

Dwaraka Doss Goverdhan Doss Vaishnav College



*School of Management*

**NEW Curriculum - Syllabus, effective from 2022  
Choice Based Credit System (CBCS)**

**Outcome based Education (OBE)**

**M.B.A.**

Scheme and Syllabus

**DDGD Vaishnav College**

#833, EVR Periyar High Road,  
Arumbakkam, Chennai – 600106

**Phone – 91-44-23635104**  
Web site: [www.dgvcmba.com](http://www.dgvcmba.com)

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	MBAP2001 Final Project			

### 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.
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<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**

<b>MISSION STATEMENTS</b>	<b>PEO1</b>	<b>PEO2</b>	<b>PEO3</b>
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

<b>PE0/P0</b>	<b>P01</b>	<b>P02</b>	<b>P03</b>	<b>P04</b>	<b>P05</b>	<b>P06</b>	<b>P07</b>	<b>P08</b>
<b>PE01</b>	3	3	2	2	1	1	1	1
<b>PE02</b>	3	3	3	3	3	2	1	1
<b>PE03</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.

**CREDIT STRUCTURE**  
**Category-wise Credit Distribution**

Courses	Credits
Programme Core courses	54
Programme Electives	36
Summer internship	6
Project	8
Soft Skills	8
Total	112

**SCHOOL OF MANAGEMENT**  
**SCHEME OF I SEMESTER MBA PROGRAM**

Sl. NO	Course Code	Course	DEP T	Credit Distribution				Over all Credits	Marks		
				L	T	P	J		CIA	ESE	Total
1	MBAC101	MANAGEMENT PROCESS AND ORGANIZATIONAL	MBA	3	0	1	0	4	50	50	100
2	MBAC102	STATISTICS FOR MANAGEMENT	MBA	2	0	1	0	3	50	50	100
3	MBAC103	ECONOMICS FOR MANAGERS	MBA	2	0	1	0	3	50	50	100
4	MBAC104	ACCOUNTING FOR MANAGERS	MBA	2	0	1	1	4	50	50	100
5	MBAC105	LEGAL SYSTEMS IN BUSINESS	MBA	2	0	1	0	3	50	50	100
6	MBAC106	MANAGEMENT INFORMATION SYSTEM	MBA	2	0	1	0	3	50	50	100
7	MBAC107	ENTREPRENEURSHIP	MBA	2	0	1	0	3	50	50	100
8	MBAC108	STRATEGIC MANAGEMENT	MBA	3	0	1	0	4	50	50	100
9	MBASS901	SOFT SKILLS-I – ADVANCED LANGUAGE & PRESENTATION SKILLS	MBA	0	0	2	0	2	50	50	100
<b>Total</b>								<b>29</b>	<b>450</b>	<b>450</b>	<b>900</b>

**SCHOOL OF MANAGEMENT**  
**SCHEME OF II SEMESTER MBA PROGRAM**

Si. No	Course Code	Course	Dept	Cre dit Distribution				Ove r All Cre dits	Marks		
				L	T	P	J		CIA	ESE	Total
1	MBAC109	HUMAN RESOURCE MANAGEMENT	MBA	3	0	1	0	4	50	50	100
2	MBAC110	RESOURCE MANAGEMENT TECHNIQUES	MBA	2	0	1	0	4	50	50	100
3	MBAC111	OPERATIONS MANAGEMENT	MBA	3	0	1	0	4	50	50	100
4	MBAC112	FINANCIAL MANAGEMENT	MBA	3	0	1	1	4	50	50	100
5	MBAC113	RESEARCH METHODOLOG Y	MBA	2	0	1	1	4	50	50	100
6	MBAC114	INTERNATIONAL BUSINESS MANAGEMENT	MBA	2	0	1	0	3	50	50	100
7	MBAC115	MARKETING MANAGEMENT	MBA	2	0	1	1	4	50	50	100
8	MBACE201	FINANCIAL PLANNING AND WEALTH MANAGEMENT	MBA	2	0	1	0	3	50	50	100
9	MBACE202	DIGITAL MARKETING	MBA	2	0	1	1	3	50	50	100
10	MBASS 902	SOFT SKILLS-II- Computing Skill- DATA ANALYSIS AND BUSINESS MODELING	MBA	0	0	2	0	2	50	50	100



11	MBAI1001	INTERNSHIP –1- (DEC – JAN 4 WEEKS)	MBA	0	0	3	0	3	25	75	100
Total								38	525	575	1100

**SCHOOL OF MANAGEMENT**  
**SCHEME OF III SEMESTER MBA PROGRAM**

S i. N o	Course Code	Course	Dept	Credit Distribution				Over All Credits	Marks		
				L	T	P	J		CIA	ESE	Total
1		ELECTIVE – 1	MBA	3	0	0	0	3	50	50	100
2		ELECTIVE – 2	MBA	3	0	0	0	3	50	50	100
3		ELECTIVE – 3	MBA	3	0	0	0	3	50	50	100
4		ELECTIVE – 4	MBA	3	0	0	0	3	50	50	100
5		ELECTIVE – 5	MBA	3	0	0	0	3	50	50	100
6		ELECTIVE – 6	MBA	3	0	0	0	3	50	50	100
7	MBA SS903	SOFT SKILLS – SPOKEN AND PRESENTATI ON SKILL	MBA	0	0	2	0	2	50	50	100
11	M BA I10 02	INTERNSHIP 2 – (MAY – JUN -4Weeks)	MBA	0	0	3	0	3	25	75	100
Total								23	375	425	800

**SCHOOL OF MANAGEMENT**

**SCHEME OF IV SEMESTER MBA PROGRAM**

S i. N o	Course  Code	Course	Dept	Credit Distribution				Over  All  Credits	Marks		
				L	T	P	J		CIA	ESE	Total
1		ELECTIVE – 7	MBA	3	0	0	0	3	50	50	100
2		ELECTIVE – 8	MBA	3	0	0	0	3	50	50	100
3		ELECTIVE – 9	MBA	3	0	0	0	3	50	50	100
4		ELECTIVE – 10	MBA	3	0	0	0	3	50	50	100
5	MBA SS 904	SOFT- SKILLS – MANAGERIA L SKILLS	MBA	0	0	2	0	2	50	50	100
6	MBA 2001	FINAL PROJECT – (DEC-JAN- 8 WEEKS)	MBA	0	0	8	0	8	50	150	200
7	MBA- EEC- 3001	EMPLOYABILITY ENRICHMENT COURSE CIMA/BUSINESS ANALYTICS (IoA) (Optional)	MBA	0	0	2	0	2			
8	MBA- EEC- 3002	MOOCS Course (Optional)	MBA	0	0	1	0	1			
9	MBA- EEC- 3003	INTERNATIONAL IMMERSION PROGRAM (Optional)	MBA	0	0	1	0	1			
<b>Total (Optional credits not included)</b>								<b>22</b>	<b>300</b>	<b>400</b>	<b>700</b>

<b>GRAND TOTAL</b>	<b>112</b>	<b>1340</b>	<b>2160</b>	<b>3500</b>
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**LIST of ELECTIVES for MBA (Full Time)-SemesterII, III and IV**

Course Code	Course Title	Dept.	L	T	P	J	C
MBACE201	FINANCIAL PLANNING AND WEALTH MANAGEMENT	MBA	3	0	0	0	3
MBACE202	DIGITAL MARKETING	MBA	2	0	1	0	3
<b>FINANCE</b>							
MBAF301	INVESTMENT MANAGEMENT	MBA	3	0	0	0	3
MBAF 302	INTERNATIONAL FINANCIAL MANAGEMENT	MBA	3	0	0	0	3
MBAF 303	MERCHANT BANKING AND FINANCIAL SERVICES	MBA	3	0	0	0	3
MBAF 304	FINANCIAL DERIVATIVES	MBA	3	0	0	0	3
MBAF 305	RISK MANAGEMENT AND INSURANCE	MBA	3	0	0	0	3
MBAF 306	CORPORATE TAXATION	MBA	3	0	0	0	3
<b>MARKETING</b>							
MBAM401	SERVICES MARKETING	MBA	3	0	0	0	3
MBAM 402	INTEGRATED MARKETING COMMUNICATION	MBA	3	0	0	0	3
MBAM 403	GLOBAL MARKETING MANAGEMENT	MBA	3	0	0	0	3
MBAM 404	SALES AND DISTRIBUTION MANAGEMENT	MBA	3	0	0	0	3
MBAM 405	RETAIL MARKETING	MBA	3	0	0	0	3
MBAM 406	CONSUMER BEHAVIOR	MBA	3	0	0	0	3
MBAM 407	ADVERTISING AND PROMOTIONS MANAGEMENT	MBA	3	0	0	0	3
<b>HUMAN RESOURCE MANAGEMENT</b>							
MBAH501	INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS	MBA	3	0	0	0	3
MBAH502	GLOBAL HUMAN RESOURCE MANAGEMENT	MBA	3	0	0	0	3
MBAH503	LEADERSHIP AND ORGANISATIONAL EFFECTIVENESS	MBA	3	0	0	0	3
MBAH504	KNOWLEDGE MANAGEMENT	MBA	3	0	0	0	3
MBAH505	TRAINING AND HUMAN PERFORMANCE ENHANCEMENT	MBA	3	0	0	0	3
MBAH506	TALENT ACQUISITION AND MANAGEMENT	MBA	3	0	0	0	3
MBAH507	HR ANALYTICS	MBA	3	0	0	0	3
<b>SYSTEMS</b>							
MBAS601	E – COMMERCE TECHNOLOGY AND MANAGEMENT	MBA	3	0	0	0	3
MBAS602	EMERGING TECHNOLOGIES FOR MANAGEMENT	MBA	3	0	0	0	3
MBAS603	ENTERPRISE RESOURCE PLANNING	MBA	3	0	0	0	3

MBAS604	BIG DATA TECHNOLOGY	MBA	3	0	0	0	3
MBAS605	DATA MINING AND WAREHOUSING	MBA	3	0	0	0	3
MBAS606	CLOUD COMPUTING	MBA	3	0	0	0	3
<b>SUPPLY CHAIN MANAGEMENT ELECTIVES</b>							
MBASC701	TRANSPORTATION AND WAREHOUSING MANAGEMENT	MBA	3	0	0	0	3
MBASC702	INTEGRATED SUPPLY CHAIN MANAGEMENT	MBA	3	0	0	0	3
MBASC703	PURCHASING MANAGEMENT	MBA	3	0	0	0	3
MBASC704	TOTAL QUALITY MANAGEMENT	MBA	3	0	0	0	3
MBASC705	INTERNATIONAL LOGISTICS AND MANAGEMENT OF GLOBAL SUPPLY CHAIN	MBA	3	0	0	0	3
<b>ENTREPRENEURSHIP</b>							
MBAE801	MANAGING NEW BUSINESS INITIATIVES	MBA	3	0	0	0	3
MBAE802	MANAGEMENT PRACTICES FOR FAMILY BUSINESSES	MBA	3	0	0	0	3
MBAE803	PROJECT MANAGEMENT	MBA	3	0	0	0	3
MBAE804	MANAGING STARTUPS	MBA	3	0	0	0	3
MBAE805	FINANCING NEW VENTURES	MBA	3	0	0	0	3
MBAE806	SOCIAL ENTREPRENEURSHIP	MBA	3	0	0	0	3

FIRST SEMESTER  
(SYLLABUS)

## MANAGEMENT PROCESSES AND ORGANIZATIONAL BEHAVIOUR

**Course Code : MBAC101**

**L:T:P:J:C : 3:0:1:0:4**

**Exam Hours : 03**

**Credits : 04**

**CIA Marks : 50**

**ESE Marks : 50**

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

<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

<b>Sl No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	Management Processes - 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	<b>CO1</b>
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	<b>CO2</b>

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 –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



**TEXT BOOKS:**

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

**ASSESSMENT PATTERN****CIA- Continuous Internal Assessment (40 Marks)**

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	1	2					
Understand		1					
Apply	4	2	2		2.5		
Analyze		2	2	2			Case Study
Evaluate	2	2		2	2.5		
Create		1	1	1		Business Simulation	

**ESE- End Semester Examination (100 Marks, weightage 60%)**

Bloom's Category	Test
Remember	5
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## STATISTICS FOR MANAGEMENT

**Course Code : MBAC102**

**Credits : 03**

**L:T:P:J:C : 2:0:1:0:3**

**CIA Marks : 50**

**Exam Hours : 03**

**ESE Marks : 50**

**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>	Differentiate the univariate and bivariate analysis. Explain correlation, rank correlation and regression analysis by numerical example
<b>CO3</b>	Summarize the concept of sampling, Null Hypothesis, alternative Hypothesis, type I and type II errors, sampling errors and standard errors.
<b>CO4</b>	Distinguish between small samples and large samples. Summarize the concept of parametric test z-test, t-test, F-test and non parametric test chi-square test by given examples.
<b>CO5</b>	Demonstrate the analysis of variance of one way classification and two way classification with numerical examples

**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
<b>CO2</b>	2	3	-	-	-	1	-	1
<b>CO3</b>	2	3	-	-	-	1	-	1
<b>CO4</b>	2	3	-	-	-	-	-	1
<b>CO5</b>	2	3	-	-	-	1	-	1

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
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	<b>CO1</b>
2	Correlation, Regression Analysis: Correlation coefficient – Rank Correlation coefficient – Regression lines.	9	<b>CO2</b>
3	Sampling distribution : Estimation and Hypothesis, Sampling Distribution concepts, Introduction to sampling distributions, concepts – sample size — Hypothesis – Testing of Proportion and Mean - Methods of sampling – Concepts of sampling and non- sampling errors – Standard error- Type I and Type II error in Hypothesis testing	9	<b>CO3</b>
4	Parametric Analysis –. Chi Square Test – Goodness of Fit – Relationship between variables - t test	9	<b>CO4</b>
5	Analysis of variance – one-way and two-way classification	9	<b>CO5</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.

**ASSESSMENT PATTERN****CIA- Continuous Internal Assessment (40 Marks)**

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODE L (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2		Application of correlation on business model	
Analyze	3	2	3	3			Application of Research tools
Evaluate		2			5		
Create							

**ESE- End Semester Examination (100 Marks, weightage 60%)**

Bloom's Category	Test
Remember	5
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26



## ECONOMICS FOR MANAGERS

**Course Code : MBAC103**

**L:T:P:J:C : 2:0:1:0:3**

**Exam Hours : 03**

**Credits : 03**

**CIA Marks : 50**

**ESE Marks : 50**

**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

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
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	<b>CO1</b>

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

#### ASSESSMENT PATTERN

##### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			

Analyze	3	2	3	3		Micro And Macro Analysis	
Evaluate		2			5		
Create							Study on Economic Policies

**ESE- End Semester Examination (60 Marks)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26



## ACCOUNTING FOR MANAGERS

**Course Code : MBAC104**

**L:T:P:J:C : 3:0:1:1:4**

**Exam Hours : 03**

**Credits : 04**

**CIA Marks : 50**

**ESE Marks : 50**

**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

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	<b>Unit I: Financial Accounting</b> <b>Definition</b> - Principle Concepts & Conventions – Accounting Standards <b>- Preparation Of Final Accounts:</b> Trial Balance- Trading, Profit/Loss Account and Balance Sheet <b>Understanding Of Final Accounts with Adjustments:</b> Provision for Doubtful Debts, Discount on Debtors and Creditors, Bad Debts, Interest on Capital, Prepaid Expenses and Outstanding.	9	<b>CO1</b>
2	<b>Unit II: Company Accounts</b> 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	<b>CO2</b>



3	<b>Unit III: Analysis Of Financial Statement</b> 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	<b>Unit IV: Cost Accounting</b> 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, CO3
5	<b>Unit V: Accounting In Computerised Environment</b> Significance Of Computerized Accounting System – Codification And Grouping Of Accounts – Maintaining The Hierarchy Of Ledgers – Prepackaged Accounting Software.	9	CO5

#### **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. Nhavesh M. 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

## ASSESSMENT PATTERN

### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGOR Y MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	1	1					
Understand	1	2			2		
Apply	2	2		2			
Analyze	3	3	5	3	3	Audit Report analysis	
Evaluate		2					
Create							Financial statemen t of new business Model

### ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## LEGAL SYSTEMS IN BUSINESS

**Course Code : MBAC105**

**Credits : 03**

**L:P:T:J:C : 2:0:1:0:3**

**CIA Marks : 50**

**Exam Hours : 03**

**ESE Marks : 50**

**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	1
<b>CO2</b>	3	1	1	3	1	2	2	1
<b>CO3</b>	3	1	1	3	1	3	2	2
<b>CO4</b>	3	1	2	3	2	2	3	2
<b>CO5</b>	3	3	1	3	1	3	2	2

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
<b>1</b>	<b>Commercial Law - The Indian Contract Act 1872</b> 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.	<b>9</b>	<b>CO1</b>
<b>2</b>	<b>Commercial Law - The Sale of Goods Act 1930</b> Special contracts – sale of goods act 1930 – negotiable instruments act 1881, Types of negotiable instruments	<b>9</b>	<b>CO2</b>
<b>3</b>	<b>Company Law</b> 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	<b>9</b>	<b>CO3, CO5</b>

<b>4</b>	<b>Industrial Law</b> 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.	<b>9</b>	<b>CO4, CO5</b>
<b>5</b>	<b>Consumer Protection Act and Cyber Laws</b> 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.	<b>9</b>	<b>CO5</b>
	<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. Singhanian, “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

### ASSESSMENT PATTERN

#### CIA- Continuous Internal Assessment (40 Marks)

BLOOM’S CATEGOR Y MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2				Mind Mapping	
Apply	2	2	2	2			
Analyze	3	2	3	3			Case Studies
Evaluate		2			5		Case Studies

Create							
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**ESE- End Semester Examination (60 Marks)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## MANAGEMENT INFORMATION SYSTEMS

**Course Code : MBAC106**

**Credits : 03**

**L:P:T:J:C : 2:0:1:0:3**

**CIA Marks : 50**

**Exam Hours : 03**

**ESE Marks : 50**

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

<b>CO1</b>	Develop leadership qualities through Management Information system in achieving business competitive advantage through informed decision making.
<b>CO2</b>	Develop logical models for the information systems based on stated user requirement
<b>CO3</b>	Select and apply appropriate programming structure and techniques based on specific problem context.
<b>CO4</b>	Modify implementation plan appropriately in response to unexpected requirement or environmental change.
<b>CO5</b>	Perform common business transaction as an end user in an ERP system.

**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	-
<b>CO2</b>	2	-	-	-	-	-	2	-
<b>CO3</b>	2	3	2	2	-	-	2	2
<b>CO4</b>	2	2	-	-	-	-	2	2
<b>CO5</b>	2	2	-	-	3	3	2	2

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
<b>1</b>	Introduction – concept of MIS – Types of information systems – Efficient information systems – Organization and Business organization –Decision making Process, Types of management decisions and information need – Business, Technical and Economic Dimensions of information- The meaning and role of MIS, Constraint in MIS operation, Ethical and Social Issues in Information Systems	<b>9</b>	<b>CO1</b>
<b>2</b>	Information Technology Infrastructure, IT Infrastructure and Emerging Technologies, Telecommunications, the Internet and Wireless Technology, Securing Information Systems, Cloud computing-infrastructure as a service (IAAS), Platform as a service (PAAS), software / application as a service (SAAS)	<b>7</b>	<b>CO2</b>
<b>3</b>	Statutory compliance reports by company secretary-functional information system- HRIS - marketing information system-production	<b>5</b>	<b>CO3</b>

	information system-accounting information system - inventory information system		
<b>4</b>	SAD- What is system analysis and design-system development life cycle-prototyping -System analysis activities –tools for system analysis and design-pitfalls in MIS development, Enterprise Resource Planning & SAP – characteristics of ERP , Benefits of ERP and ERP Implementation– Expert System – Decision Support System – Executive Information System– SAP Modules	<b>10</b>	<b>CO4</b>
<b>5</b>	Data Base Systems & Business Intelligence: Databases DBMS: Relational data bases –Meaning of Data Base – Components of DBMS – Data Base Technology, Types of Database – Comparison of DBMS&RDBMS – Advantages and disadvantages of data base, Relational Data model, Recent Trends in database-Query language – Data Warehousing – Data Mining	<b>9</b>	<b>CO5</b>

#### Text books:

1. **Sahilraj**, Management Information System, 2ePearson Education India 2017
2. **Laudon**, Essentials of MIS, 11ePearson Education India 2016
3. **Laudon**, MIS, 16ePearson Education India 2019

#### References:

2. L.M.Prasad, Management Information Systems, Sultan Chand & Sons, New Delhi 2010
3. Joyce J Elam , Case series for Management Information Systems', Simon and Schuster Custom Publishing, 1996.
4. Steven Alter, Information Systems – A Management Perspective - Addison-Wesley, 1999.
5. Joyce J Elam , Case series for Management Information Systems', Simon and Schuster Custom Publishing, 1996.
6. Steven Alter, Information Systems – A Management Perspective - Addison-Wesley, 1999.

#### ASSESSMENT PATTERN

##### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGOR Y MARKS (OUT OF 40)	CI A (7)	MODE L (10)	ASSIGNME N T (5)	PRESENTATI O N (5)	CLUB ACTIVIT Y (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					

Apply	2	2	2	2		ERP analysi s	
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Analyze	3	2	3	3			Emerging Technologies
Evaluate		2			5		
Create							

**ESE- End Semester Examination (60 Marks)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26



## ENTREPRENEURSHIP

**Course Code : MBAC107**

**Credits : 03**

**L:P:T:J:C : 2:0:1:0:3**

**CIA Marks : 50**

**Exam Hours : 03**

**ESE Marks : 50**

**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

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	Competing Theories of Entrepreneurship: Definition of entrepreneurship, Characteristics of entrepreneurship, A conception model, Types of Businesses –Family Business VS Startup- Definition of SSI, MSI, MSE, Ancillary,	7	<b>CO1</b>
2	Understanding Entrepreneurship, Growth of a Business Idea , Intellectual Property, Family Business, Doing Business in India , Entrepreneurial Support Entrepreneurs and emergence of Indian Entrepreneurs – Traits of successful entrepreneurs – Entrepreneurs Vs Managers - Entrepreneurial Development Program – Entrepreneurial Development Institute ( EDI )	9	<b>CO2</b>

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 – Selling to Government, Industries, Institutions and Consumer market - Production Management in Small Business - Human Resource Management in Small Business.	8	CO3, CO4
4	Mobilizing Resources - Buying a Business , Entrepreneurial Finance , Making a Business Plan Operations and Management - Managing Operations , Human Resource Management, Entrepreneurial Marketing, New Product Development , E-Business , Networking ,Project Management	8	CO1 CO5
5	Growth and Social Responsibility - Growth , Exit Strategies , Social Responsibility, Ethics in Business Institutions Supporting <u>Small</u> Business Enterprises – SIDBI, IDBI, SIPCOT, THIC, TCO, SIDCO, NSIC, TDA ,Export Promotion council, etc. Intellectual Property Entrepreneurial Support , Women Entrepreneurs	8	CO4 CO6

#### 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. Hisrich R D, Peters M P, “Entrepreneurship” 8th Edition, Tata McGraw-Hill, 2013.
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.

#### ASSESSMENT PATTERN

##### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGOR Y MARKS (OUT OF 40)	CI A (7)	MODE L (10)	ASSIGNME NT (5)	PRESENTATI ON (5)	CLUB ACTIVIT Y (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					

Apply	2	2	2	2			
Analyze	3	2	3	3			Reengineering business model
Evaluate		2			5		
Create						Business Plan for Start up	

**ESE- End Semester Examination (60 Marks)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## STRATEGIC MANAGEMENT

**Course Code : MBA 301**

**L:T:P:J:C : 3:0:1:0:4**

**Exam Hours : 03**

**Credits : 04**

**CIA Marks : 50**

**ESE Marks : 50**

**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	-	-	-	-	2	2	-
<b>CO2</b>	3	-	3	-	-	2	-	-
<b>CO3</b>	2	2	-	-	2	2	-	-
<b>CO4</b>	2	3	-	2	-	2	-	-
<b>CO5</b>	2	-	-	2	-	2	2	1

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	Introduction to strategic management, hierarchy of strategic intent-mission, vision, goal and objectives, strategic management process	9	<b>CO1</b>
2	Environmental Appraisal, organizational appraisal, corporate level strategies, business level strategies, strategic analysis and choice	9	<b>CO2</b>
3	Strategic implementation – activating strategies, structural implementation, behavioral implementation, functional and operational implementation	9	<b>CO3</b>
4	Strategy evaluation and control– overview, strategic control techniques, financial and social performance control techniques.	9	<b>CO4</b>
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	<b>CO5</b>

**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.

**REFERENCE BOOKS:**

1. Business Policy and strategic management – by Azhar Kazmi, Tata Mcgraw 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

**ASSESSMENT PATTERN****CIA- Continuous Internal Assessment (40 Marks)**

BLOOM'S CATEGOR Y MARKS (OUT OF 40)	CI A (7)	MOD E L (10)	ASSIGNMEN T (5)	PRESENTATIO N (5)	CLUB ACTIVIT Y (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3			Busine s s Case Studies
Evaluate		2			5	Functiona l Analysis	
Create							

**ESE- End Semester Examination (60 Marks)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

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## **SOFT SKILLS-I**

### **ADVANCED LANGUAGE AND COMMUNICATION**

<b>Course Code</b>	<b>: MBASS901</b>	<b>Credits</b>	<b>: 02</b>
<b>L:T:P:J:C</b>	<b>: 0:0:2:0:2</b>	<b>CIA Marks</b>	<b>: 50</b>
<b>Exam Hours</b>	<b>: 03</b>	<b>ESE Marks</b>	<b>: 50</b>

#### **Objective**

ENABLE students to convert the conceptual understanding of communication into everyday practice  
TRAIN students to ground concepts/ideas in their own experience

CREATE a learner-language interface enabling students to exercise control over language use  
SENSITIVE students to the nuances of the four basic communication skills – Listening, Speaking, Reading and Writing

Sl No	CONTENTS OF MODULE	Hrs	Cos
1	<p>Twinning Functions of Listening and Speaking – Recap of active and passive listening exercises – Analytical listening – syllable/word stress: clear enunciation – Qualities of a good listener and a good speaker</p> <p><b>Practical's:</b></p> <p><b>Unit 1:</b> Listening Comprehension using audio programmes + Creating audio files for speaking.</p>	9	CO1
2	<p>Individual Communication – Self advertising – Over stating and under stating – Overcoming shyness - Writing curriculum vitae, Statement of Purpose – Talking about oneself; interview.</p> <p><b>Practical's:</b></p> <p><b>Unit 2:</b> class and takehome exercises</p>	9	CO2
3	<p>Intermediary Communication – Overcoming mental blocks, prejudices and hotspots of the addressee telephone, teleconferencing, web chat – greeting, introducing – memos, reports, minutes, business correspondence.</p> <p><b>Practical's:</b></p> <p><b>Unit3:</b> Group games and role play</p>	9	CO3
4	<p>Social Communication – Etiquette in LSRW – polite yet assertive, tackling questions, seeking permission, expressing gratitude – gender fair language – discourse and transactional analysis – empathy.</p> <p><b>Practical's:</b></p> <p><b>Unit 4:</b> Create archives from different media for LSRW</p>	9	CO4, 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, 4<sup>th</sup> Edn, 2010
2. John D Daniels, Lee H Radebaugh and Daniels P Sullivan, INTERNATIONAL BUSINESS – Environments and Operations, Pearson, 2004, 10<sup>th</sup> Edition
3. Varma, Fundamentals of International Business, 4/ePearson Education India 2019

## Personality Enrichment

Course Code : MBASS901-B

L:P:T:J:C : 0:0:2:0:2

Exam Hours : 03

Credits : 02

CIA Marks : 50

ESE Marks : 50

### Unit 1- Self Disclosure

Characteristics of self-disclosure – Self disclosure benefits and appropriateness – Self disclosure and self-awareness – Self disclosure and feedback.

#### Exercise:

1. Self-Description– Reflect and answer the following questions on a sheet of paper about yourself: Who am I? What am I like? How do others perceive me? What are my strengths as a person? In what areas do I want to develop greater skills?
2. Adjective Checklist – the following exercise is aimed at providing an opportunity for participants to disclose their view of themselves to the other members of their group and to receive feedback on how the other group members perceive them.
3. Self-Disclosure and Self Awareness – the purpose of this exercise is to allow participants to focus on the areas as described in the Johari Window.

### Unit II – Anger, Stress and Managing Feelings

The nature of stress- managing stress through social support systems – the nature of anger – guidelines for managing anger constructively – dealing with an angry person

#### Exercise:

1. Handling put downs techniques practiced through role plays.
2. changing your feelings discuss how people can make their assumptions more constructively.
3. defusing the Bomb exercise discuss how one can manage provocations.

### Unit III – Interpersonal Effectiveness

Managing anxiety and fear – Breathing – an antidote to stress – progressive muscle relaxation – understanding your shyness – building one's self esteem – avoiding self blame – taking risks, tolerating failure, persisting and celebrating success – self talk.

#### Exercise:

1. being positive about yourself
2. Understanding your shyness analyze the social situation of shyness and the causes of your shyness.
3. Systematic Muscle Relaxation train one in the procedure for systematic muscle relaxation.
4. learning how to breathe deeply help one to relax systematically when one is anxious by controlling one's breathing.

### Unit IV: Study Skills

Importance of study environment – using VCR3 to increase memory power: visualizing, concentrating, relating, repeating, reviewing- memory hindrances – memory helpers – knowing vs memorizing – memory and studying – the SQ3R method; survey, write questions, read, recite , review – mnemonic devices – rhymes – acronyms – pegging – cooperative learning .

**Exercise:** 1.Using the techniques of memory enhancers to review your classroom and textbook notes

### Unit V: Goal Setting and Managing Time

The basis of effective goals – steps to be followed to obtain optimum results from goal setting – Identifying the reasons for procrastination – guidelines to overcome procrastination – priority management at home and college

Exercise: 1. Steps to prepare one's short term goals and long term goals.

2. Role play activity through reelection of identifying how priority management affect one's ability to live a

balanced life.

**Reference:**

1. Johnson, D.W. (1997). Reaching out – Interpersonal Effectiveness and Self Actualization. 6th ed. Boston: Allyn and Bacon.
2. Sherfield, R. M. ; Montgomery, R.J. and Moody, P, G. (2010). Developing Soft Skills. 4th ed. New Delhi: Pearson.
3. Robbins, S. P. and Hunsaker, Phillip, L. (2009). Training in Interpersonal skills. Tips for managing people at work. 5th ed. New Delhi: PHI Learning.

**SECOND SEMESTER**  
**(SYLLABUS)**

## HUMAN RESOURCE MANAGEMENT

**Course Code : MBAC109**

**Credits : 04**

**L:P:T:J:C : 3:0:1:0:4**

**CIA Marks : 50**

**Exam Hours : 03**

**ESE Marks : 50**

**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 Employee recruitment, selection and retention plans and process
<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	-	3	2	-	2	2	1
<b>CO2</b>	3	3	-	3	-	-	2	1
<b>CO3</b>	3	3	2	3	3	3	2	1
<b>CO4</b>	2	3	3	2	-	-	3	1
<b>CO5</b>	3	2	3	2	2	-	3	1



<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	<b>Introduction to HRM</b> 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	<b>HR Planning Process</b> Job analysis, description and specification, HR Planning process, recruitment , Testing and selection, Interviewing candidates, and short listing and appointment, promotion transfers, VRS, exit interview, types of separation, Meaning of HRD and its role in training	12	CO2, CO3
3	<b>Training and development</b> Orienting employees, training process, methods, management development managing Organizational change and development, Performance management and appraisal, career planning and development, Workers Engagement.	10	CO3, CO4
4	<b>Compensation</b> Establishing pay plans, Pay for performance and financial incentives and non-financial incentives, Benefits and services, Knowledge management	9	CO4, CO5
5	<b>Labour Relations and Industrial Relations</b> Collective Bargaining, Grievance Management- Causes- Implications Redressal Methods, Introduction to Trade Union	5	CO5

#### **TEXT BOOKS:**

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

**REFERENCE BOOKS:**

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

**ASSESSMENT PATTERN****CIA- Continuous Internal Assessment (40 Marks)**

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3		Case study	HR Policies
Evaluate		2			5		
Create							

**ESE- End Semester Examination (60 Marks)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## RESOURCE MANAGEMENT TECHNIQUES

**Course Code** : MBAC110

**Credits** : 04

**L:P:T:J:C** : 2:0:1:0:4

**CIA Marks** : 50

**Exam Hours** : 3

**ESE Marks** : 50

**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	-	-	1	1	-	1
<b>CO2</b>	2	3	-	-	-	-	-	1
<b>CO3</b>	2	3	-	-	1	1	-	1
<b>CO4</b>	2	3	-	-	1	1	-	1
<b>CO5</b>	2	3	-	-	1	1	-	1

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	Introduction - The art of mathematical modeling of Business problems, Business Applications, Linear Programming: Formulation of Problems. Solution using Graphs, Simplex method.	9	
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	
3	Network Analysis: PERT – CPM., Game theory – Pure strategy – Mixed strategy – Dominance property – graphical method.	9	
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	

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	
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### 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. 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.

### ASSESSMENT PATTERN

#### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGOR Y MARKS (OUT OF 40)	CI A (7)	MODE L (10)	ASSIGNME NT (5)	PRESENTATIO N (5)	CLUB ACTIVIT Y (5)	OTHER ACTIVITIE S (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2		Network Analysis - Time & Cost	
Analyze	3	2	3	3			
Evaluate		2			5		Queuin g Models
Create							

**ESE- End Semester Examination (60 Marks)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## OPERATIONS MANAGEMENT

**Course Code : MBAC111**

**L:P:T:J:C : 3:0:1:0:4**

**Exam Hours : 03**

**Credits : 04**

**CIA Marks : 50**

**ESE Marks : 50**

**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	-	-	-	-	-	1	-
<b>CO2</b>	2	-	-	1	-	-	1	-
<b>CO3</b>	2	2	-	-	-	1	1	-
<b>CO4</b>	2	-	-	-	-	-	1	-
<b>CO5</b>	2	-	-	-	-	-	1	-

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
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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 – Facility layout; Product design, Process selection, Make or buy decision, Layout design and Preparation route chart, Handling of Materials-Systems, Design	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

#### 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

#### REFERENCE BOOKS:

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

#### ASSESSMENT PATTERN

##### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY	OTHER ACTIVITIES
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MARKS (OUT OF 40)					(5)	(PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2		Product Design of any Startup	
Analyze	3	2	3	3			Case Study
Evaluate		2			5		
Create							

**ESE- End Semester Examination (60 Marks)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26



## FINANCIAL MANAGEMENT

**Course Code : MBAC112**

**Credits : 04**

**L:T:P:J:C : 3:0:1:0:4**

**CIA Marks : 50**

**Exam Hours : 03**

**ESE Marks : 50**

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

<b>CO1</b>	Enables knowledge on Strategic Financial Policy and Planning and various Financial Models involved in it. Importance of Capital Budgeting in Finance.
<b>CO2</b>	Evaluate the Investment Decision and to enrich their knowledge on Risk, Uncertainty and Time value of Money.
<b>CO3</b>	Analyze the role of Capital Structure and Restructuring
<b>CO4</b>	Plan and Implement the required Working Capital and Cash Management
<b>CO5</b>	Explore on Securities and Commercial Paper

**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
<b>CO2</b>	3	3	2	-	-	-	-	1
<b>CO3</b>	3	3	-	-	-	1	-	1
<b>CO4</b>	3	3	2	-	-	3	-	1
<b>CO5</b>	3	3	-	-	-	3	-	1

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	Financial Policy and Strategic Planning –Strategic Planning Process – Objectives and Goals – Major Kinds of Strategies and Policies – Corporate Planning – Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modeling – Applications of Financial Models – Types of Financial Models - Process of Financial Model Development	9	CO1
2	Capital budgeting – cash flow estimation - Investments Decisions under Risk and Uncertainty – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments – Time value of money.	9	CO1, CO2
3	Capital structure and dividend policy – leverage and dividend theories, Sources of capital – Cost of capital and financing - Expansion and Financial Restructuring – Corporate Restructuring, Capital Allocation.	9	CO3
4	Working capital management – Managing current assets – Receivables / Inventory management and Cash Management.	9	CO4
5	Financing Strategy - Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable, Commercial Paper, IPO.	9	CO5

#### **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

#### **ASSESSMENT PATTERN**

**CIA- Continuous Internal Assessment (40 Marks)**

BLOOM'S CATEGOR Y MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMEN T (5)	PRESENTATION (5)	CLUB ACTIVIT Y (5)	OTHER ACTIVITIE S (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			Current Financi a l Trend Analysis
Analyze	3	2	3	3	5	Case Study	
Evaluate		2					
Create							

**ESE- End Semester Examination (60 Marks)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## RESEARCH METHODOLOGY

**Course Code : MBAC113**

**Credits : 04**

**L:T:P:J:C : 2:0:1:1:4**

**CIA Marks : 50**

**Exam Hours : 03**

**ESE Marks : 50**

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

<b>CO1</b>	Analyze the impact of research in business and evaluate research problems and develop hypothesis
<b>CO2</b>	Apply the appropriate research design and construct a measurement scale.
<b>CO3</b>	Develop a valid instrument/Questionnaire for data collection using sampling technique
<b>CO4</b>	Apply the SPSS for data analysis
<b>CO5</b>	Apply SPSS for data analysis and develop a report using APA format

**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	-	1
<b>CO2</b>	3	-	-	-	-	1	-	1
<b>CO3</b>	3	-	-	-	-	1	-	1
<b>CO4</b>	3	3	-	-	-	2	-	1
<b>CO5</b>	3	3	-	-	-	2	3	1

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	Introduction-Business Research-Definition and significance-the research process-Types of Research-Exploratory and causal Research-Theoretical and empirical Research-Cross-Sectional and time-series Research - Research questions/problems-Research objectives-Research hypotheses-Characteristics-research in an evolutionary perspective -the role of theory in research.	9	CO1
2	Research design-definition-types of research design-exploratory and causal research design-descriptive and experimental design-different type of experimental design-validity of findings-internal and external validity-variables in research-measurement and scaling-different scales-construction of instruments-validity and reliability of instrument.	9	CO2
3	Types of data-primary vs secondary data-Methods of primary data collection- Survey Vs observation-Experiments- Construction of questionnaire and instrument- Validation of questionnaire-sampling plan-sample size-determinants optimal sample size-sampling techniques-Probability Vs non probability sampling methods	9	CO3
4	Data preparation-editing-coding-data entry-validity of data-hypothesis testing-qualitative vs quantitative data analysis - bivariate and multivariate statistical techniques-factor analysis - discriminant analysis- cluster analysis-multiple regression and correlation-multidimensional scaling-application of statistical software for data analysis, SPSS & R Open Source software	9	CO4
5	Research report-different types-contents of report-need of executive summary-chapterization -contents of chapter-report writing- The role of audience-Readability-comprehension-tone-final proof-report format-title of the report-ethics in research-ethical behavior of research-subjectivity and objectivity in research. Report Generation and Presentation using Tableau.	9	CO5

#### **TEXT BOOKS:**

1. **Bajpai**, Business Research Methods, 2ePearson Education India 2017

2. **Krishnasamy**, Management Research Methodology: Integration of Methods and Techniques , 1e, Pearson Education India 2006
3. **Chandra**, Research Methodology, 1ePearson Education India 2017

#### REFERENCE BOOKS:

1. Zikmund, Business Research Methods, 7<sup>th</sup>edn., Thompson
2. Donald R. Cooper and Ramela S. Schindler, Business Research Methods, 8<sup>th</sup> ed., Tata McGraw Hill Publishing Co Ltd., New Delhi ,2000
3. Research Methodology : a guide for Researchers in Management and Social Sciences, Taylor, Sinha, Prentice Hall India.

#### ASSESSMENT PATTERN

##### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGOR Y MARKS (OUT OF 40)	CI A (7)	MODE L (10)	ASSIGNME N T (5)	PRESENTATI O N (5)	CLUB ACTIVIT Y (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			Case Stud y
Analyze	3	2	3	3		Identificati o n of Business Research Problems	
Evaluate		2			5		
Create						Team of maximum 6 students would undertake the project. The faculty coordinator would provide the topic based on the modules	

**ESE- End Semester Examination (60 Marks)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

**INTERNATIONAL BUSINESS MANAGEMENT****Course Code : MBAC114****Credits : 03****L:P:T:J:C :2:0:1:0:3****CIA Marks : 50****Exam Hours : 03****ESE Marks : 50****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>	2	-	-	2	-	2	-	1
<b>CO2</b>	2	3	-	3	-	2	-	1
<b>CO3</b>	2	1	1	3	-	3	2	1
<b>CO4</b>	2	-	1	2	-	2	-	1
<b>CO5</b>	2	-	-	3	-	-	-	1

<b>Sl No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
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



	Included Case study on Medicine & Vaccine distribution among countries and role played by various pharma industries during pandemic		
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### TEXT BOOKS:

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

### REFERENCE BOOKS:

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

### ASSESSMENT PATTERN

#### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3		Trade Policies	
Evaluate		2			5		Foreign Exchange Market
Create							

**ESE- End Semester Examination (60 Marks)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26



## MARKETING MANAGEMENT

**Course Code : MBAC115**

**Credits : 04**

**L:T:P:J:C : 2:0:1:1:4**

**CIA Marks : 50**

**Exam Hours : 03**

**ESE Marks : 50**

**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	-	-	2	-	-	-	1
<b>CO2</b>	3	3	2	2	-	-	2	1
<b>CO3</b>	3	3	2	3	2	-	2	1
<b>CO4</b>	3	1	-	2	3	-	1	1
<b>CO5</b>	3	1	-	3	-	3	-	1

<b>Sl NO</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	<b>Unit I:</b> Introduction, Concepts of marketing, traditional and modern methods of marketing, selling and marketing, marketing environment, Marketing Segmentation and marketing Mix	<b>9</b>	<b>CO1</b>
2	<b>Unit II:</b> Consumer Behaviour, Marketing Research and Marketing information System, Positioning and differentiating the marketing offers	<b>9</b>	<b>CO2</b>

3	<b>Unit III:</b> 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> Distribution - channels, physical distribution, logistics, and promotion Mix – advertising, sales promotion, personal selling, publicity, direct marketing	9	CO4
5	<b>Unit V:</b> 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

#### TEXT BOOKS:

1. Marketing Management by C B Gupta and Rajan Nair
2. **Kotler**, Marketing Management, 15e Pearson Education India 2018
3. RajanSaxena, 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

#### ASSESSMENT PATTERN

##### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS	CIA (7)	MODEL (10)	ASSIGNMEN T (5)	PRESENTATION (5)	CLUB ACTIVIT Y (5)	OTHER ACTIVITIE S (PLS
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(OUT OF 40)						SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3		Case Study	
Evaluate		2			5		
Create							Role play

**ESE- End Semester Examination (60 Marks)**

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## FINANCIAL PLANNING AND WEALTH MANAGEMENT

**Course Code : MBACE201**

**L:T:P:J:C : 2:0:1:0:3**

**Exam Hours : 03**

**Credits : 03**

**CIA Marks : 50**

**ESE Marks : 50**

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

<b>CO1</b>	Comprehend the importance of Financial Planning and the process.
<b>CO2</b>	Analyse the role of debt and financial pressure in financial planning.
<b>CO3</b>	Quantify the insurance needed and advice on the appropriate insurance products. Quantify the retirement corpus required and advice the appropriate asset allocation to achieve the corpus
<b>CO4</b>	Identify the needs of HNI clients and offer the appropriate asset allocation strategies.
<b>CO5</b>	Synchronize tax planning in investment advising and wealth 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	2	1	-	-	2	1	3
<b>CO2</b>	1	3	-	-	-	2	2	2
<b>CO3</b>	2	2	-	-	-	1	1	2
<b>CO4</b>	2	1	1	-	-	1	2	2
<b>CO5</b>	2	2	-	-	-	-	3	3

<b>Si No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	<b>Personal Financial Planning:</b> Financial Planning – meaning, need, scope. Evaluating the financial position of clients, Preparing & Analyzing household budget. Estimating Financial goals, Financial Planning Delivery Process.	9	<b>CO1</b>
2	<b>Comprehensive Financial Planning:</b> The role of debt and financial pressure from debt. Debt counselling. Investment for Liquidity and Financial Goals. Risk return principle, Risk Profiling. Human life cycle and Asset Allocation and Model Portfolios.	9	<b>CO2</b>

3	<b>Insurance Planning &amp; Retirement Planning:</b> Insurance Planning – Need of life and non-life, life insurance need analysis, life insurance products. Retirement Planning – Need, estimating & determining the retirement corpus, retirement products.	9	CO3
4	<b>Wealth Management:</b> Concept of wealth and Measurement of wealth. Spectrum of services, Wealth management service providers, Product categories and Service categories.  <b>Types of Service Mandates:</b> Custodian mandate, Advisory mandate, Discretionary mandate and Mandate mix  HNI segmentation and reason for looking at HNIs.  <b>Understanding the Client</b> <b>Client Segmentation:</b> Segmentation based on Personality, Age and way of accumulation, Risk & return preferences	9	CO4
5	<b>Tax planning with reference to financial management:</b> Objective, Types and methods, Tax saving and Investment plans, Tax planning in Income Tax, Retirement Tax savings, Tax Avoidance vs Tax Evasion.	9	CO5

#### TEXT BOOKS:

- 1.NISM-Series-X A: Investment Adviser Level 1 Exam Work Book
- 2.Dun, Bradstreet (2009), Wealth Management, Tata Mcgraw Hill, India.

#### REFERENCE BOOKS:

- 1.NISM-Series-X B: Investment Adviser Level 2 Exam Work Book
- 2.NISM-Series-XVII: Retirement Advisor Exam Work Book
- 3.Stuart E. Lucas (2012), Wealth: Grow It and Protect It, Updated and Revised, Pearson and FT Press, USA
- 4.G. Victor Hallman, Jerry Rosenbloom (2009), Private Wealth Management: The Complete Reference for the Personal Financial Planner, Mcgraw Hill, USA
- 5.Gregory Curtis (2012), The Stewardship of Wealth: Successful Private Wealth Management for Investors and Their Advisors, Wiley.
- 6.Sankaran S (2012), Wealth Engine: Indian Financial Planning and Wealth Management Handbook, Vision Books.
- 7.Indian Institute of Banking & Finance (2017), Introduction to Financial Planning, 4<sup>th</sup> Edition. Indian Institute of Banking & Finance, (2017), Investment Planning Tax Planning and Estate Planning.

#### ASSESSMENT PATTERN

**CIA- Continuous Internal Assessment (40 Marks)**

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	1	1					
Understand		2					
Apply	4	2	2	1	2.5		
Analyze	2	2	1	2			Case Study
Evaluate		2	2	2		Evaluation of different tax savings and investment plans	
Create		1			2.5		

**ESE- End Semester Examination (100 Marks, weightage 60%)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	20
Analyze	25
Evaluate	22
Create	19



## DIGITAL MARKETING

**Course Code : MBACE202**

**L:T:P:J:C : 2:0:1:1:3**

**Exam Hours : 03**

**Credits : 03**

**CIA Marks : 40**

**ESE Marks : 60**

**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	-	-	-	-	-	
<b>CO2</b>	3	1	-	-	-	-	-	
<b>CO3</b>	3	2	-	-	-	-	-	
<b>CO4</b>	3	2	-	-	-	-	-	
<b>CO5</b>	3	2	-	-	-	-	-	

<b>Si No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
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	<b>CO1</b>
2	Social Media Business Eco System -The new role of a customer- Social CRM - Difference between traditional CRM and social CRM -, Social feedback cycle ,Employee as change agents and Engagement Drivers-Employee Advocacy ,Social media application Using brand outposts and communities, Affiliate Marketing	9	<b>CO2</b>

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	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

### 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(3<sup>rd</sup> 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

### ASSESSMENT PATTERN

#### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	1	1					
Understand		1					
Apply	4	2	2		2.5		
Analyze		2	1	2			Case Study
Evaluate		2		1			
Create	2	2	2	2	2.5	Live promotional activities	

						through social media	
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ESE- End Semester Examination (100 Marks, weightage 60%)

Bloom’s Category	Test
Remember	6
Understand	8
Apply	20
Analyze	25
Evaluate	19
Create	22



## SOFT SKILLS-II

### COMPUTING SKILL DATA ANALYSIS AND BUSINESS MODELING

<b>Course Code</b>	<b>: MBASS902</b>	<b>Credits</b>	<b>: 02</b>
<b>L:T:P:J:C</b>	<b>: 0:0:2:0:2</b>	<b>CIA Marks</b>	<b>: 50</b>
<b>Exam Hours</b>	<b>: 03</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 Ozgur, ‘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.

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## TECHNICAL WRITING AND PRESENTATION

**Course Code : MBASS902A**  
**L:T:P:J:C**

**: 0:0:2:0:2**

**Exam Hours : 03**

**Credits : 02**  
**CIA Marks : 50**

**ESE Marks : 50**

### **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.

### **Syllabus Outline:**

#### **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 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 Texts:**

- i) E Handouts of Rensselaer 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.
- ii) 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)

Course Code : MBA11001

Credits : 03

L:P:T:J:C : 0:0:3:0:3

ESE Marks : 100

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

CO1	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
CO2	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
CO3	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
CO4	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.
CO5	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:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3
CO5	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 I:

- 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 3 & 4**





# SEMESTER 3

1.ELECTIVE - 1\*

2.ELECTIVE- 2\*

3.ELECTIVE- 3\*

4.ELECTIVE -4\*

5.ELECTIVE- 5\*

6.ELECTIVE -6\*

**\* The elective syllabi are on page 34 onwards**

## SPOKEN AND PRESENTATION SKILLS

**Course Code : MBASS903**

**L:T:P:J:C : 0:0:2:0:2**

**Exam Hours : 03**

**Credits : 02**

**CIA Marks : 50**

**ESE Marks : 50**

### **OBJECTIVES**

- *coach* students to identify, classify and apply relevant skill sets.
- *illustrate* role of skills in real-life situations with case studies, role play, etc.
- *translate* performance of skills into efficient habits.
- *enable* students to perceive cultural codes involved in presentation and design language performance accordingly.

### **Contents:**

**UNIT I:** General Language Knowledge and Presentation.

**UNIT II:** Special Language Knowledge and Presentation.

**UNIT III:** General Communication Skills for Presentation.

**UNIT IV:** Professional Communication Skills for Presentation.

**UNIT V:** Social Communication Skills for Presentation.

### **REFERENCES:**

1. Cathcart, Robert. S. and Larry A. Samovar. 1970. *Small Group Communication: A Reader*. 5<sup>th</sup> Edition. Wm. C. Brown Publishers. Iowa.
2. Tamblyn, Doni and Sharyn Weiss. 2000. *The Big Book of Humours Training Games*. 2004 Edition. Tata McGraw-Hill. New Delhi.
3. Andrews, Sudhor. 1988. *How to succeed at Interviews*. 21<sup>st</sup> Reprint. Tata McGraw-Hill. New Delhi.
4. Monippally, Matthukutty. M. 2001. *Business Communication Strategies*. 11<sup>th</sup> Reprint. Tata McGraw-Hill. New Delhi.

## **RURAL DEVELOPMENT PROGRAMME**

**Course Code : MBASS903A**

**L:T:P:J:C**

**: 0:0:2:0:2**

**Exam Hours : 03**

**Credits : 02**

**CIA Marks : 50**

**ESE Marks : 50**

### **1. DESCRIPTION:**

This course RURAL DEVELOPMENT PROGRAMME is included as an integral part of the curriculum to expose students to rural realities with an emphasis on development and marketing communication. This rural development programme duration is 30 hours.

### **2. COURSE OBJECTIVE:**

- To serve the needs of society and industry through education and research
- To develop innovative leaders by giving hands on experience in social problems.

### **3. LEARNING OUTCOMES:**

- Participation in these programmes helps students to create grass root level products and services
- These activities will bolster social- sector organization in development.

### **4. COURSE APPROACH:**

The student spends 30 hours in looking and studying a rural area of their choice. The student interacts with rural people and come up the problems they generally face in the particular locality. The student then will use his expertise to solve few problems by give some suitable solutions.

### **5. COURSE RUBRICS:** Evaluation Items Marks

Rural Diary	-	10
Qualitative Feedback (Finding Gap)		20
Presentation	-	20
Rural report	-	30
Periodic Interaction with Guide	-	20

## INTERNSHIP II – (MAY-JUN – 4 WEEKS)

Course Code : MBA11002

Credits : 03

L:P:T:J:C : 0:0:3:0:3

ESE Marks : 100

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

CO1	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
CO2	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
CO3	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
CO4	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.
CO5	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:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3
CO5	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**

1. ELECTIVE 7\*

2. ELECTIVE 8\*

3. ELECTIVE 9\*

4. ELECTIVE 10\*

**\* The elective syllabi are on page 35 onwards**

## MANAGERIAL SKILLS

**Course Code : MBASS904**

**L:T:P:J:C**

**: 0:0:2:0:2**

**Exam Hours : 03**

**Credits : 02**

**CIA Marks : 50**

**ESE Marks : 50**

### **OBJECTIVES**

- 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- trust 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.
- Hurlock, E.B. (2006). Personality Development, 28<sup>th</sup> Reprint. New Delhi: Tata McGraw Hill

## **CAREER ADVANCEMENT COURSE FOR MANAGERS**

**Course Code : MBASS904A**

**L:T:P:J:C : 0:0:2:0:2**

**Exam Hours : 03**

**Credits : 02**

**CIA Marks : 50**

**ESE Marks : 50**

### **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

# **ELECTIVES**

**For Semester III and IV**

## FINANCE ELECTIVES

### INVESTMENT MANAGEMENT

**Course Code : MBAF301**

**L:T:P:J:C : 3:0:0:0:3**

**Exam Hours : 03**

**Credits : 03**

**CIA Marks : 50**

**ESE Marks : 50**

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

<b>CO1</b>	Analyze the investment securities and settings
<b>CO2</b>	Appraise about capital market and SEBI
<b>CO3</b>	Evaluate about Economy Analysis and Industry life cycle
<b>CO4</b>	Create Fundamental analysis 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	-	-	-	-	-	-	-
<b>CO2</b>	2	-	-	-	-	-	-	-
<b>CO3</b>	3	3	-	1	-	-	1	1
<b>CO4</b>	3	3	-	1	-	-	1	1
<b>CO5</b>	2	3	-	-	-	3	1	-

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	Investment setting — Securities — Sources of investment information — Security market indications— Security Contract regulation Act. Investor Protection	9	<b>CO1</b>
2	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	<b>CO2</b>
3	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 Earnings	9	<b>CO3</b>
4	Fundamental Analysis Vs Technical Analysis — Charting methods — Market Indicators. Trend — Trend reversals — Patterns - Moving Average — Exponential	9	<b>CO4</b>

	moving Average —Oscillators		
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.

### ASSESSMENT PATTERN

#### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3			Online Trading
Evaluate		2			5		
Create						Portfolio for an Investor	

#### ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6



Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## INTERNATIONAL FINANCIAL MANAGEMENT

**Course Code : MBAF302**

**Credits : 03**

**L:T:P:J:C : 3:0:0:0:3**

**CIA Marks : 50**

**Exam Hours : 03**

**ESE Marks : 50**

**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	-	-	-	-	-	-	-
<b>CO2</b>	2	2	-	2	-	-	-	1
<b>CO3</b>	2	1	-	2	-	1	-	1
<b>CO4</b>	1	1	-	1	-	1	1	-
<b>CO5</b>	1	1	-	-	-	-	-	-

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	International financial functions – Scope of international financial management – international flow of funds – development in international monetary system	9	<b>CO1</b>
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 – Reforms in FOREX market	9	<b>CO2</b>
3	International long term finance – IMF – World bank – Euro bond market – Asian development bank – ADR's and GDR's	9	<b>CO3</b>

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

### ASSESSMENT PATTERN

#### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember							
Understand							
Apply							
Analyze							
Evaluate							
Create							

#### ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## MERCHANT BANKING AND FINANCIAL SERVICES

**Course Code : MBAF303**

**Credits : 03**

**L:T:P:J:C : 3:0:0:0:3**

**CIA Marks : 50**

**Exam Hours : 03**

**ESE Marks : 50**

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

<b>CO1</b>	Analyses various Financial Services and Products available in the market.
<b>CO2</b>	Evaluate about the Functions and Role of Merchant Banker
<b>CO3</b>	Appraise their credentials for credit Rating and also about Mergers and Acquisitions
<b>CO4</b>	Analyse the concept of Factoring, Financing and Evaluation.
<b>CO5</b>	Evaluate about Consumer credit and Venture Capital

**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>CO1</b>	3	3	3	2	2	2	2
<b>CO2</b>	3	2	3	2	2	2	2
<b>CO3</b>	3	3	2	2	2	2	2
<b>CO4</b>	3	2	3	2	3	3	1
<b>CO5</b>	3	2	2	2	2	2	2

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	Financial Services Industry – Emergence – Developments – Fund Based and Non-fund based activities – modern activities – New Financial Products and Services, Innovative Financial Instruments – Challenges Ahead.	9	<b>CO1</b>
2	Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments -- Issue Pricing – Book Building – Preparation of Prospectus -Selection of Bankers, Advertising Consultants, etc. - Role	9	<b>CO2</b>

	of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals– Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue activities		
3	Fee based services - Mergers and Acquisitions – Portfolio Management Services – Credit Rating – Credit Rating: Regulatory framework – Credit Rating Agencies – Rating Process and Methodology – Rating symbols/Grades – Pension Plan - Mutual Funds - Business Valuation.	9	CO3
4	Factoring and Forfeiting - Mode of operation , types, functions – Factoring in India - Bills Discounting –Real estate Industry – Housing Finance – Housing Finance system – National Housing Bank – Refinance scheme for HFCs – Asset Liability Management	9	CO4
5	Securitization – Mortgage-Based Securitization – Reverse Mortgage Loan (RML) Securitization of Standard Assets - Financial Evaluation - Consumer Credit – Credit Cards –Real Estate Financing – Bills Discounting –Venture Capital..	9	CO4, CO5

#### TEXT BOOKS:

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 11th Edition, 2008
2. **Gurusamy**, MERCHANT BANKING AND FINANCIAL SERVICES, *Tata McGraw Hill, Delhi, 2009.*

#### REFERENCE BOOKS:

1. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
2. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons
3. Sasidharan, Financial Services and System, Tata McGraw Hill, New Delhi, 2nd Edition, 2011.

#### ASSESSMENT PATTERN

##### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			

Analyze	3	2	3	3			Case Study
Evaluate		2			5	Venture Capital analysis	
Create							

**ESE- End Semester Examination (60 Marks)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26



## FINANCIAL DERIVATIVES

**Course Code : MBAF304**

**L:T:P:J:C : 3:0:0:0:3**

**Exam Hours : 03**

**Credits : 03**

**CIA Marks : 50**

**ESE Marks : 50**

**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	-	-	-	-	-	-
<b>CO2</b>	2	3	-	-	-	-	-	-
<b>CO3</b>	2	3	-	-	-	2	-	1
<b>CO4</b>	2	3	-	-	-	2	-	1
<b>CO5</b>	2	2	-	-	-	-	-	-

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
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	<b>CO1</b>
2	Forward contracts – Classification-Mechanism-features-advantages and disadvantages-valuation-pricing-hedging-Offsetting-limitations	9	<b>CO2</b>
3	Futures contracts. Nature-Characteristics-Evolution-Participants-Pricing models-hedging strategies.	9	<b>CO3</b>
4	Options-Options contract - Valuation of options-Hedging strategies using options	9	<b>CO4</b>
5	Financial swaps-Principles and valuation	9	<b>CO5</b>



**TEXT BOOKS:**

1. Bishnupriya Mishra, SathyaSwaroopdebashish-Financial derivatives
2. **Maheswari**, Financial Derivatives: The Currency and Rates Factor, 1e Pearson 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

**ASSESSMENT PATTERN****CIA- Continuous Internal Assessment (40 Marks)**

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3			Case Study
Evaluate		2			5		
Create						Study of Derivativ e market	

**ESE- End Semester Examination (60 Marks)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## **RISK MANAGEMENT AND INSURANCE**

**Course Code : MBAF305**

**L:T:P:J:C : 3:0:0:0:3**

**Exam Hours : 03**

**Credits : 03**

**CIA Marks : 50**

**ESE Marks : 50**

**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	-		-	-	-	-
<b>CO2</b>	3	2	-	1	-	-	-	1
<b>CO3</b>	3	2	-		-	-	2	1
<b>CO4</b>	2	1	-		-	3	2	1
<b>CO5</b>	2	1	-		-	-	-	-

Sl 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 – 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
2. India, 2011.
3. Stulz, Risk Management and Derivatives, Cengage Learning, 2nd Edition, 2011.
4. Skipper and Kwon, Risk management and Insurance, Blackwell Publishing, 2009.

## ASSESSMENT PATTERN

### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGOR Y MARKS (OUT OF 40)	CI A (7)	MODE L (10)	ASSIGNME N T (5)	PRESENTATI O N (5)	CLUB ACTIVIT Y (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3			Insuranc e Policies
Evaluate		2			5		
Create						Risk Managemen t ools	

### ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## CORPORATE TAXATION

**Course Code : MBAF306**

**L:T:P:J:C : 3:0:0:0:3**

**Exam Hours : 03**

**Credits : 03**

**CIA Marks : 50**

**ESE Marks : 50**

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

<b>CO1</b>	Evaluate Income Tax and accounting and Income exempted from Tax
<b>CO2</b>	Formulate head of income and about salaries and house property
<b>CO3</b>	Compare Profits and Gains of business and profession, Capital gains and income from other sources
<b>CO4</b>	Appraise Set off and carry forward of losses, assessment of individual & firms and Deductions
<b>CO5</b>	Formulate Assessment procedures, Tax planning, PAN , Filing of returns and IT Authorities

**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
<b>CO2</b>	3	3	-	-	-	1	1	1
<b>CO3</b>	3	3	-	-	-	1	1	1
<b>CO4</b>	3	3	-	-	-	1	1	1
<b>CO5</b>	3	3	-	1	-	1	-	1

<b>Si. No.</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	Income tax law- scheme of taxation – important concepts – method of accounting – scope of total income and residential status – income exempted from tax	9	<b>CO1</b>
2	Heads of Income – salaries and house property	9	<b>CO2</b>
3	Profits and Gains of business and profession- Capital gains and income from other sources	9	<b>CO3</b>
4	Set off and carry forward of losses – assessment of individual & firms – deductions under Chapter	12	<b>CO4</b>
5	Assessment procedures - Tax planning – PAN – Filing of returns – IT Authorities	6	<b>CO5</b>

**TEXT BOOKS:**

1. Income tax law and practice – V.P.gaur and Narang – Kalyani publishers

**REFERENCE BOOKS:**

1. Income tax – B.B.Lal – pearson india publishers
2. Income tax :law & practice – Singhanian – tax man publishers

**ASSESSMENT PATTERN****CIA- Continuous Internal Assessment (40 Marks)**

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMEN T (5)	PRESENTATION (5)	CLUB ACTIVIT Y (5)	OTHER ACTIVITIE S (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3			
Evaluate		2			5		
Create							

**ESE- End Semester Examination (60 Marks)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## MARKETING ELECTIVES

### SERVICES MARKETING

**Course Code : MBAM401**

**L:T:P:J:C : 3:0:0:0:3**

**Exam Hours : 03**

**Credits : 03**

**CIA Marks : 50**

**ESE Marks : 50**

**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	-	3	-
<b>CO2</b>	3	-	-	2	-	-	-	-
<b>CO3</b>	3	3	-	1	-	3	2	1
<b>CO4</b>	1	3	-	3	-	2	2	1
<b>CO5</b>	-	2	1	2	3	2	2	-

<b>Sl. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	<b>Unit I:</b> Introduction to services marketing – Services economy – evolution and growth of service sector – nature and scope of services – characteristics – classification – 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> Focus on customers - Assessing service marketing opportunities– 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> 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> 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 – role of internal marketing in service delivery-Drivers of service dissatisfaction	9	CO4
5	<b>Unit – V</b> Marketing strategies for different services – Formulating service marketing strategies for health, hospitality, tourism, logistics, financial, information technology, educational, entertainment 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.

### ASSESSMENT PATTERN

#### CIA- Continuous Internal Assessment (40 Marks)

BLOOM’S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					Service Gap Analysis
Apply	2	2	2	2			Case Studies
Analyze	3	2	3	3		Blueprint of Retail Outlet	
Evaluate		2			5		
Create							

#### ESE- End Semester Examination (60 Marks)

Bloom’s Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## INTEGRATED MARKETING COMMUNICATION (IMC)

**Course Code : MBAM402**

**Credits : 03**

**L:T:P:J:C : 3:0:0:0:3**

**CIA Marks : 50**

**Exam Hours : 03**

**ESE Marks : 50**

**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. Analyse 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	-	1	-	-	-	-
<b>CO2</b>	2	-	-	-	-	-	-	-
<b>CO3</b>	2	1	-	1	1	-	1	1
<b>CO4</b>	2	-	-	-	1	1	1	1
<b>CO5</b>	1	-	-	-	-	-	-	-

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>COs</b>
1	<b>Unit I:</b> 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	<b>CO1</b>
2	<b>Unit II</b> 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	<b>CO2</b>

3	<b>Unit III</b> 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> 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> 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

#### ASSESSMENT PATTERN

##### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIE S (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					

Understand		2					
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Apply	2	2	2	2			Brand War
Analyze	3	2	3	3			
Evaluate		2			5		
Create						Ad Copy	

**ESE- End Semester Examination (60 Marks)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## GLOBAL MARKETING MANAGEMENT

**Course Code : MBAM403**

**Credits : 03**

**L:T:P:J:C : 3:0:0:0:3**

**CIA Marks : 50**

**Exam Hours : 03**

**ESE Marks : 50**

**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	-	-	3	-	2	2	1
<b>CO2</b>	3	3	-	3	-	-	3	-
<b>CO3</b>	3	3	2	3	2	3	2	-
<b>CO4</b>	3	1	2	2	-	2	1	1
<b>CO5</b>	2	-	3	2	-	3	2	-

<b>No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>COs</b>
1	<b>UNIT I:INTRODUCTION TO GLOBAL MARKETING-</b> 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	<b>UNIT II:THE GLOBAL MARKETING ENVIRONMENT</b> The Global Economic Environment -The Global Trade Environment - Social and Cultural Environments - The Political, Legal, and Regulatory Environments of Global Marketing	9	CO2
3	<b>UNIT III: APPROACHING GLOBAL MARKETS</b> 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	<b>UNIT IV: THE GLOBAL MARKETING MIX</b> -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	<b>UNIT V: STRATEGY AND LEADERSHIP IN THE TWENTY-FIRST CENTURY</b> 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. Swapna Pradhan, Retail Management-Text And Cases Tata McGraw Hill, 2nd Edition 2008

**ASSESSMENT PATTERN****CIA- Continuous Internal Assessment (40 Marks)**

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVIT Y (5)	OTHER ACTIVITIE S (PLS SPECIFY)	
						(4)	(4)
Remember	1	1					
Understand	1	1		2			
Apply	2	2	2	1	2		
Analyze	2	2	2	2	1	Case study	
Evaluate	1	2	1		2		
Create		2					

**ESE- End Semester Examination (60 Marks)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26



## SALES AND DISTRIBUTION MANAGEMENT

**Course Code : MBAM404**

**Credits : 03**

**L:T:P:J:C : 3:0:0:0:3**

**CIA Marks : 50**

**Exam Hours : 03**

**ESE Marks : 50**

**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	-	-	-	-	-	2	-
<b>CO2</b>	1	-	-	-	2	-	-	1
<b>CO3</b>	2	-	-	2	-	2	1	-
<b>CO4</b>	2	-	3	-	1	1	-	1
<b>CO5</b>	1	-	-	-	-	-	-	1

No	CONTENTS OF MODULE	Hrs	Cos
1	<b>Unit I</b> 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> 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> Physical distribution-Distribution management, Marketing mix, marketing channels, wholesaling and retailing, designing channel system, selecting channel members.	9	CO3
4	<b>Unit IV</b> 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> 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

#### 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

## ASSESSMENT PATTERN

### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2		Sales Pitch	
Analyze	3	2	3	3			Case Studies
Evaluate		2			5		
Create							

### ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## RETAIL MARKETING

**Course Code : MBAM405**

**L:T:P:J:C : 3:0:0:0:3**

**Exam Hours : 03**

**Credits : 03**

**CIA Marks : 50**

**ESE Marks : 50**

**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	-	3	3	3	3	-
<b>CO2</b>	2	1	3	-	3	2	2	1
<b>CO3</b>	1	-	2	2	2	-	-	1
<b>CO4</b>	1	3	-	-	1	-	-	1
<b>CO5</b>	-	2	-	2	-	1	1	-

<b>Si. NO</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
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1	<b>Unit I: Introduction</b> Global Retailing Overview-Retail Trends in India-Technological Influences on Retail Industry-Indian Government Policy Implication on Retail Sector.	9	CO1
2	<b>Unit II: Retail Formats</b> 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	<b>Unit III: Retailing Decisions</b> Choice of Retail Location-Atmospherics-Positioning Of Retail Stores-Building Retail Store Image Retail Service Quality Management-Retail Pricing	9	CO3
4	<b>Unit IV: Retail Shop Management</b> Visual Merchandise Management –Inventory Management-Retail Store Brand-Retail Advertising and Promotion	9	CO4
5	<b>Unit V:Retail Shopper Behavior and Online Retail</b> Shopper Profile Analysis-Complaint Management-Factors Influencing Retail Shopper Behavior-Online Retail and Emerging Trends	9	CO5

#### 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. SwapnaPradhan,Retail Management-Text And Cases Tata McGraw Hill, 2nd Edition 2008

#### ASSESSMENT PATTERN

##### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGOR Y MARKS (OUT OF 40)	CI A (7)	MODE L (10)	ASSIGNME N T (5)	PRESENTATI O N (5)	CLUB ACTIVIT Y (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			Case Studie

							s
Analyze	3	2	3	3		Application Strategies	
Evaluate		2			5		
Create							

**ESE- End Semester Examination (60 Marks)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26



**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(3<sup>rd</sup> 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

**ASSESSMENT PATTERN****CIA- Continuous Internal Assessment (40 Marks)**

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	1	1					
Understand		1					
Apply	4	2	2		2.5		
Analyze		2	1	2			Case Study
Evaluate		2		1			

**CONSUMER BEHAVIOUR****Course Code : MBAM406****L:T:P:J:C : 3:0:0:0:3****Exam Hours : 03****Credits : 03****CIA Marks : 50****ESE Marks : 50**



**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	-	2	1	2	3
<b>CO2</b>	2	1	-	-	2	-	1	2
<b>CO3</b>	1	2	2	-	2	-	2	3
<b>CO4</b>	1	3	1	-	1	2	3	3
<b>CO5</b>	1	2	2	-	2	2	2	3

<b>Sl No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	<b>Introduction-</b> Concepts, Significance, Dimensions of Consumer Behavior, Relevance of Market Research with Consumer Behavior.	<b>9</b>	<b>CO1</b>
2	<b>The Consumer Decision Making Process</b> - 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	<b>9</b>	<b>CO2</b>
3	<b>Psychological Influences on Consumer Decision Making –I</b> :Consumer's Needs & Motivation, Personality and Consumer behavior, Brand Personality, Self and Self-image, Consumer Perception, Risk and Imagery	<b>9</b>	<b>CO3</b>
4	<b>Decision Making –II</b> :Consumer Learning, memory, Consumer Attitude: Belief, Affect-Mood and Emotions, Attitude and Intention, Attitude Formation and Attitude Change, Consumer Involvement, Influence	<b>9</b>	<b>CO4</b>
5	<b>Sociological Influences on Consumer Decision Making:</b> Consumer groups, reference groups, Family & Its social standing-Culture's influence on consumer behavior- Cross cultural consumer behavior. <b>Other Influences and Trends in Consumer Behavior:</b> Diffusion and adoption of innovations- Marketing ethics and social responsibility, Dark side of consumer behavior	<b>9</b>	<b>CO5</b>

**TEXT BOOKS:**

1. Schiffman L G, Kanuk LL, Ramesh Kumar S, (2015), Consumer Behaviour, 11<sup>th</sup> 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, 6<sup>th</sup> 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.

**ASSESSMENT PATTERN****CIA- Continuous Internal Assessment (40 Marks)**

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	1	2					
Understand		1					
Apply	4	2	2		2.5		
Analyze		2	2	2			Case Study
Evaluate	2	2		2	2.5		
Create		1	1	1		Live project	

**ESE- End Semester Examination (100 Marks, weightage 60%)**

Bloom's Category	Test
Remember	5
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## ADVERTISING AND PROMOTIONS MANAGEMENT

**Course Code : MBAM407**

**L:T:P:J:C : 2:0:0:0:3**

**Exam Hours : 03**

**Credits : 03**

**CIA Marks : 50**

**ESE Marks : 50**

**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	-	1	-	-	2	1
<b>CO2</b>	3	2	-	2	-	2	2	2
<b>CO3</b>	3	2	-	2	-	1	3	1
<b>CO4</b>	2	2	-	2	-	2	2	1
<b>CO5</b>	2	3	-	2	-	1	1	1

<b>Si No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	<b>Advertising and the marketing process:</b> 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	<b>9</b>	<b>CO1</b>

2	<b>Advertising models and budgets:</b> Communications and Advertising models-Advertising objectives based on Brand outcomes Setting advertising and promotions budgets	9	CO2
3	<b>Creative and Media Strategy:</b> 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	<b>Sales Promotions:</b> 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	<b>Measurements and Ethics:</b> 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

#### ASSESSMENT PATTERN

##### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	1	1					
Understand		1					
Apply	4	2	1				
Analyze		2	2	2	2.5		Case Study
Evaluate	2	2		2			

Create		2	2	1	2.5	Live Ad creation	
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ESE- End Semester Examination (100 Marks, weightage 60%)

Bloom’s Category	Test
Remember	5
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26











## HR ELECTIVES

### INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS

Course Code : MBAH501

Credits : 03

L:P:T:J:C : 3:0:0:0:3

CIA Marks : 50

Exam Hours : 03

ESE Marks : 50

**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	-	2	3	3	-	3	1
<b>CO2</b>	2	1	-	2	2	-	3	2
<b>CO3</b>	3	2	1	3	2	2	3	2
<b>CO4</b>	3	1	-	3	-	1	3	2
<b>CO5</b>	2	2	1	3	-	2	3	2

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	<b>Introduction to Labour Legislations and Regulatory Laws:</b> Meaning and classification of Labour legislations in India. History & Development of Labour Legislations in India The Factories Act, 1948	9	<b>CO1</b>
2	<b>Legislations related to Wages</b> The Payment of Wages Act, 1936 The Minimum wages Act, 1948	9	<b>CO2</b>

3	<b>Legislations related to Social Security</b> The Employee Compensation Act, 1923 Payment of Gratuity Act, 1972 The Payment of Bonus Act, 1965 The Employee Provident Fund and Miscellaneous Act, 1952 The Employees State Insurance Act, 1948	15	<b>CO3,</b> <b>CO5</b>
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4	<b>Industrial Employment &amp; Service conditions</b> The Trade Unions Act, 1926 The Industrial Disputes Act, 1947 The Industrial Employment (Standing Orders) Act, 1946	9	CO4, CO5
5	<b>Legislations related to environment</b> Environment Protection Act, 1986	3	CO5

### TEXT BOOKS:

1. Kapoor N.D, Elements of Industrial Law, Sultan Chand
2. P.K.Padhi, Industrial Laws, PHI, 2008

### REFERENCE BOOKS:

1. Srivastava, Industrial Relations and labour laws, Vikas, 4th ed, Respective Acts from Bare act
2. Dhandapani, commercial and Industrial law, Sultan Chand, 1998.
3. Das Gupta, Maintaining Industrial discipline, Response Books, 2002

### ASSESSMENT PATTERN

#### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2		Mind Mapping	
Analyze	3	2	3	3			Case Studies
Evaluate		2			5		
Create							

#### ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24

Create	26
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## GLOBAL HUMAN RESOURCE MANAGEMENT

**Course Code :MBAH502**

**L:T:P:J:C : 3:0:0:0:3**

**Exam Hours : 03**

**Credits : 03**

**CIA Marks : 50**

**ESE Marks : 50**

**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	-	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	-	2	1

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
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	<b>CO1</b>
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	<b>CO2</b>
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,	9	<b>CO3</b>

	recruitment methods using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, international staffing issues – Outsourcing		
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

## ASSESSMENT PATTERN

### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMEN T (5)	PRESENTATION (5)	CLUB ACTIVIT Y (5)	OTHER ACTIVITIE S (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3			
Evaluate		2			5		
Create							

### ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## LEADERSHIP AND ORGANIZATIONAL EFFECTIVENESS

**Course Code : MBAH503**

**L:T:P:J:C : 3:0:0:0:3**

**Exam Hours : 03**

**Credits :03**

**CIA Marks : 50**

**ESE Marks : 50**

**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

<b>Sl NO</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
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	<b>CO1</b>
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,	9	<b>CO2</b>



	Stewardship and servant leadership, Leadership of culture and diversity, Strategic leadership.		
3	Leadership development and succession: Development through self-awareness and self-discipline, education, experience, and mentoring, succession. Evaluation of leadership development efforts, In dian cases on 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.

#### ASSESSMENT PATTERN

##### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3			Case Study
Evaluate		2			5	HBR	

Create							
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**ESE- End Semester Examination (60 Marks)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## KNOWLEDGE MANAGMENT

**Course Code : MBAH504**

**L:T:P:J:C : 3:0:0:0:3**

**Exam Hours : 03**

**Credits :03**

**CIA Marks : 50**

**ESE Marks : 50**

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

<b>CO1</b>	Analyze the different knowledge types and explain how they are addressed by knowledge management
<b>CO2</b>	Examine how valuable individual, group and organizational knowledge is managed throughout the knowledge management cycle
<b>CO3</b>	Interpret the major roles and responsibilities in knowledge management implementations
<b>CO4</b>	Identify some of the key tools and techniques used in knowledge management applications.
<b>CO5</b>	Formulate and empower employees to solve customer problems in organizations

**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	-	1	2	-	1
<b>CO2</b>	2	1	2	3	3	1	2	2
<b>CO3</b>	3	2	1	2	-	-	2	1
<b>CO4</b>	2	2	-	1	2	1	-	2
<b>CO5</b>	3	2	1	-	2	1	2	2

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	<b>The Basics</b> Understanding Knowledge ,KM System Life Cycle	9	<b>CO1</b>
2	<b>Knowledge Creation And Capture</b> Knowledge Creation and Architecture., Capturing Tacit Knowledge., Other Knowledge Capturing Techniques.	9	<b>CO2</b>
3	<b>Knowledge Codification And System Implementation</b> Knowledge Codification, System Testing and Deployment., Knowledge Transfer and Knowledge Sharing. Knowledge Transfer in the E-World	9	<b>CO3</b>
4	<b>KM System Tools And Portals</b> Learning From Data, Data Mining, Knowing the Unknown, KM Tools and Knowledge Portals.	9	<b>CO4</b>
5	<b>Ethical, Legal and Managerial Issues</b> Managing Knowledge Workers, the future of KM, the ownership of knowledge	9	<b>CO5</b>

**TEXT BOOK:**

1. **Awad**, Knowledge Management, 1e Pearson Education India 2007
2. **Tiwana**, Knowledge Management Toolkit w/CD Pearson Education India 2006

**REFERENCES:**

1. Knowledge Management – a resource book – A Thothathri Raman, Excel, 2004.

**ASSESSMENT PATTERN****CIA- Continuous Internal Assessment (40 Marks)**

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMEN T (5)	PRESENTATION (5)	CLUB ACTIVIT Y (5)	OTHER ACTIVITIE S (PLS SPECIFY)	
						(4)	(4)
Remember							
Understand							
Apply							
Analyze							
Evaluate							
Create							

**ESE- End Semester Examination (60 Marks)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## TRAINING AND DEVELOPMENT

**Course Code : MBAH505**

**L:P:T:J:C : 3:0:0:0:3**

**Exam Hours : 03**

**Credits : 03**

**CIA Marks : 50**

**ESE Marks : 50**

**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

<b>Sl NO</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	Introduction to Education and Development, Strategic Training and development Process, Factors influencing working , learning and Training,	8	<b>CO1</b>
2	Training need Assessment, process, Models of need assessment, Learning theories, process and program design, Transfer of training – training design	8	<b>CO2</b>
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	<b>CO3</b>
4	Employee development – Approaches, process and strategies, Special issues in Training & Development – external and internal issues, Future of Training and development	8	<b>CO4</b>

5	Careers and career management - definition, model, career management systems, evaluation career management systems, Special challenges in career management – Socialisation, orientation	8	CO5
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### 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

### ASSESSMENT PATTERN

#### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3			Effective training methods
Evaluate		2			5		
Create						Role Play	

#### ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6

Understand	8
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Apply	14
Analyze	22
Evaluate	24
Create	26

### TALENT ACQUISITION & MANAGEMENT

**Course : MBAH506**  
**Code : 3:0:0:0:3**  
**L:T:P:J:C**

**Credits :**  
**CIA 03**  
**Marks :**  
**50**

**Exam : 03**  
**Hours**

**ESE :**  
**Marks 50**

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

<b>CO 1</b>	Analyse the process of linking talent management to organizational strategy and other HR practices
<b>CO 2</b>	Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs
<b>CO 3</b>	Examine the processes for talent development and succession planning
<b>CO 4</b>	Discuss the unique challenges and opportunities of TM resulting from globalization
<b>CO 5</b>	Examine the role of leadership related to TM (both HR leadership and org. leadership).

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

	<b>PO 1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO 5</b>	<b>PO6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO1</b>	3	-	3	2	-	—	1	1
<b>CO2</b>	3	3	-	3	-	-	1	2
<b>CO3</b>	3	3	2	3	3	—	2	2
<b>CO4</b>	2	3	3	2	-	-	2	2
<b>CO5</b>	3	2	3	2	2	-	2	2

<b>S i</b>	<b>CONTENTS OF MODULE</b>	<b>H rs</b>	<b>Cos</b>
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<b>No</b>			
1	<p>Introduction to Talent Management:</p> <p>Introduction, Meaning &amp; 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.</p>	9	<b>CO 1</b>
2	<p>Talent Acquisition:</p> <p>Job analysis-Method of collecting information, developing questionnaires, interviews, developing job description &amp; job specification. Developing HR planning process (using MS-Excel and quantitative tools). Evaluation of factors affecting HRP, Strategic view of recruitment &amp; selection. Talent Acquisition, Recruitment Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions</p>	9	<b>CO 2</b>

3	Employee Engagement: 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 & minimising selection errors, Reliability & Validity tests, Choosing the types of interviews.	9	CO 3
4	Employee Retention: 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	CO 4
5	Emerging Trends in HR: 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	CO 5

#### TEXT BOOKS:

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

#### REFERENCE BOOKS:

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

#### ASSESSMENT PATTERN

##### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGO RY MARKS (OUT OF 40)	C I A ( 7 )	MOD EL (10)	ASSIGNME NT (5)	PRESENTATI ON (5)	CLUB ACTIVI TY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						( 4 )	(4)
Remember	1	1					
Understand		1		1			
Apply	2	2	2				

Analyze	2	2	1	2	2.5		Cas e Stu dy
Evaluate	2	2		2	2.5		
Create		2	2			Talent Acquisitio n using social media profiles	

**ESE- End Semester Examination (100 Marks, weightage 60%)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	21
Analyze	25
Evaluate	22
Create	18

## HR ANALYTICS

**Course : MBAH507**  
**Code : 3:0:0:0:3**  
**L:T:P:J:C**

**Exam : 03**  
**Hours**

**Credits :**  
**CIA 03**  
**Marks :**  
**50**  
**ESE :**  
**Marks 50**

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

<b>CO 1</b>	Apply HR Analytical techniques in the areas of HRP, recruitment and selection, Compensation and Benefits, Training and Human Capital development etc.
<b>CO 2</b>	Predict the issues using the available HR data and formulate the best strategies
<b>CO 3</b>	Analyze the value of Intangibles that HR helps build for the organization given a particular business context.
<b>CO 4</b>	Utilize soft factors in a people management context and convert them into measurable variables.
<b>CO 5</b>	Design a Metrics and Analysis index for recruitment, performance and or a training and development context

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

	<b>PO 1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO 5</b>	<b>PO6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO1</b>	3	-	1	2	1	-	-	2
<b>CO2</b>	3	3	1	2	2	-	-	2
<b>CO3</b>	3	3	2	3	1	-	-	2
<b>CO4</b>	2	3	2	3	1	-	-	3
<b>CO5</b>	3	2	2	3	1	-	-	2

<b>S i N o</b>	<b>CONTENTS OF MODULE</b>	<b>H rs</b>	<b>Cos</b>
<b>1</b>	Introduction to HR Analytics  Understanding core concepts of HR Analytics. Business Intelligence, Business analytics and its Evolution. Role of Data in HR, Assembling Data, Describing Data, Visualization. Measures of Data, Probability and Managing Uncertainty. HR Analytics: The Third Wave for HR value creation	<b>9</b>	<b>CO 1</b>

2	<p>Human Resource Planning and Forecasting</p> <p>Quantitative and Qualitative Dimensions of HR Planning. Methods and Techniques of HR Demand Forecasting. Database for Manpower forecasting. Analysis of Labour Market Behaviour. Analyzing Turnover trends</p>	9	CO 2
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3	<p>Behavioral assessment in Personnel selection</p> <p>Approaches to behavioral assessment - Sorting application. Identifying and developing Key Performance Indicators (KPI) - create, Build and maintain a HR Scorecard - classification based on performance indicators- identifying performance drivers.</p>	9	CO 3
4	<p>Designing a compensation system</p> <p>Linking Compensation and performance. Analyzing and Classifying training needs, Measuring training effectiveness, Predicting training effectiveness with performance and compensation Surveys on employee satisfaction, engagement, work life balance, etc.</p>	9	CO 4
5	<p>Current approaches to measuring HR and reporting value from HR contributions</p> <p>HR Scorecards &amp; Workforce Scorecards and how they are different from HR Analytics. Overarching components of an effective Analytics framework. Introduction to Tools that performs HR analytics, Predictive Analytics: Conditions including correlation, causality and isolation. Diagnosing and clarification of symptoms of HR problem</p>	9	CO 5

#### **TEXT BOOKS:**

Sesil. J, (2014), Applying advanced analytics to HR management decisions: Methods for recruitment, performance and improving knowledge management. Prentice Hall.

#### **REFERENCE BOOKS:**

Barnett K, Berk J, (2012), Human Capital Analytics. Word Association Publication.

Fitz-Enz J, (2010), The HR Analytics: Predicting the Economic Value of your Company's Human Capital Investments, AMACOM.

#### **ASSESSMENT PATTERN**

**CIA- Continuous Internal Assessment (40 Marks)**

BLOOM'S CATEGO RY MARKS (OUT OF 40)	C I A ( 7 )	MOD EL (10)	ASSIGNME NT (5)	PRESENTATI ON (5)	CLUB ACTIVI TY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						( 4 )	(4)
Remember	1	1					
Understand		2					
Apply	4	2	2		2 . 5	Activity using analytical tools	
Analyze	2	2	2	2	2.5		Cas e Stu dy
Evaluate		2		1			
Create		1	1	2			

**ESE- End Semester Examination (100 Marks, weightage 60%)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	21
Analyze	25
Evaluate	20
Create	20







## SYSTEMS ELECTIVES

### E-COMMERCE TECHNOLOGY AND MANAGEMENT

**Course Code** : MBAS601  
**L:P:T:J:C** : 3:0:0:0:3  
**Exam Hours** : 03

**Credits CIA** : 03  
**Marks** :50  
**ESE marks** :50

#### Course objectives :

- To provide an understanding of e-commerce, the technology infrastructure and the business applications.
- To introduce ecommerce payments methods and security threats in e-commerce
- To recognize the ethical, social, legal and privacy issues in e-commerce

#### 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>CO1</b>	3	3	3	2	3	2	1
<b>CO2</b>	3	3	3	3	3	2	1
<b>CO3</b>	3	3	2	3	2	3	1
<b>CO4</b>	3	3	2	3	2	3	1
<b>CO5</b>	3	3	3	2	3	3	2

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	<b>Unit I - Fundamental Of E-Commerce</b> 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	<b>CO1</b>

2	<b>Unit II - Business Applications in E-Commerce</b> Retailing in E-commerce – market research on internet customers – e-commerce for service sector – Advertising in e-commerce – B2B ecommerce.	8	CO2
3	<b>Unit III - Commerce Infrastructure</b> Intranet, Internet & Extranet – Structure, Architecture, Applications & Business Models.	8	CO3
4	<b>Unit IV - Commerce Payments and Security</b> 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	<b>Unit V - Legal and Privacy Issues in E-Commerce</b> 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.

### ASSESSMENT PATTERN

#### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember							
Understand							
Apply							
Analyze							
Evaluate							
Create							

#### ESE- End Semester Examination (60 Marks)

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## EMERGING TECHNOLOGIES FOR MANAGEMENT

<b>Course Code</b>	<b>: MBAS602</b>	<b>Credits</b>	<b>: 03</b>
<b>L:P:T:J:C</b>	<b>: 3:0:0:0:3</b>	<b>CIA</b>	
<b>Exam Hours</b>	<b>: 03</b>	<b>Marks</b>	<b>:50</b>
		<b>ESE marks</b>	<b>: 50</b>

### Course objectives :

- To explore the emerging technologies Mobile computing, Wireless architecture, WAP and Green computing.
- To analyze the privacy risk and security management in using the emerging technologies for business management.

### 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, its 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>CO1</b>	3	3	3	2	3	2	1
<b>CO2</b>	3	3	3	3	3	2	1
<b>CO3</b>	3	3	2	3	2	3	1
<b>CO4</b>	3	3	2	3	2	3	1
<b>CO5</b>	3	3	3	2	3	3	1

<b>Sl NO</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	<b>Introduction to Mobile Computing</b> 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	<b>CO1</b>
2	<b>Wireless Architecture- GSM</b> Introduction- System Architecture – GSM Address and Identifiers – GSM Mobility Management. GPRS: Introduction- Benefits of GPRS - GPRS Architecture – GPRS Applications – Limitations of GPRS. WLL:	8	<b>CO2</b>

	Introduction – Configuration – Architecture – WLL technologies. VPN: Introduction – Goals of VPN – Types of VPN – Benefits. WiMAX: Introduction – Features – Architecture – Applications. Wi-Fi: Introduction – Working Concepts.		
3	<b>Introduction to WAP</b> 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> 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> 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

## ASSESSMENT PATTERN

### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMEN T (5)	PRESENTATION (5)	CLUB ACTIVIT Y (5)	OTHER ACTIVITIE S (PLS SPECIFY)	
						(4)	(4)
Remember							
Understand							
Apply							
Analyze							
Evaluate							
Create							

### ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## ENTERPRISE RESOURCE PLANNING

**Course Code** : MBAS603  
**L:P:T:J:C** : 3:0:0:0:3  
**Exam Hours** : 03

**Credits CIA** : 03  
**Marks** : 50  
**ESE marks** : 50

### Course objectives :

- To understand the business process of an enterprise and to get an over view of the scope, benefits and the evolution of ERP.
- To discuss the ERP implementation methodology, different phases of implementation and maintenance of ERP.
- To introduce the emerging trends in ERP developments.

### 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>CO1</b>	3	3	3	2	3	2	1
<b>CO2</b>	3	3	3	3	3	2	1
<b>CO3</b>	3	3	2	3	2	3	1
<b>CO4</b>	3	3	2	3	2	3	1
<b>CO5</b>	3	3	3	2	3	3	1

<b>Sl NO</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
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1	<b>Introduction</b> 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	<b>ERP Solutions and Functional Modules</b> 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	<b>ERP Implementation</b> 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	<b>Post Implementation</b> Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.	8	CO4
5	<b>Emerging Trends on ERP</b> 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.

## ASSESSMENT PATTERN

### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember							
Understand							
Apply							
Analyze							
Evaluate							

Create							
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**ESE- End Semester Examination (60 Marks)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## BIG DATA TECHNOLOGY

Course Code : MBAS604

L:P:T:J:C : 3:0:0:0:3

Exam Hours : 03

Credits : 03

CIA Marks : 50

ESE Marks : 50

### Course objectives :

- To optimize business decisions and create competitive advantage with Big Data analytics.
- To explore the fundamental concepts of big data analytics and learn to analyze the big data using intelligent techniques.
- To analyze the various search methods and visualization techniques.
- To introduce programming tools PIG & HIVE in Hadoop ecosystem.

### 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>CO1</b>	3	3	3	2	3	2	1
<b>CO2</b>	3	3	3	3	3	2	1
<b>CO3</b>	3	3	2	3	2	3	1
<b>CO4</b>	3	3	2	3	2	3	1
<b>CO5</b>	3	3	3	2	3	3	1

Sl NO	CONTENTS OF MODULE	Hrs	Cos
1	<b>Introduction to Big Data-</b> 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	<b>Introduction Hadoop</b> 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	<b>Hadoop Architecture</b> 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	<b>Hadoop Ecosystem And Yarn</b> 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	<b>Hive and Hive Ol, HBase</b> 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, 200

## ASSESSMENT PATTERN

### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMEN T (5)	PRESENTATION (5)	CLUB ACTIVIT Y (5)	OTHER ACTIVITIE S (PLS SPECIFY)	
						(4)	(4)
Remember							
Understand							
Apply							
Analyze							
Evaluate							
Create							

### ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## DATA MINING AND WAREHOUSING

**Course Code : MBAS605**

**L:P:T:J:C : 3:0:0:0:3**

**Exam Hours : 03**

**Credits : 03**

**CIA Marks : 50**

**ESE Marks : 50**

### Course Objectives:

- Apply and implement classical models and algorithms in data warehouses and data mining
- Master data mining techniques in various applications like social, scientific and environmental context.
- Develop skill in selecting the appropriate data mining algorithm for solving practical problems.

**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>CO1</b>	3	3	3	2	2	3	1
<b>CO2</b>	3	3	2	2	3	2	1
<b>CO3</b>	3	3	2	3	3	2	1
<b>CO4</b>	3	3	2	2	2	2	2
<b>CO5</b>	3	3	3	3	3	3	2

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	<b>Introduction</b> 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	<b>CO1</b>

2	<b>Data Processing</b> 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	<b>Data warehouse</b> 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	<b>Data Mining</b> 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	<b>Data Integration</b> Data Integration and Transformation, Data Reduction, Data Warehouse and OLAP Technology for Data Mining: data warehouse, Architecture, Implementation, Data warehouse usage.	8	CO5

### Text Book

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

### ASSESSMENT PATTERN

#### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember							
Understand							
Apply							
Analyze							
Evaluate							
Create							

**ESE- End Semester Examination (60 Marks)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26



## CLOUD COMPUTING

**Course Code : MBAS606**

**L:T:P:J:C : 3:0:0:0:3**

**Exam Hours : 03**

**Credits : 03**

**CIA Marks : 50**

**ESE Marks : 50**

### Course objective :

To provide comprehensive and in-depth knowledge of Cloud Computing concepts, technologies, architecture and researching state-of-the-art in Cloud Computing fundamental issues, technologies, applications and implementations.

To provide the basic ideas and principles in data center design; cloud management techniques and cloud software deployment considerations

**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>CO1</b>	3	3	3	2	3	2	1
<b>CO2</b>	3	3	3	3	3	2	1
<b>CO3</b>	3	3	2	3	2	3	1
<b>CO4</b>	3	3	2	3	2	3	1
<b>CO5</b>	3	3	3	2	3	3	1

Sl 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 Distributed management 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.

## ASSESSMENT PATTERN

### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMEN T (5)	PRESENTATION (5)	CLUB ACTIVIT Y (5)	OTHER ACTIVITIE S (PLS SPECIFY)	
						(4)	(4)
Remember							
Understand							
Apply							
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### ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

**SUPPLY CHAIN MANAGEMENT ELECTIVES**  
**TRANSPORTATION AND WAREHOUSING MANAGEMENT**

**Course Code : MBASC701**

**Credits :03**

**L:T:P:J:C : 3:0:0:0:3**

**CIA Marks :50**

**Exam Hours : 03**

**SEE Marks : 50**

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

<b>CO1</b>	Apply the flow of goods, Ordering rules and Information transmittal methods.
<b>CO2</b>	Evaluate the different types of transportation and Insurance procedure to ship the goods.
<b>CO3</b>	Plan Warehouse and Logistics operations for optimum utilization of resources. Learn more about technology enabled fulfillment centers.
<b>CO4</b>	Analyze and Interpret different types of Machinery used to process materials and for stock storage and revival.
<b>CO5</b>	Apprehend different Transportation and Warehousing Management System and its usage in Shipment of goods.

**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	-	-	-	-	-	-	-
<b>CO2</b>	2	-	-	1	-	2	-	-
<b>CO3</b>	2	-	-	2	-	2	1	1
<b>CO4</b>	2	-	-	2	-	1	1	1
<b>CO5</b>	2	3	-	-	-	2	1	-

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>COs</b>
1	<b>Unit I:</b> Information flows and order processing--Sales order-inventory interface procedures, Order information transmittal methods, Ordering rules, Schedule supplies for production/operations.	<b>9</b>	<b>CO1</b>

2	<b>Unit II:</b> Transportation—Modes and transport service selection, Outbound Shipments to Customers, inbound Shipments from Vendors, Freight Bills and Freight Claims, Carrier routing, Vehicle scheduling, Equipment selection, Claims processing, Rate auditing	9	CO2
3	<b>Unit III:</b> Warehousing—Types of warehouses, Space determination, Functions & operations of a warehouse--- consolidation, Break-bulk, Cross docking , Mixing, Assembly, Stock placement, packaging, racking, safety, quality, labor efficiency, layout and design, Reverse logistics and returned goods processing, Picking by FIFO, FEFO, LIFO, LEFO, expiration date, Pick Pack and Delivery Fulfillment, Inventory & Shelf Life Management Stock layout and dock design	9	CO3
4	<b>Unit IV:</b> Materials handling--- Equipment selection, Equipment replacement policies, Order-picking procedures, Stock storage and retrieval	9	CO4
5	<b>Unit V:</b> Transportation Management Systems (TMS) and Warehousing Management Systems (WMS ), GPS & Communication Applications in Transport, Navigation & Fleet Management Using GPS	9	CO5

#### TEXT BOOKS:

1. Michael Hary, Baston Aweitz And Ajay Pandit, Retail Management, Tata McGraw Hill, 6th Ed 2007
2. Ogden, Integrated Retail Management, Biztranza India 200

#### 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

#### ASSESSMENT PATTERN

##### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGOR Y MARKS (OUT OF 40)	CI A (7)	MODE L (10)	ASSIGNME N T (5)	PRESENTATI O N (5)	CLUB ACTIVIT Y (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					

Apply	2	2	2	2			
Analyze	3	2	3	3			Case Studies
Evaluate		2			5		
Create						Modes of transportati o N	

**ESE- End Semester Examination (60 Marks)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## INTEGRATED SUPPLY CHAIN MANAGEMENT

**Course Code : MBASC702**

**Credits : 03**

**L:T:P:J:C : 3:0:0:0:3**

**CIA Marks : 50**

**Exam Hours : 03**

**ESE Marks : 50**

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

<b>CO1</b>	Recollect the implications of SCM, network design decisions and models and scheming distribution network in supply chain management
<b>CO2</b>	Asses the sourcing decisions in supply chain boons and banes of 3 PL/4PL and various types of RSP.
<b>CO3</b>	Understand the tools and techniques useful in implementing supply chain management
<b>CO4</b>	Analyze and appraising the performance of supply chain to control it effectively.
<b>CO5</b>	Understand the key concepts and techniques that will allow you to analyze, manage and improve supply chain processes for different industries and 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>CO1</b>	3	3	2	2	2	2	1
<b>CO2</b>	3	3	2	2	2	1	1
<b>CO3</b>	3	3	2	2	2	2	1
<b>CO4</b>	3	3	2	3	2	3	2
<b>CO5</b>	3	3	3	2	3	3	2

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	The Role of Supply chain management in economy & organization– evolution, key concepts & importance of supply chain, Indian scenario in supply chain, Enablers of Supply Chain performance, Supply Chain Drivers and Metrics, Supply Chain performance Measures, Customer service & cost trade-offs	8	<b>CO1</b>
2	Sourcing decisions in supply chain- supplier assessment & selection, design collaboration, procurement process ; Outsourcing-make vs buy. – 3PL & 4PL 5PL	8	<b>CO2</b>
3	Managing Information flow in supply chains, Demand forecasting- qualitative, quantitative, time-series, behavioral issues ; Role of IT in supply chain—CRM, supplier relationships, Transaction execution, decision support ; E-Business & supply chain; emerging technologies	8	<b>CO3</b>

	such as radio-frequency identification (RFID), electronic product code (EPC), and voice directed activities		
4	Managing material flow in Supply Chain—Inventory management & control, Warehousing – Strategic issues – Economic benefits, Service benefits ; Transportation in a Supply chain– Drivers of transportation decisions, Modes of Transportation– Design Options for a Transportation network , Vehicle scheduling, Transportation costs & E- Retailing, Network design in the supply chain.	8	CO4
5	Supply chain integration—internal & external integration, relationships building; Supply chain restructuring—postponement; Agile supply chain; Pricing & revenue management, Conflict resolution in supply chain.	8	CO5

#### Text Books :

1. Supply Chain Management-Text & Cases, Janat Shah, Pearson, 2009
2. Supply Chain Management--Strategy, Planning and Operation, Sunil Chopra, Peter Meindl, D.V.Kalra, Pearson Education, India

#### References

1. Supply Chain Logistics Management , Donald J. Bowersox, David J. Closs, M. Bixby Cooper, Tata McGraw – Hill Publishing co Ltd, New Delhi.
2. Modeling the Supply Chain, Jeremy F. Shapiro, Massachusetts Institute of Technology, Published by Thomson India Edition, India.
3. Supply Chain Management , Stanley E . Fawcett, Lisa M. Ellaram, Jeffrey A Ogdan Pearson Education, India
4. Designing & Managing the Supply Chain, Simchi-Levi, Kaminski & Simchi-Levi, Tata McGraw Hill, 2004
5. Logistics and Supply Chain Management, authored by Anurag Saxena, Ph D, Lt. Col Kaaushik Sircar, published by Jaico Publishing House, India.
6. Supply Chain Management – A Logistics Perspective, Coyle, Bardi, and Langley 8th Edition, South- Western Thompson Learning (2008) ISBN 0-324-37692-8

#### ASSESSMENT PATTERN

##### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGOR Y MARKS (OUT OF 40)	CI A (7)	MODE L (10)	ASSIGNME N T (5)	PRESENTATI O N (5)	CLUB ACTIVIT Y (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					



Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3			Case Studies
Evaluate		2			5		
Create						Emerging Technology	

**ESE- End Semester Examination (60 Marks)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## PURCHASING MANAGEMENT

**Course Code :MBASC703**

**L:T:P:J:C : 3:0:0:0:3**

**Exam Hours : 03**

**Credits : 03**

**CIA Marks : 50**

**ESE Marks : 50**

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

<b>CO1</b>	Learn to analyze and develop a company's purchasing processes and organization
<b>CO2</b>	Understand the companies' purchasing decisions and to compare Local, Nation wide and World wide suppliers
<b>CO3</b>	Understand the role of purchasing in successful cooperation between companies
<b>CO4</b>	Design purchasing profit centric models and perform cost analysis
<b>CO5</b>	Know the best practices in Negotiations, ethics in purchasing and code of conduct for suppliers

**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>CO1</b>	3	3	3	2	3	2	1
<b>CO2</b>	3	3	3	3	3	2	1
<b>CO3</b>	3	3	2	3	2	3	3
<b>CO4</b>	3	3	2	3	2	3	3
<b>CO5</b>	3	3	3	2	3	3	2

<b>SI NO</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	Purchasing -- policy & procedures, purchasing cycle, purchase orders, Purchasing tools & techniques (ABC, VED, HML, FSN), Purchasing related information system, E-purchase, Purchasing organization. Purchasing of services.	8	<b>CO1</b>



Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3			Case Studies
Evaluate		2			5		
Create						Vendor Analysis	

**ESE- End Semester Examination (60 Marks)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## TOTAL QUALITY MANAGEMENT

**Course Code :MBASC704**

**L:T:P:J:C : 3:0:0:0:3**

**Exam Hours : 03**

**Credits : 03**

**CIA Marks : 50**

**ESE Marks : 50**

**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	-	-	-	-	1	-	1
<b>CO2</b>	3	3	3	2	2	1	1	1
<b>CO3</b>	3	3	-	1	-	1	1	1
<b>CO4</b>	3	-	-	2	-	1	1	1
<b>CO5</b>	3	3	-	1	-	1	1	1

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
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	<b>CO1</b>

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

### ASSESSMENT PATTERN

#### CIA- Continuous Internal Assessment (40 Marks)

BLOOM’S CATEGOR	CI A	MODE L	ASSIGNMEN T	PRESENTATIO N	CLUB ACTIVIT	OTHER ACTIVITIES
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Y MARKS (OUT OF 40)	(7)	(10)	(5)	(5)	Y (5)	(PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2		Applicatio n of TQM in Industry	Six sigma & Lean concep t
Analyze	3	2	3	3			
Evaluate		2			5		
Create							

### ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## INTERNATIONAL LOGISTICS AND MANAGEMENT OF GLOBAL SUPPLY CHAIN

**Course Code : MBASC705**

**L:T:P:J:C : 3:0:0:0:3**

**Exam Hours : 03**

**Credits : 03**

**CIA Marks : 50**

**ESE Marks : 50**

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

<b>CO1</b>	Analyse the global movement of goods and compare the size of Industry with different Industries.
<b>CO2</b>	Evaluate the low cost sourcing from different countries and their challenges faced.
<b>CO3</b>	Implement Green supply chain movement of goods.
<b>CO4</b>	Design Global network to achieve Seamless performance across the market.
<b>CO5</b>	Design Supply chain mapping for the 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>	3	-	-	-	-	1	-	1
<b>CO2</b>	2	-	-	-	-	-	2	-
<b>CO3</b>	2	-	-	3	-	-	3	-
<b>CO4</b>	-	-	-	2	-	1	-	-
<b>CO5</b>	-	-	-	-	-	-	-	1

<b>Si. No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	Global supply chain – its importance– Supply Chain Management and Logistics in a Global economy – Stages in International Development - export / import, Terms and conditions of purchase of sales (including INCOTERMS, method of payment, etc.), Quality considerations (e.g. ISO9000, industry quality specifications, etc, Transportation modes and costs, · Security issues, · Packing requirements (i.e. regulatory, preservation of cargo types of containers, packing materials,etc.), Insurance and transportation liability regimes	8	<b>CO1</b>
2	International Sourcing – Rationale for low cost country sourcing – Challenges for Low Cost Country Sourcing, Calculation of landed costs , total cost approach , issues of contract administration, location, and evaluation of foreign suppliers, exchange fluctuations, customs procedures, and related topics – Guidelines for Sourcing , 3PL, 4PL . Trade agreements between countries, WTO,	8	<b>CO2</b>



3	Green sustainable supply chain, Environmentally Sustainable Purchasing, Green Transportation, Forces Shaping Today's Supply chain Environment, competitive Pressure, Corporate Social responsibility, Customer expectations, Role Shifting, Financial Pressure, Global capacity, Globalization, Mergers and Acquisitions, Technological innovation, Time compression	8	CO3
4	Designing a Global Network --Establish a Triadic Presence, Achieve Seamless Performance Across Markets, Extend Reach Through Alliances, compete in Competitor's Home Market, Coordinate Global Activities, , Coordination and Control through Information Technology	8	CO4
5	Supply Chain Mapping– Importance of Supply Chain Design – Process mapping – Process Analysis – Supply chain Design – Supply chain Mapping approaches	8	CO5

## References

1. Purchasing & Supply Chain Management, 4th ed., Monczka, Handfield, Giunipero, Patterson, Southwestern/Cengage Learning (2009), ISBN: 0324381344
2. Purchasing and Supply Chain Management, Kenneth Lyons; Brian Farrington, ISBN 10: 0273694383 / 0-273-69438-3 , ISBN 13: 9780273694380
3. World Class Supply Management, Burt, Dobler, and Starling, 7th edition
4. Purchase and Supply Chain Management, Benton Jr, W.C, McGraw-Hill, second ed., 2010
5. Purchasing and Supply Chain Management, Monczka, Robert; Trent, Robert; and Handfield, Robert, 3rd Edition, 2004, Cincinnati: South-Western. ISBN 0-538-81495-0

## ASSESSMENT PATTERN

### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVIT Y (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3			Case Study
Evaluate		2			5		

Create						Designing Global Supply Chain Network	
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### ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

## ENTREPRENEURSHIP ELECTIVES

### MANAGING NEW BUSINESS INITIATIVES

**Course Code : MBAE801**

**L:T:P:J:C : 3:0:0:0:3**

**Exam Hours : 03**

**Credits : 03**

**CIA Marks : 50**

**ESE Marks : 50**

**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	-	-	3	2	

<b>CO2</b>	2	3	2	-	-	3	-	
<b>CO3</b>	2	3	2	1	-	3	-	
<b>CO4</b>	2	2	2	-	-	3	-	
<b>CO5</b>	2	3	2	-	-	3	-	

<b>Si 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	<b>CO1</b>
2	Developing New Product, Service and Ventures-Business Plan-Innovation Strategy and Sources of Innovation-Technology Change and Emerging Technologies	9	<b>CO2</b>
3	Data-Driven Decisions and The Lean Startup-Business Model Canvas and Value Proposition Design- Industry, Feasibility and Market Analysis	9	<b>CO3</b>
4	Organisational Structure, People and Processes-Entrepreneurial Financing-Protecting your Innovation- Pitching and Presenting your business or innovation	9	<b>CO3</b>
5	International and Domestic Innovation- Change in Business Environment-Global Market-International opportunities for Innovation and Entrepreneurship-Performance Measures of Innovation and Entrepreneurship.	9	<b>CO5</b>

#### REFERENCE BOOKS:

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

#### ASSESSMENT PATTERN

##### CIA- Continuous Internal Assessment (40 Marks)

<b>BLOOM'S CATEGORY MARKS</b>	<b>CIA</b>	<b>MODEL</b>	<b>ASSIGNMENT</b>	<b>PRESENTATION</b>	<b>CLUB ACTIVITY</b>	<b>OTHER ACTIVITIES (PLS SPECIFY)</b>
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(OUT OF 40)	(7)	(10)	(5)	(5)	(5)	(4)	(4)
Remember	1	1					
Understand		1					
Apply	4	2	2	1			
Analyze	2	2	1	2	2.5		Case Study
Evaluate		2	2				
Create		2		2	2.5	Business plan	

**ESE- End Semester Examination (100 Marks, weightage 60%)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	8
Apply	20
Analyze	25
Evaluate	20
Create	21

### **MANAGEMENT PRACTICES FOR FAMILY BUSINESS**

**Course Code : MBAE802**

**L:T:P:J:C : 3:0:0:0:3**

**Exam Hours : 03**

**Credits : 03**

**CIA Marks : 50**

**ESE Marks : 50**

**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	-	-	2	3	-	



Remember	1	2	2	1			
Understand	4	2	2	2	2.5	Succession planning process	
Apply		2		1	2.5		
Analyze	2	2	1	1			Case Study
Evaluate		2					
Create							

**ESE- End Semester Examination (100 Marks, weightage 60%)**

<b>Bloom's Category</b>	<b>Test</b>
Remember	6
Understand	10
Apply	24
Analyze	21
Evaluate	20
Create	19

**PROJECT MANAGEMENT**

**Course Code : MBAE803**

**L:T:P:J:C : 3:0:0:0:3**

**Exam Hours : 03**

**Credits : 03**

**CIA Marks : 50**

**ESE Marks : 50**

**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:

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

Si No	CONTENTS OF MODULE	Hrs	Cos
1	UNIT I Concept of project: Basic concepts, classification, characteristics of project, Project life cycle, Project management, Tools & Techniques of project management, project organization.	9	<b>CO1</b>
2	UNIT –II 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	<b>CO2</b>
3	UNIT -3 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	<b>CO3</b>
4	UNIT -4 Budgeting Projects- Estimate Cost-Establishing Cost Control-Plan Risk Management-Risk Analysis- Development of Contemporary Quality Concepts-Develop Project Management Plan	9	<b>CO3</b>
5	UNIT -5 Determining Project Progress and Results-Plan Procurement Management-Improving Project Supply Chains- Project Balanced Scorecard Approach-Finishing the Project and Realizing the Benefits	9	<b>CO5</b>

### REFERENCE BOOKS:

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

## ASSESSMENT PATTERN

### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	1	1					
Understand		2					
Apply	4	2	2	1	2.5	Balance score card , project plan	
Analyze	2	2	1	2			Case Study
Evaluate		2	2	2			
Create		1			2.5		

### ESE- End Semester Examination (100 Marks, weightage 60%)

Bloom's Category	Test
Remember	6
Understand	8
Apply	20
Analyze	25
Evaluate	22
Create	19

## MANAGING START UPS

Course Code : MBAE804

L:T:P:J:C : 3:0:0:0:3

Exam Hours : 03

Credits : 03

CIA Marks : 50

ESE Marks : 50

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

CO1	Describe about the social and Ethical behavior of Entrepreneurs in leading the businesses.
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**Mapping of Course Outcomes to Program Outcomes:**



<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.

<b>Si No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
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	<b>CO1</b>
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	<b>CO2</b>
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	<b>CO3</b>
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	<b>CO3</b>
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	<b>CO5</b>

	<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	-	
<b>CO2</b>	2	-	-	-	-	3	-	
<b>CO3</b>	2	2	-	-	--	2	-	
<b>CO4</b>	3	2	-	-	-	2	-	
<b>CO5</b>	3	2	-	-	-	2	-	

**REFERENCE:**

- Bruce R. Barringer, R. Duane Ireland, Entrepreneurship: Successfully Launching New Ventures, 6<sup>th</sup> Edition, Pearson Education, 2020
- Kathleen R Allen, New Venture Creation, 6<sup>th</sup> Edition, South Western, 2012

## ASSESSMENT PATTERN

### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	1	1					
Understand		2					
Apply	4	1	2	1	2.5		
Analyze	2	2	1	2			Case Study
Evaluate		2					
Create		2	2	2	2.5	Develop a marketing and financial plan for a business	

### ESE- End Semester Examination (100 Marks, weightage 60%)

Bloom's Category	Test
Remember	6
Understand	8
Apply	20
Analyze	25
Evaluate	22
Create	19

## FINANCING NEW VENTURES

**Course Code : MBAE805**

**L:T:P: J:C : 3:0:0:3**

**Exam Hours : 03**

**Credits : 03**

**CIA Marks : 50**

**ESE Marks : 50**

**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	-	-	-	3	-	
<b>CO2</b>	2	1	-	-	-	3	-	
<b>CO3</b>	2	1	-	-	-	3	-	
<b>CO4</b>	2	1	-	-	-	3	-	
<b>CO5</b>	2	1	-	-	-	3	-	

<b>Si No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
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	<b>9</b>	<b>CO1</b>
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	<b>9</b>	<b>CO2</b>

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:

- Bruce R. Barringer, R. Duane Ireland, Entrepreneurship: Successfully Launching New Ventures, 6<sup>th</sup> Edition, Pearson Education, 2020
- Kathleen R Allen, New Venture Creation, 6<sup>th</sup> Edition, South Western, 2012

#### ASSESSMENT PATTERN

##### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	1	1					
Understand		2					
Apply	4	2	2	1	2.5		
Analyze	2	2	1	2			Case Study
Evaluate		2	2	2		Sourcing and Application of funds	
Create		1			2.5		

#### ESE- End Semester Examination (100 Marks, weightage 60%)

Bloom's Category	Test
Remember	6

Understand	8
Apply	20
Analyze	25
Evaluate	22
Create	19

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## SOCIAL ENTREPRENEURSHIP

**Course Code : MBAE806**

**L:T:P:J:C : 3:0:0:0:3**

**Exam Hours : 03**

**Credits : 03**

**CIA Marks : 50**

**ESE Marks : 50**

**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	-	-	3	-	
<b>CO2</b>	3	2	1	-	-	3	-	
<b>CO3</b>	2	1	2	-	-	3	-	
<b>CO4</b>	3	1	1	-	-	3	-	
<b>CO5</b>	3	1	2	-	-	3	-	

<b>Sl No</b>	<b>CONTENTS OF MODULE</b>	<b>Hrs</b>	<b>Cos</b>
1	<b>UNIT -1</b> <b>Social Entrepreneur, Social Entrepreneurship and Social Enterprises</b> -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	<b>CO1</b>
2	<b>UNIT-2</b> <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	<b>CO2</b>



3	<b>UNIT-3</b> <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> <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> <b>Strategic Leadership</b> -Leadership in a Diverse World - Developing Leaders and Planning Succession Leadership Issue for Future Entrepreneurs	9	CO5

#### REFERENCE BOOKS:

- Robert A. Philips Margret Bonefiel Ritesh Sharma, Social entrepreneurship, the next big business opportunity Global Vision Publishing House, New Delhi, 2011
- Stephen Goldsmith, The Power of Social Innovation: How Civic Entrepreneurs Ignite Community Networks for Good, 1st Edition, 2010.
- 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

## ASSESSMENT PATTERN

### CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	1	1					
Understand		2					
Apply	4	2	2	1	2.5		
Analyze	2	2	1	2			Case Study
Evaluate		2	2	2		New Ideation	
Create		1			2.5		

### ESE- End Semester Examination (100 Marks, weightage 60%)

Bloom's Category	Test
Remember	6
Understand	8
Apply	20
Analyze	25
Evaluate	22
Create	19

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## FINAL SEMESTER PROJECT

Course Code : MBA2001

Credits : 08

L:T:P:J:C : 0:0:8:0:8

ESE Marks : 100

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

CO1	Understand the environment of the industry in which the company is operating and the position of the company in the industry.
CO2	Collaboratively identify an active or passive problem or need area/s in the company that can be investigated by using appropriate research methodology.
CO3	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.
CO4	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.
CO5	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:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3

### Final Project :

- 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 .
- The Project will be evaluated for the quality of Research undertaken and the quality of problem solving accomplished.

- 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

## **MBAEEC301 EMPLOYEE ENRICHMENT COURSES**

### **SYLLABUS FOR BUSINESS ANALYTICS (ISDC)**

#### **Module 1: Statistics with R**

##### **Module Overview**

The following module comprises of R programming basics and application of several Statistical Techniques using it. The module aims to provide exposure in terms of Statistical Analysis, Hypothesis Testing, Regression and Correlation using R programming language.

##### **Learning Objectives**

The objective of this module to make students exercise the fundamentals of statistical analysis in R environment. They would be able to analysis data for the purpose of exploration using Descriptive and Inferential Statistics. Students will understand Probability and Sampling Distributions and learn the creative application of Linear Regression in multivariate context for predictive purpose.

##### **Learning Outcomes**

After the successful completion of this module, students will be able to:

- Install, Code and Use R Programming Language in R Studio IDE to perform basic tasks on Vectors, Matrices and Data frames.
- Describe key terminologies, concepts and techniques employed in Statistical Analysis.
- Define, Calculate, Implement Probability and Probability Distributions to solve a wide variety of problems.
- Conduct and Interpret a variety of Hypothesis Tests to aid Decision Making.
- Understand, Analyse, Interpret Correlation and Regression to analyse the underlying relationships between different variables.

#### **Unit I**

##### **Introduction to R Programming**

R and R Studio, Logical Arguments, Missing Values, Characters, Factors and Numeric, Help in R, Vector to Matrix, Matrix Access, Data Frames, Data Frame Access, Basic Data Manipulation Techniques, Usage of various apply functions – apply, lapply, sapply and tapply, Outliers treatment.

#### **Unit II**

##### **Descriptive Statistics**

Types of Data, Nominal, Ordinal, Scale and Ratio, Measures of Central Tendency, Mean, Mode and Median, Bar Chart, Pie Chart and Box Plot, Measures of Variability, Range, Inter-Quartile-Range, Standard Deviation, Skewness and Kurtosis, Histogram, Stem and Leaf Diagram, Standard Error of Mean and Confidence Intervals.

#### **Unit III**

##### **Probability, Probability & Sampling Distribution**

Experiment, Sample Space and Events, Classical Probability, General Rules Of Addition, Conditional Probability, General Rules For Multiplication, Independent Events, Bayes' Theorem, Discrete Probability Distributions: Binomial, Poisson, Continuous Probability Distribution, Normal Distribution & t-distribution, Sampling Distribution and Central Limit Theorem.

#### **Unit IV**

##### **Statistical Inference and Hypothesis Testing**

Population and Sample, Null and Alternate Hypothesis, Level of Significance, Type I and Type II Errors, One Sample t Test, Confidence Intervals, One Sample Proportion Test, Paired Sample t Test, Independent Samples t Test, Two Sample Proportion Tests, One Way Analysis of Variance and Chi Square Test.

#### **Unit V**

##### **Correlation and Regression**

Analysis of Relationship, Positive and Negative Correlation, Perfect Correlation, Correlation Matrix,

Scatter Plots, Simple Linear Regression, R Square, Adjusted R Square, Testing of Slope, Standard Error of Estimate, Overall Model Fitness, Assumptions of Linear Regression, Multiple Regression, Coefficients of Partial Determination, Durbin Watson Statistics, Variance Inflation Factor.

### **References**

1. Ken Black, 2013, *Business Statistics*, New Delhi, Wiley.
2. Lee, Cheng. et al., 2013, *Statistics for Business and Financial Economics*, New York: Heidelberg Dordrecht.
3. Anderson, David R., Thomas A. Williams and Dennis J. Sweeney, 2012, *Statistics for Business and Economics*, New Delhi: South Western.
4. Waller, Derek, 2008, *Statistics for Business*, London: BH Publications.
5. Levin, Richard I. and David S. Rubin, 1994, *Statistics for Management*, New Delhi: Prentice Hall.

## **Module 2: Python Programming**

### **Module Overview**

Python Programming module is intended for students who wish to learn the Python programming language. This module is highly important so as to proceed with this programme. The module comprises of Programming basics with regards to Python Language such as Data Types, Operators, Functions, Classes and Exception Handling.

### **Learning Objectives**

This module will help students gain much needed knowledge pertaining to Python Programming, so as to prepare them for the advanced modules such as ML. Python scripting is user-friendly and is the most used language in industry when it comes to designing and scripting applications with respect to Emerging Technologies.

### **Learning Outcomes**

Upon successful completion of this module, students should be able to:

- To understand why Python is a useful scripting language.
- To learn how to use lists, tuples, and dictionaries in Python programs.
- To learn how to write loops and decision statements in Python.
- To learn how to write functions and pass arguments in Python.
- To learn how to design object-oriented programs with Python classes.
- To learn how to use exception handling in Python applications for error handling.

### **Unit**

#### **I Introduction**

History of Python, Need of Python Programming, Applications Basics of Python Programming Using the REPL(Shell), Running Python Scripts, Variables, Assignment, Keywords, Input-Output, Indentation.

#### **Unit II**

##### **Types, Operators and Expressions**

Types - Integers, Strings, Booleans; Operators- Arithmetic Operators, Comparison (Relational) Operators, Assignment Operators, Logical Operators, Bitwise Operators, Membership Operators, Identity Operators, Expressions.

#### **Unit III**

##### **Data Structures and Control Flow**

Lists, Operations, Slicing, Methods, Tuples, Sets, Dictionaries, Sequences, Comprehensions, Conditional blocks using If, Else and El-if, For Loop, For loop using Ranges, String, list and Dictionaries, While Loop, Loop Manipulation using Pass, Continue, Break and Else, Conditional and Loops Block.

#### **Unit IV**

##### **Functions Modules and Packages**

Defining Functions, Calling Functions, Passing Arguments, Keyword Arguments, Default Arguments, Variable-length arguments, Anonymous Functions, Function Returning Values, Scope of the Variables in a Function - Global and Local Variables. Creating modules, Name Spacing, Introduction to PIP, Installing Packages via PIP, Using Python Packages.

#### **Unit V**

##### **Object Oriented Programming & Exception Handling**

Classes, Self-Variable, Methods, Constructor Method, Inheritance, Overriding Methods, Data Hiding, Difference between an Error and Exception, Handling Exception, Try Except Block, Raising Exceptions, and User Defined Exceptions.

### **References**

1. R.Nageswara Rao, 2018, *Core Python Programming*, Dreamtech.
2. John Hearty, 2016, *Advanced Machine Learning with Python*, Packt.
3. Jake VanderPlas, 2016, *Python Data Science Handbook: Essential Tools for Working with Data*, O'Reilly.
4. Mark Lutz, 2010, *Programming Python*, O'Reilly.
5. Tim Hall and J-P Stacey, 2009, *Python 3 for Absolute Beginners*, Apress.



## **Module 3: Structured Query Language**

### **Module Overview**

In this course, the students will learn the basics of the SQL/No SQL and the Relational Databases. They will learn about the Relational Model and Relational Model concepts and constraints. The students will get exposure to key concepts with regards to SQL Language and DBMS such as Normalization, Transaction Processing along-side an exposure to No SQL programming.

### **Learning Outcomes**

This module will help students gain much needed knowledge pertaining to Relational Database Management Systems, Data Models, SQL query processing, Normalization along with an introduction to No SQL Database systems using Mongo DB.

### **Learning Objectives**

- To understand the basic concepts and the applications of Database Systems.
- To master the basics of SQL and construct queries using SQL.
- To become familiar with the basic issues of Transaction Processing and Concurrency Control.
- To become familiar with NO SQL Programming Language.
- Explain the architecture, define objects, load and query data within No SQL databases.

### **Unit I**

#### **Introduction to Database Management Systems**

Introduction-Database System Applications, Purpose of Database Systems, Views of Data, Data Abstraction, Instances and Schemas, Data Models, Database Languages, DDL, DML, Database Architecture, Database Users and Administrators, Database Design, ER Diagrams, Entities, Attributes and Entity Sets, Relationships and Relationship sets, Integrity Constraints, Views.

### **Unit II**

#### **SQL Operators and Relational Theorems**

Relational Algebra and Calculus, Selection and Projection, Set Operations, Renaming, Joins, Division, Relational calculus, Tuple Relational Calculus, Domain Relational Calculus, Forms

of Basic SQL Query, Nested Queries, Comparison Operators, Aggregate Operators, NULL values, Logical connectives, AND, OR and NOT, Outer Joins, Triggers.

### **Unit**

### **III**

#### **Normalizat ion**

Problems Caused by Redundancy, Decompositions, Functional Dependencies, Normal Forms, First, Second, Third Normal forms, BCNF, Properties of Decompositions, Loss less Join Decomposition, Dependency Preserving Decomposition, Multi Valued Dependencies, Fourth Normal Form, Join Dependencies, Fifth Normal Form.

### **Un**

### **it IV**

#### **Transacti ons**

Transaction Management, Transaction Concept, Transaction State, Implementation of Atomicity and Durability, Concurrent, Executions, Serializability, Recoverability, Implementation of Isolation, testing for serializability, Concurrency Control, Lock, Timestamp Based Protocols, Validation Based Protocols, Recovery, Failure Classification, Storage Structure, Atomicity, LogBased Recovery, Remote Backup Systems. **Unit V**

### **No SQL**

Overview of No SQL, Types of No SQL Databases, No SQL Storage Architecture, CRUD Operations in MongoDB, Querying, Modifying and Managing No SQL Databases, Indexing and Ordering, Migrating from RDBMS to No SQL, No SQL in Cloud, Database Administration.

## References

1. Guy Harrison, 2015, *Next Generation Databases: No SQL and Big Data*, Apress.
2. Ramez Elmasri, ShamkatB.Navathe, 2013, *Database Systems*, Pearson.
3. Pramod J. Sadalage, Martin Fowler, 2012, *No SQL Distilled*, Addison Wesley.
4. A.Silberschatz, H.F. Korth, S.Sudarshan, 2006, *Database System Concepts*, McGraw Hill.
5. Raghurama Krishnan, Johannes Gehrke, 2003, *Database Management Systems*, McGraw Hill.

## **Module 4: SaS and Tableau**

### **Module Overview**

This module forms an introduction as well as an in-depth study in the discipline of SaS programming with regards to Statistical Analysis along with Data Visualization through Tableau. The module comprises of basic introduction and programming in SaS, using Procedures within SaS and Data Visualization using Tableau application.

### **Learning objectives**

This course will provide students and exposure towards SaS, Tableau and its usability in the field of analytics. The course comprises of an introduction to SaS, its procedures, visualizations along with Tableau application usage and visualization basics.

### **Learning outcomes**

Upon successful completion of this module, students should be able to:

- Deploy SaS in a virtual environment and import data for analysis.
- Prepare and manipulate datasets for analysis in SaS.
- Perform exploratory data analysis within SaS environment using various procedures and functions.
- Understand Tableau Interface, Panes and Implement Visualization Techniques.
- Prepare, Deploy and Publish Stories, Dashboards based on Analytical Cases.

## **UNIT I**

### **Introduction to SaS**

Overview of SaS university edition, Deploying SaS Studio on virtual platform, File Management, SaS libraries, importing data, Structure of Data and Data Types, Program Syntax, saving data, PROC IMPORT and PROC CONTENTS, Displaying Data and Generating Logs, List Input.

## **UNIT II**

### **SaS Programming**

Variables and Syntax Rules, Data Set Options, Operators, In-File Statement, Input Styles, Select Statements, Leave and Continue, Decision Making via SaS, Where Statement, Looping Constructs, SaS Functions, Arrays and Array Processing, Modifying and Combining Data Sets.

## **UNIT III**

### **SaS Procedures**

Proc Data, Proc Sort, Proc Means Sort, Proc Means, Proc Univariate, Proc Freq, Proc Plot, Proc Sgplot, Proc Summary, Proc Contents, Proc Append, Proc Copy, Proc SQL, Proc Delete, Proc Format, Proc Import, Proc Export, Proc Transpose, Proc GChart, Proc GPlot, Proc Report.

## **UNIT IV**

### **Visualization with Tableau -I**

Tableau Software Ecosystem, Toolbar Icons, Data Window and Aggregation, Tableau Data Source, Data Extract, Connect to Data, Measure Names, Number of Records & Measures, Heat Maps, Tree maps, Bar Chart, Line Chart, Area Fill Charts, Pie Chart, Scatter Plot, Circle View, Bullet Graph, Packed Bubble, Histogram, Boxplot and Gantt Chart, Sorting Data, Enhancing Views with Filters, Sets, Groups & Hierarchies.

## **UNIT V**

### **Visualization with Tableau - II**

Cross-tabulation, Dashboard Designing, Dashboard Actions, Joining Database, Functions in Tableau, Aggregate Functions, Numeric Functions, Date Functions, Stories, Advanced Mapping, Advanced Parameters, Tableau Best Practices, Combining Multiple Dashboards into Stories, Publishing Stories and Dashboards.

### **References**

1. Ron Cody, 2018, *An Introduction to SaS University Edition*, SaS Institute.

2. Ron Cody, 2018, *Learning SaS by Example*, SaS Institute.
3. Deepti Gupta. 2018, *Applied Analytics through Case Studies Using SaS*, Apress.
4. Joshua N. Milligan, 2015, *Learning Tableau*, Packt.
5. Ben Jones, 2014, *Communication Data with Tableau: Designing, Developing and Delivering Data Visualization*,

## **Module 5: Big Data Analytics**

### **Module Overview**

This module forms an introduction as well as an in-depth study in the field of Big Data and Hadoop. It comprises of the fundamentals as well as advanced topics needed to progress in this technology. The students will learn about the applications, usage and several use case scenarios pertaining to Big Data- Hadoop where they can use the knowledge and progress ahead.

### **Learning objectives**

This course will help students gain knowledge and understanding about Big Data Technology, Hadoop Ecosystem and various tools related to it. The students will learn about the HDFS File System, Map Reduce Framework, Analysing data using Hbase and Hive along with the Integration of R with Hadoop. **Learning outcomes**

Upon successful completion of this module, students should be able to:

- Understand the fundamentals of Big Data and its Applications in various Domains.
- Conceptualize and Incorporate the Technologies behind Big Data.
- Understand HDFS File Structure, Map Reduce Framework, the architectures related to them and to use them to solve complex problems.
- Integrate R with Hadoop and solve analytical problems.
- Understand and Use Hive/Hbase shell pertaining to relational data handling under Hadoop.

## **UNIT I**

### **Introduction to Big Data**

What Is Big Data? History of Data Management, Evolution of Big Data, Structuring of Big Data, Elements of Big Data, Application of Big Data in the Business Context, Careers in Big Data. Business Applications of Big Data: The Significance of Social Network Data, Financial Fraud and Big Data, Fraud Detection in Insurance, Use of Big Data in the Retail Industry.

## **UNIT II**

### **Technologies for Handling Big Data**

Distributed and Parallel Computing for Big Data, Understanding Hadoop, Cloud Computing, Grid Computing and In-Memory Technology for Big Data. VMWare Installation of Hadoop, Linux and its Shell Commands, Different Hadoop Distributions and their advantages, Hortonworks, Cloudera, MapR. **UNIT III**

### **Understanding the Hadoop Ecosystem**

The Hadoop Ecosystem, Storing Data with HDFS, Design of HDFS, HDFS Concepts, Command Line Interface to HDFS, Hadoop File Systems, Java Interface to Hadoop, Anatomy of a file read, Anatomy of a file write, Replica placement and Coherency Model. Parallel Copying with distcp, keeping an HDFS Cluster Balanced.

## **Unit IV**

### **Map Reduce Fundamentals**

Origins of Map Reduce, How Map Reduce Works, Optimization Techniques for Map Reduce Jobs, Applications of Map Reduce, Java Map Reduce classes (new API), Data flow, combiner functions, running a distributed Map Reduce Job. Configuration API, setting up the development environment, Managing Configuration.

## **Unit V**

### **Integrating R with Hadoop, Understanding Hive & Hbase**

Understanding R-Hadoop, Integration Procedure, Packages needed for R under Hadoop Ecosystem, Text Mining for Deriving Useful Information using R within Hadoop, Introduction to Hive & Hbase, Hive and Hbase Architecture, Understanding Queries, Mining Big Data with Hive & Hbase.

## **References**

1. Arshdeep Bahga, 2016, *Big Data Science & Analytics: A Hands-On Approach*, VPT.
2. Tom White, 2012, *Hadoop: The Definitive Guide*, O'Reilly.
3. Adam Shook and Donald Miner, 2012, *Map Reduce Design Patterns: Building Effective Algorithms and Analytics for Hadoop and Other Systems*, O'Reilly.
4. Dean Wampler, Edward Capriolo & Jason Rutherglen, 2012, *Programming Hive*, O'Reilly.
5. Lars George, 2011, *HBase - The Definitive Guide: Random Access to Your Planet-Size Data*, O'Reilly



## Module 6: Social Media Analytics

### Module Overview

This module comprises of advanced disciplines and units pertaining to Analytics, Data Acquisition via web, Understanding and analysing Unstructured Data along with the future implementations and growth in the discipline of Analytics.

#### Learning objectives

This course aims at giving exposure on the advanced aspects with regards to Analytics. The course comprises of Social Media, Mobile, Text Analytics along with Web Scrapping and the future advancements in the field of Analytics.

#### Learning outcomes

Upon successful completion of this module, students should be able to:

- Apply and use Social Media Analytics for the betterment of the business.
- Use Mobile Analytics for solving complex business problems and to stop churn.
- Evaluate the business problem and apply analytics techniques for better output.
- Analyse and understand patterns and techniques in Social Media & Mobile Analytics to solve complex problems.

### UNIT I

#### Overview

Social Media, On-Line Social Network, Off-Line Social Network, Metrics and Measurement, Dashboard, Target Audience, Desired Action, Content, Market Research Online Communities, Cluster Analysis, Conjoint Analysis, Multidimensional Scaling, Social Media Listening, Social Media Scoring, Social Media Modelling.

### UNIT II

Mobile Analytics Understanding Mobile Analytics Concepts, difference between Mobile Analytics and Site Analytics, Natural language Processing with Mobile Analytics, Text Mining for Mobile Analytics, Mobile Analytics Tools, Churn Analytics.

### UNIT III

#### Text Analytics

Text Data, Sources of Text Data, Information Clusters, Patterns, Trends, Tagging, Natural Learning Process, Lexical Analysis, Social Network Nodes, Linkage Structure, Node Labelling, Content-Based Classification, Word Stemming, Stemming Algorithms, Polarity of the Attitude, Psychological Profiling, Sentiment Analysis. **UNIT IV**

#### Web Scrapping

Web Scrapping of unstructured data, Gathering data from HTTP and HTTPS format, Web Scrapping from XML and JSON file, Regular expressions, Extraction Strategies, Term Document Matrix, Data Cleansing, Data Manipulation and Data Transformation after Scrapping.

### UNIT V

#### Future of Analytics

Introduction to Big Data, Predictive Analysis for Business, Social Information Processing and Distributed Computing, Advances in Machine Learning, Traditional Data Models Evolve, Analytics to Solve Social Problems, Location Based Data Explosion, Data Privacy Backlash, Internet of Things, Artificial Intelligence. **References**

1. Galit Shamuelli, 2017, *Data Mining for Business Analytics: Concepts, Techniques and Applications with R*, Wiley.
2. Luis Torgo, 2017, *Data Mining with R: Learning Case Studies*, Chapman.
3. Zaki & Meira, 2014, *Data Mining and Analysis Fundamental Concepts and Algorithms*, Cambridge.
4. Han, Kamber & Pei, 2013, *Data Mining: Concepts and Techniques*, Morgan Kaufmann.
5. Han, Jiawei and Kamber, Micheline, 2012, *Data Mining: Concepts and Techniques*, Morgan Kaufman.



## **Module 7: Natural Language Processing**

### **Module Overview**

The following module aims to provide an exposure to students based on Natural Language Processing Techniques, Algorithms and Analytics based on Textual Data. The module comprises of NLP basics, Feature Extraction, Relationship Extraction, Text Categorization, Clustering and Topic Modelling Algorithms and Practices.

### **Learning Objectives**

The course introduces the concepts of Text Analytics, Unstructured Information Analysis for better decision making by deriving valuable insights. The course will help the students understand the roots behind Text Mining which evolved from Machine Learning, Natural Language Processing and Statistics. Upon completion, students are expected to be able to describe basic concepts and methods of Text Mining, Information Extraction, Text Classification and Clustering, Topic Modelling.

### **Learning Outcomes**

After the successful completion of this module, students will be able to:

- Understand approaches to Syntax and Semantics in NLP.
- Understand various methods for Statistical approaches to Machine Translation.
- Build Models which extract information from Textual Unstructured Data.
- Understand and implement Topic Modelling and Probabilistic Models for Information Extraction.
- Implement and deploy programs based on Relationship Extraction, POS Tagging and Clustering Algorithms based on NLP.

### **Unit I**

#### **Introduction to Text Mining**

Basics of Text Mining, Natural Language Content Analysis, Core Text Mining Operations, Associations, Using Background Knowledge for Text Mining, Domain Ontologies, Domain Lexicons. Text Mining Pre- processing Techniques, Task Oriented Approaches, NLP Tasks, Tokenization, Part-of-Speech Tagging, Syntactical Parsing and Shallow Parsing.

### **Unit II**

#### **Extracting Features, Relations from Text**

Finding Implicit Features, Finding Opinion Phrases and their Polarity, Context-Specific Word Semantic Orientation, Analysis of Word and Document Frequency, tf-idf, Zipf's Law, bind tf\_idf Function, Subsequence Kernels for Relation Extraction, Capturing Relation Patterns with a String Kernel.

### **Unit III**

#### **Text Categorization and Clustering**

Applications of Text Categorization, Document Representation, Knowledge Engineering Approach to Text Categorization, Machine Learning Approach to Text Categorization, Evaluation of Text Classifiers.

Clustering Tasks in Text Analysis, Clustering Algorithms and Clustering of Textual Data.

### **Unit IV**

#### **Relationships between Words**

Tokenizing by N-gram, Counting and Filtering N-gram, Analysing Bigrams to provide Context in Sentiment Analysis, visualizing a Network of Bigrams using ggraph, Counting and Correlating Pairs of Words with the widyr Package, Counting and Correlating among Sections, Examining Pairwise Correlation.

### **Unit V**

#### **Topic Modelling and Probabilistic Models for Information Extraction**

Latent Dirichlet Allocation, Word Topic Probabilities, Per-Document Classification, By-words Assignments, Alternative LDA Implementations. Hidden Markov models, Stochastic Context

Free Grammar, Conditional Random fields, Parallel Learning Algorithms.

### **References**

1. Julia Silge, David Robinson, 2018, *Text Mining with R-A Tidy Approach*, O'Reilly
2. Matthew L. Jockers, 2014, *Text Analysis with R for Students of Literature*, Springer.
3. James Pustejovsky, Amber Stubbs, 2012, *Natural Language Annotation for Machine Learning*, O'Reilly.
4. Steve R. Poteet, 2007, *Natural Language Processing with Text Mining*, Springer.
5. James Sanger, Ronen Feldman, 2002, *The Text Mining Handbook: Advanced Approaches in Analysing Unstructured Data*, Cambridge.

## **Module 8: Machine Learning and Artificial Intelligence Module**

### **Overview**

This module comprises of conceptual, statistical and Machine Learning algorithms. It covers all the necessary models pertaining to Machine Learning such as Regression, Decision Trees, Support Vectors, Clustering, Association Analysis and Dimensionality Reduction.

### **Learning Objectives**

After this course students will gain critical knowledge and understanding about major Data Mining procedures like Decision Tree, Cluster Analysis, Neural Networks, Support Vector Machine, Bayesian Networks and Machine Learning fundamentals. Students will be able to apply and practice this gained knowledge in variety of Business Scenarios.

### **Learning Outcomes**

Upon successful completion of this module, students should be able to:

- Understand and employ a wide variety of Statistical and Machine Learning Algorithms.
- Identify the characteristics of Datasets, Problem Statement and develop Machine Learning programs with reference to known Computing Techniques.
- Understand the Model Performance Evaluation and select the best one based on the solution.
- Implement Machine Learning techniques and the Programming Framework to obtain acceptable decisions for the Real-World problems.

### **Unit I**

#### **Classification and Regression Tree**

Classification & Regression, working of a Decision Tree, Attribute Selection Measures, Information Gain, Gain Ratio, Gini Index, Building Decision Trees, CART, C5.0, and CHAID Trees, Prediction by Decision Tree, Advantages and Disadvantages of Decision Trees, Model Overfitting, Building Decision Trees in R. **Unit II**

### **Clustering**

Cluster Analysis versus Factor Analysis, Overview of Basic Clustering Methods, Agglomerative Hierarchical Clustering, Within-Group Linkage, Nearest Neighbour or Single Linkage, Furthest Neighbour or Complete Linkage, Centroid Clustering, Ward's Method, K-Means Algorithm, Dendrogram, Profiling of Cluster, Cluster Evaluation.

### **Unit III**

#### **Support Vector Machine**

Decision Boundaries for Support Vector Machine, Maximum Margin Hyperplanes, Structural Risk Minimization, Linear SVM-Separable Case, Linear SVM-Non-Separable Case, Kernel Function, Kernel Trick, Kernel Hilbert Space, Model Evaluation.

### **Unit IV**

#### **Market Basket Analysis**

Market Basket Analysis and Association Analysis, Market Basket Data, Stores, Customers, Orders, Items, Order Characteristics, Product Popularity, Tracking Marketing Interventions, Association Rules, Support, Confidence, Lift, Chi-Square Value, Sequential Pattern Analysis.

### **Unit V**

#### **Introduction to Artificial Intelligence**

Current Trends in AI, Intelligent Agents, Environments, Problem Solving Agents, Searching Techniques, Knowledge and Reasoning in AI, Forms of Learning, Structure of a Neural Network, Analogy with Biological Neural Network, Activation Functions, Gradient Descent, Model Accuracy.

### **References**

1. Kevin Knight, Elaine Rich, B.Nair, 2017, *Artificial Intelligence*, McGraw.
2. Han, Jiawei and Kamber, Micheline, 2012, *Data Mining: Concepts and Techniques*, Morgan Kaufman Publishers.
3. AnandRajaraman, 2011, *Mining of Massive Datasets*, Cambridge University Press.

4. Mitchell, 2013, *Machine Learning*, McGraw Hill.
5. Stuart Russell, Peter Norvig, 2004, *Artificial Intelligence – A Modern Approach*, Pearson.

## CIMA Syllabus 2019

Note: Please refer the detailed prospectus of CIMA for further detail

### The CIMA Syllabus

<b>Strategic (Decide)</b> <ul style="list-style-type: none"> <li>• Make strategic decisions.</li> <li>• Formulate and create strategy whilst managing the associated risks.</li> </ul>	<b>E3: Strategic Management</b> <ul style="list-style-type: none"> <li>A. The strategy process</li> <li>B. Analysing the organisational ecosystem</li> <li>C. Generating strategic options</li> <li>D. Making strategic choices</li> <li>E. Strategic control</li> <li>F. Digital strategy</li> </ul>	<b>P3: Risk Management</b> <ul style="list-style-type: none"> <li>A. Enterprise risk</li> <li>B. Strategic risk</li> <li>C. Internal controls</li> <li>D. Cyber risks</li> </ul>	<b>F3: Financial Strategy</b> <ul style="list-style-type: none"> <li>A. Financial policy decisions</li> <li>B. Sources of long-term funds</li> <li>C. Financial risks</li> <li>D. Business valuation</li> </ul>
<b>Management (Monitor)</b> <ul style="list-style-type: none"> <li>• Monitor implementation of decisions.</li> <li>• Monitor, manage and analyse performance.</li> </ul>	<b>E2: Managing Performance</b> <ul style="list-style-type: none"> <li>A. Business models and value creation</li> <li>B. Managing people performance</li> <li>C. Managing projects</li> </ul>	<b>P2: Advanced Management Accounting</b> <ul style="list-style-type: none"> <li>A. Managing the costs of creating value</li> <li>B. Capital investment decision-making</li> <li>C. Managing and controlling the performance of organisational units</li> <li>D. Risk and control</li> </ul>	<b>F2: Advanced Financial Reporting</b> <ul style="list-style-type: none"> <li>A. Financing capital projects</li> <li>B. Financial reporting standards</li> <li>C. Group accounts</li> <li>D. Integrated reporting</li> <li>E. Analysing financial statements</li> </ul>
<b>Operational (Implement)</b> <ul style="list-style-type: none"> <li>• Implementation of decisions.</li> <li>• Translate medium-term decisions into short-term actionable plans; then report on performance.</li> </ul>	<b>E1: Managing Finance in a Digital World</b> <ul style="list-style-type: none"> <li>A. Role of the finance function</li> <li>B. Technology in a digital world</li> <li>C. Data and information in a digital world</li> <li>D. Shape and structure of the finance function</li> <li>E. Finance interacting with the organisation</li> </ul>	<b>P1: Management Accounting</b> <ul style="list-style-type: none"> <li>A. Cost accounting for decision and control</li> <li>B. Budgeting and budgetary control</li> <li>C. Short-term commercial decision-making</li> <li>D. Risk and uncertainty in the short term</li> </ul>	<b>F1: Financial Reporting</b> <ul style="list-style-type: none"> <li>A. Regulatory environment of financial reporting</li> <li>B. Financial statements</li> <li>C. Principles of taxation</li> <li>D. Managing cash and working capital</li> </ul>

