models</b> - Decision Making under uncertainty - Decision making under certainty and Risk– Decision Tree - Multi-Criteria Decision Analysis (MCDA) - Supply Chain Risk Management                                                                                                                                                                  |     | <b>CO4</b> |
| 5                                                                                                                | <b>Introduction to Queuing Theory</b> – (M/M/1): ( $\infty$ /FCFS), (M/M/1): (N/FCFS), (M/M/C): ( $\infty$ /FCFS), (M/M/C): (N/FCFS) - Capacity Planning - Logistics Network Design                                                                                                                                                                                   |     | <b>CO5</b> |
| Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises and Seminars |                                                                                                                                                                                                                                                                                                                                                                       |     |            |

## TEXTBOOKS

1. **Hamdy A. Taha**, Operations Research: An Introduction, 10th Edition, Pearson Education
2. **Sunil Chopra, Peter Meindl**, Supply Chain Management: Strategy, Planning, and Operation, 7th Edition, Pearson
3. **Frederick S. Hillier, Gerald J. Lieberman**, Introduction to Operations Research, 10th Edition, McGraw-Hill Education

## REFERENCE BOOKS:

3. **David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi**, Designing and Managing the Supply Chain, 4th Edition McGraw-Hill Education
4. **S. Christian Albright, Wayne L. Winston**, Business Analytics: Data Analysis & Decision Making, 6th Edition Cengage Learning
5. **Jay Heizer, Barry Render, Chuck Munson**, Operations Management: Sustainability and Supply Chain Management, 13th Edition Pearson Publication

# ENTREPRENEURSHIP ELECTIVES

## MANAGING NEW BUSINESS INITIATIVES

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                                   |
|------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Approach problems from a human perspective, in designing innovative and desirable products.                                                       |
| <b>CO2</b> | Develop a feasible Business plan to identify, describe and analyze a business opportunity.                                                        |
| <b>CO3</b> | Analyze the business market using business canva model and value proposition design                                                               |
| <b>CO4</b> | Formulate the process for managing innovation and entrepreneurship in an organization in both turbulent and stable economic times.                |
| <b>CO5</b> | Demonstrates how to manage innovation on a day-to-day basis--using a wide range of real world scenarios and the opportunities available Globally. |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 2          | 2          | 1          | 0          | 0          | 3          | 2          | 0          |
| <b>CO2</b> | 2          | 3          | 2          | 0          | 0          | 3          | 0          | 0          |
| <b>CO3</b> | 2          | 3          | 2          | 1          | 0          | 3          | 0          | 0          |
| <b>CO4</b> | 2          | 2          | 2          | 0          | 0          | 3          | 0          | 0          |
| <b>CO5</b> | 2          | 3          | 2          | 0          | 0          | 3          | 0          | 0          |



| <b>S. No</b> | <b>CONTENTS OF MODULE</b>                                                                                                                                                                                        | <b>Hrs</b> | <b>COs</b> |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|
| 1            | The Entrepreneurial/Innovative Economy-Creativity and Innovation-Building Innovation and Entrepreneurship strategic - Design Thinking-Aspects of Design Thinking-Future Thinking                                 | 9          | CO1        |
| 2            | Developing New Product, Service and Ventures-Business Plan-Innovation Strategy and Sources of Innovation -Technology Change and Emerging Technologies                                                            | 9          | CO2        |
| 3            | Data-Driven Decisions and The Lean Startup-Business Model Canvas and Value Proposition Design - Industry, Feasibility and Market Analysis                                                                        | 9          | CO3        |
| 4            | Organisational Structure, People and Processes-Entrepreneurial Financing - Protecting your Innovation- Pitching and Presenting your business or innovation                                                       | 9          | CO3        |
| 5            | International and Domestic Innovation- Change in Business Environment - Global Market - International opportunities for Innovation and Entrepreneurship-Performance Measures of Innovation and Entrepreneurship. | 9          | CO5        |

#### **REFERENCE BOOKS:**

1. Robert D Hisrich; Claudine, Kearney, Managing innovation and entrepreneurship, Sage Publication, 2014
2. Peter Drucker, Innovation and Entrepreneurship, Butterworth Heinemann Publication, ISBN 978- 0750685085, 2007
3. David Smith, Exploring Innovation, 2nd Edition, McGraw-Hill, ISBN 978-0-077-12123-5, 2009

## MANAGEMENT PRACTICES FOR FAMILY BUSINESS

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                                                                             |
|------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CO1</b> | Design a strategic plan for a family business to progress towards a positive outcome and the common vision.                                 |
| <b>CO2</b> | Comprehend the non-financial goal of a family firm that deals with the affective endowment of family members working in the family business |
| <b>CO3</b> | Develop a process of Identifying future successors to critical roles in a family Business                                                   |
| <b>CO4</b> | Deliver Insights on how to Financially manage a family Business                                                                             |
| <b>CO5</b> | Describes about the causes and resolution strategies in the family business                                                                 |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 2          | 1          | 0          | 0          | 2          | 3          | 0          | 0          |
| <b>CO2</b> | 2          | 1          | 0          | 0          | 2          | 3          | 0          | 0          |
| <b>CO3</b> | 2          | 3          | 0          | 0          | 0          | 3          | 0          | 0          |
| <b>CO4</b> | 2          | 3          | 3          | 0          | 0          | 2          | 0          | 0          |
| <b>CO5</b> | 2          | 1          | 1          | 0          | 0          | 2          | 0          | 0          |

| <b>S. No</b> | <b>CONTENTS OF MODULE</b>                                                                                                                                                                             | <b>Hrs</b> | <b>COs</b> |
|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|
| 1            | UNIT-1<br>Defining Family Business-Types of family involvement-Economic Contribution of family firm-Strength and Weakness of family business-Governance of family firm-Ownership-Corporate Governance | 9          | CO1        |
| 2            | UNIT-2<br>Strategic Management in Family firm- Socio-emotional wealth (SEW)-Competitive advantage of the family business-Branding-Paradox perspective                                                 | 9          | CO2        |
| 3            | UNIT -3<br>Succession in the Family firm-Opportunities and Challenges of Succession option-Succession process- Valuing the firm-Financing the Succession-ESOP                                         | 9          | CO3        |
| 4            | UNIT -4<br>Financial Management in Family Business-Family Equity-Leverage, risk and firm value-Value Management-Key Financial Indicators                                                              | 9          | CO3        |
| 5            | UNIT -5<br>Relationships and Conflicts in the family firm-Types of Conflict-Conflict Management Style- Communication strategies                                                                       | 9          | CO5        |

## REFERENCE BOOKS

1. Thomas Zellweger, Managing the Family Business Theory and Practice, Edward Elgar Publishing, ISBN 9781783470716, 1783470712, 2017
2. Keanon Alderson, Understanding the Family Business, Business Expert Press, 2011

## PROJECT MANAGEMENT

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                       |
|------------|---------------------------------------------------------------------------------------|
| <b>CO1</b> | Develop the knowledge in the management of projects                                   |
| <b>CO2</b> | Develop the organizational structure and Agile project management                     |
| <b>CO3</b> | Identify the resource management Techniques using GANTT chart.                        |
| <b>CO4</b> | Develop project formulation using various tools and techniques for project appraisal. |
| <b>CO5</b> | Application of Balanced Score card and study on Project supply chain process.         |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 1          | 0          | 0          | 0          | 0          | 2          | 0          | 0          |
| <b>CO2</b> | 2          | 2          | 0          | 0          | 0          | 2          | 0          | 0          |
| <b>CO3</b> | 2          | 2          | 0          | 0          | 0          | 2          | 0          | 0          |
| <b>CO4</b> | 3          | 2          | 0          | 0          | 0          | 2          | 0          | 0          |
| <b>CO5</b> | 2          | 2          | 0          | 0          | 0          | 2          | 0          | 0          |

| <b>S. No</b> | <b>CONTENTS OF MODULE</b>                                                                                                                                                                                                                                                                          | <b>Hrs</b> | <b>COs</b> |
|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|
| 1            | UNIT I<br>Concept of project: Basic concepts, classification, characteristics of project, Project life cycle, Project management, Tools & Techniques of project management, project organization.                                                                                                  | 9          | CO1        |
| 2            | UNIT –II<br>Organizational Capability-Structure, Culture, and Roles-Types of Organizational Structures-Organizational Culture and Its Impact on Projects-Agile Project Management- Traditional Project Executive Roles-Traditional Project Management Roles                                        | 9          | CO2        |
| 3            | UNIT -3<br>Leading and Managing Project Teams-Acquire,Develop and Manage Project Team-Relationship Building Within the Core Team-Managing Project Conflicts-Scope Planning-Work Breakdown Structure (WBS)-Plan Schedule Management- Show the Project Schedule on a Gantt Chart-Resource Management | 9          | CO3        |
| 4            | UNIT -4<br>Budgeting Projects- Estimate Cost-Establishing Cost Control-Plan Risk Management-Risk Analysis- Development of Contemporary Quality Concepts-Develop Project Management Plan                                                                                                            | 9          | CO3        |
| 5            | UNIT -5<br>Determining Project Progress and Results-Plan Procurement Management-Improving Project Supply Chains- Project Balanced Scorecard Approach-Finishing the Project and Realizing the Benefits                                                                                              | 9          | CO5        |

#### **REFERENCE BOOKS:**

1. Timothy J. Kloppenborg, Vittal S. Anantatmula, Kathryn Wells, Contemporary Project Management, 4th Edition, Cengage India Publishing, 2019
2. Dr. Sanjiv MarwahMarwah, Project Management, Dreamtech Press, 2011
3. Chaturvedi & Jauhari-Project Management, Himalaya Publishing, 1st Edition, 2016

## MANAGING START UPS

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                                            |
|------------|--------------------------------------------------------------------------------------------|
| <b>CO1</b> | Describe about the social and Ethical behavior of Entrepreneurs in leading the businesses. |
| <b>CO2</b> | Develop Business plan and Design Feasibility analysis.                                     |
| <b>CO3</b> | Formulate the financial and marketing plan for business.                                   |
| <b>CO4</b> | Analyze the Equity –Debt model and the sources of funds.                                   |
| <b>CO5</b> | Apply the strategic plan for effective supply chain management.                            |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 2          | 0          | 0          | 0          | 0          | 3          | 0          | 0          |
| <b>CO2</b> | 2          | 0          | 0          | 0          | 0          | 3          | 0          | 0          |
| <b>CO3</b> | 2          | 2          | 0          | 0          | 0          | 2          | 0          | 0          |
| <b>CO4</b> | 3          | 2          | 0          | 0          | 0          | 2          | 0          | 0          |
| <b>CO5</b> | 3          | 2          | 0          | 0          | 0          | 2          | 0          | 0          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                       | Hrs | COs |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | <b>The Challenge of Entrepreneurship</b> -The Foundations of Entrepreneurship- Ethics and Social Responsibility: Doing the Right Thing- Inside the Entrepreneurial Mind: From Ideas to Reality                                                                           | 9   | CO1 |
| 2     | <b>The Entrepreneurial Journey Begins</b> -Conducting a Feasibility Analysis and Designing a Business Model- Crafting a Business Plan and Building a Solid Strategic Plan- Forms of Business Ownership and Buying an Existing Business- Franchising and the Entrepreneur | 9   | CO2 |
| 3     | <b>Launching the Business</b> -Building a Powerful Bootstrap Marketing Plan- E-Commerce and the Entrepreneur-Pricing and Credit Strategies-Creating a Successful Financial Plan-Managing Cash Flow                                                                       | 9   | CO3 |
| 4     | <b>Putting the Business Plan to Work: Sources of Funds</b> - Sources of Financing: Equity and Debt- Choosing the Right Location and Layout- Global Aspects of Entrepreneurship-Building a New Venture Team and Planning for the Next Generation                          | 9   | CO3 |
| 5     | <b>Strategic Planning and Supply Chain Management</b> -Sourcing and procurement Methods-Demand Planning and Forecasting-Logistics and Distribution Optimization of the product                                                                                           | 9   | CO5 |

#### REFERENCES:

1. Bruce R. Barringer, R. Duane Ireland, Entrepreneurship: Successfully Launching New Ventures, 6th Edition, Pearson Education, 2020
2. Kathleen R Allen, New Venture Creation, 6th Edition, South Western, 2012

## FINANCING NEW VENTURES

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                           |
|------------|---------------------------------------------------------------------------|
| <b>CO1</b> | Description about types, characteristics and myths about Entrepreneurship |
| <b>CO2</b> | Develop a business plan and competitor analysis                           |
| <b>CO3</b> | Assessing a New Venture's Financial Strength and Viability                |
| <b>CO4</b> | Preparing and Evaluating the Challenges of Growth in Entrepreneurship     |
| <b>CO5</b> | Assessing Different ways of sources of funding                            |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 2          | 1          | 0          | 0          | 0          | 3          | 0          | 0          |
| <b>CO2</b> | 2          | 1          | 0          | 0          | 0          | 3          | 0          | 0          |
| <b>CO3</b> | 2          | 1          | 0          | 0          | 0          | 3          | 0          | 0          |
| <b>CO4</b> | 2          | 1          | 0          | 0          | 0          | 3          | 0          | 0          |
| <b>CO5</b> | 2          | 1          | 0          | 0          | 0          | 3          | 0          | 0          |



| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                   | Hrs | COs |
|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | <b>UNIT-1 Introduction to Entrepreneurship</b> - characteristics of an entrepreneur, Entrepreneurial scene in India. . Types of entrepreneurship, social entrepreneurship, life cycle in entrepreneurship, general myths about entrepreneurship, Importance of business plan                                                                         | 9   | CO1 |
| 2     | <b>UNIT-2 Developing successful Business ideas</b> -Recognizing Opportunities and Generating Ideas-Feasibility Analysis-Developing an Effective Business Model- Industry and Competitor Analysis- Writing a Business Plan                                                                                                                            | 9   | CO2 |
| 3     | <b>UNIT -3 Moving from an idea to an Entrepreneurial firm</b> - Preparing the Proper Ethical and Legal Foundation- Assessing a New Venture's Financial Strength and Viability-Building a New-Venture Team-Getting Financing or Funding                                                                                                               | 9   | CO3 |
| 4     | <b>UNIT-4 Managing and growing an Entrepreneurial firm</b> - Unique Marketing Issues-The Importance of Intellectual Property-Preparing for and Evaluating the Challenges of Growth-. Strategies for Firm Growth-Franchising                                                                                                                          | 9   | CO3 |
| 5     | <b>UNIT-5 Funds for Social Innovations</b> -Different ways to get funding: Business plan competitions, challenges and winning awards-Seed stage and angel funding-Grants and donations-Crowd funding-Social enterprise incubators-Social Venture Capital firms-Debt Financing –Loan Guarantees – Pooling –Social Impact Bonds Micro Finance – Others | 9   | CO5 |

#### REFERENCE:

1. Bruce R. Barringer, R. Duane Ireland, Entrepreneurship: Successfully Launching New Ventures, 6th Edition, Pearson Education, 2020
2. Kathleen R Allen, New Venture Creation, 6th Edition, South Western, 2012

## SOCIAL ENTREPRENEURSHIP

|                    |                       |                  |             |
|--------------------|-----------------------|------------------|-------------|
| <b>Course Code</b> | <b>: MBA Elective</b> | <b>Credits</b>   | <b>: 03</b> |
| <b>L:T:P:S</b>     | <b>: 5:0:0:0</b>      | <b>CIA Marks</b> | <b>: 50</b> |
| <b>Exam Hours</b>  | <b>: 03</b>           | <b>ESE Marks</b> | <b>: 50</b> |

**Course Outcomes: At the end of the Course, the Student will be able to:**

|            |                                                                             |
|------------|-----------------------------------------------------------------------------|
| <b>CO1</b> | Knowledge about the practice of Social Entrepreneurship in India.           |
| <b>CO2</b> | Develop an Entrepreneurial Competitive Strategy                             |
| <b>CO3</b> | Comprehend the importance of Social Innovation and the Enabling Environment |
| <b>CO4</b> | Deliver Insights on Different ways to get funding.                          |
| <b>CO5</b> | Develop the quality of being a Leader in a Diverse World                    |

**Mapping of Course Outcomes to Program Outcomes:**

|            | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| <b>CO1</b> | 2          | 1          | 1          | 0          | 0          | 3          | 0          | 0          |
| <b>CO2</b> | 3          | 2          | 1          | 0          | 0          | 3          | 0          | 0          |
| <b>CO3</b> | 2          | 1          | 2          | 0          | 0          | 3          | 0          | 0          |
| <b>CO4</b> | 3          | 1          | 1          | 0          | 0          | 3          | 0          | 0          |
| <b>CO5</b> | 3          | 1          | 2          | 0          | 0          | 3          | 0          | 0          |

| S. No | CONTENTS OF MODULE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Hrs | COs |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1     | <b>UNIT -1</b><br><b>Social Entrepreneur, Social Entrepreneurship and Social Enterprises</b><br>- Meaning, definition: Social entrepreneur, social entrepreneurship, social enterprises. Characteristics of Social Entrepreneurship- Characteristics of Social Entrepreneur- social catalysts, socially aware, opportunity seeking, innovative, resourceful, accountable. Differences between Business and Social entrepreneur, Entrepreneurship and Social Entrepreneurship. Social Entrepreneurship in developing countries and in India | 9   | CO1 |
| 2     | <b>UNIT-2</b><br><b>The Social Entrepreneurship Process</b> - Social Entrepreneurship Framework-Qualities and Skills of Social Entrepreneur-Challenges in Social Entrepreneurship-Concept on entrepreneurial strategy-Developing an Entrepreneurial Competitive Strategy                                                                                                                                                                                                                                                                   | 9   | CO2 |
| 3     | <b>UNIT-3</b><br><b>Systems Thinking and Social Innovation</b> -Social Innovation and the Enabling Environment , Strategic Approaches to Social Innovation - Social Intrapreneurship, CSV & B-Corps. Agripreneurship                                                                                                                                                                                                                                                                                                                       | 9   | CO3 |
| 4     | <b>UNIT -4</b><br><b>Funds for Social Innovations</b> -Different ways to get funding :Business plan competitions, challenges and winning awards-Seed stage and angel funding-Grants and donations-Crowd funding-Social enterprise incubators-Social Venture Capital firms-Debt Financing –Loan Guarantees – Pooling –Social Impact Bonds-Micro Finance – Others                                                                                                                                                                            | 9   | CO3 |
| 5     | <b>UNIT-5</b><br><b>Strategic Leadership</b> -Leadership in a Diverse World - Developing Leaders and Planning Succession Leadership Issue for Future Entrepreneurs                                                                                                                                                                                                                                                                                                                                                                         | 9   | CO5 |

#### REFERENCE BOOKS:

1. Robert A. Philips Margret Bonefiel Ritesh Sharma, Social entrepreneurship, the next big business opportunity Global Vision Publishing House, New Delhi, 2011
2. Stephen Goldsmith, The Power of Social Innovation: How Civic Entrepreneurs Ignite Community Networks for Good, 1st Edition, 2010.
3. Lichtenstein & Plowman, The Leadership of Emergence: A Complex Systems Leadership Theory of Emergence at Successive Organizational Levels Identifying Entrepreneurial Leadership in Practice & Process: Forging a New Path, May 29, 2009

# **Ph. D. in Business Administration**

## **SYLLABUS**

# DOCTOR OF PHILOSOPHY (Ph.D.) IN BUSINESS ADMINISTRATION

## RESEARCH ADVISORY COMMITTEE (RAC)

Within one month from the date of admission, the research supervisor shall constitute a Research Advisory Committee (RAC) for each candidate and send for the approval of the University.

### The RAC shall consist of:

- a) The Research Supervisor as convener,
- b) Head of Department (Ex-officio Member). If the HOD is the Supervisor, he / she can co-opt one of the recognized supervisors from the same department or related departments in the Institution or a neighbouring Institution,
- c) One recognized Supervisor in the same discipline or related discipline from the neighbouring Institution/Department,
- d) If there is a co-supervisor, then the co-supervisor is the fourth (ex-officio) member.

The role of the RAC is to meet once in six months and review the progress of research of the candidate. This biannual meeting of RAC shall continue till the candidate submits the thesis for evaluation.

The RAC shall approve the syllabi for the course work within six months from the date of admission of the candidate as given in chapter 1, section 6 of the Revised Regulations 2021.

The RAC shall conduct the course work examination within one year from the date of admission of the candidate. It is the responsibility of the RAC to set the question paper, conduct examination and evaluation and pass the results with academic integrity as given in chapter 1, section 6 of the Revised Regulations 2021.

The RAC shall approve the synopsis and thesis of the candidate before submission.

The RAC shall also recommend cancellation of the Ph.D. registration and enrollment if the candidate does not show perceptible progress in research work as directed by the RAC. Before recommending the cancellation of Ph.D. registration and enrollment, the RAC may record its recommendation to the candidates and failure of the candidate in implementing the recommendation with regard to the research work.

## COURSE WORK

The 18-credit course work shall be treated as pre-requisite for Ph.D. registration. Normally, the entire course work shall be completed in one- semester. However, the students may be given one year time to complete the course work, that is, before the second RAC meeting.

### The curriculum design:

| Course | Course Title                        | Credit |
|--------|-------------------------------------|--------|
| I      | Research and Publication Ethics     | 2      |
| II     | Research Methodology                | 4      |
| III    | An Advanced Course in the Subject   | 6      |
| IV     | A Course relating to Research Theme | 6      |

The syllabus for “Course I Research and Publication Ethics” shall be obtained from the University.

The Institution / University Department shall facilitate the preparation of the syllabi for the other three courses, that is, Course II, III and IV. Course II shall be common for all the disciplines in a school. Course III shall be common for all the Ph.D. candidates in a Department. Course IV shall be specific for each Ph.D. candidate.

**The RAC may also suggest a Massive Open Online Course (MOOC) up to 20 per cent of the total credits, that is, 4 credits.**

The examination for each of the courses shall be for 3 hours and valued for 100 marks. The RAC shall approve the question papers with care to see whether the questions have been fairly distributed across all the modules / units from the syllabus. The course work examination is to evaluate the higher level of learning, research aptitude and research skills of the students in the specific discipline and research theme.

The Supervisor shall conduct the examination under intimation to the Head of the Institution / Department well in advance. The Supervisor shall value the answer scripts and call for the RAC meeting within two weeks to pass the results. The RAC shall scrutinize the answer scripts and approve the scheme of evaluation and pass the results.

A candidate has to obtain a minimum of 55% of marks (or an equivalent grade in the UGC 7 point scale or an equivalent grade / CGPA in a point scale wherever grading system is followed) in the course work in order to be eligible to continue in the programme and submit the Ph.D. thesis.

If a candidate has to reappear for a course, then the arrear examination shall be conducted after six months.

Soon after the RAC meeting, the Institution / Department shall send the syllabi, question papers, answer scripts mentioning award of marks and date of exam, viva voice report, mark sheets and the minutes of the RAC meeting to the University.

Candidates who completed the course work examination in M. Phil. before admission to Ph.D. in the same subject are exempted from taking courses II and III.

Candidates who completed the course work examination in M. Phil. before admission to Ph.D. and admitted to a related subject are exempted from Course II alone

Candidates who opt for inter-disciplinary research work shall take all the course works in a Department where they are admitted for Ph.D. even if they have completed course work in M.Phil. in a related subject before admission to Ph.D.

Candidates with professional degrees that are not offered by the University of Madras shall appear for all the courses in course work.

On the basis of course work examinations, provisional registration of the research scholar will be confirmed by the University.

## **COURSE I: RESEARCH AND PUBLICATION ETHICS**

**No. of Credits – 2**

**Objective:** To understand the concept and process of Business research in business environment, to know the use of tools and techniques for exploratory, conclusive and causal research, to understand the concept of measurement in empirical systems and its validity and reliability, to use statistical techniques for analysis of research data and to realize the applications of Business research.

### **THEORY**

#### **RPE 01: PHILOSOPHY AND ETHICS (3 hrs.)**

1. Introduction to philosophy: definition, nature and scope, concept, branches
2. Ethics: definition, moral philosophy, nature of moral judgements and reactions

#### **RPE 02: SCIENTIFIC CONDUCT (5 Hrs.)**

1. Ethics with respect to science and research
2. Intellectual honesty and research integrity
3. Scientific misconducts: Falsification, Fabrication, and Plagiarism (FFP)
4. Redundant publications: duplicate and overlapping publications, salami slicing
5. Selective Reporting and misrepresentation of data

#### **RPE 03: PUBLICATION ETHICS (7 HRS.)**

1. Publication ethics: definition, introduction and importance
2. Best practices / standards setting initiatives and guidelines: COPE, WAME, etc.
3. Conflicts of interest
4. Publication misconduct: definition, concept, problems that lead to unethical behaviour and vice versa, types
5. Violation of publication ethics, authorship and contributor ship
6. Identification of publication misconduct, complaints and appeals
7. Predatory publishers and journals

## **PRACTICE**

### **RPE 04: OPEN ACCESS PUBLISHING (4hrs.)**

1. Open access publications and initiatives
- 2 SHERPA/ROMEO online resource to check publisher copyright & self-archiving policies
3. Software tool to identify predatory publications developed by SPPU
4. Journal finder/journal suggestion tools viz. JANE, Elsevier journal Finder, Springer Journal suggested, etc.

### **RPE 05: PUBLICATION MISCONDUCT (4hrs.)**

#### **A. Group Discussions (2hrs.)**

1. Subject specific ethical issues, FFP, authorship
2. Conflicts of interest
3. Complaints and appeals: examples and fraud from India and abroad

#### **B. Software tools (2hrs.)**

Use of plagiarism software like Turnitin, Urkund and other open source software tools

### **RPE 06: DATABASES AND RESEARCH METRICS (7HRS.)**

#### **A. DATABASES (4HRS.)**

1. Indexing databases
2. Citation databases: Web of science, Scopus, etc

#### **B. RESEARCH METRICS (3HRS.)**

1. Impact Factor of journal as per journal Citation Report, SNIP, SJR, IPP, Cite score
2. Metrics: h-index, G index, i10 index, altmetrics



## COURSE II - RESEARCH METHODOLOGY

**No. of Credits – 4**

**Objective:** The course is designed to provide in-depth knowledge of research methodology in all fields of management and other disciplines.

| Contents                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Hrs       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <b>Unit I</b><br><b>Foundation of Research:</b> What is Research, Objectives of Research, Scientific Research, Research and Theory, Conceptual and Theoretical Models. <b>Types and Methods of Research:</b> Descriptive vs. Analytical, Applied vs. Fundamental, Quantitative vs. Qualitative, Conceptual vs. Empirical, concept of applied and basic research process, criteria of good research                                                                                                                                                                                                                                                                     | 6         |
| <b>Unit II</b><br><b>Review of Literature:</b> Importance of literature review in defining a problem, literature review-primary and secondary sources, reviews, monograph, patents, research databases, web as a source, searching the web, critical literature review, identifying gap areas from literature and research database, development of working hypothesis. <b>Planning of Research:</b> The planning Process, Selection of a Problem for Research, Formulation of the Selected Problems, Hypothesis Formation, Measurement, Research Design/Plan.                                                                                                         | 6         |
| <b>Unit III</b><br><b>Sampling:</b> Sampling Techniques or Methods, Choice of Sampling Techniques , Sample Size , Sampling and Non-Sampling Errors .<br><b>Methods and Tools of data collection:</b> Meaning and Importance of Data, Sources of Data, Use of Secondary Data , Methods of Collecting Primary Data , Observation Method ,Experimentation , Simulation, Interviewing , Panel Method, Mail Survey , Projective Technique , Sociometry. Types of Data, Construction of Schedules and Questionnaires, Measurement of Scales and Indices ,Pilot Studies and Pre-tests                                                                                         | 7         |
| <b>Unit IV</b><br><b>Qualitative Research:</b> Theorizing from qualitative data • Approaches to qualitative research • Case study research • Collecting information • Triangulation of different data sources • Analyzing data and coding • Moving from data analysis to theoretical development • Presenting the results • Tables and figures: Visual aids in qualitative data analysis <b>Field work:</b> The Nature of Field Work , Selection and Training of Investigators , Sampling Frame and Sample Selection , Field Operation , Field Administration , Editing , Classification and Coding , Transcription, Tabulation ,Introduction to Statistical Softwares | 9         |
| <b>Unit V</b><br><b>Qualitative Research Process:</b> Ontological and epistemological assumptions of qualitative research b) Consistency between research questions and methods adopted c) Selecting a qualitative research method d) Designing qualitative research: site selection, sampling, and data collection e) Data analysis: Case analysis, cross-case comparison, coding procedures<br><b>Analysis of Data :</b> Hypothesis Testing ,Correlation and Regression, Discriminant and Logit Analysis , Factor Analysis , Cluster Analysis , Multidimensional Scaling and Conjoint Analysis , Structural Equation Modeling and Path Analysis,                     | 11        |
| <b>Unit VI</b><br><b>Report writing :</b> Types of Reports, Planning of Report Writing, Research Report Format , Principles of Writing, Documentation, Writing of Report, Briefing.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 6         |
| <b>Total</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>45</b> |

**Reference Books:**

1. Business Research Methods by Donald R Cooper and Palmela Schinder. McGraw Hill, 2013
2. Advanced Research Methodology by R. Barker Bausell. Scarecrow Press, 2013
3. Research Methodology: An Introduction by Wayne Goddard, Stuart Melville. Juta and Co. Ltd, 2007
4. Research Methodology: A Guide for Researchers in Management and Social Sciences by Bill Taylor, Gautam Sinha, Taposh Ghoshal. Prentice-Hall of India Private Limited, New Delhi, 2006
5. Research design: Qualitative, quantitative, and mixed methods approaches by Creswell, J. (4th ed.) Thousand Oaks, CA: Sage, 2012
6. Multivariate Data Analysis: Pearson New International Edition PDF eBook by Joseph F. Hair, 2013

### **COURSE III**

**No. of Credits – 6**

- An Advanced Course in the Subject, that can be selected from the Core Courses available in the MBA Syllabus.

### **COURSE IV**

**No. of Credits – 6**

- A Course relating to the Research Theme

# APPENDIX

# Appendix A

## OUTCOME-BASED EDUCATION (OBE)

Outcome-Based Education (OBE) is a student-centric teaching and learning methodology in which the course delivery, assessment are planned to achieve stated objectives and outcomes. It focuses on measuring student performance i.e. outcomes at different levels.

Outcome-based education (OBE) is an educational theory that bases each part of an educational system around goals (outcomes). By the end of the educational experience each student should have achieved the goal. There is no specified style of teaching or assessment in OBE; instead classes, opportunities, and assessments should all help students achieve the specified outcomes.

There are three educational Outcomes as defined by the National Board of Accreditation.

### **Program Educational Objectives (PEOs)**

The Programme Educational Objectives of a program are the statements that describe the expected achievements of graduates in their career, and also in particular, what the graduates are expected to perform and achieve during the first few years after graduation.

### **Programme Outcomes (POs)**

Program outcomes are finer statements that designate what students are expected to be able to do by the time of graduation. POs are expected to be aligned closely with Graduate Attributes.

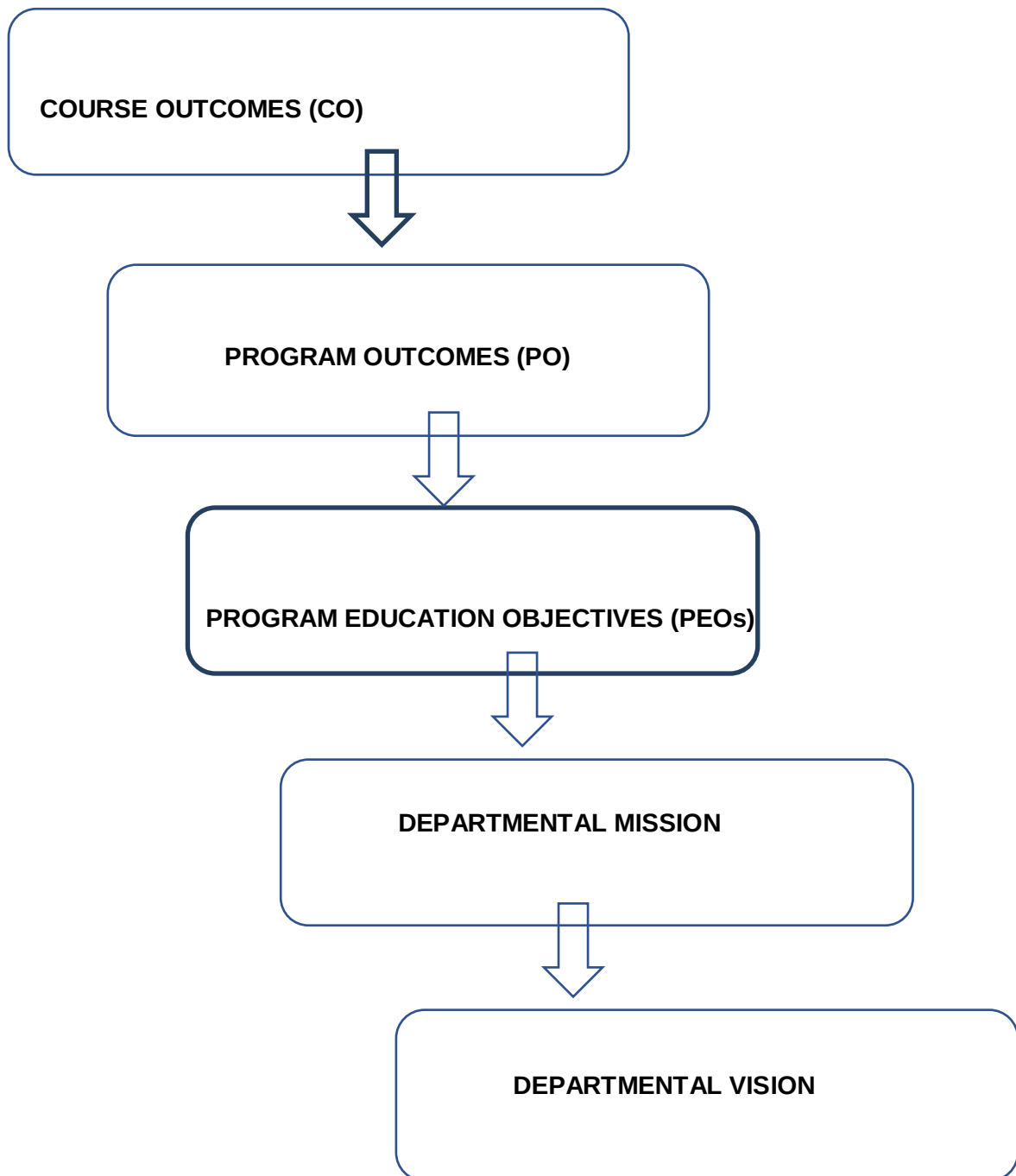
### **Programme Specific Outcomes (PSO)**

Programme Specific Outcomes are what the students should be able to do at the time of graduation with reference to a specific discipline.

### **Course Outcome (CO)**

Course outcomes are statements that describe significant and essential learning that learners have achieved, and can reliably demonstrate at the end of a course.

## MAPPING OF OUTCOMES



## Appendix B

### Graduate Attributes

#### PROGRAM OUTCOMES (PO) WITH GRADUATE ATTRIBUTES

|            |                                                       |                                                                                                                                                                 |
|------------|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PO1</b> | Domain Knowledge                                      | Apply Knowledge of Management Theories & Practices to solve Business Problems                                                                                   |
| <b>PO2</b> | Critical Thinking & Decision Making / Problem Solving | Foster Analytical & Critical Thinking abilities for Data – Based Decision Making.                                                                               |
| <b>PO3</b> | Leadership                                            | Ability to develop value based Leadership Ability                                                                                                               |
| <b>PO4</b> | Environment & Sustainability                          | Ability to understand, Analyze & communicate Global, Economic, Legal & Ethical aspects of Business.                                                             |
| <b>PO5</b> | Team Work                                             | Ability to lead themselves & others in the achievement of Organizational Goals, Contributing effectively to a team environment.                                 |
| <b>PO6</b> | Entrepreneurship                                      | Ability to identify Entrepreneurial opportunities & leverage, Managerial & Leadership Skills for funding leading start – ups as well as growing family Business |
| <b>PO7</b> | Social Responsiveness & Ethical                       | Apply ethical principles & commit to Professional Ethics & Responsibility and norms of Management Practices.                                                    |
| <b>PO8</b> | Continuous Learning                                   | Recognize the need and prepare to engage in lifelong learning in the broad context of technology changes leading sustainability.                                |

#### Mapping of POs TO PEOs

| PEO/<br>PO  | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-------------|-----|-----|-----|-----|-----|-----|-----|-----|
| <b>PEO1</b> | 3   | 3   | 2   | 2   | 1   | 1   | 1   | 1   |
| <b>PEO2</b> | 3   | 3   | 3   | 3   | 3   | 2   | 1   | 1   |
| <b>PEO3</b> | 3   | 3   | 2   | 2   | 2   | 1   | 3   | 1   |

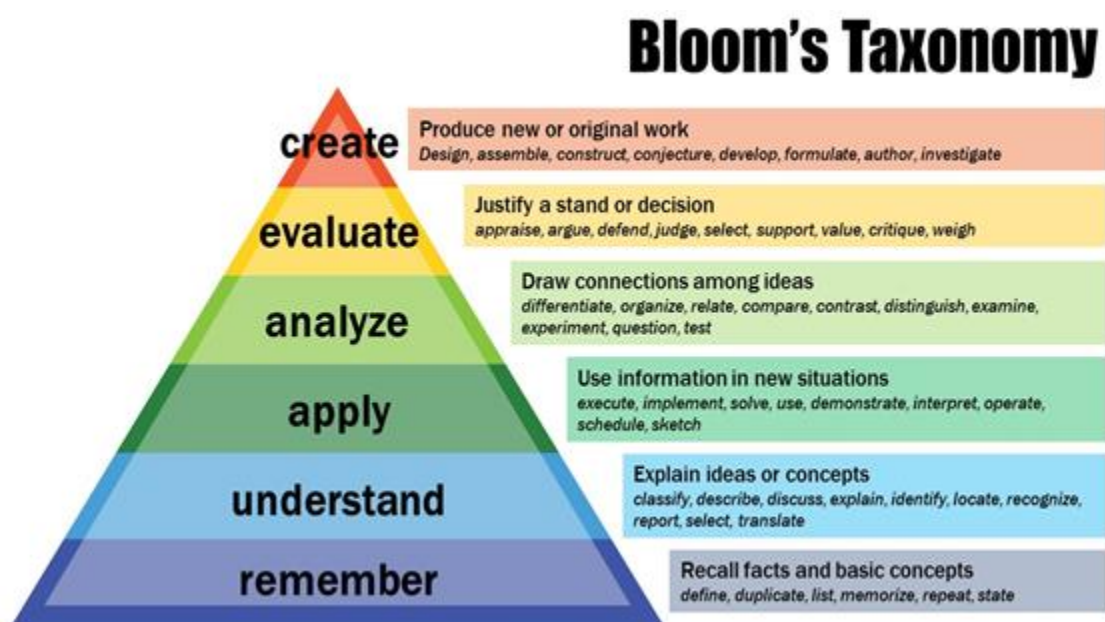
#### CORRELATION

3 – STRONG 2 – MEDIUM 1 – LOW (-) - NO CORRELATION

# Appendix C

## BLOOM'S TAXONOMY

**Bloom's taxonomy** is a classification system used to define and distinguish different levels of human cognition—i.e., thinking, learning, and understanding. Educators have typically used Bloom's taxonomy to inform or guide the development of assessments (tests and other evaluations of student learning), curriculum (units, lessons, projects, and other learning activities), and instructional methods such as questioning strategies. [eduglosarry.org]



### Knowledge levels for assessment of Outcomes based on Blooms Taxonomy

| Level | Parameter     | Description                                                                                                                                  |
|-------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| K1    | Knowledge     | It is the ability to remember the previously learned material/information                                                                    |
| K2    | Comprehension | It is the ability to grasp the meaning of material                                                                                           |
| K3    | Application   | It is the ability to use learned material in new and concrete situations                                                                     |
| K4    | Analysis      | It is the ability to break down material/concept into its component parts/subsections so that its organizational structure may be understood |
| K5    | Synthesis     | It is the ability to put parts/subsections together to form a new whole material/idea/concept/information                                    |
| K6    | Evaluation    | It is the ability to judge the value of material/concept/statement/creative material /research report) for a given purpose                   |