Dwaraka Doss Goverdhan Doss Vaishnav College

SCHOOL OF MANAGEMENT
PG & DOCTORAL RESEARCH
Approved by AICTE &
Accredited by NBA

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

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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

M1	Impart Quality Education to the students in core areas and business management with moral Values through our dedicated team.
M2	Create learning atmosphere that fosters individual intellectual development.
M3	Provide platform for the students to explore their innovative and creative skills.
M4	Promoting activities to cultivate the spirit of Entrepreneurship to the students
M5	Empowering the students in Organizing Events to gain Experience in Team work and Leadership Qualities.
M6	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)

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

PEO TO MISSION STATEMENT MAPPING

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

CORRELATION

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

PROGRAM OUTCOMES (PO) WITH GRADUATE ATTRIBUTES

PO1	Domain Knowledge	Apply Knowledge of Management Theories & Practices to solve Business Problems
PO2	Critical Thinking & Decision Making / Problem Solving	Foster Analytical & Critical Thinking abilities for Data – Based Decision Making.
PO3	Leadership	Ability to develop value based Leadership Ability
PO4	Environment & Sustainability	Ability to understand, Analyze & communicate Global, Economic, Legal & Ethical aspects of Business.
PO5	Team Work	Ability to lead themselves & others in the achievement of Organizational Goals, Contributing effectively to a team environment.
P06	Entrepreneurship	Ability to identify Entrepreneurial opportunities & leverage, Managerial & Leadership Skills for funding leading start – ups as well as growing family Business
P07	Social Responsiveness & Ethical	Apply ethical principles & commit to Professional Ethics & Responsibility and norms of Management Practices.
P08	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

PE0/PO	P01	P02	P03	P04	P05	P06	P07	P08
PE01	3	3	2	2	1	1	1	1
PE02	3	3	3	3	3	2	1	1
PE03	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	50
Programme Electives	32
Summer internship	6
Project	8
Soft Skills	8
Total	104

SCHOOL OF MANAGEMENT
SCHEME OF I SEMESTER MBA PROGRAM

Sl. NO	Course Code	Course	Dept	Credit Distribution				Over all Credits	Marks		
				L	T	P	J		CIA	ESE	Total
1	MBAC101	Management Process And Organizational Behaviour	MBA	3	1	1	0	4	50	50	100
2	MBAC116	Quantitative Techniques and Research Methods in Business	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	2	0	4	50	50	100
5	MBAC105	Legal Systems In Business	MBA	2	0	1	0	3	50	50	100
6	MBAC117	Business Analytics - I	MBA	2	0	1	0	3	50	50	100
7	MBAC107	Entrepreneurship Development	MBA	2	0	1	0	3	50	50	100
8	MBAC114	International Business Management	MBA	2	0	1	0	3	50	50	100
9	MBASS905	Soft Skills-I Personality Development and Career Enhancement	MBA	0	0	2	0	2	50	50	100
Total								**28**	**450**	**450**	**900**

S.No	Course Code	Course	Dept	Credit Distribution				Over All Credits	Marks		
				L	T	P	J		CIA	ESE	Total
1	MBAC108	Strategic Management	MBA	2	1	1	0	4	50	50	100
2	MBAC109	Human Resource Management	MBA	2	0	1	0	3	50	50	100
3	MBAC110	Resource Management Techniques	MBA	2	1	1	0	4	50	50	100
4	MBAC111	Operations Management	MBA	2	0	1	0	3	50	50	100
5	MBAC112	Financial Management	MBA	3	0	1	0	3	50	50	100
6	MBAC118	Business Analytics - II	MBA	2	0	1	1	4	50	50	100
7	MBAC115	Marketing Management	MBA	2	0	1	0	3	50	50	100
8	MBACE202	Digital Marketing	MBA	1	0	1	0	2	50	50	100
9	MBASS 902	Soft Skills-II- Computing Skill- Data Analysis And Business Modeling	MBA	0	0	2	0	2	50	50	100
10	MBAI1001	Internship –1- (Dec – Jan 4 Weeks)	MBA	0	0	3	0	3	50	50	100
Total								31	500	500	1000

SCHOOL OF MANAGEMENT
SCHEME OF III SEMESTER MBA PROGRAM

S.No	Course Code	Course	Dept	Credit Distribution				Overall 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	MBASS906	Data Visualisation with Power BI and Tableau	MBA	0	0	2	0	2	50	50	100
8	MBAI1002	Internship 2 (May – Jun – 4 weeks)	MBA	0	0	3	0	3	50	50	100
Total								**23**	**400**	**400**	**800**

SCHOOL OF MANAGEMENT

SCHEME OF IV SEMESTER MBA PROGRAM

S.No	Course Code	Course	Dept	Credit Distribution				Overall 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	MBASS 904	Soft-Skills – Managerial Skills	MBA	0	0	2	0	2	50	50	100
6	MBA2001	Final Project – (Dec-Jan- 8 Weeks)	MBA	0	0	8	0	8	50	50	100
7	MBA-EEC-3001	Employability Enrichment Course - Financial Literacy on Mutual Fund (Optional)	MBA	0	0	2	0	2			
8	MBA-EEC-3002	Moocs Course (Optional)	MBA	0	0	2	0	2			
9	MBA-EEC-3003	International Immersion Program (Optional)	MBA	0	0	2	0	2			
Total Credits								22	300	300	600
GRAND TOTAL (Optional Credit not Included)								104	1650	1650	3300

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

Course Code	Course Title	Dept	L	T	P	J	C
FINANCE							
MBACE201	Financial Planning And Wealth Management	MBA	3	0	0	0	3
MBAF307	Investment Management- Technical Analysis and Robo Advisory	MBA	3	0	0	0	3
MBAF 302	International Financial Management	MBA	3	0	0	0	3
MBAF308	Financial Market 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
MARKETING							
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
MBAM 408	Innovation and New Product developmet	MBA	3	0	0	0	3
MBAM 409	B2B Marketing	MBA	3	0	0	0	3
HUMAN RESOURCE MANAGEMENT							
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	Learning and Development	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

	SYSTEMS						
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
	SUPPLY CHAIN MANAGEMENT						
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
	ENTREPRENEURSHIP						
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 BEHAVIOR

Course Code	: MBAC101		Credits	: 04
L:T:P:J:C	: 3:0:1:0:4		CIA Marks	: 50
Exam Hours	03		ESE Marks	: 50

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

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	2	1	3
CO2	3	1	3	2	3	2	1	1
CO3	3	2	2	2	2	1	2	2
CO4	3	1	3	1	3	2	1	2
CO5	2	2	2	3	3	1	2	2

S.No	CONTENTS OF MODULE	Hrs	Cos
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	CO1
2	Introduction to Organization Behavior - Historical perspective - Organization– Management - Role of managers - Evolution of management thought - Organization and the environmental factors - Managing globally - Strategies for International business.	9	CO2
3	Foundations of individual Behavior - Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification. Attitudes – Characteristics – Measurement - Values. Perceptions –Importance –Factors influencing perception. Motivation – Importance –Types –Effects on work behavior - Motivation- concepts and applications - Theories of Motivation	9	CO3
4	Foundations of Group Behavior – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques –Team building – Interpersonal relations – Communication – Control - conflicts and negotiations, communication - Meaning –Importance –Leadership styles – Theories – Leaders Vs Managers –Sources of power –Power centers –Power and Politics Stress - Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life	9	CO4
5	Dynamics of organization - QWL, International OB. Definition, need and importance of organizational behaviour –Nature and scope – Frame work – Organizational behaviour models. Organizational culture and climate –Edgar Schein's Model of Organizational Culture- Factors affecting organizational climate – Importance. Job satisfaction –Determinants – Measurements – Influence on behavior. Organizational change –Importance – Stability Vs Change – Proactive Vs Reaction change –the change process – Resistance to change – Organizational development – Characteristics – objectives – Organizational effectiveness Developing Gender sensitive workplace.	9	CO5
	Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises, Role plays, and Seminars		

TEXT BOOKS:

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

REFERENCE BOOKS:

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

QUANTITATIVE TECHNIQUES AND RESEARCH METHODS IN BUSINESS

Course Code	: MBAC116	Credits	: 03
L:T:P:J:C	: 2:0:1:0:3	CIA Marks	: 50
Sessions	: 45	ESE Marks	: 50

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

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

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

TEXT BOOKS:

1. **Mariappan,** Operations Research, 1e by Pearson Education India 2013.

2. **Natarajan,** Operations Research, 2e by Pearson Education India 2014.

3. **Taha,** Operations Research: An Introduction, 10e Pearson Education India 2018

REFERENCE BOOKS:

1. Green & Tull, Market Research, Prentice Hall

2. Amir D. Aczel, Complete Business Statistics, 5th ed., Irwin McGraw Hill,2001

3. Hooda R.P, Statistics for Business and Economics, 2nd ed., McMillan India

4. Richard I .Levin & David S .Rubin, Statistics For Management ,7th ed., PHI

5. Dr. P.N. Arora and Mrs. S. Arora, Statistics for management, S. Chand & Company Ltd.

ECONOMICS FOR MANAGERS

Course Code	: MBAC103	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:

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

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	1	3	1	3	1	3
CO2	3	3	1	3	1	2	1	2
CO3	2	1	1	3	2	3	2	2
CO4	3	3	1	3	1	3	2	3
CO5	3	3	1	2	1	2	2	2

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

TEXT BOOKS:

1. **Agarwal**, Managerial Economics, 1/ePearson Education India 2013

2. **Sloman**, Essential Economics for Business, 5ePearson Education India 2019

3. **Keat**, Managerial Economics, 7ePearson Education India 2013

REFERENCE BOOKS:

1. Mithani, D M, Managerial Economics – Theory & Applications, Himalaya Pub.

2. Mehta, P L, Managerial Economics – Analysis, Problems & Cases, Sultan Chand

3. Peterson, H. C and Lewis, W. C. Managerial Economics, 4th Ed, Prentice Hall

4. Abel & Bernanke, Macroeconomics, 4thed, Pearson Pub

5. Froyen, Macroeconomics, 6th ed., Pearson Education

ACCOUNTING FOR MANAGERS

Course Code	: MBAC104	Credits	: 04
L:T:P:J:C	3:0:1:1:4	CIA Marks	: 50
Exam Hours	: 03	ESE Marks	: 50

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

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

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	2	1	2	2	3
CO2	3	3	1	2	1	2	2	2
CO3	3	3	1	2	1	2	2	2
CO4	3	2	1	2	1	2	1	1
CO5	3	3	1	2	1	3	2	2

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

TEXT BOOKS:

1. Dhamija, Financial Accounting for Managers, 3e Pearson Education India 2019

2. Gupta, Financial Accounting for Management, 6ePearson Education India 2019

3. Horngren, Horngren's Cost Accounting, 16ePearson Education India 2017

REFERENCE BOOKS:

1. Carl S Warren, James M Reeves, Philip E Fess, "Financial Accounting" , Thompson, 2003

2. T.S. Reddy & Y. Hari Prasad Reddy – Financial and Management Accounting –Margham Publications,

3. NhaveshM.SPaul, Cost Accounting or Management Accounting, Allied Publishers Ltd.,New Delhi, 1997

4. S.P. Jain & K.L. Narang, Cost Accounting, Kalyani Publishers, Ludhiana, 1997

5. N.Ramachandran&Ramkumar – "Financial accounting for management – Tata McGraw hill

LEGAL SYSTEMS IN BUSINESS

Course Code	: MBAC105	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:

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

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	3	1	2	3	1
CO2	3	1	1	3	1	2	2	1
CO3	3	1	1	3	1	3	2	2
CO4	3	1	2	3	2	2	3	2
CO5	3	3	1	3	1	3	2	2

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

TEXT BOOKS

1. **N.D. Kapoor**, "Elements of Mercantile Law", Sultan Chand & Company, India, 2006.

2. **P. K. Goel**, Business Law for Managers, Biztantatara Publishers, India, 2008.

3. **Sheth,** Business Law, 3e16ePearson Education India 2017

REFERENCE BOOKS

1. P.P.S. Gonga, "Mercantile Law", S.Chand & Co, New Delhi.

2. Dr. Vinod K. Singhania, "Direct Taxes Planning Management".

3. G.K.Kapoor – " Lectures on corporate and allied laws" – Sultan chand & sons

4. Richard Stim, Intellectual Property- Copyrights, Trademarks and Patents, Cenage learning.

5. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2009

BUSINESS ANALYTICS - I

Course Code	: MBAC117	Credits	: 03
L:T:P:J:C	: 2:0:1:0:3	CIA Marks	: 50
Exam Hours	: 03	ESE Marks	: 50

COURSE OBJECTIVES:

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

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

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	0	0	0	1	2	3
CO2	3	3	0	0	0	0	2	3
CO3	3	3	0	0	0	0	2	3
CO4	3	3	0	0	0	0	2	3
CO5	3	3	0	0	0	0	2	3

S. No	CONTENTS OF MODULE	Hrs	COs
1	**Unit:1 INTRODUCTION TO BUSINESS ANALYTICS** Business Analytics Introduction - Application of Business Analytics across various domain and its Business Function - Introduction to R Software, R-Studio and it's Packages - R-Data Types and Functions in R Software-Correlation Using R-Software - Inferential Statistics using R Software - Practical Implementation of Inferential Statistics	9	CO1
2	**Unit :2 - DATA VISUALISATION AND IT'S APPLICATION** Different Types of Data Visualization - Bar Chart-Connecting Tableau to a Data File - CSV File-Navigating Tableau-Creating Calculated Fields-Adding Colours-Adding Labels and Formatting-Exporting Your Worksheet-Time series, Aggregation and Filters - Different Types of Joins in Dashboard and Storyline Creation - Dual Axis Charts-Creating Bins - Tree Map Chart-Customer Segmentation Dashboard-Advanced Dashboard Interactivity-Creating a Storyline.	9	CO2
3	**Unit :3 SUPERVISED MACHINE LEARNING IN BUSINESS** Supervised Learning methods- Predictive Analytics-Classification Problems- Forecasting - Data Mining - Time Series Analysis - Application of Supervised Learning Algorithm	9	CO3
4	**Unit :4 UNSUPERVISED MACHINE LEARNING IN BUSINESS** Unsupervised Methods -Dimensionality reduction- K-means Clustering Hierarchical Clustering- Apriori Algorithm Using R Software - MBA - Market Basket Analysis - Data Reduction Techniques Factor Analysis - Semi-supervised methods Deep learning - Choosing among unsupervised machine learning techniques.	9	CO4
5	**UNIT- 5 APPLICATIONS OF ANALYTICS IN BUSINESS** Applications of Analytics in various industries: retail - -health care -E-Commerce financial services, insurance entertainment, etc -Applications of AI in different functions: Human Resources- Sales-Operations -Marketing-Supply Chain -Future of Business Analytics.	9	CO5
	Mode of Evaluation: Capstone Project		

TEXT BOOKS:

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

REFERENCE BOOKS:

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

ENTREPRENEURSHIP DEVELOPMENT

Course Code	: MBAC107	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:

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

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	2	2	3	1	2
CO2	3	2	3	2	2	3	1	2
CO3	3	2	2	2	2	3	2	2
CO4	3	2	2	2	2	3	2	2
CO5	3	2	3	2	3	3	2	1

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

TEXT BOOKS :

1. Charantimath, Entrepreneurship Development and Small Business Enterprises, 3/e Pearson Education India 2018

2. Kumar, Entrepreneurship: Creating and Leading an Entrepreneurial Organization , 1e Pearson Education India 2012

3. Holt, Entrepreneurship : New Venture CreationPearson Education India 2016.

REFERENCES

1. Robert D Hisrich, Michael P Peters, and Dean A Shepherd, Entrepreneurship, 2020, 11th Edition, McGraw Hill, India

2. Mathew J Manimala, "Enterprenuership theory at cross roads: paradigms and praxis" 2nd Edition Dream tech, 2005.

3. Rajeev Roy, 'Entrepreneurship' 2nd Edition, Oxford University Press, 2011.

4. EDII "Faulty and External Experts – A Hand Book for New Entrepreneurs Publishers: Entrepreneurship Development", Institute of India, Ahmadabad, 1986.

5. Ali J Ahamad, Punita Bhatt, Iaon Acton, (2019), Entrepreneurship in developing and emerging economies, Sage Texts.

INTERNATIONAL BUSINESS MANAGEMENT

Course Code	: MBAC114	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:

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

Mapping of Course Outcomes to Program Outcomes:

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

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

TEXT BOOKS:

1. **Varma,** International Business, 1/ePearson Education India 2012

2**. Sundaram**, The International Business Environment: Text and Cases, Pearson Education India 2015

3**. Daniels**, International Business, 16/ePearson Education India 2018

REFERENCE BOOKS:

1. K Aswathappa, International Business, Mcgraw Hill, 4th Edn, 2010

2. John D Daniels, Lee H Radebaugh and Daniels P Sullivan, INTERNATIONAL BUSINESS – Environments and Operations,   Pearson, 2004, 10th Edition

3. Varma, Fundamentals of International Business, 4/ePearson Education India 2019

SOFT SKILLS - I

PERSONALITY DEVELOPMENT & CAREER ENHANCEMENT

Course Code	: MBASS905	Credits	: 02
L:T:P:J:C	: 0:0:2:0:2	CIA Marks	: 50
Exam Hours	: 1 hr 30 min	ESE Marks	: 50

COURSE OBJECTIVES

1. To set the attitude and behavior of the students towards their goal

2. To familiarize them with behavioral skills and professional etiquettes

3. To improve students' Communication and Soft skills needed for them to succeed as a professional

4. To develop the students' interpersonal skills and leadership skills that are crucial for management students

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

1. **Communicate** effectively in group conversations

2. **Develop** self-esteem, social etiquettes and **Set** professional goals

3. **Apply** the concepts in the relative working environment

4. **Demonstrate** public speaking skills, such as GD, debate and extempore

5. **Prepare** resumes and answer confidently in interviews

6. **Manage stress** when things don't go according to plan, cope with the unfamiliar groups.
   Build rapport to work with others in order to achieve the set-tasks with efficient time management

7. **Build** positive networks and bond with peers. **Manage** disappointment and deal with conflicts.

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

LIST OF ACTIVITIES

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

LEARNING RESOURCES

1. E. Suresh Kumar , P. Sreehari, and J. Savithri. Communication Skills and Soft Skills: An Integrated Approach 1st Edition, Kindle Edition

2. Pillai,Sabina and Fernandez, Agna, Soft Skills & Employability Skills, 1st edition,2017, Cambridge University Press,New Delhi

3. Sherfield, R. M. ; Montgomery, R.J. and Moody, P, G. (2010). Developing Soft Skills. 4th edition.

4. Emotional Intelligence: Why it can matter more than IQ by Daniel Goleman, Bloomsbury publishers(1996)

SECOND SEMESTER

(SYLLABUS)

STRATEGIC MANAGEMENT

Course Code	: MBAC108	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:

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

Mapping of Course Outcomes to Program Outcomes:

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

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

TEXT BOOKS:

1. David, Strategic Management Concepts: A Competitive Advantage Approach, 16e Pearson Education India 2018

2. Wheelen, Strategic Management and Business Policy, 15e Pearson Education India 2018

3. Thomas, Strategic Management, 1e Pearson Education India 2015.

REFERENCES

1. Business Policy and strategic management – by Azhar Kazmi, Tata Mxgraw Hill, new delhi, edn 2, 2006

2. Strategic Management, competitiveness and Globalization, Thomson, 2001.

3. R. Srinivasan, Strategic Management the Indian context, Prentice Hall of India, 2002.

4. Mohapatra, Case Studies on Strategic Management , 1e Pearson Education India 2011

5. Carpenter, Strategic Management, 2e Pearson Education India 2012

HUMAN RESOURCE MANAGEMENT

Course Code	: MBAC109	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:

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

Mapping of Course Outcomes to Program Outcomes:

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

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

TEXTBOOKS

1. **Dessler,** Fundamentals of Human Resource Management, 4e Pearson Education India 2017

2. **Dessler,** Human Resource Management, 18e Pearson Education India 2018

3. **Aswathappa K HPH** - Human Resource Management

REFERENCES

1. Bohlander, Snell & Sherman, Managing Human Resources, 12th ed, Thompson

2. Dale S. Beach, Personnel - The management of people at work, Mc Millan, New York

3. Human Resource Management - David A. Decenzo, Stephen P. Robbins, 10/e, Wiley India Pvt. Ltd., 20

RESOURCE MANAGEMENT TECHNIQUES

Course Code	: MBAC110	Credits	: 04
L:T:P:J:C	: 2:0:1:0:4	CIA Marks	: 50
Exam Hours	: 03	ESE Marks	: 50

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

CO1	Formulate the Linear programming problem and solve by graphical method, simplex method, Big Method.
CO2	Define transportation and assignment problem. Demonstrate the balanced, unbalanced, maximization and minimization assignment problems with illustration. Differentiate Transportation problem and assignment problem
CO3	Recall the concept of Critical Path Method and Programme Evaluation Review Technique. Solving real time problems using critical path method and Programme evaluation technique
CO4	Explain the queuing theory concept. List the out the models of queuing theory and discuss with numerical examples.
CO5	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:

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

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

TEXT BOOKS:

1. Mariappan, Operations Research, 1e by Pearson Education India 2013.

2. Natarajan, Operations Research, 2e by Pearson Education India 2014.

3. Taha, Operations Research: An Introduction, 10e Pearson Education India 2018

REFERENCES

1. Barry Render & Ralph M. Stair, Jr., Quantitative Analysis for Management, Prentice Hall of India, Seventh edition.

2. Hiller & Lieberman, Operations Research.

3. Sharma J.K., Operations Research: Theory and Application, New Delhi, Macmillan India 2001.

4. Quantitative approaches to Decision making, Levis and Krikaptrik. McGraw Hill – 1998.

5. Anderson, Sweeney and Williams, Quantitative Methods for Business, Thomson, 2002.

OPERATIONS MANAGEMENT

Course Code	: MBAC111	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:

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

Mapping of Course Outcomes to Program Outcomes:

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

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

TEXT BOOKS:

1. **Mahadevan,** Operations Management: Theory and Practice, 3e Pearson Education India 2015.

2. Krajeswick, Operations Management, 12e Pearson Education India 2018

3. **Heizer,** Operations Management, 12e Pearson Education India 2017

REFERENCES

1. Richard B Chase, F Robert Jacobs, Nicholas J Aquilano, Nitin K Agarwal – Operations Management for competitive advantage, Tata McGraw – Hill Publishing Company Limited, Delhi.

2. P. Saravanan , S. Sumathi - Production and Materials Management, Margham Publications, Chennai

3. Buffa – Production Management – Tata McGraw – Hill publications.

4. Gaither, "Production and Operations Management", Thomson Asia (P) Ltd., Bombay, Ninth Ed, 2002.

5. Lee J. Krajewski and Larry P. Ritzman, "Operations Management: Strategy and Analysis", Addison Wesley, 2000

FINANCIAL MANAGEMENT

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:

CO1	Understand Financial Modeling Techniques for Decision-Making
CO2	Evaluate the Investment Decision and to enrich their knowledge on Risk, Uncertainty and Time value of Money.
CO3	Analyze the role of Capital Structure and Restructuring
CO4	Plan and Implement the required Working Capital and Cash Management
CO5	Explore Innovative Financing Strategies and Securities

Mapping of Course Outcomes to Program Outcomes:

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

S. No	CONTENTS OF MODULE	Hrs	COs
1	Financial management - Importance of financial management in business decision-making - Role of strategic planning in financial management - Techniques for financial forecasting - Concept of risk and its relationship with return - Definition and scope of financial Modeling - Types of financial models (forecasting, valuation, budgeting) - Financial Modeling Techniques	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
Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises, Role plays, and Seminars			

TEXT BOOKS:

1. **M.Y. Khan and P.K.Jain**, Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2011.

2. **M. Pandey** Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2012.

REFERENCE BOOKS:

1. Rajni Sofat & Preeti Hiro, STRATEGIC FINANCIAL MANAGEMENT, PHI, Delhi, 2011

2. Weaver & Weston, STRATEGIC CORPORATE FINANCE, Cengage Learning, Delhi, 2001

3. Chandra, Prasanna, FINANCIAL MANAGEMENT, Tata McGraw Hill, Delhi. 2007

MARKETING MANAGEMENT

Course Code	: MBA	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:

CO1	Formulate a marketing plan including marketing objectives, marketing mix, statistics and evaluate competition
CO2	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.
CO3	Determine strategies for developing new products and services relevant to evolving market needs and develop pricing policies
CO4	Develop plans for efficient distribution
CO5	Establish the usage of social media, internet to explore new markets.

Mapping of Course Outcomes to Program Outcomes:

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

S. No	CONTENTS OF MODULE	Hrs	COs
1	**Unit I:** Introduction, Concepts of marketing, traditional and modern methods of marketing, selling and marketing, marketing environment, Marketing Segmentation and marketing Mix	**9**	**CO1**
2	**Unit II:** Marketing Strategy Formulations – Key Drivers of Marketing Strategies – Strategies for Industrial marketing – Consumer Marketing – Services Marketing – Competition Analysis. Consumer Behaviour, Marketing Research and Marketing information System, Positioning and differentiating the marketing offers	**9**	**CO2**
3	**Unit III:** Product mix, Levels of product, Branding, label, New product development, Price mix – determination of price, pricing methods and pricing strategies	**9**	**CO3**
4	**Unit IV:** Distribution - channels, physical distribution, logistics, and promotion Mix – advertising, sales promotion, personal selling, publicity, direct marketing	**9**	**CO4**
5	**Unit V:** 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**
	Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises, Role plays, and Seminars		

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

DIGITAL MARKETING

Course Code	: MBACE202	Credits	: 03
L:T:P:J:C	: 2:0:1:1:3	CIA Marks	: 50
Exam Hours	: 03	ESE Marks	: 50

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

CO1	Develop effective social media marketing strategies for various types of industries and businesses
CO2	Application of the social media marketing by employees and customers effectively to focus on the Brand Outreach.
CO3	Describe the major social media marketing portals that can be used to promote a company, brand, product, service or person.
CO4	To work collaboratively with search engines for targeting and remarketing to the particular targeted audience for the accomplishment of lead generation.
CO5	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:

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

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

TEXT BOOKS:

1. **Evans**, Social Media Marketing

2. **Bhatia**, Fundamentals of Digital Marketing, 2ePearson Education India 2019

3. **Miller**, Ultimate Web Marketing Guide Pearson Education India 2011

REFERENCE BOOKS:

1. Kotler.p, Roberto,N.,&Lee.N.(2008) social marketing-influencing behaviors for good (3rd edition)

2. Thousandsoaks,CA:Sage publications, Inc. ISBN:978-1-4129-5647-5(paperback)

3. Jain, Sorav, Social media for business-stories of Indian boards

BUSINESS ANALYTICS - II

Course Code	: MBAC118	Credits	: 04
L:T:P:J:C	: 2:0:1:1:4	CIA Marks	: 50
Session	: 45	ESE Marks	: 50

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

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

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	0	0	0	1	2	3
CO2	3	3	0	0	0	0	2	3
CO3	3	3	0	0	0	0	2	3
CO4	3	3	0	0	0	0	2	3
CO5	3	3	0	0	0	0	2	3

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

TEXT BOOKS:

1. **James Evans**, Business Analytics,3e -Pearson Education India

2. **Schniederjans**, Business Analytics Principles, Concepts, and Applications: What, Why, and How, 1e- Pearson Education India

3. **Regi Mathew**, Business Analytics for Decision Making,1e- Pearson Education India

COMPUTING SKILL DATA ANALYSIS AND BUSINESS MODELING

Course Code	: MBASS902	Credits	: 2
L:T:P:J:C	: 0:0:2:0:2	CIA Marks	: 50
Exam Hours	: 1 hr 30 mins	ESE Marks	: 50

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.

TECHNICAL WRITING AND PRESENTATION

Course Code	: MBASS902	Credits	: 02
L:T:P:J:C	: 0:0:2:0:2	CIA Marks	: 50
Exam Hours	: 03	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.

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

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

Unit III
Contents of a Report [Some Basic Research Methodology]
1. Cover and title page 2. Table of Contents 3. List of Tables and Figures 4. Preface, Foreword, Acknowledgement 5. Abstract 6. Introduction 7. Body (in Sections and Subsections) 8. Results 9. Conclusions and Recommendations 10. Appendices 11. References

Unit IV
Format [Both physical and stylistic]
1. Margins 2. Headings 3. Indentation 4. Pagination 5. Type face and fonts 6. Abbreviations 7. Symbols 8. Layouts 16 9. Proofreading Symbols

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

RECOMMENDED TEXT

1. E Handouts of Renssalaer Polytechnic, USA.[necessary permission has to be obtained by the course instructor for classroom use] www.rpi.edu Gupta, Ruby and Anugrah Rohini Lall.

2. Basic Technical Communication. Cambridge University Press, 2009. Hoover, Hardy. Essentials for the Scientific and Technical Writer.1970; Rpt.New York: Dover Publications, Inc.,1980 Kirkman, John. Good Style for Scientific and Engineering Writing. London: Pitman Publishing Ltd., 1980.

EMPLOYABILITY ENRICHMENT COURSE

FINANCIAL LITERACY ON MUTUAL FUND

Course Code	: MBA-EEC-3001	Credits	: 02
L:T:P:J:C	: 0:0:2:0:2	CIA Marks	: 50
Exam Hours	: 03	ESE Marks	: 50

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

Lab session using NSMART trading platform - 10 hrs

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

INTERNSHIP I – (DEC-JAN- 4 WEEKS)

Course Code	: MBA	Credits	:03
L:T:P: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-1

1. The student will be acquiring skills and hands on work experience during the internship.

2. The following parameters will be used to evaluate the internship: Industry knowledge, Process knowledge, Skills acquired, Independent handling of processes or functions, application of theory to practice and Activity Time Sheet and daily attendance to be maintained by the Company Project Guide.

3. The internship will be evaluated based on a presentation and study report.

CONTENTS

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

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

THIRD & FOURTH SEMESTER

(SYLLABUS)

SEMESTER -3

1. Elective – 1*

2. Elective – 2*

3. Elective – 3*

4. Elective – 4*

5. Elective – 5*

6. Elective – 6*

*The elective syllabi starts from Page 63 onwards

SOFT SKILLS- III

DATA VISUALISATION WITH POWER BI AND TABLEAU

Course Code	: MBASS906	Credits	: 02
L:T:P:J:C	: 0:0:2:0:2	CIA Marks	: 50
Exam Hours	: 1 hr 30 mins	ESE Marks	: 50

Objectives of the Course:

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

UNIT I

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

UNIT II

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

UNIT III

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

UNIT IV

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

UNIT V

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

Course Code	: MBAI1002		Credits	: 03
L:T:P: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

I. Elective – 7*

2. Elective – 8*

3. Elective – 9*

4. Elective – 10*

*The elective syllabi start from Page 63 onwards

SOFT SKILLS - IV - MANAGERIAL SKILLS

Course Code	: MBASS904	Credits	: 02
L:T:P:J:C	: 0:0:2:0:2	CIA Marks	: 50
Exam Hours	: 1 hr 30 mins	ESE Marks	: 50

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

Unit I- Stress management

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

Unit II- Conflict Management skills

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

Unit III- Interpersonal Skills

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

Unit IV- Time Management

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

Unit V- Towards Empowerment

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

REFERENCES

1. Swaminathan. V.D & Kaliappan. K.V. (2001). Psychology for Effective Living. Chennai. The Madras Psychology Society.

2. Robbins, S.B. (2005). Organizational Behaviour. New Delhi: Prentice Hall of India.

3. Smith, B. (2004). Body Language. Delhi: Rohan Book Company.

4. Hurlock, E.B. (2006). Personality Development, 28th Reprint. New Delhi: Tata McGraw Hill

CAREER ADVANCEMENT COURSE FOR MANAGERS

Course Code	: MBASS904A	Credits	: 02
L:T:P:J:C	: 0:0:2:0:2	CIA Marks	: 50
Exam Hours	: 1 hr 30 mins	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 & IV

FINANCE ELECTIVES

FINANCIAL PLANNING AND WEALTH MANAGEMENT

Course Code	: MBACE201	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:

CO1	Comprehend the importance of Financial Planning and the process.
CO2	Analyse the role of debt and financial pressure in financial planning.
CO3	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
CO4	Identify the needs of HNI clients and offer the appropriate asset allocation strategies.
CO5	Synchronize tax planning in investment advising and wealth management.

Mapping of Course Outcomes to Program Outcomes:

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

S. No	CONTENTS OF MODULE	Hrs	COs
1	**Personal Financial Planning:** Financial Planning – meaning, need, scope. Evaluating the financial position of clients, Preparing & Analyzing household budget. Estimating Financial goals, Financial Planning Delivery Process.	**9**	**CO1**
2	**Comprehensive Financial Planning:** 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**	**CO2**
3	**Insurance Planning & Retirement Planning:** 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	**Wealth Management:** Concept of wealth and Measurement of wealth. Spectrum of services, Wealth management service providers, Product categories and Service categories. **Types of Service Mandates:** Custodian mandate, Advisory mandate, Discretionary mandate and Mandate mix HNI segmentation and reason for looking at HNIs. **Understanding the Client** **Client Segmentation:** Segmentation based on Personality, Age and way of accumulation, Risk & return preferences	**9**	**CO4**
5	**Tax planning with reference to financial management**: Objective, Types and methods, Tax saving and Investment plans, Tax planning in Income Tax, Retirement Tax savings, Tax Avoidance vs Tax Evasion.	**9**	**CO5**
Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises, Role plays, and Seminars			

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, 4th Edition. Indian Institute of Banking & 8.Finance, (2017), Investment Planning Tax Planning and Estate Planning.

INVESTMENT MANAGEMENT

Technical Analysis & Robo Advisory

Course Code	: MBAF307	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:

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

Mapping of Course Outcomes to Program Outcomes:

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

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

TEXT BOOKS:

1. Punithavathy Pandian, 'Security Analysis & Portfolio Management' – Vikas Publishing House Pvt., Ltd.,2001

2. Fischer, Security Analysis Portfolio Management, 7e Pearson Education India 2018

3. Ranganatham, Security Analysis Portfolio Management, 7ePearson Education India 2011

REFERENCE BOOKS:

1. DonaldE.Fischer& Ronald J.Jordan,'SecurityAnalysis& PortfolioManagement',Prentice Hall of India Private Ltd.,New Delhi 2000.

2. Prasanna chandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.

3. B. S. Bhatiaand G. S. Batra,"Management of Capital Markets, Financial Services and Institutions" - Deep& Deep PublicationPvtLtd,New-Delhi, 2001.

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:

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

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	-	-	-	-	-	-	-
CO2	2	2	-	2	-	-	-	1
CO3	2	1	-	2	-	1	-	1
CO4	1	1	-	1	-	1	1	-
CO5	1	1	-	-	-	-	-	-

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

TEXT BOOKS:

1. International financial management – Thummuluri Siddaiah – Pearson India

2. Siddiah, International Financial Management: An Analytical Framework 2e Pearson Education India 2015

3. Eiteman, Multinational Business Finance, 14e Pearson Education India 2017

REFERENCE BOOKS:

1. International financial management– Sharan – Pearson India publishers

2. International financial management– Apte – PHI

FINANCIAL MARKET AND FINANCIAL SERVICES

Course Code	: MBAF308	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:

CO1	Understand the Evolution and Functioning of Debt Markets
CO2	Examine the Significance and Operations of Equity and Commodity Markets
CO3	Analyze Financial Services and Innovative Instruments
CO4	Appraise Issue Pricing Mechanisms and Financial Intermediation
CO5	Evaluate Investment Vehicles and Financial Inclusion Strategies

Mapping of Course Outcomes to Program Outcomes:

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

S. No	CONTENTS OF MODULE	Hrs	COs
1	Introduction to the Indian financial system - evolution of debt markets - types of debt instruments - Roles of market participants - Importance of debt markets in capital formation - regulatory framework – market infrastructure -Role of Securities and Exchange Board of India (SEBI) in debt market regulation		
2	Importance of equity markets, evolution of Indian stock exchanges - Recent developments and innovations in equity trading - Role of commodity exchanges - functions of stock exchanges, and overview of commodity markets.		
3	Emergence of financial services, fund-based vs. non-fund-based activities - Leasing – types of Leases – Evaluation of Leasing Option – Factoring – Forfaiting - Innovative financial instruments and their implications - challenges faced by the industry - Merchant banker's role in project appraisal, Designing Capital Structure and Instrument		
4	Issue pricing mechanisms, IPO marketing strategies, and post-issue activities - Green Shoe option, E-IPO, private placements Advertising and marketing strategies for issue promotion - Credit rating - Role and importance of credit rating agencies - Venture Capital – Growth of Venture Capital in India – Consumer credit		
5	Mutual funds - Basics of business valuation and its applications - Securitization and its impact on financial markets - Concept and Importance of Financial Inclusion - Barriers to Financial Inclusion - Role of Technology in Promoting Financial Inclusion. Case studies of successful financial inclusion programs		
Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises, Role plays, and Seminars			

TEXT BOOKS

Clifford Gomez, "Financial Markets, Institutions and Financial Services", PHI, Eastern Economy Edition.

REFERENCE BOOKS

1. M Y Khan, "Financial Services", TMH, 7th edition

2. Ravi M. Kishore, "Financial Management", Taxmann's, 6th edition.

3. Bhole. L.M. and Jitendra Mahakud "Financial Institutions & Markets – Structure, Growth & Innovations", TMH 5th edition.

4. Anthony Saunders & Marcia Millon Cornett, " Financial Markets & Institutions", TMH, 5th edition.

FINANCIAL DERIVATIVES

Course Code	: MBAF304	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:

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

Mapping of Course Outcomes to Program Outcomes:

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

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

TEXT BOOKS:

1. Bishnupriya Mishra, SathyaSwaroopdebashish-Financial derivatives

2. Maheswari, Financial Derivatives: The Currency and Rates Factor, 1ePearson Education India 2012

3. Hull, Options, Futures and other Derivatives, 10e Pearson Education India 2018

REFERENCE BOOKS:

1. Janakiraman, Derivatives and Risk Management, 1e Pearson Education India 2011

2. S.S.S.Kumar, 'Financial Derivatives – Prentice Hall India Pvt., Ltd.

3. Gupta, 'Financial Derivatives – Prentice Hall India Pvt., Ltd

RISK MANAGEMENT AND INSURANCE

Course Code	: MBAF305	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:

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

Mapping of Course Outcomes to Program Outcomes:

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

S. No	CONTENTS OF MODULE	Hrs	COs
1	Risk – Types of Risk – Objectives of Risk Management – Sources of Risk – Risk Identification – Measurement of Risk	**9**	**CO1**
2	Risk Avoidance – Risk retention – Transfer of risk – Value of Risk Management – Pooling – Diversifying risk – Loss of control	**9**	**CO2**
3	Risk Management Tools options – Forward Contracts – Future contracts – Hedging – SWAPS	**9**	**CO3**
4	General Insurance – Principles of General Insurance – General Insurance Products – Insurance contracts – objectives – Elements – Characteristics – Pricing – Market regulation & solvency regulations- Government regulation of insurance sector - Privatization of insurance business in India – 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.

CORPORATE TAXATION

Course Code	: MBAF306	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:

CO1	Understand tax planning concepts, corporate tax structure in India, and implications of tax liability
CO2	Apply tax planning strategies for new businesses, considering location, nature of business, capital structure, and dividend policy
CO3	Explore tax planning strategies based on dividend types, location, employee remuneration and capital structure decisions
CO4	Compare different forms of business entities and apply tax planning techniques
CO5	Develop advanced tax planning skills for insurance compensation, business restructuring

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	-	-	-	1	-	1
CO2	3	3	-	-	-	1	1	1
CO3	3	3	-	-	-	1	1	1
CO4	3	3	-	-	-	1	1	1
CO5	3	3	-	1	-	1	-	1

S. No	CONTENTS OF MODULE	Hrs	COs
1	Introduction to Corporate Taxation: Tax planning and corporate planning, tax management, tax evasion, tax avoidance - Corporate tax in India - Residential status of companies and tax incidence - Tax liability and minimum alternate tax - Tax on distributed profits	9	CO1
2	Tax planning with reference to setting up of a new business: Locational aspect, nature of business, form of organization - Tax planning with reference to financial management decision - Capital structure, dividend including deemed dividend and bonus shares - Residential Status & Incidence of Tax for Corporate Assessee - MAT Provision (Minimum Alternate Tax)	9	CO2
3	Dividend Tax: Types of Dividends - Location-based Tax Planning - Tax Planning - Employees' Remuneration - Tax planning with reference to financial management decision - Capital structure and bonus shares	9	CO3
4	Tax Planning based on Nature of Business and Forms of Business - Tax planning with reference to specific management decisions - Make or buy - own or lease - repair or replace	12	CO4
5	Tax planning with reference to receipt of insurance compensation - distribution of assets at the time of liquidation - Business Restructuring - Amalgamation - Double taxation relief - Provisions regulating transfer pricing - Advance rulings - Advance pricing agreement	6	CO5
Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises, Role plays, and Seminars			

TEXT BOOKS:

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

2. Vinod K. Singhania and Monica Singhania, Corporate Tax Planning.Taxmann Publications Pvt. Ltd., New Delhi.

3. Girish Ahuja and Ravi Gupta. Corporate Tax Planning and Management. Bharat Law House, Delhi.

4. Shuklendra Acharya and M.G. Gurha. Tax Planning under Direct Taxes. Modern Law Publication, Allahabad.

5. D.P. Mittal, Law of Transfer Pricing. Taxmann Publications Pvt. Ltd., New Delhi.

REFERENCE BOOKS:

1. Income tax – B.B.Lal – pearson india publishers

2. Income tax :law & practice – Singhania – tax man publishers

MARKETING ELECTIVES

SERVICES MARKETING

Course Code	: MBAM401	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:

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

Mapping of Course Outcomes to Program Outcomes:

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

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

TEXT BOOKS:

1. Rao, Services Marketing, 2e Pearson Education India 2011

2. Lovelock, Services Marketing : People Technology Strategy, 8ePearson Education India 2017

3. Wirtz, Essentials of Services Marketing, 3ePearson Education India 201

REFERENCE BOOKS:

1. Kenneth E Clow, et. Al "Services Marketing Operation Management and Strategy" Biztantra, New Delhi, 2004.

2. ChiristropherH.Lovelock, JochenWirtz, "Services Marketing",PearsonEducation,N.Delhi, 2004.

3. HalenWoodroffe, "Services Marketing", McMillan Publishing Co, New Delhi 2003.

4. NimitChowdhary and Monika Choudhary, "Text book of Marketing of Services", the Indian experience, MacMillan Publishing Co, New Delhi, 2005.

5. ChristianGronroos, "Services Management and Marketing a 'CRM Approach", John Wiley and sons England 2001.

INTEGRATED MARKETING COMMUNICATION (IMC)

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:

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

Mapping of Course Outcomes to Program Outcomes:

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

S. No	CONTENTS OF MODULE	Hrs	COs
1	**Unit I:** Integrated Marketing Communications, Brand Equity Management -brand leverage, luxury branding, Buyer Behaviors, Promotions Opportunity Analysis, Models of Marketing communication – AIDAS Model, DAGMAR Model, PCB Model and Marketing communication planning Process	9	CO1
2	**Unit II** Managing the Marketing Communication Process - Analysis of promotional opportunities, concepts of segmentation and target marketing, promotional strategy of formulation and competitive positioning, determination of promotional objectives, deciding promotional appropriation, integrating marketing communication programme, commissioning and contracting external resources	9	CO2
3	**Unit III** 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	**Unit IV** Promotional Tools: Trade Promotions, Consumer Promotions, Personal Selling, Database Marketing, and Customer Relationship Management, Public Relations, Sponsorship Programs, and Regulations	9	CO4
5	**Unit – V** Wider Issues and Dimensions - Sales promotions, personal selling, direct marketing, public relations, publicity and corporate advertising, unconventional promotional media, marketing communication budgeting, measuring promotional performance, global marketing communication, legal and ethical issues in integrated marketing Communication	9	CO5

TEXT BOOKS:

1. Kenneth E Clow / Donald E Baack, Intergrated Advertising Promotion and Marketin Communication, Pearson Education

2. Batra, Advertising Management, 5e Pearson Education India 2006

3. Malaval, Integrated Marketing Communication: Pentacom, 4/e Pearson Education India 2015

REFERENCE BOOKS:

1. Belch, Advertising and Promotion, Tata McGraw Hill

2. Frank Jefkins, Advertising, Macmillan India Ltd

3. Oguinn, Advertising, thomson Learning

4. Kueglar Jr, Web Advertising and Marketing, Prentice Hall of India

GLOBAL MARKETING MANAGEMENT

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:

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

Mapping of Course Outcomes to Program Outcomes:

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

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

TEXT BOOKS:

1. Gautam Dutta, Global Marketing, 1e Pearson Education India 2016

2. Keegan, Global Marketing Management, 8e Pearson Education India 2017

REFERENCE BOOKS:

1. Patrick M Dunne And Rober F Lusch,Retailing Thomas Learning,4th Edition 2008

2. Chetan Bajaj, Rajnish Tow And Nidhi,V.Srivatsava Retail Management, Oxford University Press,2007

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

SALES AND DISTRIBUTION MANAGEMENT

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:

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

Mapping of Course Outcomes to Program Outcomes:

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

S. No	CONTENTS OF MODULE	Hrs	COs
1	**Unit I** 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	**Unit II** Sales meeting, Sales contest, sales quotas, sales territories, evaluating and controlling of sales personnel, analysis of sales, cost analysis.	9	**CO2**
3	**Unit III** Physical distribution-Distribution management, Marketing mix, marketing channels, wholesaling and retailing, designing channel system, selecting channel members.	9	**CO3**
4	**Unit IV** 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	**Unit – V** 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**
	Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises, Role plays, and Seminars		

TEXT BOOKS:

1. Still, Sales and Distribution Management, 6e Pearson Education India 2017

2. Jobber, Selling and Sales Management, 10e Pearson Education India 2018

REFERENCE BOOKS:

1. Johnson, Kurtz and Scheuing : Sales Management (McGraw-Hill)

2. Rosenbloom: Marketing Channels – a management view (Dryden Press

3. David Jobber and Geoffrey Lancaster, Selling and Sales Management, Pearson Education

4. Anderson R, Professional Sales Management, Prentice Hall

5. Johnson, Sales Management – Concepts, practices and Cases, McGraw Hill

6. Dalrymple, Sales Management, Concept and Cases, John Wiley

7. Das Gupta, Sales Management, In the Indian Perspective, Prentice Hall

RETAIL MARKETING

Course Code	: MBAM405	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:

CO1	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.
CO2	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.
CO3	Interpret and implement effective retail strategies for better Store Management.
CO4	Apply the core Marketing strategies for effective Retail Shop Management.
CO5	Apprehend emerging trends in Retailing and correlate the factors influencing Retail shopper's behavior.

Mapping of Course Outcomes to Program Outcomes:

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

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

TEXT BOOKS:

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

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

REFERENCE BOOKS:

1. Patrick M Dunne And Rober F Lusch,Retailing Thomas Learning,4th Edition 2008

2. Chetan Bajaj, Rajnish Tow And Nidhi,V.Srivatsava Retail Management, Oxford University Press,2007

3. Swapna Pradhan, Retail Management-Text And Cases Tata McGraw Hill, 2nd Edition 2008

CONSUMER BEHAVIOUR

Course Code	: MBAM406	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:

CO1	Formulate strategy, brand positioning and marketing communication decisions with the understanding of consumer behaviour.
CO2	Comprehend the underpinnings of psychological theories and insights in the consumer decision making process
CO3	Identify the transient and perpetual consumer needs in order to develop global marketing opportunities
CO4	Deliver insights on the role of attitude and emotions into the consumer psychological processes in pre-purchase, purchase and post purchase situations.
CO5	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:

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

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

TEXT BOOKS:

1. Schiffman L G, Kanuk LL, Ramesh Kumar S, (2015), Consumer Behaviour, 11th edition, Pearson Education, Inc.

2. Dheeraj Sharma, Jagdish Sheth, Banwari Mittal, (2015), Consumer Behaviour – A Managerial Perspective, Cengage Learning.

REFERENCE BOOKS:

1. Hawkins et al, (2010), Consumer Behaviour-Building Marketing Strategy, Tata McGraw Hill.

2. Hoyer, Mcinnis, Pieters, (2013), Consumer Behavior, 6thedition, Cengage Learning.

3. Majumdar, Ramanuj, (2010), Consumer Behaviour Insights from Indian Market, PHI.

4. Michael R. Solomon, (2016), Consumer Behaviour-Buying Having and Being, 12th edition, Pearson Education.

5. Underhill et.al, (2008), Why we buy: The Science of Shopping, Simon & Shuster.

ADVERTISING AND PROMOTIONS MANAGEMENT

Course Code	: MBAM407	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:

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

Mapping of Course Outcomes to Program Outcomes:

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

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

TEXT BOOKS:

1. William Chitty, Nigel Barker, Valos, Terence Shimp, (2013), Advertising, Promotion and other aspects of Integrated Marketing Communications,9thedition, Cengage Learning. Belch,

2. Belch, Kerr, Powell, (2012), Advertising and Promotion: An Integrated Marketing Communication Perspective, 2ndedition,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, 7thedition, Pearson Education

INNOVATION AND NEW PRODUCT DEVELOPMENT

Course Code	: MBAM408		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:

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

Mapping of Course Outcomes to Program Outcomes:

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

S. No	CONTENTS OF MODULE	Hrs	COs
1	Introduction: The core concepts of creativity, design and innovation- Ideas and tools- Creative people, creative organizations. Opportunity Identification & Selection — Strategic Planning for New Products, NDP strategy for growth, NDP theories and Models	9	CO1
2	Ideation and Concept Generation: Finding and Solving Customers' Problems- Function Follows Form Ideation. Patent- Intellectual Property Right- NDP across Industries	9	CO2
3	Concept / Product Development (I): Concept Testing Concept / Product Evaluation (II): Sales Forecasting and Financial Analysis. Development: Design- Product Use Testing- Development Team Management	9	CO3
4	Launch-Strategic Launch Planning, Implementation, Market Testing-Market Techniques in consumer testing-Technology intensive product-	9	CO4
5	Innovation and Product Planning : Agile (and Lean) Methods in Product Development, Intellectual Property, New Product Development Best Practices & Sustainability-Discontinuous New product	9	CO5
	Mode of Evaluation: Continuous Internal Assessment, Assignment, Quiz, Case studies, Class Exercises, Role plays, and Seminars		

TEXT BOOKS

1. Managing Innovation: Integrating Technological, Market and Organizational Change, 7th Edition

2. New Products Management" by C. Merle Crawford and C. Anthony Di Benedetto. Published by McGraw-Hill Education.

REFERENCES:

1. Crawford, Merle and Anthony Di Benedetto, New Products Management, Eleventh edition, McGraw-Hill International Edition, 2015.

2. Ahmed, Pervaiz K. and Charles D. Shepherd, Innovation Management, Prentice Hall, 2010.

3. Trott, Paul, Innovation Management and New Product Development, Fifth Edition,Pearson, 2012.

B2B MARKETING

Course Code	: MBAM409	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:

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

Mapping of Course Outcomes to Program Outcomes:

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

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

TEXT BOOKS:

1. Phadtare, Milind T., Industrial Marketing, Prentice-Hall, 2nd edition, 2021.

2. Basu, S.K., Sahu, K. C. , Rajiv, B.., Industrial Organization and Management, Prentice-Hall, 1st edition, 2021.

3. Francis Cherunilam., Industrial Marketing Text and Cases, 1st edition, Himalaya Publishing House, 2022.

4. Biemans, W.G., Business to Business Marketing; A Value-driven approach, 1st edition, McGraw-Hill Education, 2010.

5. Ghosh, P.K., Industrial Marketing, 1st edition, Oxford University Press, 2005.

REFERENCE BOOKS:

1. Milind T.Phadtare ,PHI,Kindle.

2. Hory Sarkar Mukerjee, Industrial Marketing, Kindle

3. Journal of Business and Industrial Marketing,Emerald Group Publishing

4. International Journal of Industrial Marketing,Macrothink Institute,USA

HR ELECTIVES

INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS

Course Code	: MBAH501	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:

CO1	To review the perspectives, theories and concepts in the field of labor and employment relations
CO2	To interpret the salient features of welfare and wage Legislations
CO3	To inspect the laws relating to Industrial Relations, Social Security and Working conditions and working conditions in different settings.
CO4	To execute labor law and individual employment rights
CO5	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:

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

S. No	CONTENTS OF MODULE	Hrs	COs
1	**Introduction to Labour Legislations and Regulatory Laws:** Meaning and classification of Labour legislations in India. History & Development of Labour Legislations in India The Factories Act, 1948	9	CO1
2	**Legislations related to Wages** The Payment of Wages Act, 1936 The Minimum wages Act, 1948	9	CO2
3	**Legislations related to Social Security** 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	CO3, CO5
4	**Industrial Employment & Service conditions** The Trade Unions Act, 1926 The Industrial Disputes Act, 1947 The Industrial Employment (Standing Orders) Act, 1946	9	CO4, CO5
5	**Legislations related to environment** 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 Industial discipline, Response Books, 2002

GLOBAL HUMAN RESOURCE MANAGEMENT

Course Code	: MBAH502	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:

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

Mapping of Course Outcomes to Program Outcomes:

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

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

TEXT BOOKS:

1. The Global Challenge- framework for International Human Resource Management, Evans, Pucik, Barsoux, Tata McGraw-Hill Irwin. Global Human resource management-Peter J Dowling, Denice

2. E Welch, Cengage Learning Global Human resource management - Monir H Tayeb – Oxford University Press - 2005.

3. Edwards, International Human Resource Management , 1e Pearson Education India 2005

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REFERENCE BOOKS:

1. Adler, N.J. International Dimensions of Organizational Behaviour. Kent Pub., Boston, 1991.

2. Bartiett, C and Ghoshal, S Transnational Management: Text Cases and Readings in Cross Border Management, Irwin, Chicago, 1995.

3. Dowling, P.J., etc. International Dimensions of Human Resource Management. 2nd ed. Wadsworth, California, 1994.

4. Hofstede, G. cultures Consequence: International Differences in Work Related Values, 2nd edition Sage, London, 2001

LEADERSHIP AND ORGANIZATIONAL EFFECTIVENESS

Course Code	: MBA	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:

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

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2	3	3	2	3
CO2	2	3	2	3	3	2	2	2
CO3	3	3	3	2	3	2	2	2
CO4	2	2	2	2	2	3	3	2
CO5	2	2	2	2	3	1	1	2

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

TEXT BOOKS:

1. Leadership Development - by John Mitchell, Natalie Mitchell and Bogdan Gudzenko, 2012

2. Human Resource Management - ©2015 | Pearson | Published: 18 Aug 2014

3. Leadership and   Management Development: Developing   Tomorrow's   Managers ©2010 | Financial Times Press | Published: 24 Jun 2010

REFERENCE BOOKS:

1. Blanchard andThacker,'EffectiveTrainingSystems,StrategiesandPractices'Pearson2005.

2. Dubin.Leadership,'ResearchFindings,Practices&Skills',Biztantra,2005.

3. MathisJackson Human,'ResourceManagement',ThomsonSouthwestern,2005.

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SCHOOL OF MANAGEMENT
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LEARNING AND DEVELOPMENT

Course Code	: MBA	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:

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

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2	3	2	1	1
CO2	3	3	3	3	3	2	1	1
CO3	3	3	2	3	2	3	3	1
CO4	3	3	2	3	2	3	3	1
CO5	3	3	3	2	3	3	2	1

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

TEXTBOOK:

1. Employee Training and Development by Raymond A Noe

REFERENCES :

1 Bewnet, Roger cd Improving Training effectiveness, Aldershot, Gower 1988

2 Buckley R & Caple, Jim, The Theory & Practice of Training, London, Kogan & Page 1995

3 Lynton R Pareek U Training to Development 2nd ed. New Delhi, Vistaar, 1990.

4 Pepper, Allan D, Managing the Training and Development function, Aldershot, Gower, 1984

5 Rae L etc. Hon to Measure Training Effectiveness, Aldershot, Gower, 1986

6 Reid M.A. etc. Training interventions, Managing Employee Development, 3rd ed. London IPM 1992

7 Serge P The Fifth Discipline, The Art and Practice of the learning organization London Century,1992

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SCHOOL OF MANAGEMENT
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TALENT ACQUISITION & MANAGEMENT

Course Code	: MBAH506	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:

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

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	-	3	2	-	_	1	1
CO2	3	3	-	3	-	-	1	2
CO3	3	3	2	3	3	_	2	2
CO4	2	3	3	2	-	-	2	2
CO5	3	2	3	2	2	-	2	2

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

TEXT BOOKS:

1. Lance A Berger, Dorothy R Berger,Talent Management Hand Book, McGraw Hill

2. Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7th Edition.

3. Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, Pearson Publication,14th Edition

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REFERENCE BOOKS:

1. Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publication

2. Talent Management - Strategies for Success from Six Leading Companies by ASTD, Cengage Learning

3. Talent Management - Strategies for Success from Six Leading Companies by ASTD, Cengage Learning

4. Talent Management - Strategies for Success from Six Leading Companies by ASTD, Cengage Learning

5. Talent Management - Strategies for Success from Six Leading Companies by ASTD, Cengage Learning

6. Talent Management-Strategies for Success from six leading companies by ASTD, Cengage Learning

7. Robbins SP, Timothy A, Judge & Sanghi Seema, OrganizationalBehaviour, Pearson Education, New Delhi ,13th edition

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HR ANALYTICS

Course Code	: MBAH507	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:

CO1	Apply HR Analytical techniques in the areas of HRP, recruitment and selection, Compensation and Benefits, Training and Human Capital development etc.
CO2	Predict the issues using the available HR data and formulate the best strategies
CO3	Analyze the value of Intangibles that HR helps build for the organization given a particular business context.
CO4	Utilize soft factors in a people management context and convert them into measurable variables.
CO5	Design a Metrics and Analysis index for recruitment, performance and or a training and development context

Mapping of Course Outcomes to Program Outcomes:

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

S. No	CONTENTS OF MODULE	Hrs	COs
1	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	9	CO1
2	Human Resource Planning and Forecasting 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	9	CO2
3	Behavioral assessment in Personnel selection 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.	9	CO3
4	Designing a compensation system 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.	9	CO4
5	Current approaches to measuring HR and reporting value from HR contributions HR Scorecards & 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	9	CO5

TEXT BOOKS:

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

REFERENCE BOOKS:

1. Barnett K, Berk J, (2012), Human Capital Analytics. Word Association Publication.
2. Fitz-Enz J, (2010), The HR Analytics: Predicting the Economic Value of your Company's Human Capital Investments, AMACOM.

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SCHOOL OF MANAGEMENT
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STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code	: HR- 301	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:

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

Mapping of Course Outcomes to Program Outcomes:

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

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

TEXT BOOKS:

1. Sharma, Strategic Human Resource Management and Development, 1ePearson Education India 201

2. Greer, Strategic Human Resource Management, 2e Pearson Education India 2005

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REFERENCE BOOKS:

1. Jeffrey, Strategic Human resource management, Thompson, 2003

2. Werner, Human Resource Development, Thompson, 2002

3. Harrison, Employee Development, University Press, New Delhi,

4. Srinivas Kanula, Human Resource Management, Prentice Hall of India, 2005

5. Richard Regis, Strategic Human Resource Management and Development, Excel Books India, 2008

SYSTEMS ELECTIVES

E-COMMERCE TECHNOLOGY AND MANAGEMENT

Course Code	: MBAS601	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:

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

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2	3	2	1	3
CO2	3	3	3	3	3	2	1	3
CO3	3	3	2	3	2	3	1	3
CO4	3	3	2	3	2	3	1	3
CO5	3	3	3	2	3	3	2	3

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S. No	CONTENTS OF MODULE	Hrs	COs
1	**Unit I - Fundamental Of E-Commerce** Driving forces – benefits and limitations of e-commerce. Basics of Data mining, data warehousing and network infrastructure requirements. Overview of IP, TCP, HTML, OLAP and Cryptography.	8	CO1
2	**Unit II - Business Applications in E-Commerce** Retailing in E-commerce – market research on internet customers – e-commerce for service sector – Advertising in e-commerce – B2B ecommerce.	8	CO2
3	**Unit IIIE - Commerce Infrastructure** Intranet, Internet & Extranet – Structure, Architecture, Applications & Business Models.	8	CO3
4	**Unit IVE - Commerce Payments and Security** E-Payments and Protocols-Security schemes against internet fraud. Principles of e-fund transfer, credit and debit card usage, E-check and unified payment systems.	8	CO4
5	**Unit V - Legal and Privacy Issues in E-Commerce** 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.

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EMERGING TECHNOLOGIES FOR MANAGEMENT

Course Code	: MBAS602	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:

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

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2	3	2	1	3
CO2	3	3	3	3	3	2	1	3
CO3	3	3	2	3	2	3	1	3
CO4	3	3	2	3	2	3	1	3
CO5	3	3	3	2	3	3	1	3

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S. No	CONTENTS OF MODULE	Hrs	COs
1	**Introduction to Mobile Computing** Technology- Fundamentals of Cellular Systems. Mobile Security Introduction- Security in Wireless network - Security in Ad-hoc Networking Technologies – Security in Mobile Agents - Security Protocols. Mobile Database: Introduction – Databases – Database Hoarding. Mobile Operating System: Introduction- Palm OS – Windows Mobile OS	8	CO1
2	**Wireless Architecture- GSM** Introduction- System Architecture – GSM Address and Identifiers – GSM Mobility Management. GPRS: Introduction- Benefits of GPRS - GPRP Architecture – GPRS Applications – Limitations of GPRS. WLL: Introduction – Configuration – Architecture – WLL technologies. VPN: Introduction – Goals of VPN – Types of VPN – Benefits. WiMAX: Introduction – Features – Architecture – Applications. Wi-Fi: Introduction – Working Concepts.	8	CO2
3	**Introduction to WAP** 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	**Green Computing** 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	**Security and Privacy** 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

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ENTERPRISE RESOURCE PLANNING

Course Code	: MBAS603	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:

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

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2	3	2	1	3
CO2	3	3	3	3	3	2	1	3
CO3	3	3	2	3	2	3	1	3
CO4	3	3	2	3	2	3	1	3
CO5	3	3	3	2	3	3	1	3

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

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BIG DATA TECHNOLOGY

Course Code	: MBAH506	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:

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

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2	3	2	1	3
CO2	3	3	3	3	3	2	1	3
CO3	3	3	2	3	2	3	1	3
CO4	3	3	2	3	2	3	1	3
CO5	3	3	3	2	3	3	1	3

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

REFERENCES:

1. Boris Lunlinsky, Kevin.T.Smith, Alexey Yakubovich, "Professional Hadoop Solutions", Wiley.

2. Chris Eaton, Dirk Deroos et al., "Understanding Big Data", McGraw Hill,2012.

3. Tom White, "HADOOP: The definitive Guide", O Reilly 2012.

4. Frank J Ohlhorst "Big Data Analytics: Turning Big Data into Big Money", Wiley and SAS Business Series, 2012

5. Colleen Mccue, "Data Mining and Predictive Analysis: Intelligence Gathering and Crime Analysis", Elsevier, 2000

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SCHOOL OF MANAGEMENT
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DATA MINING AND WAREHOUSING

Course Code	: MBAS605	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:

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

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2	2	3	1	3
CO2	3	3	2	2	3	2	1	3
CO3	3	3	2	3	3	2	1	3
CO4	3	3	2	2	2	2	2	3
CO5	3	3	3	3	3	3	2	3

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

TEXT BOOKS

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

REFERENCES

1. Hand D. J. , HeikkiMannila, PadhraicSmyth, "Principles of data mining"MIT Press, 2001.

2. SoumenChakrabarti, Earl Cox, Ian H. Witten, Morgan Kaufmann, "Data mining: know it all ",2008

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SCHOOL OF MANAGEMENT
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CLOUD COMPUTING

Course Code	: MBAS606	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:

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

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2	3	2	1	3
CO2	3	3	3	3	3	2	1	3
CO3	3	3	2	3	2	3	1	3
CO4	3	3	2	3	2	3	1	3
CO5	3	3	3	2	3	3	1	3

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

TEXT BOOKS

1. John Rittinghouse & James Ransome, Cloud Computing, Implementation, Management and Strategy, CRC Press, 2010.

2. Michael Miller, Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Que Publishing, August 2008.

3. James E Smith, Ravi Nair, Virtual Machines, Morgan Kaufmann Publishers, 2006.

REFERENCE BOOKS

1. David E.Y. Sarna Implementing and Developing Cloud Application, CRC press 2011.

2. Lee Badger, Tim Grance, Robert Patt-Corner, Jeff Voas, NIST, Draft cloud computing synopsis and recommendation, May 2011.

3. Anthony T Velte, Toby J Velte, Robert Elsenpeter, Cloud Computing : A Practical Approach, Tata McGraw-Hill 2010.

4. Haley Beard, Best Practices for Managing and Measuring Processes for On demand Computing, Applications and Data Centers in the Cloud with SLAs, Emereo Pty Limited, July 2008.

5. G.J.Popek, R.P. Goldberg, Formal requirements for virtualizable third generation Architectures, Communications of the ACM, No.7 Vol.17, July 1974.

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SCHOOL OF MANAGEMENT
DDGD VAISHNAV

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	ESE Marks	: 50

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

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

Mapping of Course Outcomes to Program Outcomes:

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

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

TEXT

1. Practical Guide to Transportation & Logistics – Michael B Stroh.

2. Handbook of Logistics & Distribution Management –Alan Rushton, John Oxley – (Kogan Page)

3. Logistics Engineering and Management - Blanchard, B.S., Prentice - Hall, 2018

4. Warehouse Distribution & Operations Handbook – David E Mulcahy –(McGraw Hill)

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REFERENCES

1. Handbook of Logistics & Multimodal Transport – (Institute of Chartered Ship Brokers)

2. Air Transport – Lyth.P.J.

3. Integrated Transport – Givoni.

4. Logistics & Supply Chain Management – G. Raghuram, N. Rangaraj – MACMILLAN

5. A Textbook on Container & Multimodal Transport Management – Dr. K.V. Hariharan – Shroff Publishers.

6. Containerisation, Multimodal Transport and Infrastructure Development in India – Dr. K.V.Hariharan – Shroff Publishers.

7. A Practical Guide to Logistics: An Introduction to Transport, Warehousing and Distribution – Jerry Redd

8. Logistics Transportation Systems – MD Sardar – Elsevier.

9. Logistics Management for International Business - P. Sudalaimuthu - PRENTICE HALL

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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:

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

Mapping of Course Outcomes to Program Outcomes:

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

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

TEXT BOOKS

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

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REFERENCES

5) Fundamentals og Logistics & Supply Chain Management – Doughlas W Lambert - Irwin McGraw Hill.

6) Competing through Supply Chain Management – Ross.D.F – Chapman & Hall

7) Supply Chain Management – Text & Cases - Janat Shah – (Pearson Education)

8) The integrated supply chain process in Logistics Management- David Bowersox and Donald Closs- McGraw-Hill.

9) Introduction to Operations & Supply Chain Management – Cecil Bozrath&Robert - B.Handfield

10) Operations and Supply Chain Management Essentials You Always Wanted to Know – Asley Mc Donough – Vibrant Publishers.

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PURCHASING MANAGEMENT

Course Code	: MBASC703	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:

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

Mapping of Course Outcomes to Program Outcomes:

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

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

TEXT BOOKS

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

REFERENCES:

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

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TOTAL QUALITY MANAGEMENT

Course Code	: MBASC704	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:

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

Mapping of Course Outcomes to Program Outcomes:

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

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

TEXT BOOKS:

1.Besterfield, Total Quality Management, 5e Pearson Education India 2018

2.Charantimath, Total Quality Management, 5e Pearson Education India 2017

3.Quality Management, Donna C. Summers, 2nd Edition, Pearson Publishing, 2015

REFERENCE BOOKS:

1. James R.Evans & William M.Lidsay, "The Management and Control of Quality", (5th Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).

2. Feigenbaum.A.V. "Total Quality Management", McGraw-Hill, 1991.

3. Oakland.J.S. "Total Quality Management", Butterworth Hcinemann 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

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INTERNATIONAL LOGISTICS AND MANAGEMENT OF GLOBAL SUPPLY CHAIN

Course Code	: MBASC705		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:

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

Mapping of Course Outcomes to Program Outcomes:

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

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

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TEXT

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

REFERENCES

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

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ENTREPRENEURSHIP ELECTIVES

MANAGING NEW BUSINESS INITIATIVES

Course Code	: MBAE801	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:

CO1	Approach problems from a human perspective, in designing innovative and desirable products.
CO2	Develop a feasible Business plan to identify, describe and analyze a business opportunity.
CO3	Analyze the business market using business canva model and value proposition design
CO4	Formulate the process for managing innovation and entrepreneurship in an organization in both turbulent and stable economic times.
CO5	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:

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

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

REFERENCE BOOKS:

1. Robert D Hisrich; Claudine, Kearney, Managing innovation and entrepreneurship, Sage Publication, 2014

2. Peter Drucker, Innovation and Entrepreneurship, Butterworth Heinemann Publication, ISBN 978- 0750685085, 2007

3. David Smith, Exploring Innovation, 2nd   Edition, McGraw-Hill, ISBN 978-0-077-12123-5, 2009

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SCHOOL OF MANAGEMENT
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MANAGEMENT PRACTICES FOR FAMILY BUSINESS

Course Code	: MBAE802	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:

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

Mapping of Course Outcomes to Program Outcomes:

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

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

REFERENCE BOOKS

1. Thomas Zellweger, Managing the Family Business Theory and Practice, Edward Elgar Publishing, ISBN 9781783470716, 1783470712, 2017

2. Keanon Alderson, Understanding the Family Business, Business Expert Press, 2011

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SCHOOL OF MANAGEMENT
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PROJECT MANAGEMENT

Course Code	: MBAE803	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:

CO1	Develop the knowledge in the management of projects
CO2	Develop the organizational structure and Agile project management
CO3	Identify the resource management Techniques using GANTT chart.
CO4	Develop project formulation using various tools and techniques for project appraisal.
CO5	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
CO1	1	-	-	-	-	2	-	
CO2	2	2	-	-	-	2	-	
CO3	2	2	-	-	-	2	-	
CO4	3	2	-	-	-	2	-	
CO5	2	2	-	-	-	2	-	

S. 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**	**CO1**
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**	**CO2**
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**	**CO3**
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**	**CO3**
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**	**CO5**

REFERENCE BOOKS:

1. Timothy J. Kloppenborg, Vittal S. Anantatmula, Kathryn Wells, Contemporary Project Management, 4th Edition, Cengage India Publishing, 2019

2. Dr. Sanjiv MarwahMarwah, Project Management, Dreamtech Press, 2011

3. Chaturvedi & Jauhari-Project Management, Himalaya Publishing, 1st Edition, 2016

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SCHOOL OF MANAGEMENT
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MANAGING START UPS

Course Code	: MBAE804	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:

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

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	-	-	-	-	3	-	
CO2	2	-	-	-	-	3	-	
CO3	2	2	-	-	--	2	-	
CO4	3	2	-	-	-	2	-	
CO5	3	2	-	-	-	2	-	

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

REFERENCES:

1. Bruce R. Barringer, R. Duane Ireland, Entrepreneurship: Successfully Launching New Ventures, 6th Edition, Pearson Education, 2020

2. Kathleen R Allen, New Venture Creation, 6th Edition,South Western, 2012

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FINANCING NEW VENTURES

Course Code	: MBAE805		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:

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

Mapping of Course Outcomes to Program Outcomes:

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

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

REFERENCE:

1. Bruce R. Barringer, R. Duane Ireland, Entrepreneurship: Successfully Launching New Ventures, 6th Edition, Pearson Education, 2020

2. Kathleen R Allen, New Venture Creation, 6th Edition, South Western, 2012

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SOCIAL ENTREPRENEURSHIP

Course Code	: MBAE806		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:

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

Mapping of Course Outcomes to Program Outcomes:

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

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S. No	CONTENTS OF MODULE	Hrs	COs
1	**UNIT -1** **Social Entrepreneur, Social Entrepreneurship and Social Enterprises** - Meaning, definition: Social entrepreneur, social entrepreneurship, social enterprises. Characteristics of Social Entrepreneurship- Characteristics of Social Entrepreneur- social catalysts, socially aware, opportunity seeking, innovative, resourceful, accountable. Differences between Business and Social entrepreneur, Entrepreneurship and Social Entrepreneurship. Social Entrepreneurship in developing countries and in India	9	CO1
2	**UNIT-2** **The Social Entrepreneurship Process** - Social Entrepreneurship Framework-Qualities and Skills of Social Entrepreneur-Challenges in Social Entrepreneurship-Concept on entrepreneurial strategy-Developing an Entrepreneurial Competitive Strategy	9	CO2
3	**UNIT-3** **Systems Thinking and Social Innovation**-Social Innovation and the Enabling Environment , Strategic Approaches to Social Innovation - Social Intrapreneurship, CSV & B-Corps. Agripreneurship	9	CO3
4	**UNIT -4** **Funds for Social Innovations**-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	**UNIT-5** **Strategic Leadership** -Leadership in a Diverse World - Developing Leaders and Planning Succession Leadership Issue for Future Entrepreneurs	9	CO5

REFERENCE BOOKS:

1. Robert A. Philips Margret Bonefiel Ritesh Sharma, Social entrepreneurship, the next big business opportunity Global Vision Publishing House, New Delhi, 2011

2. Stephen Goldsmith, The Power of Social Innovation: How Civic Entrepreneurs Ignite Community Networks for Good, 1st Edition, 2010.

3. Lichtenstein & Plowman, The Leadership of Emergence: A Complex Systems Leadership Theory of Emergence at Successive Organizational Levels Identifying Entrepreneurial Leadership in Practice & Process: Forging a New Path, May 29, 2009

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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

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Final Project :

1. A problem should be defined, objectives set, data has to be collected and analyzed using statistical tools and techniques, inferences drawn and recommendations made. A 75 to 100 pages Research Report should be submitted at the end of the Final Project .

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

3. The Project will be evaluated based on a viva voce and the Research Project report.

CONTENTS :

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

Stage 2: Define the Problem

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

Stage 3: Review of Literature

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

Stage 5: Choose a research Method

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

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

Stage 7: Analyse Data

Stage 8: Report in APA format

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

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.

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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.

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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.

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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 Normalization
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.
Unit IV Transactions
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.

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Module 4: SaS and Tableau

Module Overview
This module forms an introduction as well 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.

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Module 5: Big Data Analytics

Module Overview
This module forms an introduction as well 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 Scraping 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 Scraping
Web Scraping of unstructured data, Gathering data from HTTP and HTTPS format, Web Scraping 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.

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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.

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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.

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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 decisionsfor 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.

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1. Kevin Knight, Elaine Rich, B.Nair, 2017, Artificial Intelligence, McGraw.
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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.

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CIMA Syllabus 2019

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

The CIMA Syllabus

Strategic (Decide)

- Make strategic decisions.
- Formulate and create strategy whilst managing the associated risks.

E3: Strategic Management
A. The strategy process
B. Analysing the organisational ecosystem
C. Generating strategic options
D. Making strategic choices
E. Strategic control
F. Digital strategy

P3: Risk Management
A. Enterprise risk
B. Strategic risk
C. Internal controls
D. Cyber risks

F3: Financial Strategy
A. Financial policy decisions
B. Sources of long-term funds
C. Financial risks
D. Business valuation

Management (Monitor)

- Monitor implementation of decisions.
- Monitor, manage and analyse performance.

E2: Managing Performance
A. Business models and value creation
B. Managing people performance
C. Managing projects

P2: Advanced Management Accounting
A. Managing the costs of creating value
B. Capital investment decision-making
C. Managing and controlling the performance of organisational units
D. Risk and control

F2: Advanced Financial Reporting
A. Financing capital projects
B. Financial reporting standards
C. Group accounts
D. Integrated reporting
E. Analysing financial statements

Operational (Implement)

- Implementation of decisions.
- Translate medium-term decisions into short-term actionable plans; then report on performance.

E1: Managing Finance in a Digital World
A. Role of the finance function
B. Technology in a digital world
C. Data and information in a digital world
D. Shape and structure of the finance function
E. Finance interacting with the organisation

P1: Management Accounting
A. Cost accounting for decision and control
B. Budgeting and budgetary control
C. Short-term commercial decision-making
D. Risk and uncertainty in the short term

F1: Financial Reporting
A. Regulatory environment of financial reporting
B. Financial statements
C. Principles of taxation
D. Managing cash and working capital

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