

DEPARTMENT OF MBA
MBA PROGRAMME (2024-26 BATCH)

Scheme of Study and Examination

I Semester

Course Code	Name of the Course	Credits	Contact Hours				Examination			
			Lecture hours / per week	Lab hours / week	Self-Learning Component	Total lecture hours	Duration (hours)	CIE Marks	SEE Marks	Total Marks
N1MBA01	Management and Organisational Behaviour	4	4	--	--	50	3	50	50	100
N1MBA02	Business Statistics with Worksheets *#	3	1	4	--	40	1.5	50	50	100
N1MBA03	Business Economics	3	3	--	--	40	3	50	50	100
N1MBA04	Marketing Management	3	3	--	--	40	3	50	50	100
N1MBA05	Financial Accounting-Reporting and Analysis	3	3	--	--	40	3	50	50	100
N1MBA06	Ethics, Governance and Leadership **	3	2	--	1	40	3	50	50	100
N1MBA07	Essentials of Entrepreneurship**	3	2	--	1	40	3	50	50	100
N1MBA08	Managerial Communication#	3	2	2	--	40	1.5	50	50	100
	Total	25								800

* Two lab hours = 1 credit / 1 theory = 1 credit.

** One hour self-study under the supervision of course faculty

The Semester End Examination will be based on multiple choice questions.

II Semester

Course Code	Name of the Course	Credits	Contact Hours				Examination			
			Lecture hours / week	Lab hours / week	Self-Learning Component	Total lecture hours	Duration (hours)	CIE Marks	SEE Marks	Total Marks
N2MBA01	Operations Management	3	3	--	--	40	3	50	50	100
N2MBA02	Financial Management	3	3	--	--	40	3	50	50	100
N2MBA03	Strategic Management	3	3	--	--	40	3	50	50	100
N2MBA04	Human Resource Management	3	3	--	--	40	3	50	50	100
N2MBA06	Managing Information Technology, Systems and Business	3	3	--	--	40	3	50	50	100
N2MBA07	Big Data Tools for Managers*#	3	1	4	--	40	1.5	50	50	100
N2MBA08	Business Research Methodology & IPR @	3	2	--	1	40	3	50	50	100
N2MBA09	Legal Environment of Business	3	3	--	--	40	3	50	50	100
N2MBAES	Employability Skills (Mandatory non-credit)**	0	2	--	--	26	--	100	--	--
N2MBACB	Seminar on Contemporary Business	1	--	--	--	--	--	100	--	100
N2MBAPS	Project on social and rural issues	1	--	--	--	--	--	100	--	100
Total		26								1000

@ One hour self-study under the supervision of course faculty

* Two lab hours = 1 credit / 1 theory = 1 credit

** The result of the course will completely be based on Continuous Internal Evaluation (CIE) of a student's performance in group discussion, mock interview, and other activities designed for the course.

The Semester End Examination will be based on multiple choice questions.

III Semester

Course Code	Name of the Course	Credits	Contact Hours			Examination			
			Lecture hours / week	Self-learning Component	Total lecture hours	Duration (hours)	CIE Marks	SEE Marks	Total Marks
N3MBA01	Cost and Management Accounting	4	4	--	50	3	50	50	100
N3MBA02	Supply Chain Management	3	3	--	40	3	50	50	100
N3MBAIS	Internship	4	--	--	--	--	100	--	100
N3MBAFD	Seminar on Functional Domain	1	--		--	--	100	--	100
N3MBAAS	Aptitude Skills	1	1	--	--	--	100	--	100
N3MBAXXY (FM/MM/HR/BA)	Specialisation Paper –I (Core)	3	3	--	40	3	50	50	100
N3MBAXXY (FM/MM/HR/BA)	Specialisation Paper –II (Core)	3	3	--	40	3	50	50	100
N3MBAXXY (FM/MM/HR/BA)	Specialisation Paper – III (Soft)	3	3	--	40	3	50	50	100
N3MBAXXY (FM/MM/HR/BA)	Specialisation Paper – IV (Soft)	3	3	--	40	3	50	50	100
	Total	25							900

Specialisation Courses offered in the Third Semester

#	Course Code	Name of the Course	Credits
		Marketing Stream	
		Core	
1	N3MBAMM01	Sales and Distribution Management	3
2	N3MBAMM02	Consumer Behaviour	3
		Soft (Any Two)	
1	N3MBAMM03	Business Marketing	3
2	N3MBAMM04	Retail Management	3
3	N3MBAMM05	Rural Marketing	3
		Finance Stream	
		Core	
1	N3MBAFM01	Investment Analysis & Management	3
2	N3MBAFM02	Financial Institutions & Markets	3
		Soft (Any Two)	
1	N3MBAFM03	Mergers, Acquisitions & Corporate Restructuring	3
2	N3MBAFM04	Advanced Corporate Finance	3
3	N3MBAFM05	Risk Management & Insurance	3
		Human Resource Management Stream	
		Core	
1	N3MBAHR01	Advanced Organisational Behaviour	3
2	N3MBAHR02	Employment Relation Laws	3
		Soft (Any Two)	
1	N3MBAHR03	Industrial Relations in India	3
2	N3MBAHR04	Personnel Management	3
3	N3MBAHR05	Organisations - Structure, Process & Design	3
		Business Analytics Stream	
		Core	
1	N3MBABA01	Business Analytics and Data Science for Decision Making	3
2	N3MBABA02	Database Management	3
		Soft (Any Two)	
1	N3MBABA03	Business Applications of Big data, AI&ML and Block Chain Technologies	3
2	N3MBABA04	Descriptive Analytics and Data Visualisation	3
3	N3MBABA05	Data Analytics Using R and Python	3

IV Semester

Course Code	Name of the Course	Credits	Contact hours			Examination			
			Lecture hours / week	Tutorial classes / week	Total lecture hours	Duration (hours)	CIE Marks	SEE Marks	Total Marks
N4MBAPR	Project Work	4	--	--	--	--	50	50	100
N4MBACP	Capstone Project	6	--	--	--	--	100	--	100
N4MBAMN	MOOCS / NPTEL	2	--	2	--	--	--	100	100
N4MBAXXXYY (FM/MM/HR/BA)	Specialisation Paper – I (Core)	3	3	--	40	3	50	50	100
N4MBAXXXYY (FM/MM/HR/BA)	Specialisation Paper –II (Core)	3	3	--	40	3	50	50	100
N4MBAXXXYY (FM/MM/HR/BA)	Specialisation Paper –III (Soft)	3	3	--	40	3	50	50	100
N4MBAXXXYY (FM/MM/HR/BA)	Specialisation Paper –IV (Soft)	3	3	--	40	3	50	50	100
	Total	24							700

Specialisation Courses offered in the Fourth Semester

#	Course Code	Name of the Course	Credits
		Marketing Stream	
		Core	
1	N4MBAMM01	Services Marketing	3
2	N4MBAMM02	Digital Marketing	3
		Soft (Any Two)	
1	N4MBAMM03	International Marketing Management	3
2	N4MBAMM04	Strategic Brand Management	3
3	N4MBAMM05	Integrated Marketing Communications	3
		Finance Stream	
		Core	
1	N4MBAFM01	International Financial Management	3
2	N4MBAFM02	Financial & Commodity Derivatives	3
		Soft (Any Two)	
1	N4MBAFM03	Tax Management	3
2	N4MBAFM04	Project Analysis & Management	3
3	N4MBAFM05	Bank Credit Management	3
		Human Resource Management Stream	
		Core	
1	N4MBAHR01	Occupational Testing	3
2	N4MBAHR02	Organisational Development	3
		Soft (Any Two)	
1	N4MBAHR03	Team Development & Leadership	3
2	N4MBAHR04	Learning & Development	3
3	N4MBAHR05	International Human Resource Management	3
		Business Analytics Stream	
		Core	
1	N4MBABA01	Business Analytics Applications in Functional Areas	3
2	N4MBABA02	Data Warehousing and Data Mining	3
		Soft (Any Two)	
1	N4MBABA03	Predictive and Prescriptive Analytics	3
2	N4MBABA04	Risk Management and Data Security	3
3	N4MBABA05	Text, Social Media and Web Analytics	3

I Semester Management and Organisational Behaviour

Contact Hours/week	4	Credits	4
Total Lecture Hours	50	CIE Marks	50
Course Code	N1MBA01	SEE Marks	50

Course objectives:

This course will enable students to:

1. Introduce the concept of Management in the workplace.
2. Develop holistic approach to management
3. Develop organisational skills
4. Make students understand organisational dynamics
5. Focus on the behaviour of individuals and groups in organizations

UNIT I

Foundations of Management

Management, Planning and Organising: Definition of management, nature, purpose and functions. Evolution of management thought, characteristics of 21st century executives, social responsibilities of managers, and ethics in Business.

Planning: Meaning and nature of planning, steps in planning process; Objectives: meaning, setting and managing objectives – MBO method, decision making, steps in decision making.

Organising: Meaning, nature and principles of organising– Organisational structure-meaning and types of organisational structures: functional, divisional, matrix, team, network and boundary less structures.

13 Hours

UNIT II

Leadership, Control and Motivation: Meaning, definitions of a leader, leaders' traits. Leadership styles - Managerial Grid, Likert's four systems.

Controlling: meaning, definition, basic control process, factors in control effectiveness.

Motivation: meaning, definition and theories – Maslow, Herzberg, and Goal setting theories and Pygmalion effect in Management.

12 Hours

UNIT III

Organisational Behaviour

Organisational Behaviour: Introduction, definition, historical development of Organisational Behaviour, contributing disciplines to OB, limitations of Organisational behaviour and future of OB.

Individual Behaviours: Introduction, foundation of individual behaviours and influences, issues between organizations and individuals.

8 Hours

UNIT IV

Learning: concept and definitions in learning, theories of classical and operant conditioning.

Personality: Definition, determinants, personality traits and types, instruments to measure personality, personality attributes influencing OB.

Perception: Meaning, factors influencing perception, perceptual errors

Attitudes: Meaning, definition, sources of attitudes, changing attitudes, and work related attitudes.

9 Hours

UNIT V

Group dynamics: meaning and types of groups and teams, teamwork, stages of group formation.

Challenges and opportunities in Organizational Behaviour: Organizational culture, improving peoples' skills, improving quality and productivity, managing workforce diversity, coping with temporariness, stimulating innovation and change, improving customer service, helping employees' work-life balance.

8 Hours

TEXT BOOKS

1	V.S.P Rao	Management: Text and Cases, Excel Books, 2nd revised Edition, 2012
2	Stephen P Robbins, Timothy A. Judge, Seema Sanghi	Organizational Behavior, Pearson Education, 18th Edition, 2022.

REFERENCE BOOKS

1	Margie Parekh and Rajan Gupta	Organizational Behaviour, McGraw Hill Education, 1st Edition, 2017.
2	Ashwathappa	Organization Behaviour, Himalaya Publication House, 15th Edition, 2022.
3	Arun Kumar and Meenakshi	Organizational Behaviour: A modern approach, Vikas Publishing House, 1st Edition, 2009.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Comprehend the principles of management, planning and organizing.
CO2	Describe the principles of leadership, motivation and control.
CO3	Elaborate the basics of organizational and individual behaviour.
CO4	Elucidate the concepts of individual behaviours, personality, perception and attitudes.
CO5	Explain the behaviours in organization, current opportunities and challenges, dynamics of

Course Articulation Matrix

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

Business Statistics with Worksheets

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N1MBA02	SEE Marks:	

Course objectives:

This course will enable students to:

1. Educate upon different statistical techniques.
2. Provide the students with the various sources of data and make them competent to analyse the same.
3. Enhance the knowledge on descriptive & inferential statistics.
4. Apply different statistical techniques in business/real-life situations.
5. Equip with the skills of decision-making using worksheets

UNIT I

Introduction to Statistics: Definition of Statistics – Importance and scope of Statistics – Functions of Statistics - Statistical Investigation - Limitations of Statistics – Distrust of Statistics - Statistical Data: Primary and Secondary Data – Sources of Data –Classification of Data.

Visualizing and Presenting Data: Types of data variable, frequency distribution, types of data, creating table using Worksheet, Pivot table, VLOOKUP and HLOOKUP. Graphical representation of data through Worksheet– bar charts, pie charts, histograms and frequency polygon, superimposing two sets of data onto one graph.

(4 Hands on sessions using worksheet) **4+4 Hours**

UNIT II

Data descriptors: Measures of Central Tendency using worksheet- Mean, Median, mode, percentile, quartile and weighted averages. Measures of Dispersion using worksheet - Range, Quartile Deviation, Standard Deviation, Variance and Coefficient of Variance. Measures of skewness and Kurtosis.

Exploratory Data Analysis: Five-number summary, Box plots and using the Worksheet ToolPak add-in.

(6 Hands on sessions using worksheet) **2+6 Hours**

UNIT III

Probability and Distribution: Concept and Definition - Relevance to Management Decisions - Sample Space and Events - Relevance of Permutations and Combinations to Probability - Rules of Probability, Random Variables, Mean and SD of Random variables. Introduction to Probability Distribution, Expectation and Variance for a Probability Distribution, Binomial, Poisson's and Normal distribution.

8 Hours

UNIT IV

Correlation and Regression through worksheet: Scatter Diagram, Covariance, Karl Pearson's Correlation Coefficient, Spearman's Rank Correlation, Testing the significance of Correlation. Linear Regression Analysis: Scatter plot to identify model, Fit line to sample data, Sum of Squares defined, Regression assumptions, Test model reliability. (Correlation and Regression analysis using JMP-SAS)

(6 Hands on sessions using worksheet) **2+6 Hours**

UNIT V

Time Series Data and Analysis through excel: Stationary and non-stationary time series, Seasonal time series, Univariate, and multivariate methods, Scaling the time series.

Trend Extrapolation: A trend component, fitting a trend to a time series, types of trends, using a trend chart function to forecast time series and trend parameters. Forecasting with moving averages and. exponential smoothing.

Index numbers: Simple and aggregate indices, deflating values. (Time series analysis using JMP-SAS)

(6 Hands on sessions using worksheet) **2+6 Hours**

TEXT BOOKS

1	David M. Levine, Kathryn A Szabat, David F. Stephan and P.K. Viswanathan	Business Statistics A first course, Pearson Publication, 7 th Edition, 2017.
---	--	---

REFERENCE BOOKS

1	Glyn Davis & Branko Pecar	Business statistics using Excel, Oxford University Press, 2 nd Edition, 2013.
2	Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney and Williams	Essentials of Business Analytics, Cengage Publication, 2 nd Edition, 2016.
3	David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, and James J Cochran	Statistics for Business & Economics, Cengage Publication, 12 th Edition, 2015.
4	J. Joseph Francis	Business Statistics, Cengage Publication, 2 nd Edition, 2019.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Organize and present the data using various visualization tools.
CO2	Compute various measures of location and dispersion using worksheets.
CO3	Apply the concepts of probability and probabilistic distributions.
CO4	Measure the degree of association between variables.
CO5	Predict the future by applying the concept of time series analysis

Course Articulation Matrix

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

Business Economics

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N1MBA03	SEE Marks:	50

Course objectives:

This course will enable students to:

1.	Provide basic understanding of various economic concepts
2.	Equip the students with the fundamental areas of demand, supply, production and cost concepts.
3.	Provide in-depth understanding of different market structures.
4.	Provide the basic understanding of macroeconomic policies.
5.	Provide basic understanding of various economic concepts

Part - I (Micro Economics)

UNIT I

Introduction to Economics: Role of Economist in decision-making, Relevance of Economics for business, Fundamental principles of Economics: Opportunity Costs, incremental principle, time prospective, discounting and equi-marginal principle, Concepts of Firm & Industry, Objectives of the firms.

7 Hours

UNIT II

Demand Analysis & Elasticity of Demand: Meaning, Law of Demand- Exceptions, Elasticity of demand- Price, Income & cross elasticity, advertising and promotional elasticity. Analysis of elasticity of demand for Managerial decision-making.

Theory of Production: Production function, Short-run & Long-run, Returns to scale, Economies and diseconomies of scale. Theory of cost.

9 Hours

UNIT III

Market Structure: Perfect Competition – Features, Price determination, Monopoly: Features, Types of monopoly, Pricing under monopoly, Price discrimination, Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership, Monopolistic Competition: Features, Price determination, Product differentiation.

8 Hours

Part - II (Macro Economics)

UNIT IV

National Income: National income - Definitions; conceptual framework, Methods of measurement – income, product and expenditure method, Difficulties in measuring national income. GDP, GNP, NNP, HDI, Circular flow of income, NITI Ayog.

8 Hours

UNIT V

Macroeconomic Policies:

PEST analysis, Agriculture Policy, Monetary policy: Objectives and credit control tools, Fiscal policy: Objectives, Industrial policy, Business cycle- features and phases, Inflation- Alternative ways to reduce inflation, FEMA.

8 Hours**TEXT BOOKS**

1	D M Mithani	Managerial Economics- Theory and Applications, Himalaya Publishers, 9th Revised Edition, 2017.
---	-------------	--

REFERENCE BOOKS

1	Christopher R Thomas and S. Charles Maurice	Managerial Economics, McGraw Hill Education, Indian Adapted Edition, 12th Edition, 2020.
2	Rohini Aggrawal	Students Guide to Mercantile & Commercial Law, Taxman Publications, 2014.
3	John Sloman	Economics, Pearson India, 10th Edition, 2018.
4	N.Gregory Mankiw and Mark P Taylor	Economics, CENGAGE, 4th Edition, 2019.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Develop an understanding of the applications of managerial economics and business entity.
CO2	Analyse the demand and supply conditions and assess the position of a business organization.
CO3	Distinguish the characteristics of different market structures.
CO4	Comprehend various measures of National Income.
CO5	Comprehend the fundamentals of business environment and macroeconomic policies.

Course Articulation Matrix

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

Marketing Management

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N1MBA04	SEE Marks:	50

Course objectives:

This course will enable students to:

1.	Demonstrate an understanding of fundamental concepts of marketing.
2.	Identify ethical and legal implication of marketing decisions.
3.	Analyse global business opportunities and its implications on a firm's marketing strategy.
4.	Apply the conceptual knowledge and tools to systematically analyse and solve marketing problems.
5.	Integrate various elements of marketing to develop a marketing plan.

UNIT I

Introduction to Marketing

Define marketing. Needs, wants and demands. The market offering – products, services and experiences. Value, satisfaction and quality. Exchange, transactions and relationships. Marketing management. Demand management. Building profitable customer relationships. The marketing process, Strategy, marketing and planning, Strategic marketing, The marketing mix, The marketing plan, Marketing organization, Marketing control.

Marketing audit: Meaning, Features of marketing audit, various components of marketing audit.

The way Business and Marketing are changing, Marketers use of Internet, customer databases, and customer relationship management in the New Economy. Adapting Marketing to the New Economy, Major Drivers of the New Economy, Marketing in the Internet age, Major forces shaping the Internet age, Marketing strategy in the new digital age, E-commerce domains. Digital ecosystem.

The marketing environment: The company's microenvironment, The company's macro environment, Rural marketing environment in India and rural marketing.

8 Hours

UNIT II

Consumer Behaviour

Consumer Markets: Models of consumer behaviour, Characteristics affecting consumer behaviour, Consumer decision process, Types of buying decision behaviour, The buyer decision process, The buyer decision process for new products.

Business Markets: Characteristics of business markets. A model of business buyer behaviour, Business buyer behaviour. Business buying on the Internet.

Type of online markets and their functions.

Market segmentation: Levels of market segmentation, Segmenting consumer markets, Segmenting business markets, Developing market segments, Requirements for effective segmentation, Market targeting, Segment strategy, Differentiation, Differentiating markets, Product positioning, Positioning strategies, Selecting the right competitive advantages, Communicating and delivering the chosen position.

8 Hours

UNIT III

Product & Branding

Product and branding: Define product. Levels of product, Product classifications. Packaging / Labelling: Packaging as a marketing tool, requirement of good packaging, Role of labelling in packaging, Product decisions, Branding strategy, Brand equity, Managing brands, New-product development and product life-cycle strategies:

Marketing services: Nature and characteristics of a service. Defining services and the service mix, Service characteristics, Marketing strategies for service firms.

8 Hours

UNIT IV

Pricing

Define price. Factors to consider when setting prices, Internal factors affecting pricing decisions, External factors affecting pricing decisions, General pricing approaches, Cost-based pricing, Value-based pricing, Competition-based pricing, New-product pricing strategies, Market-skimming pricing, Market-penetration pricing, Product-mix pricing strategies, Price-adjustment strategies, Psychological pricing, Promotional pricing, Geographical pricing, Price changes. Managing marketing channels: Supply chains and the value delivery network, The nature and importance of marketing channels, How channel members add value, Selecting channel members, Managing and motivating channel members, Evaluating channel members.

8 Hours

UNIT V

Promotion

Promotion: Integrated marketing communication strategy, The changing communications environment, Setting the total promotion budget and mix.

Advertising: Important decisions in advertising, Setting advertising objectives, Setting the advertising budget, Developing advertising strategy, Evaluating advertising Sales promotion: Setting sales promotion objectives Major sales promotion tools, Developing the sales promotion programme.

Public relations: The role and impact of public relations, Major public relations tools.

Personal selling: The nature of personal selling, The personal selling process, Steps in the selling process, Direct marketing

Pay per click advertising and Digital display advertising.

8 Hours

TEXT BOOKS

1	Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileswar Jha	Marketing Management, Pearson, 16th Edition, 2022.
2	Philip Kotler, Gary Armstrong and Prafulla Agnihotri	Principles of Marketing, Pearson, 17th Edition, 2018.

REFERENCE BOOKS

1	Lamb, Hair, Sharma and Mc Danniel	Marketing, Thomson, 8th Edition, 2016.
2	Evans & Berman	Marketing, Biztantra, 8nd Edition, 2012.
3	William M Pride, O C	Marketing – Concepts, strategies, Biztantra,

	Fewell	12th Edition, 2005.
4	Ramaswamy & Namakumari	Marketing Management, Macmillan, 4th Edition, 2009.
5	Philip Kotler, Armstrong	Principles of Marketing, Pearson Education, 17th Edition, 2018.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Explain the fundamental concepts of marketing, including ethics and social responsibility in marketing.
CO2	Examine the underlying factors influencing buyer behaviour and their impact on strategic marketing decisions.
CO3	Explain the concepts of product, new product development and product life cycle.
CO4	Formulate different pricing and distribution strategies.
CO5	Design promotional strategy for an organization.

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

Financial Accounting – Reporting and Analysis

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N1MBA05	SEE Marks:	50

Course objectives:

This course will enable students to:

1.	Understand and explain accounting standards
2.	Explain and analyses accounting cycle
3.	Understand treatment of assets and liabilities
4.	Prepare and analyse the financial statements

UNIT I

Basics of Accounting: Accounting Conventions and Concepts, Accounting Principles, and accounting disclosures, Users of Accounting, Accounting cycle, Accounting Equation. Ethical issues in accounting. Window dressing.

7 Hours

UNIT II

Financial Reporting: Generally Accepted Accounting Principles (GAAP). International Accounting Standard Board (IASB) Indian Accounting Standards -International Financial Reporting Standards (IFRS). Fixed assets. Accounting for Depreciation. Methods of depreciation – Straight-line and Written Down Value methods. Capital expenditure and revenue expenditure. Profit and loss related concepts – reporting methods (vertical and horizontal), Measuring Income, various heads in income statements, Balance sheet related concepts Reporting of Assets and liabilities under Companies Act – Auditors' Report

9 Hours

UNIT III

Financial Statements: Preparation of Financial Statements. (Sole trader with basic adjustments). Published financial statements: Contents of Annual Report, Key Financial Statements, Notes to financial statements, Consolidated financial Statements. Statements of banking, insurance, transport, and manufacturing companies.

10 Hours

UNIT IV

Analysis of Financial Statements–I: Introduction to analysis of financial statements; Horizontal (comparative analysis and trend analysis) analyses and vertical (common size) analysis.

Ratio Analysis – Profitability, Liquidity, Solvency and Leverage for manufacturing concerns; Du-Pont analysis Key ratios for analysing financial statements of banking and insurance companies.

8 Hours

UNIT V

Analysis of Financial Statements – II: Preparation and analysis of Cash Flow Statement (indirect method); Presentation of Cash Flow Statement- Cash Flow from Operating, Activities; Investing Activities; Financing Activities. Analysis of cash flow statements of manufacturing, service, banking, and insurance companies.

6 Hours

TEXT BOOKS

1	Ambrish Gupta	Financial Accounting for Management– An analytical perspective, Pearson Publication, 6th Edition, 2018.
2	R. Narayanaswamy	Financial Accounting- A Managerial Perspective, Prentice Hall India, 7th Edition, 2022.

REFERENCE BOOKS

1	George Foster	Financial Statement Analysis, Pearson Publication, 2nd Edition.
2	S.P. Jain, K.L. Narang & Simmi Agrawal	Accounting for Managers, Kalyani Publishers, 5th Edition, 2015.
3	N. Ramachandran & Ram Kumar Kakani	Financial Accounting for Management, McGraw Hill Education, 4th Edition, 2016.

4	Ashish K Bhattacharya	Introduction to Financial Statement Analysis, Elsevier India (P) Ltd., 1st Edition, 2007.
---	-----------------------	---

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Describe the fundamental accounting concepts and principles.
CO2	Explain the various concepts related to financial reporting.
CO3	Comprehend financial statements.
CO4	Analyse income statement and balance sheet of an organization.
CO5	Prepare and analyse cash flow statement of an organization.

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

Ethics, Governance and Leadership

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N1MBA06	SEE Marks:	50

Course objectives:

This course will enable students to:

1.	Bring out the role of ethics
2.	Inform correct approach to governance and behavior in business context.
3.	Enable students to develop a framework to address ethical challenges in business
4.	Educate why ethical leadership quality is important.

UNIT I

Introduction to Ethics:

Principles of Personal Ethics; Principles of Professional Ethics; Business Ethics; Roots of unethical behaviour; Corporate Citizenship.

Activity: Case Studies focusing on the ethical behavior of individual and corporates e.g., Lehman Brother Accounting Fraud Case.

7 Hours

UNIT II

Governance:

Meaning and importance of Governance, Principles of good Governance, Public Policy, E Governance, Citizen Charter. Activity: Reflections on Governance in India.

7 Hours

UNIT III

Corporate Ethics: Good Governance

Definition of Corporate Governance, Significance of corporate governance, benefits to Corporation and Society, what is 'Good' Corporate Governance?

Activity: Case Studies focusing on Good/Bad Governance practices e.g. Tata Steel- A company that also makes steel.

8 Hours

UNIT IV

Leader and leadership:

Meaning and definition, relevance and importance. Leader roles, types and qualities, differences between leadership and management, Emotional intelligence and leadership. Leadership and ethics, traits of an ethical leader.

Activity: Presentations on success stories of Indian ethical leaders.

9 Hours

UNIT V

Leadership:

Leadership lessons from Indian Scriptures: Motivating Employees, Transparency and Accountability, Social Responsibility.

Cases and biographies of select ethical leaderships among Indian and Asian business corporations-Tata Steel, Wipro, Serum Institute.....

Activity: Presentations on success stories of Indian ethical leaders.

9 Hours

TEXT BOOKS

1	A C Fernando	Corporate Governance – 'Principles, Policies and Practices', 3/E, Pearson Education, 2020.
2	Gary A. Yukl	Leadership In Organization, Pearson, 9th Edition, 2019.

REFERENCE BOOKS

1	S Singh	Corporate Governance – Global Concepts and Practices, Excel Books, New Delhi, 2005.
2	Samark Swain	Ethical Leadership: Concepts and Cases on Ethics in Governance, Oakbridge Publications, 1st Edition, 2021.
3	Ed C V Baxi and Ajit Prasad	Corporate Social Responsibility: Concepts and Cases, The Indian Experience (Chapters 1, 2, 15, 16 & 17), Excel Books, New Delhi, 2005.
4	Sharma, Subhash	Consciousness in Corporate Corporate Corridors: Management Leadership Spirituality, IBA Publications, Bangalore, 2012.

ADDITIONAL READINGS

1	Preeti Desai and Meena Chandawarkar	Corporate Governance and Corporate Social Responsibility - Regulatory Requirement to Inclusive Strategy, 1st Edition in print 2022, INSC International Publishers, Bangalore.
---	-------------------------------------	---

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Comprehend the meaning and importance of Ethics
CO2	Describe the importance of Good Governance
CO3	Explain the importance of Corporate Governance
CO4	Describe the need and importance of Ethical leaders.
CO5	Elucidate the leadership lessons from ancient Indian scriptures

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

Essentials of Entrepreneurship

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N1MBA07	SEE Marks:	50

Course objectives:

This course will enable students to:

1.	Familiarize the students about entrepreneurship and its importance.
2.	Expose and coach them on entrepreneurial competencies.
3.	Help them to know various stages and the problems associated with startups.
4.	Help them understand the various funding alternatives.
5.	Ignite and motivate them to become an entrepreneur.

UNIT I

Introduction:

Understanding the Entrepreneur - Entrepreneurship – Types of Entrepreneurships - Corporate Entrepreneurship. Skills important to Entrepreneurship – 8 Components of the practice of Entrepreneurship. Myths of Entrepreneurship, Start-ups- Meaning, Feature. Difference between a start-up and a small business. Social Entrepreneurship- Types, Difference between Social entrepreneurship, and CSR.

8 Hours

UNIT II

Creating & Finding Opportunities:

The Entrepreneurial Mindset and Opportunity Recognition Finding and evaluating an idea: Strategies for Idea Generation, Design Thinking: Meaning, Process and Phases. Setting up a company - legal entities and pros and cons. Building Business Model: Parts. Customer Value Proposition (CVP). Bass Diffusion Model.

8 Hours

UNIT III

Business Model Canvas model: Components, Business Plan: Components, Summary of Different Types of Business Plans. Tips for Writing Business Plans. Revenue Model: Meaning, Types, Cost drivers. Pricing strategies: Generating Revenue from “Free” subscription, SAAS Models.

Group Activity: Developing Business Model Canvas.

9 Hours

UNIT IV

Financing for Startups:

Fund-raising – Bootstrapping, Bootstrapping Strategies, Crowdfunding Versus Crowdsourcing Stages, Financing for Startups: Equity financing- Stages, forms, Government initiatives.

Basics Of Valuation, Types of investors-angels, seed, Venture Capital, Private Equity, stages of start-up funding, Institutional funding for WC. Minimum Viable Product –Meaning and utility, prototyping. Key metrics to measure health of a startup.

8 Hours

UNIT V

Networks & Pitch:

The value of networks, building networks, virtual network, Navigating Legal and IP Issues. Entrepreneurial Marketing: Traditional Marketing Versus Entrepreneurial Marketing, Features of Entrepreneurial Marketing. Pitching of Idea - components of a pitch deck - elevator pitch - best practices while pitching to investors.

Group Activity: Teams would be formed during the course and will pitch their ideas in front of jury.

7 Hours

TEXT BOOKS

1	Heidi M. Neck, Christopher P. Neck, Emma L. Murray	Entrepreneurship - The Practice and Mindset - SAGE Publications, 2nd Edition, 2020.
---	--	---

REFERENCE BOOKS

1	S S Khanka	Entrepreneurship Development, S Chand & Co., 2018.
2	C V Gupta & Dr. N P Srinivasan	Entrepreneurship Development in India, Sultan Chand & Sons, 2015.
3	Michael Edwards & Alan Fowler	The Earthscan Reader on NGO Management (Chapters 3, 4, 5, 8 & 17), Earthscan, 1st Edition, 2002.
4	Robert D Hisrich	Entrepreneurship, Tata McGrawHill, 8th Edition, 2013.
5	David H Holt	Entrepreneurship-New Venture Creation, Pearson, 2016.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Elucidate the basic concepts of entrepreneurship and entrepreneurial process
CO2	Apply design thinking in building business models
CO3	Identify, develop business ideas, and create business plans

CO4	Compare various funding alternatives for start-ups
CO5	Pitch the business idea

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

Managerial Communication

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N1MBA08	SEE Marks:	50

Course objectives:

This course will enable students to:

1. Acquire active listening skills
2. Demonstrate effective speaking skills
3. Develop skimming and scanning techniques associated with Reading
4. Practice written communication skillfully in different business situations
5. Exhibit both written and oral communication skills without any errors

UNIT I

LISTENING: Active Listening, Strategies to listen better, understanding: Announcements, Conversations, Stories, Discussions, Dialogues, Technical instructions, Speech, Feelings, News bulletin, Mediating an argument, interviews, talk shows, Product pitch, Inferring a client's interest.

5 Hours

UNIT II

SPEAKING: Introduce a speaker, answering the interview questions, introducing oneself, expressing emotions, what to say in an argument, describe the plot of a book, give precise information, Discuss and evaluate solution, give advice and complex information, express doubts, viewpoints and opinions, make requests and give orders, narrate stories.

8 Hours

UNIT III

READING: Skimming and scanning: demonstration strategy, supporting idea: strategy, supporting idea: demonstration infographics: strategy, a letter of appointment, product labels, a newspaper article, the events of a journey, articles with contrasting arguments, a project proposal, a company report, reading to infer meaning: demonstration, an article on the Consumer Protection Bill, an article on agriculture, an article on women freedom fighters.

6 Hours

UNIT IV

WRITING: Common phrases to use organize your thoughts before writing, write a short report, summarize information, write about feelings and reactions, write a letter asking for information, narrate sequentially, use images effectively, report and summarize, write a descriptive email, ask for further information, write a brief report - minutes of a meeting, write an apology email – general, write a letter of opinion, write a simple review, write a thank you email, give information, share news and express thoughts, emails: purpose, emails: structure, emails: tone, write using idiomatic expressions, write a letter of complaint – general, para jumbles, paraphrasing, precise writing.

12 Hours

UNIT V

Grammar and Vocabulary:

Adverbs, modals, conditionals, comparative clauses, interrogative clauses, conjunctions, tenses, negative adverbials, forms of adjectives, subject verb agreement, active & passive voice, superlative adjectives, intensifiers, confusing adverbs, ellipsis, and tags, common vocabulary errors, tips to improve vocabulary, homonyms, idioms and phrases, using slang in conversation, words used in the workplace, commonly mispronounced words, prefixes and suffixes, financial terms, business jargon, political and legal jargon.

9 Hours

TEXT BOOKS

1	Payal Mehra	Business Communication for Managers – Theory and Practice, Pearson, 2nd Edition, 2022.
---	-------------	--

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Demonstrate effective listening and speaking skills.
CO2	Communicate effectively without errors.
CO3	Manage business correspondence

Course Articulation Matrix

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

II SEMESTER

Operations Management

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N2MBA01	SEE Marks	50

Course objectives:

This course will enable students to:

1. To introduce the concepts, tools and applications in operations management.
2. To assess and choose appropriate location and layouts.
3. To categorise inventory and control them.
4. To appraise the essentials of material requirement planning, just-in-time and lean operations.
5. To espouse the importance of quality management.

UNIT I

The Operation Function

Role of operations in an organisation. Production of goods versus providing services. The scope. Operations management and decision making. Historical evolution. Operations strategy.

6 Hours

UNIT II

Location and Layouts

Importance of locations, objectives, nature and evaluation of alternative locations. Process selection and technology in layout. Different layouts. Designing product and process layouts.

8 Hours

UNIT III

Inventory Management

Nature and importance of inventories. Requirements for effective inventory management. Inventory Cost Structures. Independent versus Dependent Demand. ABC Inventory Management, Economic Order Quantity (EOQ). Continuous Review (Q) System. Periodic Review System (P).

8 Hours

UNIT IV

Materials Requirement Planning (MRP): An overview of MRP. MRP inputs. MRP processing. MRP outputs. MRP II.

Just in Time (JIT) and Lean Operations: Characteristics of lean systems. The Toyota Approach. Supporting goals. Building blocks – product design, process design, personnel/organization elements, manufacturing planning and control (including kanban).

9 Hours

UNIT V

Managing Quality: Evolution of Quality Management. The Quality Gurus. Defining Quality – Product quality and service quality. Quality Awards and Certifications. TQM and Six Sigma.
Quality Control and Improvement: Inspection. Process Quality Control - attribute control, variable control and using control charts.

9 Hours**TEXT BOOKS**

1	William J Stevenson	Operations Management, McGraw Hill Education (India), 12th Edition, 2018.
2	Jay Heizer, Barry Render, Chuck Munson and Amit Sachan	Operations Management Sustainability and Supply Chain Management, Pearson, 12 th Edition, 2017.

REFERENCE BOOKS

1	Roger G Schroeder et al	Operations Management in the Supply Chain, Mc Graw Hill, 7 th Edition, 2018.
2	B. Mahadevan	Operations Management – Theory and Practice, Pearson, 3 rd Edition, 2015.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Comprehend various concepts and relevance of operations management.
CO2	Determine suitable locations and layouts.
CO3	Evaluate various inventory control techniques.
CO4	Apply the essentials of material requirement planning, just-in-time and lean operations.
CO5	Develop skills in managing quality in an organisation.

Course Articulation Matrix

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

Financial Management

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N2MBA02	SEE Marks	50

Course objectives:

This course will enable students to:

1.	Familiarizing the students with the financial environment of business, especially the Indian financial systems.
2.	Developing the analytical skills to value investments projects and companies.
3.	Analyse of capital allocation decisions (capital budgeting).
4.	Evaluate how a firm finances its investments (capital structure decision) and how it manages its short-term operations (working capital decision).
5.	Discuss various aspects related to dividend payments by firms.

UNIT I

Introduction to Financial Management: Functions of financial management. Finance function in an organization. Role of finance manager, treasurer, controller. Objectives of financial management – Profit maximization Vs. Wealth maximization. Basic concepts of corporate financial planning. Basic concepts of Indian Financial System: Financial Institutions and Financial markets.

6 Hours

UNIT II

Time Value of Money: Concepts of future value and present value of single amounts, annuities and perpetuity. Computation of Equated Monthly Installments (EMI), effective interest rate etc. Loan amortization.

8 Hours

UNIT III

Capital Budgeting Decisions: Significance, Techniques of project evaluation – Payback, Accounting Rate of Return (ARR), Net Present Value (NPV), Internal Rate of Return (IRR) and Benefit Cost Ratio. Estimation of cash flows for capital budgeting – principles of cash flow estimation. Cash flows of expansion and replacement projects.

10 Hours

UNIT IV

Cost of Capital and Capital Structure: Basic concepts. Cost of equity, cost of preference capital and cost of debt. Weighted average cost of capital. Floatation costs and cost of capital. Marginal cost of capital schedule. Cost of capital and capital budgeting – linkages.

Capital Structure: Basic concepts, capital structure & market value of a firm - Practical considerations. Leverage--operating, financial and combined. EBIT-EPS analysis. Introduction to theories of capital structure – NI approach, NOI approach, Modigliani-Miller approach and traditional approach.

Various methods of raising funds in the primary market. Rights issue of shares. Raising long term and short-term funds – various sources-equity, preference shares, debt - its characteristics.

8 Hours

UNIT V

Dividend Decisions and Working Capital Management: Types of dividends. Bonus shares and stock split. Buy-back of shares. Factors considered for dividend payments. Dividend Theories – Gordon Model, Walter Model and MM Hypothesis.

Working Capital Management: Factors influencing working capital. Working capital policy. Operating cycle and cash cycle. Estimation of working capital requirements (Does not include Cash, Inventory and Receivables Management).

8 Hours**TEXT BOOKS**

1	Prasanna Chandra	Financial Management – Theory & Practice, McGraw-Hill Education, 11 th Edition, 2023.
---	------------------	--

REFERENCE BOOKS

1	Khan M.Y & Jain P.K	Financial Management – Text & Problems, McGraw-Hill Education, 8 th Edition, 2018.
2	Pandey I M	Financial Management, Vikas Publishing House Pvt. Limited, New Delhi, 12 th Edition, 2021.
3	Damodaran Aswath	Corporate Finance–Theory & Practice, Wiley India Pvt Ltd, New Delhi, 2 nd Edition, 2007.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Comprehend the fundamentals of financial management and financial system.
CO2	Apply the concept of time value of money
CO3	Estimate and evaluate cash flows of capital projects
CO4	Estimate cost of capital of a firm and explain its implications on capital structure
CO5	Describe the significance of working capital management and estimate working capital requirements.

Course Articulation Matrix

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

Strategic Management

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N2MBA03	SEE Marks	50

Course objectives:

This course will enable students to:

1.	Provide an overview of the meaning and nature of strategic management
2.	Analyse a company's environment
3.	Understand generic competitive strategies
4.	Help formulate long term and grand strategies
5.	Understand the strategy implementation process

UNIT I

Meaning and Nature of Strategic Management: Importance and relevance of strategic management, Characteristics of Strategic Management, The Strategic Management Process – Relationship between a Company's Strategy and its Business Model, Significance of crafting and execution of Strategy.

Strategy Formulation: Developing Strategic Vision and Mission for a company–Setting Objectives–Strategic Objectives and Financial Objectives–Balanced score card, Company Goals and Company Philosophy. The hierarchy of Strategic Intent – Merging the Strategic Vision, Objectives and Strategy into a Strategic Plan.

9 Hours

UNIT II

Analysing a Company's Environment: The Strategically relevant components of a Company's external environment – Industry Analysis–Industry's dominant economic features - Competitive Environment Analysis – Porter's five force model – Industry driving forces – key success factors – concept and implementation

Analyzing a company's resources and competitive position – Analysis of the company's present strategies - SWOT Analysis–Value chain Analysis – Bench marking and ethical conduct.

8 Hours

UNIT III

Generic Competitive Strategies: Low cost provider strategy – Differentiation Strategy – Best cost provider Strategy – Focused Strategy – Strategic alliances and Collaborative partnerships – Mergers and acquisition Strategies – Outsourcing Strategies – First Mover advantages and disadvantages – Strategies for using Internet in the Global scenario. International Business level strategies – strategic alliances and joint ventures with foreign partners.

8 Hours

UNIT IV

Formulating Long Term and Grand Strategies: Competing in the foreign markets – Entry strategies – Quest for competitive advantage in foreign markets – Strategic alliances, Joint

Ventures and its relevance – Tailoring Strategy to fit specific Industry and company situation – Setting and qualifying long term objectives for Grand Strategies – Innovation, Integration and diversification – Conglomerate Diversification, Retrenchment, Restructuring and turnaround for a better tomorrow – GE nine cell planning grid and grand strategy selection at business level – Contingency approach to strategic choice by looking back to the past strategies.

8 Hours

UNIT V

Strategy Implementation: Operationalizing strategy, Annual Objectives, Developing Functional Strategies, Developing and communicating concise policies.

Institutionalizing the strategy. Organizational Structure and Controls - Structure, Leadership and Culture. Managers as an Organizational Resource. Structural Considerations, Relationships between Strategy and structure, Organizational Leadership. Strategic control guiding and evaluating strategies, Establishing strategic controls, Operational Control Systems, Monitoring performance and evaluating deviations, challenges of strategy implementation.

7 Hours

TEXT BOOKS

1	Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, S. Manikutty	Strategic Management: A South-Asian Perspective Cengage Learning, 9 th Edition, 2016
2	Arthur A. Thomson Jr., A. J. Strickland III, John E. Gamble	Crafting and Executing Strategy, Tata McGraw Hill, 20 th Edition, 2015.

REFERENCE BOOKS

1	W.L. Hill, Gareth R. Jones	Strategic Management–An Integrated Approach by Charles, Cengage Learning, 10 th Edition, 2012.
2	John Parnell	Strategic Management-Theory and Practice, Sage Publication Inc., 4 th Edition, 2014.
3	R Srinivasan	Strategic Management-The Indian Context, PHI, 5 th Edition, 2012.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Examine the relationship between strategic inputs, strategic actions (formulation, implementation and evaluation) and strategic outcomes to design a strategic plan.
CO2	Identify and describe the key components of the strategic management process and how it can be applied in organisations.
CO3	Assess and judge strategic inputs, including the external and internal environment, strategic mission and strategic intent.
CO4	Create a strategy including synthesising appropriate elements of business level strategy, competitive dynamics, corporate level strategy, cooperative strategies and international strategies.
CO5	Apply selected theory and strategy frameworks to analyse practical strategy related issues in organisational contexts.

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

Human Resource Management

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N2MBA04	SEE Marks	50

Course objectives:

This course will enable students to:

1.	Inform the importance of Human Resource Management
2.	Introduce the concepts and practices of Human Resource Management
3.	Analyse the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, and training
4.	Familiarize students with the various human resource management practices across industry.
5.	Provide real life experiences in Human Resource Management through case studies.

UNIT I

Introduction: meaning and definition of human resource management, features and functions of HRM, objectives of HRM, policies, procedures in HRM– role of HR manager – qualities of a HR manager.

8 Hours

UNIT II

HR planning and Recruitment: Job analysis- meaning, and types. Human Resource Planning- definition, objectives and need for HRP, benefits of HRP. Recruitment- meaning, definitions, factors affecting recruitment – centralized and decentralized recruitment – recruitment techniques – recruitment process.

7 Hours

UNIT III

Selection, Placement and Induction: Meaning – definition of selection –steps in selection procedure – various types of tests (aptitude, achievement, situational, interest, and personality) – types of interviews and interview process –placement and induction.

8 Hours

UNIT IV

Human Resource Training and Development: Meaning of Training & Development (T&D) – importance of training – benefits of training – areas of training – training methods – on-the-

job and off-the-job training. Performance Appraisal System (PAS) – meaning – need – objectives – components of PAS – uses of performance appraisal – limitations and problems of performance appraisal
7 Hours

UNIT V

Career Planning and Current trends: Career planning – meaning – need, career development actions – promotion – meaning – purpose – bases of merit – seniority – merit cum seniority – benefits – problems – promotion policy – introduction to HR Analytics and its benefits to organizations in the present scenario. Current trends in human resource management- New work policies, practices of gig economy, hybrid and remote work models, digital workplace technologies, AI and ML driven-recruitment, hiring processes, pre-screening, onboarding.
10 Hours

TEXT BOOKS

1	Pravin Durai	Human Resource Management, Pearson Education, 2020.
---	--------------	---

REFERENCE BOOKS

1	Memoria, V.S.P. Rao and Archana,	Human Resource Management, Himalaya Publishing House, 2023.
2	Biswajeet Patnayak	Human Resource Management, PHI Learning, 6 th Edition, 2020.
3	V.S.P. Rao	Human Resource Management, Excel books, 2022.
4	Gary Dessler	Human Resource Management, Pearson Education, 15 th Edition, Pearson Education, 2018.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Explain the importance of human resources and their effective management.
CO2	Appraise the process of job analysis and role of recruitment.
CO3	Explain selection, placement and induction with factors involved.
CO4	Explain the concepts and practices in training, development, and performance appraisal system.
CO5	Elaborate on the purpose, need and awareness on career planning and guidance besides the contemporary trends and developments in the field of HRM

Course Articulation Matrix

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

Managing Information Technology, Systems and Business

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N2MBA06	SEE Marks	50

Course objectives:

This course will enable students to:

1. Educate the students on the need for information systems in business.
2. Envisage and acquiesce with the emerging information technologies/systems and effect on businesses.
3. Appraise the pervasiveness of enterprise applications.
4. Explore the new avenues of e-business and its impact on organisations.
5. Enrich the students' thinking in the context of emerging big data and data analytics.

UNIT I

Role of information management in Business: Information Systems and transformation of business – Recent Developments – globalization challenges and opportunities: A flattened world – The Emerging Digital firm – Strategic business objectives of Information Systems – Information system and its dimensions.

8 Hours

UNIT II

IT Infrastructure: Definition – evolution – technology drivers – Infrastructure components – hardware platform trends – software platform trends – the Internet – wireless revolution.

8 Hours

UNIT III

Enterprise Applications: Enterprise Systems – Supply Chain Management Systems – Customer Relationship Management Systems – Opportunities and Challenges of enterprise applications.

Managing Knowledge: Dimensions of knowledge – KM value chain – enterprise wide KM systems – knowledge work systems.

8 Hours

UNIT IV

E-Commerce: Introduction – key concepts and features – types – business models – revenue models – e-commerce marketing – B2B – m-commerce services and applications.

8 Hours

UNIT V

Business Intelligence: Problems with traditional file management systems – Capabilities of data base management systems (DBMS) and Relational DBMS – Capabilities of DBMS – Designing databases.

The Challenges of big data – Business Intelligence Infrastructure – Analytical Tools: Relationships, Patterns and Trends – Databases and the Web – Establishing an Information Policy.

8 Hours

TEXT BOOKS

1	Kenneth C Laudon and Jane P Laudon	Management Information Systems, Pearson, 17 th Edition, 2022.
---	------------------------------------	--

REFERENCE BOOKS

1	James A. O' Brien	Management Information Systems, Tata McGraw Hill, 10 th Edition, 2013.
2	Ralph M. Stair, George Reynolds	Information Systems, Cengage Learning, 10 th Edition, 2012.
3	Effy Oz	Management Information Systems, Cengage Learning, 6 th Edition, 2008.
4	Jawadekar, W. S.	Management Information Systems, Tata McGraw Hill Edition, 5 th Edition, 2013.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Examine the need for information systems in organisations and their role in decision making.
CO2	Evaluate the growth of information infrastructure and its effect.
CO3	Maximise the benefits of enterprise applications in the organisational ecosystem.
CO4	Distinguish business models of ecommerce based on business transactions and technologies.
CO5	Develop aptitude in business intelligence and its influences on businesses.

Course Articulation Matrix

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

Big Data Tools for Managers

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N2MBA07	SEE Marks	50

Course objectives:

This course will enable students to:

1.	Familiarise the basic concepts, evolution, technology and applications of Big
----	---

	Data.
2.	Educate the design of data model and use MYSQL for designing, querying and manipulation applications.
3.	Build the requisite skills in R-studio.
4.	Introduce the basics of Python programming language
5.	Solve statistical and managerial problems using different tools.

UNIT I

Overview of Big Data: Types of Digital data – Structured, Semi-structured and Unstructured data, characteristics of data, Evolution of Big Data, Definition of Big Data, challenges with Big Data, Fundamentals of Big Data – Volume, Velocity, Variety, Veracity, Importance of Big Data, Common software/tool which deals with Big Data.

Databases: Introduction to Data, Database; Characteristics of the database approach, Database Management Software, Introduction to Relational DBMS–Tables, Attributes, Tuples. Introduction to MySQL tool, MySQL tool installation, Getting familiar with MySQL windows.

8 Hours

UNIT II

Data Querying and Retrieval using SQL (Structured Query Language)

Concepts of Data Definition Language (DDL) and Data Manipulation Language (DML), Data Dictionary, SQL, SQL Data Definition and Data Types, Specifying Basic Constraints in SQL, Schema Change Statements in SQL (DROP, ALTER command); Basic Queries in SQL; Insert, Delete and Update Statements in SQL; Additional Features of SQL; Views (Virtual Tables) in SQL. (Includes Hands-on sessions on Databases SQL commands and queries using MYSQL tool).

8 Hours

UNIT III

Introduction to R: Introduction to R, features of R, Installation of R & RStudio, Getting started – Window sections of RStudio, First interaction, Command line versus Scripts, Comments, help in R, Directory, Output in R, Packages, Functions (call, arguments, return values), Datatypes of R - Vectors, Matrices, Lists, DataFrame.

Importing data into R: Text, CSV, Excel, SPSS, SAS files, and from the web, viewing data.

Hands-on sessions and exercises using R-studio: Descriptive Statistics, Data Visualization, Correlation and Regression (simple and multiple linear regression).

8 Hours

UNIT IV

Introduction to Python with Practical Sessions

Programming essentials: Introduction to Python, Python Stack for data analysis, Installation and working with Python, working with Jupyter notebook, Import statements, PIP utilities, downloading package from the Internet, Declaring Variables, Basic operators, Conditional Statements (if..else..elseif statements), Generating Sequence Numbers, Control flow statements (loops – for, while), Functions – Call, Arguments and return values.

Working with Python collections: Lists, Tuples, Set, Dictionary

7 Hours

UNIT V

Python: Hands-on sessions

Descriptive Statistics – Structured Data: Introduction to Pandas package, Working with tabular dataset - Reading & Writing CSV/Excel/Text files, Displaying records, Quick summary of data, Indexing, Value counts and Cross tabulations, Sorting, Creating new columns, Grouping, Aggregating, Joining various dataset, Remove columns/rows, Filtering records.

Time series analysis and forecasting: Time series analysis & forecasting model, Time Data Visualization

Text analysis – Unstructured Data: Introduction to Text Analysis, loading & exploring the textual dataset.

9 Hours

TEXT BOOKS

1	Elmasri and Navathe,	Fundamentals of Database Systems, Pearson Education, 7 th Edition, 2016.
2	Bharti Motwani,	Data Analytics with R, Wiley Publication, 1 st Edition, 2019.
3	Manaranjan Pradhan and U Dinesh Kumar,	Machine Learning using Python, Wiley Publication, 1 st Edition, 2019.

REFERENCE BOOKS

1	Abraham Silberschatz, Henry F Korth, S. Sudharshan,	Data base System Concepts. Mc GrawHil (Indian edition), 6th Edition, 2013.
2	Charles R. Severance	Python for Everybody: Exploring Data Using Python 3, Charles Severance, 1st Edition, 2016
3	Wickham H., Grolemund G.	R for Data Science: Import, Tidy, Transform, Visualize, and Model Data. O'Reilly Media, 1st Edition, 2016.
4	Kenneth A. Lambert	Fundamentals of Python, Cengage Learning, 1st Edition, 2015.
5	McKinney W	Python for Data Analysis. 2nd Edition. O'Reilly Media, 2nd Edition, 2017.
6	Richard Cotton	Learning R: A Step-by-Step Function Guide to Data Analysis, O'Reilly Media, 1st Edition, 2013.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Explain basics of Big-data and Databases.
CO2	Retrieve information using MYSQL.
CO3	Employ R for data analysis and visualisation.
CO4	Develop and understanding of Python concepts.

CO5	Employ python for managerial or mining applications.
-----	--

Course Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	-	-	-	-	2
CO2	3	3	-	-	-	-	2
CO3	3	3	-	-	-	-	2
CO4	3	-	-	-	-	-	2
CO5	3	3	-	-	-	-	2

Business Research Methods & IPR

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N2MBA08	SEE Marks	50

Course objectives:

This course will enable students to:

1. Introduce the importance of Research Methodology.
2. Introduce the basic concepts of Research Methodology.
3. Familiarize students with research process, conducting of research and research design.
4. Familiarize the students with various sampling techniques.
5. Familiarize the students with preparing the report and evaluation of research report.

UNIT I

Introduction to Business Research: Introduction to Business Research. Significance of business research. Applied and pure research. Characteristics of good research. The language of research – concepts, constructs, operational definitions, types of variables, proposition, hypothesis and types of hypothesis. Scientific method in research. Inductive and deductive reasoning. Research Process: Stages in research process. Management-Research Question Hierarchy. Research question, investigative question and measurement question. Business Research Proposal: Types of research proposals. Structure of the research proposal.

8 Hours

UNIT II

Research Design: Meaning of research design. Classification of designs. Types of research designs: Exploratory, Descriptive, Causal designs. Qualitative Vs. quantitative research. Qualitative research methodologies: interview, individual depth interview, group interview, focus groups, case study. Observations studies: uses of observation, non-behavioral and behavioral observation. Surveys.

Measurement: Nature of measurement. Measurement scales: nominal, ordinal, interval and ratio scales. Error sources: respondent, situational factors, the measurer, the instrument. Characteristics of good measurement: Validity & Reliability. Types of validity: content, criterion-related, construct. Measurement scales: attitudes & behaviour. Selecting a measurement scale. Rating scales: simple attitude scales, Likert scales, Semantic Differential Scales, Numerical/multiple rating scales, Stapel scales, constant-sum scales. Ranking scales. Questionnaire design: question categories, content, wording. Structured and unstructured

response.

9 Hours

UNIT III

Sampling Methods: Reasons for sampling. Characteristics of a good sample. Steps in sampling design. Probability Sampling: simple random sampling, complex probability sampling, systematic sampling, stratified sampling, cluster sampling, area sampling and double sampling. Non-probability sampling: convenience, purposive: judgment sampling and quota sampling, snowball sampling. Estimation of sample size from a normally distributed population.

Data Description & Display: Data editing coding and entry. Cross tabulation of data

5 Hours

UNIT IV

Testing of Hypothesis: Testing hypothesis: Type I and Type II errors. Statistical testing procedures. Parametric tests: one-sample tests, z-test and t-test, two-sample tests (independent samples and related samples), One-way ANOVA. Non-parametric tests: chi-square test, sign test, run test, Mann-Whitney U-test, Wilcoxon Matched Pairs Test, Kruskal-Wallis Test. (Numerical Problems only on: one-sample tests, two-sample (z-test and t-test), one-way ANOVA and chi-square test) (Hands on exercise for one-sample test, two-sample test, one-way ANOVA and chi-square test using JMP-SAS).

12 Hours

UNIT V

Presenting Insights & Findings: Report Writing: Short reports, Long reports: technical reports, management reports. Components of research report. Presentation of Statistics. Oral presentation: Aristotle's 3 Principles of Persuasive communication. Audience analysis. Organize, Support, visualize Deliver Practice & Arrange. Web-based presentations.

Intellectual Property: The Concept, Intellectual Property System in India, Development of TRIPS Complied Regime in India, Patents Act, 1970, Trade Mark Act, 1999, The Designs Act, 2000, Geographical Indications of Goods [Registration and Protection) Act, 1999, Copyright Act, 1957

6 Hours

TEXT BOOKS

1	Cooper, Schindler and Sharma	Business Research Methods, Mcgraw Hill Education, 12 th Edition, 2018.
2	Naresh Malhotra and Satyabhushan Dash	Marketing Research, Pearson Education, 7 th Edition, 2019.

REFERENCE BOOKS

1	Zikmund, Babin, Carr, Adhikari and Griffin	Business Research Methods, Cengage, 9 th Edition, 2013.
2	C R Kothari	Research Methodology, New Age International, 3 rd Edition, 2014.
3	Rajendra Nargundkar	Marketing Research: Text and Cases, Mcgraw Hill Education, 3 rd Edition, 2008.

4	M, Ranganatham, O R Krishnaswamy	Methodology Of Research In Social Sciences, Himalaya Publishers, 2 nd Edition, 2014.
5	Robert H Carver and Jane Gradwohal Nash	Doing Data Analysis with SPSS version 18.0, Cengage Learning, 5 th Edition, 2013.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Comprehend the fundamentals of business research.
CO2	Select appropriate research design, define the measurement scale and develop instrument.
CO3	Develop appropriate sampling design.
CO4	Present, analyse and interpret the data.
CO5	Organize the findings and prepare research reports.

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

Legal Environment of Business

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N2MBA09	SEE Marks:	50

Course objectives:

This course will enable students to:

1. Provide basic understanding on the Indian Contract Act 1872.
2. Brief the importance of Law of Agency.
3. Enable the students with usage of negotiable instruments.
4. Elaborate the provisions relating to formation of a company, powers and responsibilities of the directors and managers, holding company meetings and winding up of a company.
5. Explain the nature and formation of partnership, the rights, duties and liabilities of partners and the procedure for dissolution of partnerships.

UNIT I

Law of Contract: Definition, essentials, offer – definition and essentials, acceptance – definition and essentials, consideration – definition and essentials, exceptions to the rule, no consideration - no contract, capacity of parties, free consent, termination of contract, remedies for breach of contract.

9 Hours

UNIT II

Law of Agency: Kinds of agents, rights and duties of agent and principal, creation of agency, termination of agency.

Bailment and Pledge – Bailment, definition, essential elements, rights and duties of bailor and bailee. Pledge – Essentials, rights and duties of pledger and pledgee.

7 Hours

UNIT III

Negotiable Instruments Act 1881: Kinds of negotiable instruments – promissory notes, bills of exchange and cheques. Parties to negotiable instruments, presentment, discharge and dishonour of negotiable instruments.

Law of Insurance – General principles of insurance, life, fire and marine insurance.

Sale of Goods Act: Sale v/s Agreement to Sell, Arbitration, objectives and scope, Arbitral Tribunal, Appointment, and termination of arbitrator.

8 Hours

UNIT IV

Companies Amendment Companies Act 2019: Definition, characteristics and kinds of companies, steps in formation of company. Memorandum of Association, Articles of Association, Prospectus. Directors: Powers & duties.

Meeting: Types of meetings. Auditor: Rights and liabilities. Key highlights of the Companies (Amendment) Bill-2016. Intellectual Property Rights and Competition Law, Insolvency & Bankruptcy Code (IBC).

8 Hours

UNIT V

Law of Partnership: Essentials, rights & liabilities of partners, registration and dissolution of partnership firm.

Foreign Exchange Management Act (FEMA): Objectives.

Consumer Protection Act: Objectives, Consumer Protection Council.

8 Hours**TEXT BOOKS**

1	Ravindra Kumar	Legal Aspects of Business, Cengage Publications, 5 th Edition, 2021.
---	----------------	---

REFERENCE BOOKS

1	N D Kapoor	Elements of Mercantile Law, Sultan Chand Publishing House, 2020.
2	M C Kuchhal	Business Law, Vikas Publication, 6th Edition, 2013.
3	Gulshan	Business Law, Excel Books, 4th Edition, 2012.
4	Rohini Aggrawal	Students Guide to Mercantile & Commercial Law, Taxman Publications, Reprint Edition, 2022.
5	Akhileshwar Pathak	Legal Aspects of Business, McGrawHill, 8th Edition, 2022.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Explain the basic elements of enforceable contract and agreement
CO2	Comprehend basic legal framework of special contracts.
CO3	Apply the basic principles of negotiable instruments, insurance and sale of goods.
CO4	Explain the provisions of Companies Act regarding formation, types and management of companies
CO5	Describe the laws relating to partnership firms, foreign exchange and consumer protection in India.

Course Articulation Matrix

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

Employability Skills

Contact Hours/week	2	Credits	0
Total Lecture Hours	26	CIE Marks	100
Course Code	N2MBAES	SEE Marks	--

** The result of the course will completely be based on Continuous Internal Evaluation (CIE) of a student performance in group discussion, mock interview, and other activities designed for the course.

Course objectives:

This course will enable students to:

1. To equip essential communication skills.
2. To build confidence to face interview and participate in group discussions.
3. To enhance managerial and leadership skills in individuals.

UNIT I

Group Discussion and Body Language

Many-on-many discussion - Team Work - Reasoning Ability - Leadership & Initiative - Listening and Awareness - Body Language - Eye Contact, Positive Gestures, postures and facial expression

Group discussion related to media - current affairs, politics, celebrities and other general topics - Active Participation - Viability in Advance Level - Open GD - Close GD - Practice on various abstract topics

5 Hours

UNIT II

Writing Skills

E-mail Writing & Writing Skill: E-Mail Writing - General Etiquette, Format and different parts of an email, Common mistakes in Punctuation, Grammar and Spelling, Sending effective mails, Form and tone of mails, Responding to mails.

Essay Writing - Paragraph Writing - Picture Theme Writing

Resume/CV Preparation: Tips on basic structure of writing resume/CV - Do's and Don'ts of writing resumes/CV - Relevant information to be included

5 Hours

UNIT III

Personal Interview

HR & Mock Personal Interview: Real time interview ambience & process - Frequently asked Technical Interview questions - Branch-wise Technical Review on basic Concepts - Tips to handle HR Interview - Do's and Don'ts for HR Interview - Common HR questions and guidance for answers - Formal Dressing: Dress code- Do's & Don'ts of Professional Etiquettes. Behavioural Strategies- Interpersonal Skills - Critical Thinking

5 Hours

UNIT IV

Managerial Skills

Business Communication Skills: General Tips & Techniques to improve Communication (Verbal & Non-Verbal) - Understanding Communication Barriers (activity related) - Activities related Effective Speaking , Active Listening - Focus on Language creativity - Negotiation & Problem solving Skills

Entrepreneurship & Managerial Skills: Activities Encouraging Innovative Ideas - Activity involving planning, problem solving and decision making - Activity to develop understanding about Team Dynamics and its relations.

5 Hours

UNIT V

Communication Skills

Presentation Skills: Effective Self Presentation - Structure of Presentation - Informative & Creative Presentation - Tips to Proper Connect with Audience - Usage of audio-visual aids.

Team Building & Leadership Skills: Importance of Team Building - Enhancing Leadership abilities in individuals and in Groups - Activities enhancing Leadership skills - Activities related Team Work & Team Building - Focusing on Team Coordination - Overcoming Fears and Gaining Confidence for Better Leadership

6 Hours

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Exhibit effective oral and written communication.
CO2	Perform well in group discussions and interviews.
CO3	Develop required managerial and leadership skills expected from the industry.

Course Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	-	-	-	1	1	-
CO2	-	-	-	-	1	-	-
CO3	-	-	1	-	-	-	-

Seminar on Contemporary Business

Contact Hours/week	--	Credits	1
Total Lecture Hours	--	CIE Marks	100
Course Code	N2MBACB	SEE Marks	--

Course objectives:

This course will enable students to:

1. Familiarise students with the contemporary developments in business
2. Equip students to critically analyse various real life business developments
3. Equip students in preparation of reports and making presentations based on contemporary business developments

Guidelines:

1. Seminar on Contemporary Business is designed to keep the students abreast of the contemporary developments in business at national and international levels.
2. The course will be administered through presentations based on business news and preparation of a report on a business event. In addition, there will be two quizzes on recent

developments in business.

3. The course will be spread over the entire semester. Each day a group of selected students will be asked to make presentation on the important business news of the previous day. It will be structured in such a way that each student will get four chances to make the presentation.
4. The students are expected to go through the business news in newspapers, television, internet etc. and write down important headlines. They must read these headlines in the class on the next day. They must also pick up any one headline and talk in detail about that.
5. Each student will get 5 minutes to make the news presentation. The students making presentation on the same day should make sure that they choose different headlines for giving details.
6. There will be two quizzes of 25 marks each covering the contemporary developments in business. Both these quizzes will have 50 multiple choice questions carrying 0.50 marks for each correct answer. The duration of the quiz will be 30 minutes.
7. At the end of the semester the students will be divided into groups of four. Each group has to prepare a detailed report on any one contemporary business news. The size of the report should be 8 to 10 pages. The groups will make a presentation on the report.
8. There will be no Semester End Examination for this course. This course will be evaluated based on Continuous Internal Evaluation (CIE) for 100 marks. Components of CIE are as follows:

Business News Presentation	25 marks
Report on Contemporary Business	25 marks
Tests on Contemporary Developments (2 tests of 25 marks)	50 marks
Total	100 marks

9. Business news presentation will be evaluated as follows:

Contents of the presentation	5 marks
Clarity on the news detailed	10 marks
Quality of presentation	10 marks
Total	25 marks

(The average marks awarded for four presentations by a student will be reckoned as the final marks for this component)

10. Report on contemporary business developments will be evaluated as follows:

Clarity of the topic covered	5 marks
Depth of coverage	5 marks
Critical evaluation of the topic	5 marks
Overall quality of the report	5 marks
Quality of presentation	5 marks
Total	25 marks

(The marks for this component will be awarded for the group and all members of the group will get the same marks, which is awarded to the group.)

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Demonstrate knowledge of contemporary business developments
CO2	Critically evaluate business developments

Course Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	-	-	3	-	-	-
CO2	-	-	-	3	-	-	-

Project on Social and Rural Issues

Contact Hours/week	--	Credits	1
Total Lecture Hours	--	CIE Marks	100
Course Code	N2MBAPS	SEE Marks	--

This course attempts to utilize the academic capability and skill of the students of MBA programme to develop and suggest practical solutions to societal problems while helping the students to become a socially aware global citizen.

Course objectives:

This course will enable students to:

1.	Conduct preliminary study and analysis of nature and vulnerability of social or rural problems prevalent in India.
2.	Carry out review of literature regarding the applicability and impact of alternative solution models adopted for different problems.
3.	Pursue research methodology to develop a practical solution to societal problems.
4.	Explore the concept and viability of social entrepreneurship which the students may pursue as a career path.
5.	Inculcate of the ability to utilize the academic competence and aptitude to develop feasible solutions to various societal problems.
6.	Use statistical tools and related software applications.

Course Execution

The course shall be executed through the faculty mentors, who will act as a guide to students. Thus, this course would present an opportunity to the faculty as well to contribute to the social service learning. Each student, in consultation with the respective mentor, must carry out necessary study, literature review and prepare a project report to suggest feasible solutions to pre-identified societal problems of various social development organizations. Students can choose one of the issues from the following list but not restricted to:

- Minorities in India and welfare programmes
- Untouchability
- The Problem of population

- Social Deviance
- Adolescent Delinquency
- Alcoholism
- Drug Addiction
- Family disorganization
- Crime
- Beggary
- Old age problem
- Destitution
- Poverty
- Illiteracy
- Unemployment
- Homelessness
- Social evils
- Lower living standards
- Lack of facilities, services and health.

Guidelines

1. On completion of the project work, the student shall have to prepare a report. While preparing the report, each student has to note the following important points.
2. The size of the report shall be between 30-50 pages. The Report shall contain the following components: Problem Formulation, Research Design, Framing Questionnaire, Data Collection, Analysis and Interpretation, Suggestions & Conclusion.
3. The report shall be Spiral Bound in A4 size sheet with Times New Roman font 12 for body and 14 for headings. Header: Title of the project, Footer: SIT, Dept. of MBA and page number.
4. A certificate by the guide and Head of the Department indicating the bonafide performance of the student has to be enclosed.
5. An undertaking by the student to the effect that the work is independent and original has to be given.

Presentation Guidelines

1. Each student will be allotted 15 minutes for presentation, which will be followed by 5 minutes of interactions / questions from the panel.
2. The presentation will be evaluated by a panel of faculty members comprising the Project Guide and other subject experts.
3. Students are required to bring all supportive materials like filled questionnaires and show the same to the panel on demand.
4. The suggestions / modifications / alterations given by the panel should be incorporated in the final report.
5. If the panel is not satisfied with the quality of any presentation, the student will be asked to make one more presentation on a later date. In such cases, the marks obtained by the student in the second presentation will be final.

OTHER DETAILS TO BE CONTAINED IN THE REPORT

The following should be included in the Project Report in the same sequence as given below:

- 1) Certificate from the guide
- 2) Acknowledgment
- 3) Table of contents, chapter wise with the appropriate page numbers.
- 4) Actual project content in the given format.
- 5) Bibliography

FORMAT OF THE PROJECT REPORT

TITLE PAGE: The first page should contain the following details.

TOP: The Title of the report in block capitals which is properly centered.

CENTRE:

- 1) Full name of the candidate in capital letters
- 2) USN. _____
- 3) Program Name _____

BOTTOM:

- A) Name of the college, Year of Submission (e.g. DECEMBER 2017)
- B) MARGIN: Left 25mm (1”), Top 25mm (1”), Right 25mm (1”), Bottom 25mm (1”).
- C) FONT: Times New Roman (12 pts) or Arial (12 pts)
- D) PAGE NUMBER: At center bottom of the page.

Evaluation:

The marks will be awarded based on each student’s contribution to the project, the presentation and the project report.

Particulars	Marks
Report writing	50
• Problem identification	
• Research design	
• Data collection	
• Analysis and interpretation	
• Suggestions	
Presentation	50
• Problem identification	
• Research design and Methodology	
• Analysis and interpretation	
• Findings, suggestions and conclusions	
• Overall presentation	

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Sensitize/Sensible towards the social and rural issues.
CO2	Define the problem, research objectives, methodology, collect the data, analyse the data and interpret the solutions.
CO3	Present the project report

Course Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	-	-	-	1	-	-
CO2	-	3	-	-	-	-	3
CO3	-	-	-	-	1	-	1

III Semester Cost and Management Accounting

Contact Hours/ Week:	4	Credits:	4
Total Lecture Hours:	50	CIE Marks:	50
Sub. Code:	N3MBA01	SEE Marks:	50

Course objectives:

This course will enable students to:

1.	Familiarise students with concepts, nature and classification of costs.
2.	Illustrate various methods and techniques of product costing.
3.	Demonstrate how cost concepts are used for decision making.
4.	Explain the costing systems used in service organisations.
5.	Describe how costing is used as a control tool in organisations.

UNIT I

Management Control and Cost Concepts: Meaning, nature and purpose. Profit, growth and control. Goal congruence. Conflict among stakeholders. Hierarchy of controls and corporate governance.

Cost terms, cost drivers, cost pools and cost objects. Classification of costs. Direct and indirect costs. Product costs and period costs. Computation of total costs and unit costs for manufacturing, merchandising and service firms. Cost behavior with respect to volumes-variable/ fixed and semi variable.

10 Hours

UNIT II

Costing systems: Absorption costing – treatment of direct and indirect costs – overhead allocation and absorption.

Job costing – manufacturing and service sector

Process costing: preparation of process accounts – treatment of normal loss, abnormal loss and abnormal gain.

Activity based costing (ABC) – cost pools- cost drivers and product costing using ABC.

12 Hours

UNIT III

Cost-Volume-Profit (CVP) Analysis: CVP relationship with output. Break-even analysis. Sensitivity analysis, Cost planning & CVP. Cost analysis for decision making. Determining cost behaviour. Decisions on Make or buy; closing down unprofitable divisions/products/product line; alternative sourcing. One time special orders, Product mix decisions – under certain capacity constraints. Sell or process further, make or buy (outsourcing), operate or shut down.

Pricing Decisions (Theory only): Major influences on pricing. Short and long run pricing, various methods of pricing. Cost plus pricing. Target costing for target pricing. Transfer Pricing – Meaning & methods.

12 Hours

UNIT IV

Services Costing: Basic concepts of services/operating costing. Costing systems in service industry. Computation of total and unit costs in Transportation, Hospital and Hotels.

6 Hours

UNIT V

Budgeting & Budgetary Control: Types of budgets- Preparation of sales budget, production budget and cash budget, Preparation of flexible budget. Standard costing-Variance analysis (material variances).

10 Hours

TEXT BOOKS

1	Jawaharlal	Cost Accounting, Tata McGraw Hill Publishing Company Limited, 6th Edition, 2019.
---	------------	--

REFERENCE BOOKS

1	Robert N Anthony & Vijay Govindarajan	Management Control Systems, Tata McGraw Hill Publishing Company Limited, 12th Edition, 2017.
2	Charles T Horngren, Srikant M Datar & George Foster	Cost Accounting – A Managerial Emphasis, Pearson Education, 15th Edition, 2017.
3	M Y Khan & P K Jain, Cost Accounting	Tata McGraw Hill Publishing Company, 2nd Edition, 2017.
4	T R Sikka	Fundamentals of Cost Accounting, Viva Books, 7th Edition, 2012.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Classify costs and analyse the relationship between costs and volumes of operation
CO2	Ascertain the cost of a product under job and process costing systems using the principles of absorption costing
CO3	Perform Cost-Volume-Profit Analysis for an organization and apply the same for taking various decisions including pricing
CO4	Compute the costs incurred by an organization in providing various services
CO5	Prepare budgets for an organization and analyse variances using standard costs.

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

Supply Chain Management

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N3MBA02	SEE Marks:	50

Course objectives:

This course will enable students to:

1. Appraise the students various concepts related to the supply chain management.
2. Educate the importance of supply chain decision such as design, planning, and operations of a firm.
3. Showcase the ways by which the companies use different supply chain drivers to improve their performance.
4. Emphasise the efficacies of collaboration and coordination in a supply chain.
5. Develop competency by exposing/analysing the students to various case studies and appraise the students with the contemporary trends in supply chain management in India.

UNIT I

Introduction to Supply Chain Management: Supply chain – historical perspective – objectives – importance – decision phases – process view – achieving strategic fit – challenges – impellers of supply chain – financial measures of performance – drivers of supply chain performance – framework for structuring drivers – facilities – inventory – transportation – information – sourcing – pricing – infrastructure.

9 Hours

UNIT II

Designing Distribution Networks and Network Design: Role of distribution – factors influencing distribution network design – design options for a distribution network – online sales and Omni-Channel Retailing – Distribution channels in Indian agricultural, FMCG and commodity sectors – Role of network design – factors influencing network design decisions – framework for network design decisions.

8 Hours

UNIT III

Demand Forecasting: Role – characteristics – components – approach – time series methods – measures of forecast error – role of IT.

Managing uncertainty: Safety inventory and its appropriate level – impact of supply uncertainty, aggregation and replenishment policies – measure to reduce safety inventory.

8 Hours

UNIT IV

Coordination in a Supply Chain: Lack of supply chain coordination and the Bullwhip effect – its effect on performance – obstacles to coordination – managerial levers – practical approaches to improve supply chain coordination – Indian experiences.

7 Hours**UNIT V**

Transportation and Sourcing: Role of transportation – modes and their performance characteristics – design options and their trade-offs – Tailored transportation. Sourcing decision – aggregation methods – factors influencing growth of surplus by a third party – risk of using a third party – strategic factors in sourcing – examples of successful third-party suppliers – total cost of ownership (TCO).

8 Hours**TEXT BOOKS**

1	Sunil Chopra and Dharam Vir Kalra D V	Supply Chain Management–Strategy, Planning and Operation, Pearson, 7th Edition, 2019.
---	---------------------------------------	---

REFERENCE BOOKS

1	Janat Shah	Supply Chain Management: Text and Cases, Pearson, 2nd Edition, 2016.
2	Coyle, Bardi, Longley, Robert A. Novack, Brian J. Gibson	The management of Business Logistics–A supply Chain Perspective, Cengage Learning, 9th Edition, 2013.
3	Sople V V	Supply Chain Management – Text and Cases, Pearson Education, 2012.
4	Donald J Bowersox, David J Closs, Bixby Cooper M	Supply Chain Logistics Management, Tata McGraw Hill, 2nd Edition, 2008.
5	Jeremy F Shapiro	Modeling the Supply Chain, Cengage Learning, 2nd Edition, 2007.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Explain various drivers of supply chain performance.
CO2	Assess the role of distribution, distribution network and network design.
CO3	Evaluate role, component, characteristics and various methods of demand forecasting and managing uncertainty.
CO4	Prioritise the efficacies of coordination and collaboration in a supply chain.
CO5	Analyse different modes of transportation, transportation networks and sourcing decisions.

Course Articulation Matrix

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

CO4	3	-	-	-	3	-	-
CO5	3	-	-	-	-	-	2

Internship

Contact Hours/ Week:	--	Credits:	4
Total Lecture Hours:	--	CIE Marks:	100
Sub. Code:	N3MBAIS	SEE Marks:	--

Course objectives:

This course will enable students to:

1.	A practice-oriented and ‘hands-on’ working experience in the real world or industry, and to enhance the student’s learning experience.
2.	An opportunity to develop a right work attitude, self-confidence, interpersonal skills and ability to work as a team in a real organisational setting.
3.	An opportunity to further develop and enhance operational, customer service and other life-long knowledge and skills in a real world work environment.
4.	Pre-employment training opportunities and an opportunity for the company or organisation to assess the performance of the student and to offer the student an employment opportunity after his/her graduation, if it deems fit.

Every eligible student has to take up internship between 2nd and 3rd semesters. The duration of the internship is four weeks and it carries 4 credits. Internship includes presentations in the form of the seminars on the work done, internship report submission and report evaluation.

1 Introduction

- 1.1 All eligible students, who are promoted to the third semester, are required to undertake Internship at a business organisation. The objective of the internship is to expose students to the real-life working conditions of a business organisation and to provide them hands-on experience of working for an organisation.
- 1.2 The internship is expected to prepare the students for taking up jobs in business organisations after the MBA programme.
- 1.3 Internship carries 4 credits.

2 Selection of the Organisation

- 2.1 It is the responsibility of each student to actively search and apply for internship, take the initiative to reach out to potential host organizations and express their interest in securing an internship opportunity.
- 2.2 Institute (Training and Placement department) will provide valuable guidance, advice, and resources to support the students in getting internship opportunities.

3 Duration

- 3.1 The internship will be for a period of four weeks between 2nd and 3rd semesters.
- 3.2 The actual date of commencement and closure will be announced by the Institute in consultation with the business organisation.
- 3.3 The students are required to report at the organisation on all working days during the four weeks. Under normal circumstances, the students are not permitted to avail any leave during this period. In case of any contingency, a student can avail a maximum of *two days* leave during the four weeks period with prior permission of the supervisor.

4 Supervision

- 4.1 Each student will be supervised by two supervisors, one internal and the other external.
- 4.2 The internal supervisor will be a faculty member of the Institute. Departmental Project Evaluation Committee (DPEC) will allot supervisors to each student before commencement of the internship.
- 4.3 The external supervisor will be a competent authority at the business organisation where the student undertakes internship. The student will be reporting to the external supervisor on a daily basis.
- 4.4 The external supervisor will be giving various assignments/tasks to the students during the period of internship.
- 4.5 The student will report to the internal supervisor on a weekly basis by submitting weekly reports duly signed by the external supervisor in the format prescribed by DPEC.

5 Contents

- 5.1 The four-week internship is divided into three parts. The first part, which should be completed during the first week, relates to an overall study of the organisation. The student is expected to gather details regarding history of the organisation, the ownership structure, management team, product/service profile, details of branches/offices, employee strength, HR initiatives, marketing strategies, achievements and accolades, future plans etc. During this period, they are also expected to conduct a SWOT analysis for the organisation and analyse its financial position during the last three years.
- 5.2 The second part of internship is for a period of three weeks. During this period the students are expected to work for the organisation in a department allotted to them by the external supervisor. They may be given specific assignments/jobs by the supervisor. The students will work in various departments of the organisation under the guidance of the external supervisor, so that they get exposure to different functions of the organisation.
- 5.3 Out of the three weeks, the supervisor may allot the students in any one of the functional areas, viz. Finance, Marketing or HR depending on the student's choice of specialisation. The external supervisor has complete freedom in engaging the students during these three weeks depending upon the internal circumstances of the organization.
- 5.4 The external supervisor reserves the right to assign any task to the student and the student is expected to fulfil the same to the satisfaction of the supervisor.
- 5.5 During the last week of the internship, the students are also expected to prepare a report on the Internship. The contents of the report are mentioned in section 6. The schedule of activities is summarised below.

Table 1

	Activity	Duration
1	Overall study of the organisation	1 week
2	Work in a specific department or on a specific task (Experience in various functional departments) and preparation of internship report	3 weeks

- 5.6 Each student is expected to maintain an industrial training dairy where the student has to record the activities carried out on a weekly basis. In addition to this, the student has to record the activities carried out on a daily basis. This daily report has to be approved by the external supervisor and the same shall form part of the report. The daily report also acts as proof of attendance.

6 Internship Report

- 6.1 Each student is required to submit a report to the Institute on completion of the internship. The report shall be approved by the external supervisor before submission.
- 6.2 The report should be prepared using MS Word. The font used shall be Times New Roman, 12 points with 1.5-line spacing.
- 6.3 The size of the internship report will be around 50 pages comprising of three sections as follows:

- a. The first section, which shall not be more than 20 pages, will deal with the organisation study done during the first two weeks of internship. The details are outlined in 5.1 above.
- b. The second part of the report will be the report on daily activities. The students are expected to write a brief half page summary of activities carried out on each day. The day and date has to be clearly mentioned. This size of this section shall not be more than 20 pages.
- c. The third part of the report shall be on the learning outcomes during the internship project. It should contain various aspects learnt by the student, challenges faced during the internship and how those challenges were overcome. The students are also expected to explain how the internship has helped them to sharpen their managerial skills and prepared them for a corporate career. The length of this section shall not be more than 10 pages. The contents of the internship report are summarised below:

Table 2

Sl. No.	Contents	Number of pages
1	Section 1- Organisation Study	20
2	Section 2- Report on Daily activities	20
3	Section 3- Learning Outcomes	10
	Total	50

7 Evaluation

- 7.1 The Internship will be evaluated in three parts. The first part is an evaluation of the activities carried out during the four-week period. This will be for 50 marks and will be done by the external supervisor. The external supervisor will look into the following aspects for evaluation:

Table 3

Sl.No.	Components	Marks
1	Punctuality & attendance	15
2	Efficiency of completing the assignments	20
3	Overall behaviour of the student	15
	Total	50

The external supervisor will assign marks to the students confidentially and communicate the same to the Head of the Department in a sealed envelope. The supervisor will not reveal the marks to the student.

- 7.2 The second part of evaluation will be based on presentation. Each student has to give a presentation after completion of the internship. The students are expected to present details on the organisation and the work carried out during the internship. The presentation will be scheduled within a week from the completion of the internship. The presentation will be evaluated based on the following parameters:

Table 4

Sl. No.	Component	Marks
1	Organisation study	5
2	SWOT Analysis	5
3	Work done during the internship period	5
4	Experience of working in various functional departments	5

5	Overall Learning Outcomes	5
	Total	25

7.3 The third part of evaluation will be on internship report. The internship report will be evaluated by internal supervisor. The report will be evaluated for 25 marks by considering the following aspects:

Table 5

Sl. No.	Components	Marks
1	Organisational Study	5
2	Report of daily activities	10
3	Report on learning experience	5
4	Overall quality of the report	5
	Total	25

7.4 The final marks for internship will be out of 100. The first 50 marks will be the marks awarded by the external supervisor. The second component will be awarded by the internal supervisor for the report evaluation and the third component will be marks awarded by the panel members on the presentation. The pattern of evaluation is summarised below:

Table 6

Sl. No.	Components	Maximum Marks
1	Evaluation by the external supervisor (Table 3)	50
2	Presentation (panel of examiners)	25
3	Evaluation of Report by the internal supervisor	25
	Total	100

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Comprehend the characteristics of the industry.
CO2	Comprehend the characteristics of the company.
CO3	Describe the operations of the specific functional area.
CO4	Fulfil assigned tasks in a time bound manner.
CO5	Write the internship report

Course Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	-	-	3	-	-	-
CO2	-	-	-	3	-	-	-
CO3	-	-	-	-	1	-	-
CO4	-	-	-	-	1	-	-
CO5	-	-	-	-	-	-	1

Seminar on Functional Domain

Contact Hours/ Week:	--	Credits:	1
Total Lecture Hours:	--	CIE Marks:	100
Sub. Code:	N3MBAFD	SEE Marks:	--

Course objectives:

This course will enable students to:

1.	Train the students in their ability to understand, analyse and communicate various aspects of business in a holistic way.
2.	Enable the students to critically analyse the contemporary subjects in their area of specialization.
3.	Train them in research skills in the most advanced areas of their stream.
4.	Develop presentation skills.
5.	Develop paper(s) in consistent with the theme of the discipline.

Guidelines:

1. This course called “Seminar on functional domain” is offered with a view to enable MBA students to understand, analyse and communicate various aspects of business in a holistic way and demonstrate research skills.
2. The Seminar on functional domain is a research based course which carries one credit.
3. Each student of III semester has to choose a seminar topic relevant to the area of specialization and give a research based seminar on the same. The topic can be broadly based on
 - (a) Recent developments in the area, and/or
 - (b) Application of a concept/theory/model in the relevant field, and / or
 - (c) Application of a concept/theory/model in Indian/global context etc.
4. Students attached to their respective Faculty Guides are advised to finalize the topic in consultation with their Faculty Guides. Once the topic is finalized, the students are required to register the same with the Seminar Coordinator in the prescribed format.
5. A particular topic cannot be chosen by more than one student.
6. The research based write-up on Seminar on functional domain shall broadly be organized into following sections / headings:
 - a) Introduction
 - b) Theoretical framework: Definition, explanation and significance/relevance of the concept (The use of text books is restricted only to the theoretical framework).
 - c) Real-life illustrations/examples/case studies
 - d) Data analysis & interpretations
 - e) Regulatory framework
 - f) Advantages/disadvantages/limitations etc.
 - g) Concluding remarks
 - h) Learning Outcome
 - i) Bibliography (list of reference materials along with publications, volumes)
7. The information required for developing the Seminar on functional domain report should be drawn from field surveys or company specific reports from data bases such as Capitaline, internet, newspapers, magazines and journals. Content in the write-up/paper should be original and independent.
8. The students have to submit a brief report (Font: Arial; font size: 11), minimum of 12 pages, including tables, charts and graphs, if any) along with a soft copy of the complete report to the respective guides.
9. For presentations, a maximum of 10 to 12 PPT slides are permitted.
10. Each student will be given 15 minutes to make the presentation followed by 5 minutes for questions/clarifications etc.
11. The presentation as well as the report shall be evaluated by a team consisting of faculty guide and a panel of examiners (Internal Faculty) constituted by the DPEC.

12. The marks for Seminar on functional domain, are distributed as follows:

Part 1: Presentation: Total marks 50, the distribution is as follows:

a) Subject matter, contents & methodology	20
b) Communication/Presentation Skills	15
c) Response to queries/clarifications	15
Total Marks	50

Part 2: Seminar Report and interaction with guide:

Total marks 50, the distribution is as follows:

a) Subject matter, and contents	15
b) Methodology and Analysis	20
c) Overall Quality	15
Total Marks	50

This course is completely based on Continuous Internal Evaluation with no Semester End Examination.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Understand, analyse and communicate various aspects of business in a holistic way.
CO2	Critically analyse the contemporary subjects in their area of specialization.
CO3	Demonstrate research skills in the most advanced areas of their stream.
CO4	Make presentation skilfully.
CO5	Develop paper(s) in consistent with the theme of the discipline.

Course Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	-	-	3	-	-	-
CO2	-	3	-	-	-	-	3
CO3	-	-	-	-	-	-	3
CO4	-	-	-	-	2	-	-
CO5	-	-	-	-	-	-	2

Aptitude Skills

Contact Hours/ Week:	1	Credits:	1
Total Lecture Hours:	15	CIE Marks:	100
Sub. Code:	N3MBAAS	SEE Marks:	-

Course objectives:

This course will enable students to:

1. Lay a foundation to basic mathematics required for cracking placement related tests.
2. Develop reasoning and data interpretation skills among students.
3. Train students on advanced aptitude reasoning, verbal skills and group discussions.
4. Enhance the performance of students in placements and competitive examinations
5. Enhance employability of students

UNIT I

Quantitative Aptitude –I: Basic Concept and Formulas of Geometry, Average, Decimal Fractions, H.C.F. and L.C.M., Height and Distance, Numbers Basics (Only formulas and Examples).

3 Hours

UNIT II

Quantitative Aptitude –II: Percentage, Permutations and Combinations Basics, Profit and Loss, Simplification, Square Root and Cube Root, Time and Distance Basics, Time and Work Basics.

3 Hours

UNIT III

Reasoning and Data Interpretation (DI): Age, Calendar, Clock, Directions, Blood Relation, Introduction to DI, Tabular Data (Tables), Line Graph, Bar Chart or Graph, Pie Chart or Graph.

3 Hours

UNIT IV

Verbal Aptitude: English Usage or Grammar, Vocabulary Based (Synonyms Antonyms), Sentence Correction, Fill in the blanks, Cloze Passage, Analogies or Reverse Analogies.

3 Hours

UNIT V

Training on Advanced Aptitude Reasoning, Verbal Skills & Group Discussion: Common Errors, Phrase Substitution, Spelling Test, Rearrangement of Sentence, Cloze Test, Reading Comprehension, Root words to improve vocabulary, Spotting errors, Synonyms and Antonyms.

Introduction to GD, Factual topic, Controversial topics, Abstract topics, Case-based GD, Social issues, Current affairs, Technology and business, do's and don'ts, Mock GD Sessions.

3 Hours

TEXT BOOKS

1	R S Agarwal	Quantitative Aptitude for Competitive Examinations, S Chand Publishing, 17th Edition, 2017.
2	R S Agarwal	A modern approach to verbal and non-verbal reasoning, S Chand Publishing, 2nd Edition, 2017.
3	M. B. Sivaramakrishnan	A to Z about Interviews, 2008.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Solve problems in basic mathematics that are set in placement related tests.
CO2	Answer questions relating to reasoning and data interpretation in interviews.
CO3	Participate in group discussions confidently.
CO4	Perform successfully in placement related tests and competitive examinations.
CO5	Clear the assessment by companies for placements.

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

Sales and Distribution Management

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N3MBAMM01	SEE Marks:	50

Course objectives:

This course will enable students to:

1.	Formulate appropriate personal selling, CRM strategies for organisations and execute role of a sales manager skillfully.
2.	Design suitable sales strategies including forecasting and quantifying sales quota for organisations.
3.	Lead the organisations in training controlling and evaluating the sales force and develop a compensation plan and use data to quantify sales force size.
4.	Design customer-oriented marketing channels, manage channel member behaviour and control channel relationships.
5.	Assess wholesalers and retailers and resolve conflicts to manage profitable relationships and manage warehousing and logistics functions.

UNIT I

Introduction to Sales and Distribution Management

Introduction, Evolution of Sales Management. Revolution in Technology, Customer Relationship Management (CRM), Sales force Diversity, Team Selling Approach, Managing Multi-channels.

Personal Selling: Preparation and Process

The Psychology in Selling, Buyer-Seller Dyadic Interaction ,Buying Decision Process, Buying Decision Process of Business Buyers, Buying Situations or Types of Purchases, Effective Communication, Sales-Related Marketing Policies, The Sales Process or the Personal Selling Process.

8 Hours

UNIT II

Planning, Sales Forecasting and Budgeting

Introduction, Strategic Planning, Corporate Strategic Planning, Business Unit (or SBU) Strategic Planning, Product/Operational Planning , Role of Marketing and Sales, Relationship Strategy, Selling Methods, Sales forecasting methods.

Management of Sales Territories and Quotas

Reasons for Setting up or Reviewing Sales Territories, Procedure for Designing Sales Territories, Select a Control Unit, Salesperson’s Effectiveness in a Territory, Use of IT in Territory Management, Managing Territorial Coverage, Routing, Scheduling, Time Management Tools for Salespeople, Time Management Tools for Sales Managers, Sales Quotas or Sales Targets, , Methods for Setting Sales Quotas.

8 Hours

UNIT III

Organizing and Staffing the Sales force: Concepts of Sales Organization,
Degree of Centralization, Degree of Specialization, Line or Staff Position.

Market Orientation, Effective Co-ordination, Span of Control, Basic Types of Sales Organizational Structures, Specialization within Sales Organization, Combination Sales Organization, Management of Major or Key Accounts, Size of the Sales force. Recruiting the Sales force, Selecting the Sales force, Hiring and Socialization.

Training, Motivating, Compensating and Leading the Sales force.

Managing the Sales Training Process, Assess Sales Training Needs, Design and Execute Sales Training Program, Evaluation of Sales Training Program Reinforcing Sales Training, Motivating the Sales force, compensating the Sales force, Objectives of Compensation Plan, Designing an Effective Sales Compensation Plan .Basic Types of Compensation Plans, Leading the Sales force, Modern Views of Sales Leadership, Leadership Styles, Leadership Skills, and Supervising Salespeople.

Controlling the Sales force

Sales and Marketing Intelligence System, Secondary Data Sources, Sales force Expenses Types of Expense Plans, Marketing Audit, Sales force Audit, Evaluation of Effectiveness of Sales Organization, Sales Analysis, Marketing Cost and Profitability Analysis, Productivity Analysis, Evaluating and Controlling the Performance of Salespeople.

8 Hours

UNIT IV

Distribution Management:

Distribution Management, Need for Distribution Channels, How Does Distribution Add Value? Distribution Channel Strategy, Channels of Distribution Used, Different Kinds of Distribution Networks, Patterns of Distribution, Distribution Channels for Rural Markets.

Marketing Channels:
 Producer Driven, Seller Driven, Service Driven channels, Relationship of Flows to Service Levels, Channel Levels, Service Channels, Vertical Marketing Systems, Contractual VMS, Horizontal Marketing Systems, Multi-channel Marketing Systems, Costs and Margins in the Distribution System.

8 Hours

UNIT V

Channel Institutions: Retailing

Hierarchy of Factors for Evaluation of a Modern Format, Private Label Brands in India Trends in Retailing in India, Organized Retailing in India, Trading/Retail Formats, Types of Retailers, Retail Focus on Categories. Electronic Retailing or E-Tailing, Foreign Direct Investment (FDI) in Retail in India.

Channel Institutions: Wholesaling

Definition of a Wholesaler, Features of Freelance Wholesalers in India Wholesaling Functions for Producer Suppliers, for Retailers .Classification of Wholesalers, Warehousing of the Goods, Order Booking and Execution, Transportation of the Goods, Financing of the Business, Risk Bearing, Grading and Packing, Providing Market Information, Limitations of Wholesalers, Strategic Issues in Wholesaling, Warehouse Location and Design, Inventory Control

8 Hours

TEXT BOOKS

1	Krishna K Havaldar, Vasant M Cavale	Sales and Distribution Management, McGraw Hill Education, Mumbai, 3rd Edition, 2017.
---	--	--

REFERENCE BOOKS

1	Tapan K Panda, Sunil Sahadev	Sales and Distribution Management, Oxford, 2nd Edition, 2012.
2	K Shridhara Bhat	Sales and Distribution Management, Himalaya Publishing House, 2nd Edition, 2017.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Formulate appropriate personal selling, CRM strategies for organisations and execute role of a sales manager skilfully.
CO2	Design suitable sales strategies including forecasting and quantifying sales quota for organisations.
CO3	Lead the organisations in training controlling and evaluating the sales force and develop a compensation plan and use data to quantify sales force size.
CO4	Design customer-oriented marketing channels, manage channel member behaviour and control channel relationships.
CO5	Assess wholesalers and retailers and resolve conflicts to manage profitable relationships and manage warehousing and logistics functions.

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

Consumer Behaviour

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N3MBAMM02	SEE Marks:	50

Course objectives:

This course will enable students to:

1. Apply the consumer behaviour knowledge to solve communication issues of organization and conduct motivation research.
2. Execute marketing applications of perceived risk and consumer learning and apply attitude change strategies for the organization.
3. Formulate suitable post purchase plans considering consumer's decision making and disposing habits.
4. Apply the concepts of culture, reference group and family and measure social class.
5. Measure opinion leadership and apply social class, adoption and diffusion process concepts.

UNIT I

Introduction Consumer Behaviour: The diversity of consumer behaviour – need to study consumer behaviour – why was the field of consumer behaviour developed – ethics in marketing– the consumer movement.

Consumer as an individual: Consumer needs and motivation – what is motivation – motivation needs – goals – positive and negative motivation – rational versus emotional motives – the dynamic nature of motivation – needs and goals – frustration – arousal of motives – types and systems of needs – diversity of need systems – the measurements of motives – motivational research – development – motivational research today.

8 Hours

UNIT II

Consumer Learning: Consumer Learning, Classical conditioning.(by Pavlove)and its applications in marketing. Instrumental Conditioning & Strategic Applications,

Personality: its characteristics & nature of Personality, Freudian theory of personality, Personality traits that differentiate innovators and non-innovators .CET Scale, The absolute threshold, The differential threshold,

Marketing applications of Just Noticeable Difference. (JND)

8 Hours

UNIT III

Perception: Stimulus, Stimulus factors, Perceptual Distortion, Massed vs Distributed learning.

Attitude: Sources of Influence on Attitude Formation, Tri-component Attitude Model, strategies of changing consumer attitude, perceived risk, reduce of risk by marketers and consumers.

8 Hours

UNIT IV

Consumption and post purchase behaviour: Consumer decision making, choosing and consuming – what is a decision – levels of consumer decision making – extensive problem solving – limited problem solving – routinized responsive behavior – models of consumer four views of consumer decision making – an economic view – passive view – cognitive view – emotional view – model of consumer decision making Nature of consumption – consumption effects on consumer satisfaction – purchase associated with cognitive dissonance – post purchase behavior. Disposing determinants and alternatives, Consumer gifting behavior. Online decision making in consumer purchase process.

8 Hours

UNIT V

Consumers in their social and cultural setting: Consumer relevant reference groups – family decisions making and consumption related roles – family life cycle – social class and consumer behaviour – influence of culture on consumer behaviour – marketing services across cultures- in cross cultural context.

Personal influence and the opinion leadership process – concept of opinion leadership – dynamic of the opinion leadership process – opinion leaders are persuasive – the motivation behind opinion leadership. Diffusion of innovations – the diffusion process – the innovation – the channels of communication – the social system time – the adoption process – stages in the adoption process – the innovation decision process – the adoption process and information sources.

Case Studies with Indian Context.

8 Hours

TEXT BOOKS

1	Leon Schiffman, Lesslie Lazar Kanuk	Consumer Behavior, Pearson Education, 12th Edition, 2019.
---	-------------------------------------	---

REFERENCE BOOKS

1	Hawkins, Best, Coney	Consumer Behavior, TMH, 12th Edition, 2014.
2	Suja Nair	Consumer Behavior in Indian Perspective, Himalaya Publishers, 2nd Edition, 2015.
3	Satish k Batra & S H H Kazmi	Consumer Behavior, Excell Books, 2nd Edition, 2013.
4	Peeru Ahamed & Sagadevan	Customer Relationship Management, Vikas Publishing, 1st Edition, 2002.
5	Sheth, Mittal	Customer Behavior – A Managerial Perspective, Thomson, 2nd Edition, 2004.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Apply the consumer behaviour knowledge to solve communication issues of organization and conduct motivation research.
CO2	Execute marketing applications of perceived risk and consumer learning and apply attitude change strategies for the organization.
CO3	Formulate suitable post purchase plans considering consumer's decision making and

	disposing habits.
CO4	Apply the concepts of culture, reference group and family and measure social class.
CO5	Measure opinion leadership and apply social class, adoption and diffusion process concepts.

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

Business Marketing

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N3MBAMM03	SEE Marks:	50

Course objectives:

This course will enable students to:

1. Have knowledge about various aspects of Business Marketing.
2. Understand the basic concepts related to Business to Business Marketing (B2B) like product planning, strategic marketing planning portfolio management etc.
3. Know the channels available for B2B and their design.
4. Understand the prominence of E-markets in B2B and their functions.
5. The promotion methods relevant for B2B.

UNIT I

Dimensions of Industrial Marketing: Nature of Industrial Marketing, Industrial marketing Vs. Consumer Marketing, Economics of Industrial Demand – The resellers market – The industrial Marketing concept, Understanding Industrial markets, Types of Industrial markets, Classifying Industrial Products, Organizational Procurement Characteristics – The Industrial Marketing Environment, Environment effect on industrial Market with special reference to government Rule.

Organizational Buying and Behaviour: The nature of industrial buying, Organizational buying activity, Buying models and buying center concept – Inter personal Dynamics of Industrial buying behaviour, Influencers and Decision makers influence in Industrial buying process conflict resolution in Decision making.

8 Hours

UNIT II

Strategy Formulation in Industrial Markets: Development of Strategic plans, Strategic planning process – Assessing market opportunities, Marketing research for industrial products, Standard industrial classification (sic) of industrial products – industrial market, Use of marketing Decision Support systems in Segmentation – Target marketing and positioning,

Differentiated and undifferentiated Markets, Concentrated market and Niche markets, Positioning Strategies.
 Customer Relationship Management (CRM) in B2B: Relationship Marketing, Buyer – Seller Connector, Managing Buyer – Seller Relationships, Customer Relationship Management, Advantages of gaining a Customer Relationship.

8 Hours

UNIT III

Formulating Product Planning: Developing product strategy, analysing industrial product life cycle, developing strategies for existing and new products.
 Service Strategy: Standardization v/s non standardization parts, types of technical assistance and organization for technical assistance and difficulties in rendering technical assistance.
 The Promotional Strategies: Advertising in Industrial markets, uses, message formulation, policies, media, budgetary support, evaluation of advertising–Sales Promotion–use of sales promotion in industrial markets, trade shows and exhibitions.

8 Hours

UNIT IV

Formulating Channel Strategy: Industrial distributors – Definition, Geographical distribution, size characteristics, operating characteristics, role of sales agent and their drawbacks, choice of the right distributors, participation of the other channel members in industrial distribution – Channel Logistics – relationship of logistics and physical distribution, total cost approach, customer service, assessing the customer service, identifying the cost centers such as transportation and warehousing.
 E-Commerce strategies for Business Marketing: Defining E-Commerce, Key Elements Supporting E-Commerce, The Strategic Role of E-Commerce, Crafting an E-Commerce Strategy, Internet Strategy Implementation.
 B2B wholesale E-market places, types, their functions. Aggregation, matching, facilitation.

8 Hours

UNIT V

Pricing Strategies: Price determinants, factors that influence the pricing strategies, concept of learning curves, pricing strategies, competitive bidding, leasing.

8 Hours

TEXT BOOKS

1	Michael D Hutt, Thomas W Speh	Business Marketing Management, Cengage Learning, 11th Edition, 2013.
---	-------------------------------	--

REFERENCE BOOKS

1	Robert R Reeder & Reeder	Industrial Marketing, PHI, 2nd Edition, 1991.
2	Richard Hill, Alexander, James S Cross	Industrial Marketing, AITBS.
3	Krishna Havaladar	Industrial Marketing, TMH, 4th Edition, 2014.
4	Vitale Giglierano	Business to Business Marketing, Pearson Education, 1st Edition, 2011.
5	Robert Dwyer, John F Tanner Jr.	Business Marketing, TMH, 3rd Edition, 2008.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Apply the Industrial marketing concepts and purchase situations to solve problems.
CO2	Collect and use data to develop the strategic plans including CRM and relationship marketing to lead departments of organization to success .
CO3	Formulate advertising strategy and develop product strategy to achieve leadership position in the market.
CO4	Design suitable distribution strategies for the business organisations including E-Commerce strategies.
CO5	Design pricing strategies for the business organisations.

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

Retail Management

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N3MBAMM04	SEE Marks:	50

Course objectives:

This course will enable students to:

1.	Expose the students to various aspects in retail and support in making strong and actionable recommendations to retailers.
2.	Expose the students to various management issues relating to retail like retail planning, merchandising, location etc.
3.	Provide the students the assignments and cases to compare their theoretical knowledge to the actual situation.
4.	Understand the pricing strategies prevalent in Retail management.
5.	The promotion methods those are applicable to retail situation.

UNIT I

Introduction to Retail: Describe retailing, shows why it should be studied, and examine its special characteristics. Present the retailing concept, along with the total retail experience, customer service, and relationship retailing. Evolution of various retail formats. Classification of Retail in India. Reasons for growth of retail in India. Issues of retail in India.

The complexities of retailers' relationships—with both customers and other channel members. The value chain, customer relationships and channel relationships, the differences in relationship-building between goods and service retailers, the impact of technology on retailing relationships, and the interplay between ethical performance and relationships in

retailing. Planning for the unique aspects of service retailing.
Structural change in Retail. The Wheel theory of retailing, and the Life Cycle Theory of Retailing.

8 Hours

UNIT II

Retail Strategy: The usefulness of strategic planning for all kinds of retailers. The planning process: situation analysis, objectives, identifying consumers, overall strategy, specific activities, control, and feedback. The controllable and uncontrollable parts of a retail strategy. The consumer decision process and its stages.

The concept of a trading area and its related components. The importance of store location for a retailer and outline the process for choosing a store location. The types of locations available to a retailer: isolated store, unplanned business district, and planned shopping center. The concept of the one-hundred percent location. Criteria for evaluating general retail locations and the specific sites within them. Reilly's law of retail gravitation and Huff's law. Alternative terms of occupancy.

8 Hours

UNIT III

Operations in Retail: Define operations management, discuss profit planning, describe asset management, including the strategic profit model and other key business ratios, retail budgeting, resource allocation. The operational scope of operations management: Specific aspects of operations management like: Store format and size considerations, space allocation, Personnel utilization activities, Energy management, Inventory management, Store security, Insurance covers, Credit management, computerizing elements of operations, Crisis management, Merchandising planning: Nonfinancial merchandise planning and management. The merchandise buying and handling process.

Store Atmosphere, Store layout, Visual Merchandising.

8 Hours

UNIT IV

Pricing: The role of pricing in a retail strategy and how pricing decisions are made in an integrated and adaptive manner. The impact of consumers; government; manufacturers, wholesalers, and other suppliers; and current and potential competitors on pricing decisions. Developing a retail price strategy, Price adjustments, Methods of price setting. Retail Audit.

HR aspects of Retail: The procedures involved in setting up a retail organization. The various organizational arrangements utilized in retailing. The special human resource environment of retailing.

8 Hours

UNIT V

Promotion: The scope of retail promotion, the elements of retail promotion: advertising, public relations, personal selling, and sales promotion, the strategic aspects of retail promotion: objectives, budgeting, the mix of forms, implementing the mix, and reviewing and revising the plan.

Retail information system: Its components, and the recent advances in such systems. Non store-based strategy mixes: direct marketing, direct selling, and vending machines -with an emphasis on direct marketing and on-line selling.

Case Studies to be done in appropriate modules.

8 Hours

TEXT BOOKS

1	Barry Berman, Evans, Chatterjee, Shrivastava	Retail Management, Pearson, 13th Edition, 2017.
---	--	---

REFERENCE BOOKS

1	Levy & Weitz	Retail Management, TMH, 9th Edition, 2021.
2	David Gilbert	Retail Marketing Management, – Pearson Education, 2nd Edition, 2006.
3	Rosann Spiro	Management of Sales force, TMH, 11th Edition, 2004.
4	James Osden	Integrated Retail Management, – Biztantra, 2005 Indian Reprint.
5	Andrew J Newman	Retailing Environment and Operations, Thomson, 1st Edition, 2002.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Comprehend the concepts, functions, formats and channels of retailing.
CO2	Analyze retail strategy and selection of store locations.
CO3	Describe the operating functions of retail, store design, layout, merchandise planning and management.
CO4	Determine pricing strategy and human resource management in retail.
CO5	Apply strategic aspects of integrated marketing communications in retail and Retail Information Systems.

Course Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	1	-	1	-
CO2	3	1	-	-	1	1	-
CO3	3	1	-	-	1	1	-
CO4	3	-	-	-	1	1	-
CO5	3	-	-	-	1	1	-

Rural Marketing

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N3MBAMM05	SEE Marks:	50

Course objectives:

This course will enable students to:

1.	Make the students understand the importance of rural marketing in India and various aspects of rural marketing.
2.	Introduce the concepts and practices of rural marketing with regard to infrastructure

	and logistics and rural buying habits.
3.	Familiarize students with creative strategies in rural marketing with regard to product planning.
4.	Expose the students to pricing and promotion aspects in rural marketing that are peculiar to rural areas.
5.	Provide real life experiences in rural marketing through case studies.

UNIT I

Introduction of Rural Marketing: Definition, Scope of rural marketing, Rural vs. urban markets, Distinguishing Agricultural Marketing V/S Consumer Goods Marketing, Problems in rural marketing.

6 Hours

UNIT II

Overview of Rural Markets: Population, Occupation pattern, Income Generation, Location of rural population, Expenditure pattern- Literacy level, Land use patterns-irrigation, infrastructure facilities, Media in rural areas- Rural Demand and Rural Market Index.

6 Hours

UNIT III

Consumable Inputs and Marketing of Agricultural Produce: Durable inputs-fertilizers-product-price-distribution, promotion, Strengths, Weaknesses, Threats and Opportunities (SWOT) Analysis of fertilizer market, agro chemicals- seeds-cattle, poultry-tractors-power tillers-irrigation equipments –other farm machinery. Marketing of consumables and durables-product-price-distribution strategies-product design, modification needs. Marketing of agricultural produce- regulated markets, contract farming- Agricultural export zone (AEZ)-marketing of artisan products.

12 Hours

UNIT IV

Role of Financial & Cooperative Institutions in Rural Marketing: Types of credits- Rural credit institution- National Bank for Agriculture and Rural Development (NABARD), Commercial Banks, State Cooperative Banks (SCB), State Cooperative and Rural Development Banks (SCARDB), Regional Rural Banks (RRB), local area banks, Kissan credit card scheme. Structure of cooperative organizations, importance and share of cooperatives in national economy-impact of co-operatives on rural marketing. Online trading of Agricultural Commodities.

10 Hours

UNIT V

Rural Marketing Strategies: Rural marketing segmentation, product strategies, pricing strategies, distribution strategies-promotion strategies- social marketing. Case studies with Indian context.

6 Hours

TEXT BOOKS

1	R V Badi, N V Badi	Rural Marketing, HPH, 3rd Edition, 2017.
---	--------------------	--

REFERENCE BOOKS

1	Balram Dogra and Kasminder Ghuman	Rural Marketing: Concepts and Practices, New Delhi, Tata Mc Graw Hill, 1st Edition, 2007.
2	Acharya S S & Agarwal N L	Agricultural Marketing in India, CBS Publishers, 7th Edition, 2021.
3	T P Gopaldaswamy	Rural Marketing, Vikas Publishing House, New Delhi, 3rd Edition, 2009.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Develop strategies for rural marketing in India.
CO2	Create management policies and practices to suit rural marketing infrastructure and logistics and rural buying habits.
CO3	Apply marketing concepts to manage agricultural input and output marketing tasks skilfully.
CO4	Formulate credit policies for rural traders, farmers considering the financial and cooperative Institutions for rural areas.
CO5	Design pricing and promotion strategies for rural markets in India.

Course Articulation Matrix

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

Investment Analysis & Management

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N3MBAFM01	SEE Marks:	50

Course objectives:

This course will enable students to:

1.	Identify and evaluate investment alternatives
2.	Explain the procedure of pricing and valuation of financial assets
3.	Analyse the behavior and efficiency of security markets
4.	Conceptualise the modern portfolio theory
5.	Understand and evaluate the mutual fund schemes.

UNIT I

Introduction to Investment: Basic concepts. Various investment avenues – financial and non-financial. Risk-return trade off. Measurement of historical risk & returns. Expected risk & returns.

6 Hours

UNIT II

Analysis & Valuation of Debt Securities: Bond pricing theorems. Yield curve. Duration & immunization. Analysis of convertible bonds. Analysis of Equity Investments: Valuation of equity shares. Balance sheet-based valuation. Dividend discount model.

10 Hours

UNIT III

Fundamental analysis: Economy-industry-firm analysis – Financial & non-financial factors to be considered.

Technical analysis: Basic concepts. Various technical tools & charts like RSA, RSI, MACD, Oscillators, Japanese candle sticks etc.

Behaviour of Stock Market Prices: Market efficiency – various forms of market efficiency. Testing the efficiency. Random walk hypothesis.

8 Hours

UNIT IV

Modern Portfolio Theory: Systematic & unsystematic risk – importance. Asset allocation. Markowitz model. Sharpe's single index model. Optimum portfolio selection. Capital Asset Pricing Model. Portfolio Management. Steps in portfolio creation. Active & passive portfolio management. Portfolio evaluation. Portfolio revision – various methods.

10 Hours

UNIT V

Mutual Funds: Different types, ETF, FMP, Hedge Funds. Pros and cons of investing in MF, Evaluation of mutual funds. Sharpe's ratio, Treynor & Jensen measure. International investing: benefits and risks. Measuring returns and risks of global investments. Global factors influencing investment in mutual funds.

6 Hours

TEXT BOOKS

1	Prasanna Chandra	'Investment Analysis & Portfolio Management', Tata McGraw Hill Publishing Company, 6th Edition, 2021.
---	------------------	---

REFERENCE BOOKS

1	S. Kevin	'Security Analysis and Portfolio Management', Prentice Hall of India Pvt. Limited, New Delhi, 2nd Edition, 2015.
2	Bodie, Kane & Marcus	'Investments', Tata McGraw Hill Publishing Company, 10th Edition, 2015.
3	William Sharpe	'Investments', Pearson Education, 6th Edition, 1998.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Explain the basic concepts of investments and measure historical returns and risk.
CO2	Analyse and compute value of debt and equity investments.
CO3	Describe various theories related to efficiency of the stock market.

CO4	Construct and evaluate investment portfolios.
CO5	Explain fundamental concepts related to mutual funds.

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

Financial Institutions & Markets

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N3MBAFM02	SEE Marks:	50

Course objectives:

This course will enable students to:

1.	Comprehend the basic idea of the Indian Financial System.
2.	Expose the students to grasp the working of RBI, commercial banks, cooperative banks and other financial institutions
3.	Impart knowledge about various financial markets and services.
4.	Equip the students with various instruments available to raise equity at both domestic and international markets.
5.	Expose the students towards basics of Insurance, pension funds and venture capital.

UNIT I

Financial System: Introduction and functions. Structure of the Indian Financial System. Introduction to Financial Markets, Financial Institutions and Financial Services.
 Financial Institutions: Banking system in India. Reserve Bank of India - functions of RBI. Commercial banking. Functions of commercial banks. Nationalisation of commercial banks in India. Structure of the Indian banking industry. Contemporary Issues and Changing role of commercial banking in India – Payment Banks, Small Finance Banks and Digital Wallets. Evaluation of bank's performance, CAMELs rating. Non-Banking Financial Corporation (NBFCs)-role and significance.

9 Hours

UNIT II

Financial Markets: Money market. Structure of the Indian money market. Money market instruments. Government securities market. Capital Market – growth and function. Structure of the Indian Capital Market. Capital market instruments. The primary market – Steps involved in primary issue. Intermediaries to issue. Costs of primary issue, role and functions. Pricing of issues. Dematerialisation of securities. Underwriting. Methods of floatation of new issues. Raising of equity from international markets – Depository Receipts and External Commercial Borrowing.

8 Hours

UNIT III

Financial Markets: Capital market- secondary market. Stock markets in India – brief history, growth and structure. Listing of securities. Types of players in the market. Types of orders. Depositories – role and significance. Trading and settlement procedures at National Stock Exchange (NSE). Stock market indices – meaning & significance. Recent trends in the Indian Capital markets.
Capital market regulation. Security Exchange Board of India (SEBI) - role and functions. Major regulatory initiatives in primary market and secondary market.

8 Hours

UNIT IV

Financial Instruments: Shares, Debentures/Bonds including Floating Rate Bonds, Zero Coupon Bonds, Deep discount bonds. Warrants, Derivatives: Futures, Options, swaps. ADRs, GDRs and IDRs. Interest Rate Structure: Determinants of interest rate structure; Differential interest rate; recent changes in interest rate structure.

7 Hours

UNIT V

Financial Services: Meaning and significance. Various financial services – an overview. Investment banking, Leasing, Hire purchase, Credit Rating, Factoring, Forfeiting. Venture Capital.
Venture Capital-features. Steps in venture capital financing. Venture capital financing in India.

8 Hours

TEXT BOOKS

1	Bharati Pathak	Indian Financial System, Pearson Publication, 5th Edition, 2018.
2	Financial Markets	Institutions and Financial Services – Clifford Gomez, Prentice Hall India Pvt. Ltd., 2010.

REFERENCE BOOKS

1	M.Y. Khan	Indian Financial System, Tata McGraw Hill Publication, 11th Edition, 2019.
2	Meir Kohn	Financial Institutions & Markets, Oxford Publications, 2013.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Explain the broad features of Indian financial system with emphasis on the role of RBI.
CO2	Elaborate the types and working of financial institutions.
CO3	Comprehend the working of financial market and the role of various participants.
CO4	Describe various financial instruments.
CO5	Describe financial services.

Course Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	1	-	-	-
CO2	3	-	-	-	-	1	-
CO3	3	-	-	-	-	-	1
CO4	3	-	-	-	-	1	-
CO5	3	-	-	-	-	1	-

Mergers, Acquisitions and Corporate Restructuring

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N3MBAFM03	SEE Marks:	50

Course objectives:

This course will enable students to:

1. Impart knowledge on theories and rationale of corporate restructuring
2. Expose the students to nuances of corporate valuation required for Mergers and Acquisitions (M&A) decisions.
3. Orient on the ways and means of value creation in horizontal and vertical mergers.
4. Use appropriate defensive strategies against hostile takeovers.
5. Study the legal and HR issues of M&A

UNIT I

Corporate Restructuring: Concept & Significance corporate of restructuring, Forms of corporate restructuring: Expansion, Sell-offs, Corporate controls & Change in ownership structure. Motives of M&A, Efficiency Theories of Merger, Process (5 S Model) in M&A - Merger waves.

Strategic Approach to Corporate Restructuring: M&A as a strategic choice, Strategic choice framework, Focusing on strategic alternatives, Evaluation of strategic alternatives; Portfolio analysis, Profit impact of market strategies & strategic choice analysis.

10 Hours

UNIT II

Sources and limits of value creation in mergers

Valuation: Concept of valuation, Approaches to valuation, Merger as a capital budgeting decision, Adjusted Present Value approach, Relative valuation, Valuing operating & financial synergies, Value creation in M&A.

Sources and limits of value creation in horizontal mergers: Revenue enhancement through mergers, cost savings, new growth opportunities as source of value –Resource based view (RBV) of acquisitions and value creation.

Sources and limits of value creation in consolidation of fragmented industries: Characteristics of fragmented industries, value creation logic of consolidation, financial versus strategic buyers –performance of private equity firms.

Leveraged Buy-Out (LBO): Meaning and characteristics of LBO, Categories of LBO, Value creation in LBO.

10 Hours

UNIT III

Sources and limits of value creation in vertical mergers: Sources and limits of value creation in vertical mergers – Vertical integration, Benefits and costs of buying in markets, long term contracts, Vertical mergers and value creation, Down scoping and disintegration.

Sources and value creation in conglomerate acquisitions: Conglomerate diversification, Managerial and organizational perspectives of conglomerate diversification.

7 Hours

UNIT IV

Bid strategies and defences against takeovers: Bid strategies, Bid tactics, Developing negotiation strategies, Hostile bid tactics, Bid resistance motives, Bid defence strategies, Impact of defensive strategies, Financial defensive measures, Anti-takeover amendments, Poison pill defence.

6 Hours

UNIT V

Legal and human framework of M&A: An overview of legal framework of M&A, SEBI Takeover Code, Provisions of the Competition Act.

Post-acquisition integration: Organizational and human aspects of post-acquisition integration - Change management perspective of post-acquisition integration- stages in the integration process.

7 Hours

TEXT BOOKS

1	Rabi Narayan Kar	Mergers, Acquisitions & Corporation Restructuring, International Book House Private Limited, 3rd Edition, 2018.
2	Fred Weston, Kwang S Sung, Susan E Hoag	Mergers, Restructuring and Corporate Control, Pearson, 1st Edition, 2016.

REFERENCE BOOKS

1	Sudi Sudarasanam	Creating Value from Mergers and Acquisitions, Pearson Education, 2nd Edition, 2016.
2	Donald M. Depamphilis	Mergers, Acquisitions & Corporation Restructuring, International Book House Private Limited, 9th Edition, 2017.
3	Prasad Godbole	Mergers, Acquisitions & Corporate Restructuring, Vikas, 2nd Edition, 2013.
4	Ashwath Damodaran	Investment Valuation, John Wiley & Sons Inc., 3rd Edition, 2012.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Explain the basic concepts and various forms of corporate restructuring.
CO2	Perform valuation of firms and describe the sources of value in horizontal mergers.
CO3	Describe the sources of value in vertical and conglomerate mergers.

CO4	Explain various takeover defence strategies.
CO5	Summarise legal and human aspects of mergers and acquisitions and describe the steps in post-acquisition integration.

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

Advanced Corporate Finance

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N3MBAFM04	SEE Marks:	50

Course objectives:

This course will enable students to:

1. Discuss various aspects of working capital management and financing.
2. Compare various sources of long term financing.
3. Familiarize with the mechanism of leasing and hire purchase.
4. Discuss various tools for corporate performance appraisal.
5. Educate the recent trends in corporate finance and behavioural finance.

UNIT I

Working Capital Management I: Working capital financing: Sources for financing working capital. Short term, long term financing of working capital and Bank finances for working capital. (No problems on estimation of working capital). Factoring and Forfeiting Working capital leverages.

Cash Management: Forecasting cash flows, long-term cash forecasting, monitoring collections- Real Time Gross Settlement (RTGS), National Electronic Fund Transfer (NEFT) and receivables, optimal cash balances – Strategies for managing surplus fund. Cash Management Models- Baumol Model and Miller and Orr Model.

7 Hours

UNIT II

Working Capital Management II:

Inventory Management: Financial aspects of Inventory Management: Cost of holding Inventory, EOQ Model. Receivables Management: Credit management through credit policy variables, marginal analysis, Financial implications of change in credit policy variables, Credit evaluation: Numerical credit scoring and discriminate analysis. Control of accounts receivables.

9 Hours

UNIT III

Leasing as long-term Source of Financing: Meaning and types, historical perspective, lease and taxes. Lease evaluation from lessor and lessee's point of view (including problems) Hire Purchasing as long-term source of financing - concept and characteristics, Hire purchase Vs Lease, Tax implications of hire purchasing. Evaluation of hire purchasing from hirer and hirer's angle. (including problems)

12 Hours

UNIT IV

Corporate Performance Appraisal: Balanced score card – its implementation. Strategic profitability analysis. Evaluating success. Strategic analysis for Operating income. Economic Value Added (EVA) – EVA based performance measurement and reward system.

6 Hours

UNIT V

Behavioural Finance: Traditional Finance and Behavioural Finance, Biases, Heuristics, Paradoxes, Frame Dependence: Prospect Theory, Framing, and Mental Accounting, Group Behaviour: Conformism, herding, fatal attractions, Investing Styles and Behavioural Finance.

6 Hours

TEXT BOOKS

1	Prasanna Chandra	Financial Management – Theory & Practice, McGraw-Hill Education, 11th Edition, 2023.
---	------------------	--

REFERENCE BOOKS

1	Pandey I M	Financial Management, Vikas Publishing House Pvt. Limited, New Delhi, 12th Edition, 2021.
2	Prasanna Chandra	Behavioural Finance, McGraw Hill Education, 2nd Edition, 2020.
3	Brigham & Ehrhardt	Financial Management – Theory & Practice, Thomson Learning, 12th Edition, 2012.
4	Brearly and Myers	Principle of Corporate Finance, McGraw Hill Education, 11th Edition, 2014.
5	M.Y. Khan	Financial Services, McGraw Hill Education, 10th Edition, 2019.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Elucidate various sources of working capital financing.
CO2	Manage various current assets in a manufacturing organization.
CO3	Compare alternative asset acquisition options.
CO4	Apply the concepts of value based management and performance evaluation.
CO5	Explain the principles of behavioural finance.

Course Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	-	-	-	2	-
CO2	2	3	-	-	-	2	-
CO3	2	3	-	-	-	2	-
CO4	2	2	-	-	-	-	-
CO5	2	-	-	-	-	-	-

Risk Management and Insurance

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N3MBAFM05	SEE Marks:	50

Course objectives:

This course will enable students to:

1. Describe the meaning, objectives and importance of Risk Management
2. Comprehend the meaning and types of insurance
3. Analyse the legal aspects of insurance contract
4. Compare the claims management in life and non-life insurance
5. Explain the importance of Reinsurance

UNIT I

Risk Management: Risk-meaning and definition. Peril and hazard. Classification of risk. Major personal risks and commercial risks. Meaning and objectives of risk management. Steps in risk management process. Identifying and measuring loss exposure, risk control techniques, risk financing. Benefits of risk management.

8 Hours

UNIT II

Introduction to Insurance: Insurance-meaning. Basic characteristics of insurance. Insurable risk. Insurance and gambling; insurance and hedging. Various types of insurance. Benefits and costs of insurance to society. Basic principles of insurance. Requirements of an insurance contract. Distinct legal characteristics of insurance contracts. Law of agency. Basic parts of an insurance contract. Coinsurance.

9 Hours

UNIT III

Life Insurance: Meaning. Financial impact of premature death on families. Amount of life insurance to own-Human Value Life Approach and Needs Approach. Types of life insurance. Group life insurance. Life insurance contractual provisions. Dividend option. Settlement options. Additional life insurance benefits. Determining the cost of life insurance. Rate of return on saving component. Individual annuities. Types of annuities.

8 Hours

UNIT IV

Insurance Company Operations: Rate making, underwriting, production, claim settlement,

reinsurance and investments. Reinsurance – reasons for reinsurance. Methods of sharing losses in reinsurance. Alternatives to traditional reinsurance. Financial operations of insurers. Balance sheet and profit calculations of property and casualty insurers. Balance sheet and profit calculations of life insurers.

8 Hours

UNIT V

Insurance Industry in India: History of insurance in India. Post-independence period. Liberalisation and Growth of insurance industry. Major insurers and current market structure. Regulation of insurance industry - IRDA. Role, powers and duties of IRDA. Role of Insurance ombudsman. Bancassurance in India. Benefits of bancassurance to various stakeholders.

7 Hours

TEXT BOOKS

1	George E Rejda & Michael McNamara	Principles of Risk Management & Insurance, Pearson Education, 13th Edition, 2017.
---	-----------------------------------	---

REFERENCE BOOKS

1	Williams, Smith & Young	Risk Management and Insurance, McGraw Hill International Edition, 1998.
2	Karam Pal, B S Bodla and M C Garg	Insurance Management, Deep & Deep Publications Limited, 1st Edition, 2007.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Explain the basic concepts of organisational risk management.
CO2	Elucidate fundamental principles of insurance and parts of insurance contract.
CO3	Comprehend various provisions of life insurance contracts.
CO4	Elaborate on operations of insurance companies.
CO5	Summarise the regulatory aspects of insurance in India.

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

Advanced Organisational Behaviour

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N3MBAHR01	SEE Marks:	50

Course objectives:

This course will enable students to:

1. Understand the principles, practices and perspectives in applying the Organizational Behaviour concepts.
2. Help the students to develop cognizance of the importance of human behaviour.
3. Enable students to describe how people behave under different conditions and understand why people behave as they do.
4. Provide the students to analyse specific human resource demands for future action.
5. Enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

UNIT I

Fundamentals of Organisational Behaviour

Understanding Organisational Behaviour - fundamental concepts, limitations of organisational behaviour and continuing challenges.

7 Hours

UNIT II

Understanding and Managing Individual Behaviour

Individual differences and behaviour: individual differences, causes, importance, basis for understanding work behaviour. Individual differences influencing work behaviour.

Personality: sources of personality differences, personality and behaviour.

Attitudes: The nature of employee attitudes, components of employee work related attitudes.

Motivation - concept of motivation, selected theories- McClelland, Equity and Vroom.

10 Hours

UNIT III

Group Behaviour and Interpersonal Influence

Groups and Teams: concept, nature and relevance of groups and teams in workplace

Managing Conflict and Negotiation: conflicts in organisations, causes of conflicts, managing conflicts through resolution, negotiations, increasing negotiation effectiveness.

6 Hours

UNIT IV

Organisational Processes

Communication - communicating within organisations, improving communication in organisations.

Decision Making - types of decisions, behavioural influences on decision making, group decision making.

Leadership - concepts and issues of leadership, emerging approaches to leadership.

9 Hours

UNIT V

Contemporary Aspects of Organisational Behaviour
Organizational behaviour across cultures - Managing Diversity, multicultural organizations.
Gender sensitization, employee engagement, stress & stress management, work-life balance
and employee assistance programmes and spirituality at work.

8 Hours

TEXT BOOKS

1	Margie Parekh and Rajen Gupta	Organizational Behaviour, First Edition, 2017.
---	-------------------------------	--

REFERENCE BOOKS

1	Duane P. Schultz	Psychology and Work Today, Pearson Education, 10th Edition, 2009.
2	Hellerigel et.al.	Organizational Behaviour, Cengage Learning, 13th Edition, 2011.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Comprehend the fundamental concepts in Organisational Behaviour.
CO2	Explain the role and relevance of individual differences at workplace and consequent behavioural inferences/ implications
CO3	Evaluate and infer the dynamics of groups and teams in an organisation
CO4	Appraise the role and importance of communication, decision making and leadership vis-à-vis organisational processes
CO5	Examine and infer from the contemporary organisational behavioural issues, challenges and practices.

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

Employment Relation Laws

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N3MBAHR02	SEE Marks:	50

Course objectives:

This course will enable students to:

1. Give an exposure to employment relations laws in India
2. Explain the objectives and goals behind framing of employment relations laws.

3.	Train students in understanding various provisions of employee relations laws.
4.	Prepare students to understand the practical utility of various laws and their applicability in individual cases.
5.	Make the students aware of latest amendments and updating contemporary issues.

UNIT I

Industrial Employment Standing Orders Act, 1946: Scope and applicability, employer's obligations, Certification of Standing Orders, Model Standing Orders.

Shops and Commercial Establishments Act: Establishment, Commercial establishments, closing of shops, provisions relating to wages and authorized deductions.

Factories Act, 1948: scope and applicability, provisions of the Act- health, safety, welfare, working hours, leave privileges, Returns and Reports and Inspection. Factories Act (Amendment) 2017 Department of Personnel Training issues guidelines on sexual harassment of women at workplace, POSH Act, 2013.

Contract Labour (Regulation and Abolition) Act, 1970: Employers obligations, licensing of contractors. Applicability threshold of CLRA in Karnataka.

10 Hours

UNIT II

Payment of Wages Act, 1936: Rights and Obligations of employer, Inspection, Registers and Returns.

Minimum Wages Act, 1948: Definition of wages, deductions, Registers and Records.

Payment of Bonus Act, 1965: Applicability, entitlement, computation. Payment of Wages (Amendment) Act, 2017 in Haryana increased to 300 or more workmen.

8 Hours

UNIT III

Trade Union Act, 1926: Registration of Trade Unions, rights and liabilities of Registered Trade Unions, penalties and procedure.

Industrial Disputes Act, 1947: scope and applicability, definitions, authorities under the Act, Notice of Change, strikes and lockouts, lay-off and retrenchment, closure unfair labour practice.

8 Hours

UNIT IV

Employees' Provident Fund and Miscellaneous Act, 1952: application, contributions, nomination, Employee Pension Scheme, EDLI, obligation of employer, penalties.

Payment of Gratuity Act, 1972: applicability, computation of gratuity, nomination, employers' obligations. Employees' Provident Fund and Miscellaneous (Amendment) Act.

7 Hours

UNIT V

Employee State Insurance Act, 1948: applicability, contributions, employers' obligations.

Workmen's Compensation Act, 1923: objective, applicability, disablement, occupational diseases, compensation, women contract workers in Karnataka and latest amendments.

Maternity Benefit Act, 1961: maternity benefit, Inspectors, the Maternity Benefit (Amendment) Act, 2017.

7 Hours

TEXT BOOKS

1	P N Singh & Neeraj Kumar	Employment Relations Management, Delhi, Pearson, 1st Edition 2010.
---	--------------------------	--

REFERENCE BOOKS

1	Taxmann	Labour Laws- A compendium of 22 Statutes of labour and Industrial Laws, Taxmanns Allied Services (P) Ltd., 2023.
2	Padhi	Labour and Industrial Laws, PHI Learning Private Limited, Eastern Economy Editions, Fourth Edition, 2019.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Describe the features of Industrial Employment Standing Orders Act, 1946; Shops and Commercial Establishment Act, 1952; Contract Labour Act, 1970 and Factories Act, 1948.
CO2	Describe the features of Payments of Wages Act, 1936; Minimum Wages Act, 1948 and Payment of Bonus Act, 1965.
CO3	Explain the features of Trade Union Act, 1926 and Industrial Disputes Act, 1947
CO4	Elucidate the features of Employees' Provident Fund and Miscellaneous Act, 1952 and Payment of Gratuity Act, 1972.
CO5	Explain the features of Employee State Insurance Act, 1948, Workmens Compensation Act, 1923 and Maternity Benefit Act, 1961.

Course Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	3	-	1	-
CO2	3	-	-	3	-	1	-
CO3	3	-	-	3	-	1	-
CO4	3	1	-	3	-	-	-
CO5	3	-	-	3	-	1	-

Industrial Relations in India

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N3MBAHR03	SEE Marks:	50

Course objectives:

This course will enable students to:

1.	Understand the importance of industrial relations in the organisations.
2.	Develop the skills for managing sound employment relationship.
3.	Recognize and consider the social, historical and equity issues within industrial relations.
4.	Investigate solutions to industrial relations problems based on various tools and assessment of current practices.
5.	Comprehend the role of employer, employee and the State in industrial relations.

UNIT I

Indian Industrial Relations: An overview, importance and objectives of Industrial Relations (IR), special features of Indian Industrial Relations, IR in the post-independence period, main approaches with reference to emerging paradigms of IR.

8 Hours

UNIT II

Labour and Indian Constitutional Provisions and Legal Enactments: Code of Discipline and historical initiatives for harmonious industrial relations (IR), International Labour Organisation (ILO) and its influence on Indian labour enactments, government policies on labour in Five Year Plans.

8 Hours

UNIT III

Collective Bargaining: concept and nature of Collective Bargaining (CB), essentials for success of CB, CB process, levels of bargaining and trends, historical perspectives of Indian trade union movement. Role of trade union & strengthening trade union movement in India. Employers' Federations & their role.

8 Hours

UNIT IV

Industrial Conflicts: nature of conflicts and its manifestations, legal frame work and settlement of disputes, unfair labour practices.

8 Hours

UNIT V

Management of Discipline: managing discipline in industry, judicial approach to discipline, disciplinary procedures, domestic enquiries.
Grievance Redressal: Grievance – meaning and forms, constitution of Grievance Machinery, Model Grievance Procedure, Grievance redressal.

8 Hours

TEXT BOOKS

1	Parul Gupta	Taxmann's Industrial Relations & Labour Laws for Managers, Taxmann Publications Private Limited, Second Edition, 2023.
---	-------------	--

REFERENCE BOOKS

1	Govindraju N S	Managing Labour Relations, Niruta Publications, Third revised Edition, 2019.
2	Piyali Ghosh and Shefali Nandan	Industrial Relations and Labour Laws, McGraw Hill Education, First Edition, 2017.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Describe the basic concepts of industrial relations.
-----	--

CO2	Explain the structure and functions of International Labour Organisation (ILO).
CO3	Elucidate the collective bargaining procedure and role of trade unions.
CO4	Explain the types of industrial conflicts and their settlements.
CO5	Suggest appropriate grievance redressal process and manage discipline.

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

Personnel Management

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N3MBAHR04	SEE Marks:	50

Course objectives:

This course will enable students to:

1.	Give students the knowledge, understanding and key skills those are required by today's HR professionals and to enable students to effectively contribute to dynamic organizations.
2.	Give students an understanding of key terms, theories/concepts and practices within the field of personnel management.
3.	Make students learn to identify and analyze the problems in the field of personnel management and be able to provide innovative solutions.
4.	Make students identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace.
5.	Impact knowledge and skills in personnel management

UNIT I

Job Analysis: uses, types, methods, and techniques; writing job specifications and job descriptions, recent developments in job analysis.

Recruitment: Sources, strategy, outsourcing, labour markets, and branding. Improving effectiveness of recruitment, Realistic Job Preview (RJP), surveys, recruiting metrics, time to fill, yield ratios, cost of recruitment and developing diverse talent pool.

Selection: procedure, policy, Yoder's hiring requirement chart, essentials of selection procedure, post interview screening, pre-employment tests, and problems of discrimination.

8 Hours

UNIT II

Placement, Induction and Training: needs, objectives, procedures, steps and techniques involved in placement and induction.

Training: needs assessment, strategic model of training, orientation training, onboarding, basic skills training (remedial training); ethics and diversity training.

8 Hours

UNIT III

Promotion and Transfer: purpose, types, programme, and procedure. Promotion system, policy, argument for and against promotion by seniority, promotion on merit and seniority v/s merit; promotion practices in India.

Transfer: purpose, procedure, policy and practices in India.

8 Hours

UNIT IV

Compensation Management, employee benefits and services* Compensation Management: terminologies, wage determination process, wage surveys, wage curve, alternatives to traditional pay structures, and principles of compensation management.

Wages-elements of a good wage plan, methods of wage payment and wage differentials.

Employee benefits- purpose, meaning, terminologies, objectives, features, and coverage of benefits. New Pension Scheme, 1995

Services: meaning, types, features.

*Practices in India w.r.t. all the above

8 Hours

UNIT V

Employee Safety & Protection

Employee Safety: industrial accidents and injury, nature and causes, costs and measurement.

Safety: safety programmes, safety education, safety engineering, accident prevention and statutory provisions in India.

8 Hours

TEXT BOOKS

1	C.B. Mamoria and Dr. V.S.P. Rao	Personnel Management (Human Resource Principles, Concepts, Trends, emerging challenges), Himalaya Publishing House, 31st Revised Edition, 2023.
---	---------------------------------	---

REFERENCE BOOKS

1	M N Rudrabasavaraj	Dynamic Personnel Administration, Himalaya Publishing House, 2015.
2	M L Blum, J C Naylor	Industrial Psychology, CBS Publishers & Distributors.2004.
3	R S Davar	Personnel Management & Industrial Relations, Vikas Publications, 10th Edition, 2018.
4	Arun Monappa & Mirza S Saiyadain	Personnel Management, Tata McGraw-Hill, 2nd Edition, 2001.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Analyse the basics of human resource planning and selection process
CO2	Assess and evaluate the candidates for appropriate assignment and induction

CO3	Evaluate and determine employees for career progression and training
CO4	Explain the purpose and nature of wage and salary administration
CO5	Develop awareness about industrial accidents, hazards, diseases along with the industrial safety, security regulations and practices.

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

Organisations: Structure, Process and Design

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N3MBAHR05	SEE Marks:	50

Course objectives:

This course will enable students to:

1. Enable the students to understand the design process of an organization in all aspects and dimensions.
2. Make the students to know how to structure an organization
3. Familiarize students on how the organization process works
4. Familiarize the students with organizational strategies in different situations and enterprises.
5. Enable the students to know the importance of decision making in various organizational situations.

UNIT I

Organization and Process: nature and scope – definitions – overview of various components and structure – evolution of organization theory – organizational theories–images of organization. Organizational work flow processes / business processes–process re-engineering–work flow as the basis for organizational design.

8 Hours

UNIT II

Organizational Design: determinants of organizational design – components of organizational design – complexity – formulization – centralization – types of organizational structures – technological determinants of organizational design – nature of technological influences – technology and organizational structure – job design – organization – environment – interface – environmental impact on organizations – strategies for managing environment.

8 Hours

UNIT III

Organizational Effectiveness: definition – importance and approaches to organizational effectiveness – the goal attainment approach – the systems approach – the strategic approach –

constituencies approach – the competing values approach – relative comparison of approaches.
8 Hours

UNIT IV

Organizational Decision Making and Strategy Formulation: organizational decisions – operating decisions – strategic decisions – administrative decisions – influences on organizational decisions – approaches to organizational decision making – the normative / rational approach – the entrepreneurial approach – the political approach – the consensus building approach.

8 Hours

UNIT V

Managing Organizational Evolution: growth and decline of organizations – changing environment – information / communication technology – globalization and competition – customer and quality – managing growth and decline.

8 Hours

TEXT BOOKS

1	Stephen Robbins	Organization Theory – Structure, Design and Applications, Pearson / PHI, 3rd Edition, 2009.
2	Madhukar Shukla	Organizations: Structure, Process and Design- “Understanding Organizations”, PHI, 2008.

REFERENCE BOOKS

1	Richard Daft	Organization Theory & Design, Thomson Learning, 13 th Ed, 2019.
2	Richard Hall	Organizations: Structure, Processes and Outcomes, Pearson Learning, 10 th Edition, 2009.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Describe the various components of organisational structure and process.
CO2	Explain the concepts of organisational design and strategies for managing environment.
CO3	Discuss various approaches to organizational effectiveness.
CO4	Elucidate the types of organizational decisions
CO5	Reflect upon growth and decline of organizations, changing environment, globalization and competition.

Course Articulation Matrix

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

Business Analytics and Data Science for Decision Making

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N3MBABA01	SEE Marks:	50

Course objectives:

This course will enable students to:

1.	Introduce the business intelligence process that support the decision making in business operations.
2.	Equip learners with skills and knowledge to perform effective exploratory data analysis.
3.	Understand the basic concepts of data science and data pre-processing methods.
4.	Apply regression analysis on the data sets.
5.	Educate the data science applications of neural networks and deep learning.

UNIT I

Introduction to business analytics, Decision making with analytical outcomes for technical and non- technical end users. Data analytics for business, evolution of data analytics, planning for analytics in organizations, organizational design for impactful analytics, data analytics in HR, Marketing, Operations and Finance. Big data- definition and concepts. Technology infrastructure for business analytics.

6 Hours

UNIT II

Exploratory data analysis Data exploration in business analytics, sources and types of data, Visualizing Data, data visualization types and tools. Correlation, Causation and Regression, Association Techniques, need for EDA, methods of EDA, Confirmatory data analysis and exploratory data analysis, objectives of EDA, Analytical methods for parametric and non-parametric data, Analytical methods for complex data. Building the storyboard of outcomes.

8 Hours

UNIT III

Data science, Steps in Data science, exploring data in many dimensions, cleaning and manipulating data, rescaling, dimensionality reduction, Gradient Descent, mathematical and scientific techniques for data science, Tools and technology, programming tools in data science.

Data pre-processing, methods: transformation into vectors, normalization, dealing with missing values. Data mining and Machine learning, ML model development process, overview of machine learning concepts, bias/variance, over fitting, train test splits. Types of Machine learning - supervised, unsupervised, semi supervised.

8 Hours

UNIT IV

Classification and regression algorithms – Linear regression: model assumptions, logistic regression, k-nearest neighbours, hierarchical clustering, Bayes theorem, naïve Bayes, support vector machines, decision trees and induction rules, hidden markov models.

10 Hours

UNIT V

Neural networks-learning and generalization, overview of deep learning and NLP, reinforcement learning. Recommender systems – working, content based filtering, collaborative filtering, Bagging and boosting (to balance bias and variance) and random forest. Data science applications: weather forecasting, stock market prediction, object recognition, real-time sentiment analysis. Technology infrastructure for Data Science, data science and cloud computing.

8 Hours**TEXT BOOKS**

1	S. Christian Albright and Wayne L. Winston	Business Analytics: Data Analysis and Decision Making.
2	Foster Provost and Tom Fawcett	Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking.
3	Wes McKinney	Python for Data Analysis: Data Wrangling with Pandas, NumPy, and I Python.
4	Andrew NG	Machine Learning Yearning

REFERENCE BOOKS

1	Tanushri Banerjee and Arindam Banerjee	Business analytics, text and cases, Sage Texts, 1st Edition, 2019.
2	Joel Grus	Data Science from Scratch, First principles with Python, O'reilly, 2nd Edition, 2019.
3	Probyto Data Science and Consulting Pvt. Ltd.,	Data science for business professionals: A practical guide for beginners, Bpb Publisher, 2020
4	Laura Igual, Santi Segui	, Introduction to Data Science, Spring, 1st Edition, 2017.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Comprehend the applications of analytics for business decision making.
CO2	Apply analytics and data science in various business decisions.
CO3	Appraise the developments in the field of data science, data Mining and machine learning.
CO4	Examine the use of regression algorithms and their applications in various fields.
CO5	Assess the applications of neural networks and deep learning.

Course Articulation Matrix

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

Database Management

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N3MBABA02	SEE Marks:	50

Course objectives:

This course will enable students to:

1.	Familiarise the fundamentals of a database and its characteristics.
2.	Understand the principles of database security and identify security risks and vulnerabilities.
3.	Describe the Entity–Relationship (ER) modelling and model the real world database systems.
4.	Formulate queries in structured Query Language (SQL).
5.	Explain the basics of unstructured databases.

UNIT I

Databases: An example; Characteristics of Database approach; Actors on the screen; workers behind the scene; Advantages of using DBMS approach, when not to use a DBMS. Database System Concepts and Architecture: Data models, Schemas and instances; Three schema-architecture and Data independence; Database languages and Interfaces; Classification of DBMS. ACID properties.

7 Hours

UNIT II

Data Modelling Using the Entity–Relationship (ER) Model: Data as a Corporate Asset, The need for and role of a database in an organization, Introduction of a Database Special Considerations, The Evolution of Database Administration Function, The Database Environment's Human Component: The DBA's Managerial Role; Security: Security Policies, Vulnerabilities, and Database Security. Database Administrator Tools.

9 Hours

UNIT III

Relational Model Concepts with relational algebra: Using High level conceptual Data model for database design; A sample database application; Entity types, Entity sets, attributes and keys; Relationship types, Relationship sets, Roles and Structural constraints, Weak Entity types, ER diagrams, Naming conventions and Design issues.

8 Hours

UNIT IV

Relational Data Model: Relational model concepts, Relational model constraints, Relational database schema, Update operations and dealing with constraint violations.
SQL: SQL data definition and data types; Specifying constants in SQL; Basic Retrieval Queries in SQL; Insert, Delete and Update Statements in SQL; Specifying constraints as assertions and actions as triggers, View in SQL, Schema change statements in SQL.

9 Hours

UNIT V

The Big Data Technology Landscape, Introduction to Mongo DB: NoSQL and MongoDB Getting started with NoSQL: What it is and why you need it? Definition, Sorted Ordered Column- Oriented Stores, Key/Value stores, Document Databases, Graph Databases. First Impressions- Examining Two Simple examples, Overview of MongoDB: Ease of Use, Easy of Scaling, Tons of features. Documents, Collections, Databases, Data Types.

7 Hours

TEXT BOOKS

1	Ramez Elmasri, Shamkant B. Navathe	Fundamentals of Database Systems, Pearson Education, 7th Edition, 2017.
2	Shannon Bradshaw, Eoin Brazil, Kristina Chodorow	Mongo DB: The Definitive Guide, O'Reilly Media, Inc., 3rd Edition, December, 2019.

REFERENCE BOOKS

1	Shashank Tiwari	Professional NoSQL, Wiley, India Pvt. Ltd., September 2011.
2	Carlos Coronel and Steven Morris	Database System – Design, Implementation and Management, Cengage Learning, 13th edition, January 2018.
3	Abraham Silberschatz, Henry F. Korth, S. Sudarshan	Database System Concepts McGraw Hill, 7th Edition, 2021.
4	O'Neil and Patrick	Database: Principles, Programming, Performance, Morgan Koffman, 2014.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Explain the basic concepts of Databases.
CO2	Comprehend and justify the role of database management systems in organizations.
CO3	Design databases using structured tools.
CO4	Use Structured Query Language (SQL) to define and modify databases.
CO5	Upskill in handling unstructured databases.

Course Articulation Matrix

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

Business Applications of Big Data, AI & ML and Block Chain Technologies

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N3MBABA03	SEE Marks:	50

Course objectives:

This course will enable students to:

1. Provide in-depth understanding of digital transformation using block chain technology.
2. Enable students to understand the application of Block chain.
3. Equip students with the fundamentals of big data and its applications.
4. Understand and apply the concepts of AI in a business environment.
5. Design appropriate machine learning and apply on real world problems.

UNIT I

What is Block chain, Game Theory and Cryptography, Block chain vs Traditional architecture, Database Vs. Ledger, State Transitions and State Machines, The Consensus Algorithms, Software. A new Trust Layer, Decentralization of Trust, A spectrum of Trust Services, The Block Chain Landscape, Benefits and Indirect benefits.

8 Hours

UNIT II

Trusted Block chain enabling services, Identify ownership and representation, Decentralized data security, Block chain as Cloud. Block chain with a Framework approach, Business Challenges, Legal Barriers, Behavioural/ Educational Challenges. Public, Private, and Consortium Block chain networks, Block chain pitfalls, Comparative Study and Use case: Ethereum.

8 Hours

UNIT III

Why Big Data? Tools and Techniques to do Big Data Analytics – information management & analytics, Convergence of Big Data into Business. Data privacy and ethics. Industry examples of Big Data. Applications of Big data: web analytics, big data and marketing, Credit risk modelling, Fraud detection, Big data and algorithm trading. Basics of Hadoop, Data Format, Analyzing data with Hadoop (Basic operations)

8 Hours

UNIT IV

What is AI? The foundations of AI, The state of the art, Intelligent Agents: Agents and environment, Good behaviour: the concept of Rationality, The nature of environment, The structure of agents. Solving Problems by Searching: Problem-solving agents; Searching for Solutions; Uninformed Search Strategies: Informed Search Strategies, Heuristic functions. Local search algorithms and Optimization problems.

8 Hours

UNIT V

Machine Learning basics, problems machine learning can solve, essential libraries and tools. Representing data, Model evaluation and improvement: cross validation, Grid search, evaluation of metrics and scoring. Machine learning applications: Financial data analysis, Retail and Telecommunication Industries, Intrusion detection and Prevention, Recommender Systems.

8 Hours**TEXT BOOKS**

1	Josh Thompsons	Block chain: The block chain for beginners guide to block chain technology and leveraging block chain programming”, May 2017.
2	Mayank Bhushan	Big Data and Hadoop, BPB Publications, April 2020.
3	Bart Baesens	Analytics in a big data world, the essential guide to data science and its application, Wiley publishers, April, 2014.
4	Stuart Russel, and Peter Norvig	Artificial Intelligence: A Modern Approach, Pearson Education, 4th Edition, May, 2022.
5	Andreas C Muller & Sarah Guido	Introduction to machine learning with python, O’Reilly Media, 2017.
6	Bikramaditya Singhal, Gautam Dhameja and Priyanshu Sekhar Panda	Beginning Blockchain

REFERENCE BOOKS

1	Henning Diedrich	Ethereum: Block chains, Digital Assets, Smart Contracts, Decentralized Autonomous Organizations, 2016.
2	Michael Minelli, Michele Chambers and Ambiga Dhiraj	Big Data Big Analytics, Wiley, 2013.
3	Julia Silge, David Robinson	Text Mining with R: A Tidy Approach, O’Reilly Media, 1st Edition, 2017.
4	Galit Shmueli, Peter C Bruce, Inbal Yahav, Nitin R Patel, Kenneth C. Lichtendahl Jr.,	Data Mining for Business Analytics: Concepts, Techniques, and Applications in R, Wiley Publications, 1st Edition, 2017.
5	Peter Harrington	Machine Learning in action, Dreamtech press, 2012.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Elucidate the basics concepts of block chain technology.
CO2	Describe the principles, frame work and barriers related to block chain technology.
CO3	Examine the real-world industry illustrations of big data analytics and their applications in various industries.

CO4	Select appropriate AI strategies for problem-solving techniques
CO5	Represent data in a suitable format and apply ML models

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

Descriptive Analytics and Data Visualization

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N3MBABA04	SEE Marks:	50

Course objectives:

This course will enable students to:

1.	Familiarise with different data visualization tools.
2.	Create interactive dashboards using statistical tools and allow user to explore data in real-time.
3.	Enhance the knowledge on descriptive measures, financial concepts and correlation coefficients.
4.	Introduce the students to the basic concepts and features of Power BI.
5.	Analyse and visualize data using Tableau tools.

UNIT I

Data visualization, importance, data visualization types: charts, tables, graphs; Data visualization tools: developer friendly, business friendly, cloud native. Visualization tool features tools Data input into excel and sources, importing data in excel. Data manipulation using Microsoft Excel, Basic data manipulation, formatting, sorting, filtering, freezing worksheet panes. Basic excel functions. Visualization of data using charts in excel: Line graph, column chart, histogram, pie chart, scatter plot.

7 Hours

UNIT II

Conditional Formatting, Spark-lines and Number Formats, Mastering charting techniques, Specialised charts Create an Interactive Dashboard Using Pivot Charts and Slicers. Complete the Dashboard with Creative Visualizations and Dynamic Charts.

8 Hours

UNIT III

Descriptive Measures: Measures of central tendency: arithmetic mean, median, mode, weighted arithmetic mean, geometric mean, harmonic mean, Measures of dispersion: range, standard deviation, variance, coefficient of variation, skewness, kurtosis (data analysis using excel/SPSS)

Compounding: Future value of money, simple interest, compound interest, future value of annuity. Investment decision criteria: NPV, IRR; loan amortization, payment of EMI using excel, cumulative principal and interest amount using excel, PPMT and IPMT, effective annual interest rate. Correlation coefficient: covariance, Karl Pearson's coefficient of correlation, spearman's coefficient of correlation.

8 Hours

UNIT IV

Introduction to Power BI, sharing the dash board, understanding data refresh, using Power BI desktop, getting data from services and content packs, create data visuals, Building a data model, publish the visuals.

9 Hours

UNIT V

Tableau, connecting to data, Tableau workspace, explore your data geographically, creating top filter, building a dashboard, sharing findings.

8 Hours

TEXT BOOKS

1	D Narayana, Sharad Ranjan and Nupur Tyagi	Basic computational techniques for data analysis, An exploration in MS excel: Sage Publication, 1st Edition, 2021.
2	Alberto Ferrari, Marco Russo	Introducing Microsoft Power BI, Microsoft Press, 2016.

REFERENCE BOOKS

1	Probyto Data Science and Consulting Pvt Ltd.,	Data science for business professionals, a practical guide for beginners, Bpb Publications, 1st Edition, 2020.
2	Website	https://help.tableau.com/current/guides/get-started-tutorial/en-us/get-started-tutorial-home.html

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Apply the data visualization tools and techniques.
CO2	Build effective presentation using data visualization tools.
CO3	Examine the data applying descriptive analytics.
CO4	Create and share dashboards in Power BI.
CO5	Make use of features of Tableau in data presentation.

Course Articulation Matrix

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

Data Analytics using R and Python

Contact Hours/ Week:	3	Credits:	3
Total Lecture Hours:	40	CIE Marks:	50
Sub. Code:	N3MBABA05	SEE Marks:	50

Course objectives:

This course will enable students to:

1. Provide students the foundation in both R and Python for data analysis
2. Introduce R and Python libraries and describe their uses in real world scenarios.
3. Perform the hypothesis testing using a different statistical tests.
4. Use the regression models for prediction.
5. Enhance the knowledge on different models for time series data.

UNIT I

Why use R and Python, Installing, Data entry, exporting files, Data management in R: Vectors, matrices, lists, data frames, factors, arrays, missing values. Get started with Python for data scientists: reading, selecting data, filtering data, filtering missing values, manipulating data, sorting, grouping data, rearranging data, ranking data.

7 Hours

UNIT II

Data management in Python: Numpy: creating an array, mathematical operations, conditional operations, matrix multiplication, indexing and slicing, shape manipulation; Pandas: data structure of pandas – series, data frame, panel.

Describing data graphically using R and Python: bar chart, histogram, boxplot, pie chart, scatter plot, line graph, Descriptive statistics, measures of central tendency, measures of dispersion, skewness, kurtosis, testing for Normality.

8 Hours

UNIT III

Parametric tests, assumption testing, performing one sample t test, independent t-test, paired t test, assumptions, assumption testing, effect size, power analysis. Analysis of variance, fitting ANOVA model, evaluating test assumptions. Analysis of Covariance, assumptions, multiple comparisons with user-specified contrasts.

Non-parametric tests: Wilcoxon signed-rank test, Mann – Whitney U test, Krusal Wallis test, Friedman test for repeated measure, Run test, Chi-square test of association, Chi square test of independence.

9 Hours

UNIT IV

Correlation analysis, assumptions of correlations, Kendall Tau correlation, partial correlation, Phi correlation, Point-bi serial and Bi-serial correlations.

Linear regression analysis, assumptions, linear model statistics, regression diagnostics. Multiple regression, prediction, remedial measures. Logistic regression.

8 Hours

UNIT V

Introduction to Time series analysis, Stationary, time series components, AR, MA and ARIMA processes, ARMA modeling. Volatility analysis, unit root test, volatility models; Leveraging R and Python for Big Data, data mining and Machine learning: an overview.

8 Hours**TEXT BOOKS**

1	Kiran Pandya, Prashant Joshi, Smruti Bulsari	Statistical analysis in simple steps using R Sage Texts Publications, 1st Edition, 2018.
2	Samir Madhavan	Mastering python for Data science, PACKT publishing, 2015.

REFERENCE BOOKS

1	Raja B Koushik, Sharan Kumar Ravindran	R Data Science Essentials, PACKT Publications, 1st Edition, 2016.
2	Prateek Gupta	Data science with Jupyter, Bpb Publications, 2019.
3	Rydhm Beri	Python made simple, Bpb Publications, 2019.
4	Laura Igual, Santi Segui	Introduction to Data Science, Springer, 1st Edition, 2017.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Apply data acquisition and analytics in decision making.
CO2	Represent data graphically and carryout statistical analysis.
CO3	Solve the business problems applying inferential statistics.
CO4	Measure the association between the variables using different techniques.
CO5	Develop skills to analyze time series data.

Course Articulation Matrix

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

IV SEMESTER

Project Work

Contact Hours/week	--	Credits	4
Total Lecture Hours	--	CIE Marks	50
Course Code	N4MBAPR	SEE Marks	50

Project work is an integral part of the management programme and its basic objective is to design, develop and validate the concepts that the learners have learnt in the programme. It will provide an opportunity to learners to identify the research questions and to investigate the same using management concepts in a logical and scientific manner. Every eligible student has to take up a project during 4th semester and project work carries 4 credits.

Course objectives:

This course will enable students to:

1. Apply business concepts and theories to real-world situations.
2. Apply appropriate research methodology to study a problem related to the area of specialisation.
3. Generalise the findings of the research and relate it to the concerned theory.
4. Prepare a detailed research report and present the findings.
5. Explore possibilities of publication of research findings in a journal or present the same in a conference.

Guidelines for student project:

1. The project work shall be in 4th semester. It is an individual project where each student will be required to identify a research problem and work under the supervision of an internal guide.
2. The Department Project Evaluation Committee (DPEC) will allot project guides based on the area of specialisation.
3. Project work could be:
 - i) A field survey/ empirical study.
 - ii) Comprehensive case study on the functioning of a business unit/ organization.
 - iii) Inter-organisational study.
 - iv) Application of optimisation techniques for business decisions.
 - v) Information systems development for business operations.
4. Project proposal/ synopsis presentation
After identifying the research problem, the students have to prepare a research proposal and make a presentation on the proposal. The proposal should contain title of the study, statement of problem, objectives of the study and proposed research methodology.
5. Data collection and analysis
Once the proposal is finalised the students have to conduct project work by collecting data from primary and/or secondary sources. The data must be analysed using appropriate tools and techniques, preferably a statistical package like SPSS, R programming, Python.

6. Upon completion of the project work the students have to prepare a detailed project report, the contents of which can broadly be as follows.

Chapter I: Introduction - This chapter should contain a brief background of the problem and contemporary developments thereof.

Chapter II: Review of literature – This chapter should contain a brief review of relevant literature in the area of research, a summary of the papers reviewed and identification of research gap.

Chapter III: Research design – This chapter should contain problem definition, objectives of the study, hypothesis, methodology, sources of data, sample selection, tools and techniques of analysis, scope and limitation.

Chapter IV: Data analysis and interpretation – In this chapter, the results of the data analysis should be presented in the form of tables and graphs followed by interpretation.

Chapter V: Findings and conclusions – This chapter should summarise major finding of the study followed by conclusions and recommendations.

Bibliography: Should be presented in American Psychological Association (APA) format.

Annexure: Plagiarism test report, copy of questionnaire (if any), any other relevant documents, pictures etc.

The project report should be formatted and presented as follows:

- I. The size of the report shall be between 30-50 pages.
- II. The report shall be hard bound with white colour covering sheet.
- III. Spiral binding of the report is not permitted.
- IV. The project report shall be prepared using a word processor, viz., MS word. The font should be: Main Heading – Arial, Font size 16; Sub-heading – Font size 14; Entire Report Font – Arial, Font size: 12; Line spacing – 1.5pts; Header – Title of the project; Footer – Department of MBA, SIT, page number.
- V. The project report shall be typed/ printed on A4 size paper with 1.5 inch margin on left side and one inch margin on all other sides.
- VI. The report shall be subjected to plagiarism test with permitted similarity index \leq 25%. The certificate of plagiarism test has to be attached in the annexure to the report.

7. Evaluation of Project Work

The evaluation of project work will be based on

1	Continuous internal evaluation	50 Marks
2	Report evaluation	50 Marks
3	Final presentation and Viva - Voce	50 Marks

Continuous internal evaluation (CIE) – The project guide will be evaluating the performance of each student during the course of the project work based on:

- i. Proposal / synopsis presentation – 10 marks
- ii. Clarity and relevance of research problem – 10 marks
- iii. Research methodology, data analysis using statistical tools and interpretation – 20 marks
- iv. Overall performance during the project work – 10 marks

Report Evaluation – The project report will be evaluated by the internal guide based on:

- i. Introduction and review of literature – 10 marks
- ii. Research design – 10 marks
- iii. Data analysis and interpretations – 20 marks
- iv. Findings, conclusions and recommendations – 10 marks

Final presentation and Viva – Voce:

- a) Each student has to make presentation and attend Viva-Voce examination in front of a panel comprising of the internal guide and an external examiner. The external examiner will be senior faculty member from another institution in the concerned area of specialisation.
- b) Each student will be given 10 minutes for making the presentation focused on research methodology, data analysis, findings and conclusions.
- c) The presentation will be followed by the Viva-Voce examination.
- d) The final presentation and Viva – Voce examination will be jointly evaluated based on:
 - i. Clarity of research problem – 10 marks
 - ii. Explanation and justification of research methodology – 10 marks
 - iii. Discussion on data analysis, findings and conclusion – 10 marks
 - iv. Ability to answer questions – 10 marks
 - v. Overall quality of presentation - 10 marks

The Semester End Examination (SEE) marks will be out of 50, which will be computed as follows:

Report Evaluation (50 marks) plus Final presentation and Viva – Voce (50 marks) divided by two.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Identify a relevant research problem in the area of specialisation.
CO2	Design appropriate instrument for data collection and collect relevant data.
CO3	Apply appropriate tools and techniques for analysing the data.
CO4	Interpret the results of the analysis and draw conclusions.
CO5	Write research report and publish the findings.

Course Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	-	-	2	-	-	3
CO2	-	-	-	-	-	-	3
CO3	-	3	-	-	-	-	3
CO4	-	-	-	2	-	-	3
CO5	-	-	-	2	-	-	3

Capstone Project

Contact Hours/week	--	Credits	6
Total Lecture Hours	--	CIE Marks	100
Course Code	N4MBACP	SEE Marks	--

The Capstone Project is a comprehensive project during the fourth semester covering the important concepts learnt by the students during the course of the MBA programme. This is a multi-disciplinary group project, where students will be divided into groups of four. Each group will be assigned an internal guide, under whose supervision the students are expected to complete the project work.

Course objectives:

This course will enable students to:

1. Familiarise students with real life applications of various concepts learnt in the programme.
2. Provide students with an opportunity to analyse the performance of an organisation from a multi-disciplinary angle.
3. Study the integration of various functional area strategies to the overall performance of an organisation.

The guidelines for Capstone Project are as follows:

1. The Department Project Evaluation Committee will divide the students into groups of four. The groups will be formed in such a way that there is representation from each area of specialisation.
2. Each group will be assigned an internal guide under whose supervision the groups are expected to work and complete the project.
3. Each group will be allotted an organisation by the DPEC. The organisation assigned will be one among the top companies in India. Organisations from different industries will be selected by the DPEC and allotted randomly to each group. No two groups will be allocated the same organisation.
4. The entire project is based on secondary data. However, if any group is able to approach the organisation and collect primary data, the same will be permitted.
5. The capstone project will have six parts as follows:
 - Part 1: A study on the history of the organisation, followed by a report on the governance structure, governance initiatives, CSR initiatives, and green initiatives for the previous five years. The details required for this part have to

be collected from the website of the organisation and the published annual reports of the previous five years.

- Part 2: A study on the product/service portfolio of the organisation. This must include details such as various products and services offered by the organisation, the geographical markets covered, major competitors and market position in each product/service category. The details related to this part can be collected from the website of the organisation, product/service brochures, press reports, business magazines, websites of competitors etc.
- Part 3: Analysing the marketing strategy of the organisation. This part must include discussion on various advertisement and promotional strategies of the organisation, pricing strategy, comparison of pricing with the competitors, branding, segmentation, and overall marketing strategy. The details related to this part can be collected from the website of the organisation, product/service brochures, press reports, business magazines, websites of competitors, reports on industry analysis etc.
- Part 4: A report on the Human Resources policies followed by the organisation. This part must contain details of the employees, recruitment drives, innovative HR practices, retention strategies, organisational structure etc. The details required for this part can be collected from the website of the organisation, press reports, business magazines, and policy documents (if publicly available).
- Part 5: Analysis of the financial performance of the organisation. This part must contain detailed analysis of the financial performance of the organisation for the previous five years based on the annual financial statements and performance of the share price for five years. Data can also be collected from the Capitaline database, websites of NSE, Yahoo Finance etc. The financial performance must be analysed using ratios and cash flow statements. The analysis must be presented in tabular form supported by graphs. Interpretation must be provided for ratios and cash flow statements.
- Part 6: Industry Analysis: This part must include a discussion on the industry to which the organisation belongs. It must include the industry structure and market share of major players. At least three major competitors of the organisation must be selected for analysis and a comparison has to be made in terms of market share, revenue, profits, important ratios etc.
6. On completion of the project, each group has to submit a detailed project report. The report must be divided into six chapters, each chapter representing each part of the project. The length of each chapter can be around 10-15 pages with the maximum number of pages not exceeding 100 pages including annexures and exhibits. All relevant documents such as product brochure, summary of financial statements etc. must be given in the annexure and should not be overwhelming.
 7. The project report shall be prepared using a word processor, viz., MS word. The font should be: Main Heading – Arial, Font size 16; Sub-heading – Font size 14; Entire Report Font – Arial, Font size: 12; Line spacing – 1.5pts; Header – Name of the organisation (logo of the organisation shall not be used as header/footer); Footer –

Department of MBA, SIT, page number. The project report shall be typed/ printed on A4 size paper with 1.5 inch margin on left side and one inch margin on all other sides. The report should be hard bound with white colour covering sheet.

8. The capstone project will be evaluated for 100 marks based on Continuous Internal Evaluation (CIE). There will be no SEE component for capstone project. CIE will consist of the following components:
 Evaluation of the project report: 50 marks
 Presentation of the project work: 50 marks
 The report as well as presentation will be evaluated for the group as a whole. The marks awarded to the group will be awarded to each member of the group.
9. The project report will be evaluated by the project guide based on the following:
 - i. Introduction and product/services profile: 10 marks
 - ii. Marketing and HR strategy: 10 marks
 - iii. Financial Analysis: 10 marks
 - iv. Industry Analysis: 10 marks
 - v. Overall quality of the report: 10 marks
10. Each group will be asked to make a presentation before a panel of examiners comprising of the project guide and another faculty member of the department. The presentation will be evaluated as follows:
 - i. Introduction: 10 marks
 - ii. Functional Strategies: 20 marks
 - iii. Industry Analysis: 10 marks
 - iv. Ability to answer questions and overall quality of presentation: 10 marks.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Analyse a business organisation from a multi-disciplinary perspective.
CO2	Evaluate various functional area strategies of an organisation.
CO3	Perform detailed analysis of an industry.

Course Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	-	-	-	1	-	3
CO2	-	1	-	2	-	-	2
CO3	-	-	-	2	-	-	2

MOOCS / NPTEL

Contact Hours/week	--	Credits	2
Total Lecture Hours	--	CIE Marks	-
Course Code	N4MBAMN	SEE Marks	100

Course Objective: To impart knowledge and skills related to the latest developments in the field of specialisation which are not part of the curriculum.

Guidelines:

1. This course is offered to the students with the purpose of giving them a wide opportunity to enhance their knowledge.
2. The students are given an opportunity to choose from a list of courses identified by the DPEC from courses offered by NPTEL, SWAYAM, Coursera etc., in each area of specialisation.
3. The Department Project Evaluation Committee (DPEC) will identify the courses at the beginning the second and third semesters.
4. The duration of the course will be 8 weeks.
5. The students are free to register for a course of their choice from the list of courses announced by the DPEC. A student must successfully complete one MOOC by the end of the fourth semester.
6. The credit for MOOC will be included in the fourth semester.
7. The students who have not registered for any MOOC in the second semester as well as those who could not complete a MOOC successfully in the second semester must compulsorily register for a course in the third semester.
8. If a student is interested in registering for more than one course, he/she is free to do so, provided he/she can complete at least one course successfully by the end of the fourth semester.
9. Upon successful completion of the course, students must submit the completion certificate along with the score card.
10. Those students who fail to get the course completion certificate will have to repeat the course or register for another course and complete the same successfully within the stipulated time.

Evaluation: Students are required to complete the course and take-up the assessment at the end of the course. The percentage of marks received by the student in the final assessment will be reckoned as marks out of 100 for the course. In case if a student has completed more than one course, the course in which he/she scores the highest percentage of marks will be considered for grading in the fourth semester.

Course Outcome: Upon completion of this course, the student will be able to:

CO1: Understand and articulate the nuances in the selected course

Services Marketing

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N4MBAMM01	SEE Marks	50

Course objectives:

This course will enable students to:

1.	To orient students on various aspects in services marketing and support in making strong and actionable recommendations to management.
2.	To expose the students to various service management issues like service gaps, service operations.
3.	To expose the students to marketing research models to assess customer expectations and formulate strategies in services for implementing Relationship marketing.
4.	To enable the students to analyse service strategies and design service blueprints.
5.	To make the students understand the distribution and promotion aspects in services.

UNIT I

Introduction to Services: What are services, Why service marketing, Difference in goods and service in marketing, Concept of service marketing triangle, Service marketing mix, GAP models of service.

Consumer Behaviour in Services: Search, Experience and Credence, property, Customer expectation of services, Two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services Customer perception of services- Factors that influence customer perception of service, Service encounters, Customer satisfaction, Service quality, Strategies for influencing customer perception.

8 Hours

UNIT II

Understanding Customer Expectation through Market Research: Using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies, Market segmentation-Process & targeting in services, Retention strategies Monitoring relationship, 3 levels of retention strategies.

8 Hours

UNIT III

Customer Defined Service Standards: “Hard” & “Soft” standards, Process for developing customer defined standards Leadership & Measurement system for market driven service performance- Key reasons for GAP 2- service leadership- Creation of service vision and implementation, Service quality as profit strategy, Role of service quality in offensive and defensive marketing Service design and Positioning - New service development – types, stages. Service blue printing- Using & reading blue prints. Service positioning – positioning on the Five dimensions of service quality, Positioning on service evidence.

8 Hours

UNIT IV

Employee Role in Service Designing: Importance of service employee, Boundary spanning roles, Emotional labour, Strategies for closing GAP 3 Customers role in service delivery-

Importance of customer & customers role in service delivery, Strategies for enhancing- Customer participation, Delivery through intermediaries- Key intermediaries for service delivery, Intermediary control strategies.

8 Hours

UNIT V

Managing Demand and Capacity: Lack of inventory capability, Understanding demand patterns, Strategies for matching capacity and services, pricing strategies

8 Hours

TEXT BOOKS

1	Valarie A Zeithmal & Mary Jo Bitner,	Services Marketing, TMH, 7 th Edition, 2018.
---	--------------------------------------	---

REFERENCE BOOKS

1	Christopher Lovelock	Services Marketing, Pearson Education, 7 th Edition, 2011.
2	Rajendra Nargundkar	Services Marketing, TMH, 2 nd Edition, 2010.
3	Ravi Shankar	Services Marketing, Excel Books, 2008.
4	R Srinivasan	Services Marketing, The Indian Context, 3 rd Edition, 2012.
5	Kenneth E Clow & David L Kurtz	Services Marketing, Biztantra, 2 nd Edition, 2007.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Design service models to solve management problems and have awareness about gap model of service marketing, the factors that influence customer expectation.
CO2	Design marketing research models to assess customer expectations and formulate strategies for implementing Relationship Marketing.
CO3	Formulate Customer defined service standards and physical evidence strategy.
CO4	Lead the employees for quality service delivery and create and implement strategies for service delivery through intermediaries.
CO5	Forecast demand & measure capacity requirements for service and develop pricing strategies based on value propositions of a segment.

Course Articulation Matrix

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

Digital Marketing

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N4MBAMM02	SEE Marks	50

Course objectives:

This course will enable students to:

1.	Apply knowledge for better decision making by organisations and have awareness, knowledge about the digital marketing ecosystem.
2.	Develop suitable digital strategies to execute Search Engine Optimization tasks, manage online copywriting skillfully and achieve sufficient engagement from website visitors.
3.	Formulate appropriate Digital Advertising campaigns for achieving organizational targets and track measurement of key performance indicators
4.	Create Social Media Strategy and track social media campaigns to solve business challenges.
5.	Design suitable Digital marketing Strategy in areas of CRM, Email Marketing for organisations, and apply use of Website Analytics for better decision making.

UNIT I

Digital marketing-Nature and scope: Define digital marketing. The internet in the traditional marketing mix. History of Digital marketing and Indian E-commerce situation. Introduction to websites, types of websites, Introduction to key terms and concepts.

8 Hours

UNIT II

Search Engine Optimization: Search Engine Optimization, An Introduction, Search Engine Marketing, Search Engine Result Pages: Positioning, Search Behavior, Goals, On-Page Optimization, Off-Page Optimization, Analyze result, best practices for online copywriting, SEO copywriting, Introduction to Engage, Crowdsourcing.

8 Hours

UNIT III

Online Advertising: Online Advertising history & future of online advertising. Pay per click (PPC) advertising campaigns, key benefits of paid search, Targeting, Delivery, Ad Scheduling, Ad Rotation, Keyword Selection, Ad Copy Composition, Data Segmentation, Comprehensive understanding of the creation, deployment and management of Digital Display Advertising, real-time bidding, Benefits and Challenges of Display, Setting Objectives for display, Types of Display Ads, Creative Ad Formats, ways and methods of payment, targeting, tracking, measurement of key performance indicators,.

8 Hours

UNIT IV

Social Media: Social Media Channels: history, Media Types: Earned, Owned, and Paid, tracking social media campaigns, Social Media Strategy, Introduction to using social media to solve business challenges, Increasing Engagement Level in social media, WebPR: Online Reputation Management:

8 Hours

UNIT V

Customer Relationship Management: CRM, Types of CRM in organizations, Email Marketing, Design and Content and Delivery and result analysis for e-mail campaigns, Website Analytics, *off-site* web analytics, *on-site* web analytics, Google Analytics(GA), key benefits of mobile marketing, Proximity Marketing, SMS Marketing, Strategy and Planning in Digital marketing, Conversion optimization.

8 Hours

TEXT BOOKS

1	Moutusy Maity	Internet Marketing: A Practical approach in Indian context by. Oxford University Press, 2017.
---	---------------	---

REFERENCE BOOKS

1	Moutusy Maity	Internet Marketing: A Practical approach in Indian context. Oxford University Press, 2017.
2	Seema Gupta	Digital Marketing: Tata McGraw Hill, 2018.
3	by Roberts and Zahaya	Internet Marketing-Integrated online and offline strategies Cengage Publications, Indian Reprint: 2016.
4	V.V. Sople	E-Marketing, Biztantra Publications, 1 st Edition, 2011.
5	R Prasad	Digital Marketing Approaches and Applications, ICFAI publications, 1 st Edition, 2002.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Apply knowledge for better decision making by organisations and have awareness, knowledge about the digital marketing ecosystem.
CO2	Develop suitable digital strategies to execute Search Engine Optimization tasks, manage online copywriting skilfully and achieve sufficient engagement from website visitors.
CO3	Formulate appropriate Digital Advertising campaigns for achieving organizational targets and track measurement of key performance indicators
CO4	Create Social Media Strategy and track social media campaigns to solve business challenges.
CO5	Design suitable Digital marketing Strategy in areas of CRM, Email Marketing for organisations, and apply use of Website Analytics for better decision making.

Course Articulation Matrix

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

International Marketing Management

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N4MBAMM03	SEE Marks	50

Course objectives:

This course will enable students to:

1.	Give an exposure about the international marketing aspects to the students.
2.	Train with inputs and knowledge about the International trade environment and Distribution structure that exists globally.
3.	Train with case studies from MNCs and India's foreign trade policy and documentation aspects in exports.
4.	Expose the students to pricing issues like marginal cost pricing etc. in international marketing.
5.	Make the students understand the aspects of International promotion.

UNIT I

Framework of international marketing: Definition – scope and challenges – difference between international marketing and domestic marketing – the dynamic environment of international trade – transition from domestic to international markets – orientation of management and companies Introduction to Balance Of Payments (BOP): Definition – scope – items covered under BOP – relevance for international marketing – BOP equilibrium – instruments of trade policy

Recent Trends in India's Foreign Trade

Institutional infrastructure for exports promotions in India – India's trade policy – exports assistance – exports documentation and procedures including different stages of documentation.

8 Hours

UNIT II

Marketing Research. Developing a Global Vision through Marketing Research: Breadth and scope of international marketing research – research process – problems in availability and use of secondary data – gathering primary data – qualitative and quantitative research – problems in gathering primary data – multicultural research – a special problem – research on internet – a new opportunity – estimating market demand – problems in analyzing and interpreting research information – responsibility for conducting marketing research – communicating with decision makers

Identifying foreign markets – classification based on demand – based on the stage of development – other bases for division of world markets

International Marketing Management:

International Marketing Management: Planning and organization: Global perspective – global gateways – global marketing management – an old debate and a new view – planning for global markets – alternative market entry strategies – organizing for global competition

Products for consumers in International markets – product development – product adaptation – product standardization – marketing of services – green marketing and product development

8 Hours

UNIT III

Products and Services for Consumers: Quality – products and culture – analyzing product components for adaptation – marketing consumer services globally – brands in international markets.

Products and services for business

Demand in global business to business markets – quality and global standards – business services – trade shows' crucial part of business to business marketing – relationship markets in business to business context.

8 Hours

UNIT IV

Market Entry Strategies: Direct exports – indirect exports – licensing – joint ventures – wholly owned subsidiaries – franchising – other methods

International Marketing Channels – distribution patterns – alternative middlemen choices – factors affecting choice of channels – surface vs. air transportation – advantages and disadvantages – marine transportation – warehousing

International Retailing:

International expansion of retailers – international retailing defined – retail format – variations in different markets – general merchandise: retailing – issues in international retailing

8 Hours

UNIT V

Pricing Decisions: Pricing policies and decisions – price escalations – cost of exporting – marginal cost pricing – its importance – price quotation – INCO terms – preparation of quotations

Promotions: international advertising – sales promotion in international markets – international advertising – direct mailing – personal selling – exhibition – generic promotions in international marketing

8 Hours

TEXT BOOKS

1	Cateora, Graham International Marketing, Tata McGraw-Hill, 16 th Edition, 2017.
---	--

REFERENCE BOOKS

1	Warren Keegan	Global Marketing Management, Pearson Education, 7 th Edition, 2011.
2	Rakesh Mohan Joshi	International Marketing, Oxford University Press, 2 nd Edition, 2014.
3	Dana, Nicoleta, Lascu	International Marketing, Cengage Learning, 3 rd Edition, 2009.
4	R Srinivasan	International Marketing, PHI, 3 rd Edition.
5	Sak Onkvisit, Johnshaw	International Marketing: Analysis And Strategy, Roatledge, 4 th Edition, 2004.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Formulate export policy of an organization considering India's trade concessions and nuances of International marketing.
CO2	Design oversea market research plan and manage global marketing activities.
CO3	Develop global product strategy including adaptation of product components.
CO4	Devise market entry methods for exports establish international distribution channels.
CO5	Formulate global pricing and promotion strategies for exports.

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

Strategic Brand Management

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N4MBAMM04	SEE Marks	50

Course objectives:

This course will enable students to:

1.	To expose the students to the knowledge of Strategic Brand Management and brand elements etc.
2.	To make the students understand the process of building and maintaining a brand.
3.	To expose the students to research methods required in brand management.
4.	To understand the Integrated Marketing Communications process to project a required image for the brand.
5.	To know the methods to revitalize the brands.

UNIT I

Branding Perspective: Concept, brand identification, Brand equity, identifying and establishing brand positioning, brand value, strong Indian Brands.

8 Hours

UNIT II

Planning and implementing brand marketing programs. Criteria for choosing brand elements, options and tactics for brand elements, legal brand considerations

Leveraging brand knowledge and building brand equity (loyalty, awareness, quality, association, assets) Concept of leveraging, Co-branding, Celebrity endorsement

8 Hours

UNIT III

Measuring and interpreting brand performance, brand value chain, designing brand-tracking studies, establishing brand equity management systems

8 Hours

UNIT IV

Measuring sources of brand equity, qualitative research and quantitative research techniques, measuring outcomes of brand equity, comparative methods, and holistic methods

8 Hours

UNIT V

Designing and implementing brand strategies, brand product matrix, brand hierarchy, designing brand strategy, brand extension advantages, disadvantages, forms of extension, consumer evaluation of brand extension opportunities, evaluation of extension, Indian examples to be discussed.

Brand imitations, assessing the brand imitations, first mover's advantages, free rider effect- Indian examples to be discussed.

8 Hours

TEXT BOOKS

1	Kevin Lane Keller	Strategic Brand Management, Building Measuring & Managing Brand Equity, Pearson Education, 5 th Edition, 2020.
---	-------------------	---

REFERENCE BOOKS

1	Y L R Moorthi	Brand Management, The Indian Context, Vikas Publication, 2007.
2	Chunnawalla	Strategic Brand Brand Management, HPH, 1 st Edition, 2003.
3	Chunnawalla	Compendium of Brand Management, Himalaya Publishing House, 5 th Edition, 2017.
4	Dr S S Kaptan, Dr S Pandey	Brand Imitations, HPH, 1 st Edition, 2004.
5	John Philip Jones	What Is In A Name? Advertising & The Concept Of Brand, PHI, 2 nd Edition, 2003.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Comprehend the concepts of brand that build brand equity.
CO2	Explain the role of multisensory cues to differentiate brands and build brand equity.
CO3	Describe customer based brand equity model, brand value chain and brand equity management systems that resonate brands.
CO4	Measure and interpret brand performance and brand equity.
CO5	Design and implement various brand strategies.

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

Integrated Marketing Communications

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N4MBAMM05	SEE Marks	50

Course objectives:

This course will enable students to:

1. Expose the students to the knowledge of Integrated Marketing Communications and communications model.
2. Understand the various elements of promotion like advertisement, Personal selling, Sales Promotion, Direct marketing, Public relations etc.
3. Understand the aspects of media planning and creative strategies.
4. Make students understand the Advertising planning, Setting goals, and achieving them using DAGMAR approach.
5. Make students understand the measuring Advertising Effectiveness monitoring, evaluating, control aspects.

UNIT I

Introduction to Integrated Marketing Communication: Communication mix, Role of IMC in marketing communication process. Source, Message & Channel Factors, Advertising – Purpose, function, type, need & benefits – Commercial & non-commercial advertising.

Role of advertising agency: Types of agencies, agency compensation, evaluation, services offered by agencies, career in agencies

8 Hours

UNIT II

Introduction to Integrated Marketing Communication: Communication mix, Role of IMC in marketing communication process. Source, Message & Channel Factors, Advertising – Purpose, function, type, need & benefits – Commercial & non-commercial advertising.

Role of advertising agency: Types of agencies, agency compensation, evaluation, services offered by agencies, career in agencies

8 Hours

UNIT III

Measuring Advertising Effectiveness Monitoring, evaluating, control, effectiveness of advertising, methods used for evaluating advertising effects, evaluating print and broadcasting media, other media, test for checking advertising effectiveness, recognition test, recall test

8 Hours

UNIT IV

Media Planning: Media selection, planning, scheduling, strategy, print media, broadcast media, out-door media, electronic media, Media in Indian scenario, media evaluation, readership survey, TRP rating.

Creative Planning: Creative strategy, meaning, planning, developments, implementation copy writing, for different media, TV, Radio, Newspaper.

8 Hours

UNIT V

Direct Marketing: Role, development of Direct Marketing, Role of Direct Marketing in IMC, Indian scenario in Direct Marketing

Promotion: Importance & type, integration of advertising with Sales Promotion and publicity

Public relations: Meaning, Press release, Issuing news and information power of publicity, corporate advertising, Integration of Public Relations into IMC Event management Introduction to events, what are events, why events, key elements of events. Concepts of product pricing and promotions in events

8 Hours

TEXT BOOKS

1	Belch and Belch	Advertising and Promotions IMC Perspectives, Tata Mc Graw Hill, 12 th Edition, 2021.
---	-----------------	---

REFERENCE BOOKS

1	Kenneth E Clow,	Integrated Advertising Promotion & Marketing, Pearson Education, 6 th Edition, 2014.
2	Chunawalla,	Foundation of Advertising Theory and Practices, Himalaya Publications, 8 th Edition, 2015.
3	Sanjaya Singh,	Event marketing and management, Vikas Publication, 1 st Edition, 2003
4	O' Guinn, Allen and Others,	Advertising Promotions: An Integrated Brand Approach, Cengage Learning, 6 th Edition, 2012.
5	Rajeev Batra,	Advertising Management, Pearson Education, 5 th Edition, 2002.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Design IMC strategies including preparation of promotion budget, promotion plan from the Advertising Agency for the client.
CO2	Apply DAGMAR approach in advertising campaigns and execute global level advertising tasks.
CO3	Measure effectiveness of communications programs through Pre-test and Post-test research Methods in various media.
CO4	Develop Media Plan and Creative Strategy in Advertising.
CO5	Create promotion campaigns for the organization for the entire promotion mix and execute event management programmes.

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

International Financial Management

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N4MBAFM01	SEE Marks	50

Course objectives:

This course will enable students to:

1. To impart knowledge on international monetary and financial system.
2. To identify various international sources of funds and instruments available in the international capital and money markets.
3. To expose the students to the nuances of exchange rate determination.
4. To identify and measure the risks generated by the volatility of exchange rates and use the appropriate hedging technique(s) to reduce the company's exposure to exchange rate risk.
5. To expose students on how the MNCs manage their assets and liabilities.

UNIT I

International Financial Environment: The importance, rewards and risks of international finance-Goals of MNC - International monetary system. International flow of funds - Balance of Payments-International trade flows-International capital flows – Foreign Direct Investment-International Portfolio Investments. Agencies that facilitate international flows.

9 Hours

UNIT II

International Financial Markets: An overview of international financial markets - Foreign exchange markets - Foreign exchange trading – Cash and spot exchange markets - Foreign exchange rates and quotations – Forward markets – Foreign exchange market participants - Exchange rate behavior - Cross rates - Government influence on exchange rates - Arbitrage profits in foreign exchange markets, SWIFT mechanism.

8 Hours

UNIT III

Forecasting Foreign Exchange Rate: Measuring exchange rate movements – Exchange rate equilibrium – Factors affecting foreign exchange rate – Forecasting exchange rates – International parity relationships: Interest rate parity, Purchasing power parity and Fisher Effects.

8 Hours

UNIT IV

Foreign Exchange Exposure: Management of Transaction exposure – Management of Translation exposure – Management of Economic exposure. Foreign Exchange Risk Management: Hedging against foreign exchange exposure – Forward market – Futures market – Money Market Hedge - Options market. Alternative Hedging Techniques.

8 Hours

UNIT V

Asset and Liability Management

Long-Term Asset and Liability Management: Country Risk Analysis- Multinational Cost of Capital and Capital Structure- - Long-term financing: International Bond Financing, International Equity Financing.

Short-Term Asset and Liability Management: An overview of international trade finance, Sources of short-term funds, International cash management.

7 Hours

TEXT BOOKS

1	Jeff Madura	International Financial Management, Cengage Learning, 14 th Edition, 2021.
---	-------------	---

REFERENCE BOOKS

1	Eun & Resnick	International Financial Management, Mc-Graw Hill Education, 9 th Edition, 2021.
2	Alan C Shaprio	Multinational Financial System, PHI, 11 th Edition, 2019.
3	P G Apte	International Financial Management, Mc-Graw Hill Education, 8 th Edition, 2020.
4	V Sharan	International Financial Management, PHI, 6 th Edition, 2010.
5	Imad. A. Moosa	International Finance: An Analytical Approach, McGraw-Hill Education, 3 rd Edition, 2017

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Describe the risks and benefits for an organization operating globally.
CO2	Summarize the role of foreign exchange market and key determinants of exchange rates.
CO3	Explain relationships between exchange rates, inflation and interest rates.
CO4	Evaluate the exchange rate risk exposures of multinational companies and hedging strategies.
CO5	Describe the process of Assets-Liabilities Management in MNCs

Course Articulation Matrix

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

Financial and Commodity Derivatives

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N4MBAFM02	SEE Marks	50

Course objectives:

This course will enable students to:

1.	To explain the basic concepts of derivative contracts and markets.
2.	To illustrate how forward and futures contracts are priced and how they are used for hedging price risk.
3.	To expose students to the working of swap contracts for risk management.
4.	To explain basic concepts, pricing and various trading strategies using option contracts.
5.	To describe the nature of interest rate markets and how Value at Risk is used as a risk assessment tool.

UNIT I

Derivatives: Introduction, Financial and commodity derivatives. Exchange traded and OTC derivatives. Functions of derivatives markets. Players in the derivatives market. Development of Commodity and Financial Derivatives Markets in India. Role of SEBI in regulating financial derivatives market. Functioning of MCX, and NCDEX. Forwards and futures contracts. Trading in futures contract. Margin system.

6 Hours

UNIT II

Risk Management using Forward and Futures Contracts: Divergence of spot and future price. Basis risk. Hedging using futures. Pricing of futures contracts – financial & commodity. Futures on stock. Arbitrage opportunities. Futures on stock index. Hedging using index futures.

Commodity Exchange Risk Management: Spot and futures prices. Polling of spot prices. Contract Specifications. Margining system. Marked to Market. Daily and Final Settlement. Circuit Filters. Position Limits. Delivery on derivative exchanges. Options devolvement mechanism.

10 Hours

UNIT III

Swaps: Mechanics of swap transaction. Designing interest rate swap. Comparative advantage in swaps. Designing Currency swap. Mechanics of Commodity and equity swaps.

6 Hours

UNIT IV

Option Contracts: Types of options. Characteristics. Pricing of option contracts. Put-Call party. Binomial model. Black & Scholes Model. Option Greeks. Options on stocks, options

on stock indices, and other exotic options. Hedging strategies using options. Trading strategies– spreads and combinations.

12 Hours

UNIT V

Interest Rate Markets: Types of rates. Zero rates. Determining zero rates. FRAs. Interest rate derivatives. Credit Risk Management. Value at Risk. Different approaches to computation of VaR. Stress testing & back testing of VaR.

6 Hours

TEXT BOOKS

1	John C Hull	Options, Futures & Other Derivatives, Pearson Education, 10th Edition, 2018.
2	N R Parasuraman	Derivatives and Risk Management, 4 Edition, McGraw Hill, 2022

REFERENCE BOOKS

1	Sundaram Janakiraman,	Derivatives and Risk Management, Pearson Education, New Delhi, 2018.
2	Jayanth Rama Varma,	Derivatives & Risk Management, McGraw Hill Education, 2008.
3	N D Vohra & B R Bagri,	Futures & Options, McGraw Hill Education, 2 nd Edition, 2017.
4		Multi Commodity Exchange Reference Material.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Explain the basic principles of derivatives and functions of derivatives markets.
CO2	Compute value of futures contracts and design hedging strategies.
CO3	Design swap transactions and explain the benefits
CO4	Determine price of options contracts, design trading strategies and explain payoffs
CO5	Compute forward interest rates and VaR of portfolios

Course Articulation Matrix

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

Tax Management

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N4MBAFM03	SEE Marks	50

Course objectives:

This course will enable students to:

1. To study the current taxation framework in India.
2. To expose the students to the latest provisions of Income Tax Act.
3. To identify the Tax Planning and Assessment Procedures for Individuals.
4. To understand the new structure of Taxes in India and Fundamentals provisions of Goods & Services Tax (GST).
5. To provide an overview of International taxation

UNIT I

Basic Concepts: General Framework of direct taxation in India. Assessment year, previous year, person, Assessee, Income, charges on income, gross total income, capital and revenue receipts, residential status (Individual only), receipt and accrual of income, connotation of income deemed to accrue or arise in India, incidence of tax.

7 Hours

UNIT II

Individual Tax Planning and Management: Heads of Income (Theory), Basic problems on Salary including components on pension, gratuity, leave salary, provident fund, allowances and perquisites, House property (single house) and Capital Gains.

Basic problems on computation of total Income of the assessee. Tax Management: Filing of Returns and Assessments, Penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings.

10 Hours

UNIT III

GOODS & SERVICES TAX-1: Goods & Service Tax (GST): Introduction, Transitional Provisions; Taxes subsumed, Merits and Demerits of GST, Types of GST

Registration: Compulsory Registration, Exemption, Procedure.

Supply of Goods: Meaning and Scope, Time and Value of Supply, Interstate and Intrastate supply, Place of Supply, Audit.

8 Hours

UNIT IV

Goods and Service Tax 2: Levy and Collection, Composition Levy, Transaction value. Input Tax Credit, Exemption from GST. Rates of tax, tax Invoice, Debit and Credit Notes, Payments of Tax, Returns, Refunds. Simple problems on calculation of GST (CGST, SGST & UTGST).

8 Hours

UNIT V

International Taxation (Theory only): Basic concepts of international taxation- An overview from Indian perspective, objectives, tax treaty, domestic tax reforms, double taxation avoidance agreement, purpose and types, tax heavens.

7 Hours**TEXT BOOKS**

1	Singhania and Singhani	Students' Guide to Income Tax Including GST, Taxman Publications, Latest edition applicable to the relevant Assessment Year.
---	------------------------	--

REFERENCE BOOKS

1	Ahuja, G. K. & Gupta, Ravi	Systematic Approach to Income Tax. Wolters Kluwer India Pvt Ltd. 42 nd Edition, 2019.
2	Roy Rohatgi	Basic International Taxation Richmond Law & Tax Ltd., 2005.
3	Mehrotra and Goyal	Direct Taxes Law & Practice including G.S.T., Sahitya Bhawan, , 63 rd Edition, 2023-24
4	T N Manoharan and G R Hari	Snowwhite's Handbook on Taxation (Includes Income Tax and GST) Snow White, 2022
5	Girish Ahuja & Ravi Gupta	Corporate Tax Planning and Management, Direct Tax Law and Practice: Bharat Law House (P) Ltd., New Delhi. 2019-20.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Explain the meaning and scope of tax policy and types of taxes.
CO2	Compute taxable income from five heads of income.
CO3	Explain the basic concepts of Goods and Services Tax
CO4	Calculate the GST payable on Supply.
CO5	Examine the causes of tax evasion and tax avoidance along with methods adopted by countries to curb tax evasion and avoidance.

Course Articulation Matrix

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

Project Analysis and Management

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N4MBAFM04	SEE Marks	50

Course objectives:

This course will enable students to:

1.	To orient the students on the process of project idea generation and screening.
2.	To impart knowledge about various factors for analysing the projects based on demand, market, technical and financial aspects.
3.	To expose the students to the procedures to project the future cash flows and balance sheet.
4.	To equip the students with various tools available to finance, monitor and control projects in India.
5.	To acquaint the students about steps involved in efficient management of projects.

UNIT I

Project Management: Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation. Generation and Screening of Project Ideas: Generation of ideas – preliminary screening – project rating index - the Porter’s model for estimation of profit potential of industries. Market, Demand and Technical Analysis.

8 Hours

UNIT II

Financial Analysis: Estimation of cost of project and means of financing, estimates of sales and production, cost of production, working capital requirements and its financing, estimates of working results, breakeven point projected cash flow statement, projected balance sheet. Appraisal criteria: Net Present Value – benefit cost ratio – internal rate of returns– payback period – accounting rate of returns – investment appraisal in practice. Project Risk Analysis: Sources, Measures and Perspective on Risk, Sensitivity Analysis, Scenario Analysis, Hillier Model, Simulation, Decision Tree and Project selection under risk.

8 Hours

UNIT III

Social Cost Benefit Analysis (SCBA): Rationale for SCBA – UNIDO approach to SCBA – Little and Mirrlees approach to SCBA, Analysis of Shadow pricing. Environmental appraisal of projects: types and dimensions of a project – meaning and scope of environment – Environment – Environmental resources values–environmental impact assessment and environmental impact statement.

Environmental Accounting (EA): Concept of EA, National and Corporate Perspectives of EA, Forms of EA, Environmental Management Accounting: Segment EA, Eco Balance EA, Corporate EA, Environmental Financial Accounting, Environmental National Accounting, Case Studies.

6 Hours

UNIT IV

Project financing in India: Means of finance – norms and policies of financial institutions, SEBI guidelines, Sample financing plans, structure of financial institutions in India – schemes of assistance – term loans procedures – project appraisal by financial institutions. Financial feasibility analysis–preparation of detailed project report–format of application form of all India financial institutions, Recent trends and models of financing projects in India like PPP, BOOT, VGF etc.

6 Hours

UNIT V

Network techniques for project management – development of project network – time estimation- project time control – ‘What if’ analysis – determination of critical path – scheduling when resources are limited – PERT and CPM models – Network cost system.

Monitoring and Controlling the Project – The Plan – Monitor – Control Cycle; Earned value; Project Control, Designing Control Systems. Evaluating and Terminating the Project - Evaluation of Projects, Project Auditing and Project Termination.

12 Hours

TEXT BOOKS

1	Prasanna Chandra	Project Planning: Analysis, Selection, Implementation and Review, Mc-Graw Hill Education, 9 th Edition, 2019.
---	------------------	--

REFERENCE BOOKS

1	K Nagarajan	Project Management, New Age International, 8 th Edition, 2017.
2	Samuel J. Mantel, Jr. & others with M R Gopalan	Project Management (Core Textbook), Wiley India 2006, 1 st Indian Edition,(Chapters 7 & 8).
3	S N Maheshwari, Suneel K Maheshwari, Sharad K Maheshwari	Environmental Accounting, “Advanced Accountancy” Volume – II, Vikas Publishing House, 11 th Edition, 2018.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Describe the methods of generating and screening project ideas.
CO2	Analyse and evaluate capital projects.
CO3	Explain Social-Cost Benefit analysis and Environmental Impact Analysis.
CO4	Describe various methods of financing capital projects.
CO5	Apply network techniques for project planning and control.

Course Articulation Matrix

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

Bank Credit Management

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N4MBAFM05	SEE Marks	50

Course objectives:

This course will enable students to:

1. Provide basic understanding of various functions and tools of a central bank.
2. Provide an overview of commercial banking structure and functions
3. Provide in-depth knowledge on credit process and financial appraisal of credit decision.
4. Provide basic understanding of various tools used to appraise corporate performance.

UNIT I

Central Bank and Monetary Policy: Meaning and relevance. Central Bank tools to regulate monetary policy – OMOs, Reserve requirements, Policy rates. Operation of reserve requirements in India – NDTL computation, CRR and SLR Requirements. Banking sector reforms in India – The Narasimham committee I and II, The Raghuram Rajan Committee.

8 Hours

UNIT II

Banking Function: Definition of Banking. Basic concepts of retail banking. Negotiable instruments. Types of deposits and NRI accounts. Laws in everyday banking – Customer of a Bank, Eligibility to be a customer, Bank-Customer relationship, Rights and Obligations of a Banker, Termination of Banker-Customer relationship.

Sources of Bank Funds: Basic concepts, Bank liabilities, Protecting the depositor and Commonly used approaches to deposit pricing. Non-deposit sources. Uses of Bank Funds. Financial Statements of a Bank.

8 Hours

UNIT III

Credit Function: Introduction to lending, Credit process – constituents of credit process. Steps to credit analysis. Types of lending – Fund based, Non-fund based and Asset based lending. Steps in loan pricing. Customer profitability analysis. Modes of credit delivery, legal aspects of lending – Types of securities-Pledge, Hypothecation, Assignment, Lien and Mortgage. Common securities for bank loans.

8 Hours

UNIT IV

Credit Monitoring: Basic concepts, Need for review and monitoring. Triggers of financial distress model – The Altman's Z score. Credit information – CIBIL. Debt restructuring – Corporate and SME, Relief measures under debt restructuring. Debt Recovery Tribunal – Functions, Authority and Powers. SARFEASI Act, Insolvency and Bankruptcy Code-Need, features and procedures.

8 Hours

UNIT V

Credit Risk: Basic concepts. Definition of credit risk, Classifying impaired loans. Prudential norms for Asset classification, income recognition and provisioning. Credit risk transfers – Securitization, Loan sales, Covered bonds and Credit derivatives.

Capital adequacy and regulations: Risk based capital standards. Basel I, II and III - important provisions.

8 Hours

TEXT BOOKS

1	Paul Justin, Suresh Padmalatha	‘Management of Banking and Financial Services’, 4th Edition, Pearson Education, 2020.
---	--------------------------------	---

REFERENCE BOOKS

1	K. Vaidyanathan	Credit Risk Management for Indian Banks, SAGE Publications, 2013
2		Indian Institute of Banking & Finance, Principles and Practice of Banking, Macmillan India Ltd., 2023

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Explain the role of central bank in framing monetary policy and controlling money supply
CO2	Describe the fundamental principles of banking and features of bank deposits
CO3	Describe the credit function, types of loans, credit process and modes of credit delivery
CO4	Explain the credit monitoring function and credit restructuring by banks
CO5	Explain the various means of managing credit risk by banks

Course Articulation Matrix

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

Occupational Testing

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N4MBAHR01	SEE Marks	50

Course objectives:

This course will enable students to:

1.	To understand occupational testing
2.	To understand various instruments and tools used for psychometric testing
3.	To develop the ability to administer questionnaires and instruments
4.	To develop a knowledge base of construction of scales and tools across the broad areas of behavioural sciences.
5.	To make aware of the applications of psychology in the professions associated with human behaviour.

UNIT I

Introduction to concept measurement, individual differences and assessment:

Measurement: meaning, definition, role of measurement in psychology.

Measurement scales: properties and types of scales; attributes of measuring instruments, problems in psychological measurement, types of measurement.

Individual Differences: meaning, definition, reasons to measure individual differences, identifying and measuring differences; meaning of psychological assessment and psychometrics.

Assessment: core characteristics, technical nature of assessment, stable and changing characteristics of traits.

8 Hours

UNIT II

Origin and functions of psychological testing:

History of Psychological Testing: early interests in mentally retarded, first experimental contributions of Francis Galton, Raymond Cattell, and Alfred Binet. Beginnings of psychological tests, intelligence testing, testing of ability, test of other psychological constructs. Testing from the early 1900 and present, testing in 21st century.

Psychological tests: concept, definition, nature and characteristics. Types, control and use of psychological tests; test administration. Typical differences between psychological testing and assessment.

8 Hours

UNIT III

Technical and Methodological Principles:

Test construction: defining a test, why and what they measure, steps involved in test construction, selecting scaling methods, main points in planning construction of Tests. Item analysis: meaning, steps, testing the items, revising the Test, publishing the Test.

Scoring and problems in scoring

Reliability: meaning, types of reliability, factors affecting, importance of reliability.

Error and errors of measurement Validity: definition, types, factors affecting validity.	8 Hours
---	----------------

UNIT IV

Ability and Personality tests: Ability Tests: Individual tests and Group tests, concept, definition, differences, and types. Personality Tests: concept, definition, development of personality tests, objective measures of personality, projective tests...	8 Hours
---	----------------

UNIT V

Application of and ethical and social issues in psychological testing Applications in: educational, counseling and guidance, clinical and organisational setting. Ethical and social issues: protection of privacy, confidentiality, user qualification and competence, testing diverse populations	8 Hours
--	----------------

TEXT BOOKS

1	Ronald Cohen, Mark E Swerdlik, Medha M Kumthekar	Psychological Testing and Assessment: An Introduction to Tests and Measurement, McGraw-Hill Higher Education, 2017.
---	--	---

REFERENCE BOOKS

1	Narendra Kumar Chadha	Applied Psychometry, SAGE Publications India Pvt Ltd, 2009.
2	McIntire, S. A. & Miller, L. A	Foundations of Psychological Testing, Boston: SAGE Publications India Pvt Ltd, 4 th Edition, 2013.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Describe the concept of psychological measurements.
CO2	Explain various psychological tests, their history and evolution.
CO3	Comprehend the purpose and process of psychological tests and their relevance in psychological research.
CO4	Apply psychological tests in business settings.
CO5	Elaborate on the social and ethical aspects of psychological testing.

Course Articulation Matrix

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

Organisational Development

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N4MBAHR02	SEE Marks	50

Course objectives:

This course will enable students to:

1.	To understand the importance of Organizational Development (OD) in management
2.	To introduce the concepts and practices of OD
3.	To familiarize students with OD strategies
4.	To provide experiences through case studies in OD
5.	To provide for field surveys to get a feel of the organisations across sectors

UNIT I

Conceptual framework of OD: Overview of the field of organisational Development (OD), definitions of OD, history of OD, values, assumptions and beliefs in OD, characteristics of OD.

8 Hours

UNIT II

Organisational change and OD: dynamics of planned change, force field analysis, types of organisational change, triggers for change, factors leading to resistance to change, objectives and strategies for implementing organisational change.

10 Hours

UNIT III

An overview of OD interventions: process of OD, classification of OD interventions, organizational diagnosis, Weisbord's (Six Box) Model for organisational diagnosis, Beckhard's Confrontation Meeting.

7 Hours

UNIT IV

Theory and Management of OD: participation and empowerment, empowerment & commitment, teams and team work, broad team building interventions, Parallel Learning Structures, A Normative Re – educative strategy of changing, Process Consultation approach to change, Action Research, a Process and an approach.

8 Hours

UNIT V

Organisational climate: OCTAPACE Model of climate survey- Structural Interventions and the applicability and future of OD, the changing environment, implications of OD for the client, ethical standards in OD, OD's future.

7 Hours

TEXT BOOKS

1	French, Bell and Zawacski	Organization Development and Transformation, New Delhi, Tata Mc Graw Hill, (10 th Reprint), 2012.
---	---------------------------	--

REFERENCE BOOKS

1	S Ramnarayan, T V Rao & Kuldeep Singh	Organization Development–Interventions & strategies, Response Books, 2008.
2	Cummings & Worley	Organisational Development & Change, Cengage Learning, 10 th Edition, 2015.
3	Stephen P Robbins	Organisational Behaviour, Pearson Education, 18 th Edition, 2018.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Understand the importance of OD in management
CO2	Understand the concepts and practices of OD
CO3	Craft creative strategies in OD
CO4	Use OD knowledge in organizations
CO5	Develop ability through analysing current events and arriving at meaningful diagnosis for the organisational state of affairs.

Course Articulation Matrix

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

Team Development and Leadership

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N4MBAHR03	SEE Marks	50

Course objectives:

This course will enable students to:

1.	To provide basic understanding of the concepts of team, team work, group dynamics in accomplishing organisational goals.
2.	To brief the importance of virtual teams in the context of globalization.
3.	To explain the various leadership theories by Stephen Covey, Robin Sharma, Max Landsberg, Warren Bennis and Burt Nanus.
4.	To enlighten students with the challenges of leadership in the corporate world.
5.	To discover the emerging issues in leadership including strategic leadership, leaders of public wellbeing, leaders in recession and downturn and leaders in social enterprise.

UNIT I	
Introduction to Team work:	
Meaning of team and group- difference between the team and the Group, classification of teams. Advantages and disadvantages of team work. Shared purpose and common goals of teams. Stages of team formation and team dissolution. Feedback in Teams. Team performance curves. Group dynamics and group politics.	
10 Hours	

UNIT II	
Operation of Teams and Emotional Intelligence: Self-Managed Work Teams (SMWT) – meaning, scope, objectives, advantages and disadvantages.	
Virtual Teams - meaning, scope, objectives, advantages and disadvantages. Challenges of supervision in virtual teams.	
Emotional Intelligence (EI) – meaning, emotional problems in team building and how to manage Emotional Intelligence. Daniel Goleman’s Theory of Emotional Intelligence and its relevance in team building.	
10 Hours	

UNIT III	
Leadership: meaning, definition, role, significance of leadership in organization. Differences between Leading, Managing and Entrepreneurship.	
5 Hours	

UNIT IV	
Leadership Theories: The managerial grid, path – goal theory, Leadership Theories propounded by Daniel Goleman and John Adair.	
Seven Habits of highly effective people by Stephen Covey. Transactional and Transformational Leadership.	
10 Hours	

UNIT V	
Leadership in the 21st Century: The challenges of leadership in the corporate world teaching leadership. Differences between leaders and followers. Strategic Leadership and Leadership succession. Change Management and leadership differences. Leader as a change agent.	
5 Hours	

TEXT BOOKS		
1	Andrew Dubrin	Principles of Leadership, Cengage Learning, 7 th Edition, 2017.

REFERENCE BOOKS		
1	Gary Yukl	Leadership in Organizations, Pearson Education, 9 th Edition, 2020.
2	Richard L Daft	Leadership, Cengage Learning, 6 th Edition, 2017.
3	Stephen Robbins	Organisational Behaviour, Pearson Education, 16 th Edition, 2017.
4	Fred Luthans	Organisational Behaviour, Mc-Graw Hill Education, 12 th Edition, 2011.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Describe the fundamental concepts of team and team dynamics.
CO2	Explain the operations of various teams and implications of Emotional Intelligence.
CO3	Explicate the role of leadership in business organizations.
CO4	Expound the major theories of leadership.
CO5	Discuss the challenges of leadership in business organizations.

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

Learning and Development

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N4MBAHR04	SEE Marks	50

Course objectives:

This course will enable students to:

1.	To provide basic understanding of T&D.
2.	To equip the students with the basic training process and various benefits from T&D.
3.	To provide a detailed description of training need analysis framework.
4.	To empower with the knowledge to understand different methods and techniques of training.
5.	To facilitate the students to design, validate and evaluate the training.

UNIT I

Introduction: definition, scope, difference concepts, objectives, benefits of training, the role of training in organizations, place of training in organisational structure, training process model, difference between training and development.

5 Hours

UNIT II

Training Needs Analysis: The framework for conducting a Training Needs Analysis: organisational analysis, operational analysis, person analysis. Gathering training needs data, outcomes of Training Needs Analysis – non training needs, training needs, approaches to Training Need Analysis Business. TNA and Design.

Training Design: factors, training design process, organisational constraints, developing objectives, why use training objectives, facilitations of learning-focus on trainee, facilitation of

learning-focus on training design, facilitation of transfer-focus on training, facilitation of transfer focus on organisational intervention, Design theory, outcomes of design.

12 Hours

UNIT III

Training Methods and Techniques: approaches to training, matching methods with outcomes. Lectures and Demonstrations – straight lectures, discussion methods, demonstrations. Computer Based Training - Programmed Instruction, Intelligent Tutoring Systems, Interactive Multimedia, Virtual Reality. Games and Simulations – equipment simulators, business games, in-basket technique, case studies, role play, behaviour modelling. On-the-Job training – job instruction technique, apprenticeship training, coaching, training the trainer for On-the-Job Training.

10 Hours

UNIT IV

Validation, Evaluation of Training: validation concepts, types, methods, rationale for evaluation, need, principles, criteria, objectives, approaches, resistance to evaluation, types of evaluation instruments, types of evaluation data, evaluation designs, Kirk Patrick Model. Training Audit – meaning, features, approaches, functions, model, and steps.

7 Hours

UNIT V

Management Development: why focus on management development? Approaches to management development, overview of the managerial job, management characteristics, management development implications, sources of knowledge and skills, special needs of technical manager, training for executive level management.

6 Hours

TEXT BOOKS

1	B. Janakiraman	Training & Development, Biztantra Publishers, 2007.
---	----------------	---

REFERENCE BOOKS

1	P Nick and Blanchard,	Effective Training, Pearson Education/PHI, 6 th Edition, 2018.
2	R P Singh,	Management of Training Programme, Anmol Publications, 2002.
3		Training and Development, ISTD Publications, Excel Books.
4	Dr. B. Ratan Reddy,	Effective HR Training Development Strategy, HPH, 2015.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Comprehend the role of training and development in organizations.
CO2	Develop the framework for training need analysis and structure the training design.
CO3	Discuss the various training methods and techniques.
CO4	Describe the process of evaluation and validation of training.
CO5	Explain the importance of management development in the organization.

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

International Human Resource Management

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N4MBAHR05	SEE Marks	50

Course objectives:

This course will enable students to:

1. To know the concept of International Human Resource Management and its importance in today's business.
2. To study recruitment, selection, training and development, performance appraisal in the context of international business.
3. To know the key issues in international industrial relations.
4. To get students ready to become successful expatriates.
5. To assist students to achieve inter-cultural competence.

UNIT I

Introduction: definition, approaches to IHRM, difference between IHRM and Domestic HRM, reasons for emergence of IHRM–Internationalization of HRM. Socio-cultural context–culture and employee management issues–linking HR to international expansion strategies – culture and specific HRM issues– non-cultural influences of HRM.

10 Hours

UNIT II

International Recruitment and Selection: different approaches to multinational staffing decisions, advantages and disadvantages of different selection methods, parent country nationals, third country nationals, host country nationals, selection criteria – use of selection tests.

6 Hours

UNIT III

Performance Management & Compensation: constraints in goal attainment, performance and appraisal in IHRM, appraisal of expatriate, third and host country employees.

International compensation: approaches to international compensation, repatriation process.

9 Hours

UNIT IV

Training and Development: expatriate training, training of host country nationals,

developing international staff and multinational teams, knowledge transfer in multinational companies.

6 Hours

UNIT V

International Labour Relations: key issues – response of labour unions to MNCs, social dumping. HRM International Joint Ventures, HRM Practices in different countries – Japan, USA, UK, Turkey, Middle East, India and China.

International HRM strategies – Differentiation and Integration.

9 Hours

TEXT BOOKS

1	Peter J Dowling, Denice E Welch, and Randall S Schuler,	International Human Resource Management, Cengage Learning, 7 th Edition, 2017.
2	Monir H Tayeb,	International Human Resource Management, Oxford University Press, 2007.

REFERENCE BOOKS

1	Hugh Scullion, Margarel Linehan	International Human Resource Management, Palgrave McMillan, 2005.
2	Evans	The Global Challenge: Frame works for International HRM, McGraw Hill, 2 nd Edition, 2011.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Describe the fundamentals of International Human Resource Management and its importance.
CO2	Explain the various issues of expatriate recruitment and selection
CO3	Explicate the concepts of performance management and compensation of international staff.
CO4	Discuss the different methods of training and development of international staff and knowledge transfer in multinational companies.
CO5	Expound key issues in International Industrial Relations.

Course Articulation Matrix

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

Business Analytics Applications in Functional Areas

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N4MBABA01	SEE Marks	50

Course objectives:

This course will enable students to:

1.	To educate the emerging trends in financial analytics.
2.	To understand HR reports & to understand the decisions technologies.
3.	To draw inferences from data for effective marketing decision making.
4.	To use simulation and optimization modelling techniques to improve operations processes.
5.	To provide foundational knowledge associated with the supply chain analytics

UNIT I

Financial & Risk Analytics

Forecasts with Credit Risk Analysis, Unstructured Data Analytics, Fraud Analytics, Value at Risk (VaR) applications in estimating Risk, Extension of benefit and scheme to credit cardholders, Emerging Trends in Financial Analytics: Block chain, Crypto currency and FINTECH

8 Hours

UNIT II

HR Analytics

HRA Framework: Current approaches to measuring HR and reporting value from HR contributions; Strategic HR Metrics versus Benchmarking; HR Dashboards.

HR Maturity Framework: From level 1 to level 5; HR Analytics Frameworks (a) LAMP framework; (b) HCM: 21 Framework and (c) Talent ship Framework; predominant components of an effective Analytics framework HR intervention strategies using analytics.

Emerging Trends in HR Analytics: Recruitment & Selection Analytics, Training Analytics, Compensation Analytics and People Analytics Factsheet

8 Hours

UNIT III

Application of Data Analytics in Marketing

Application of Big Data Analytics in Marketing: Using unstructured & structured data, Customer Choice Analysis; Customer Profitability Analysis; Customer Lifetime Value (CLV); Survival Analysis; Choice Modelling; Acquisition and Retention Costs and Rates; Sentimental analysis; Churn analysis. Emerging Trends in Analytics: Retailers Dashboard to Analyze and report on Marketing KPIs; Augmented Analytics; Automated Alerts and Reporting. Net Promoter Score (NPS), Recommendation Engine – IBCF, UBCF; RFM Analysis.

8 Hours

UNIT IV

Application of Data Analytics in operations

Decision Domains in operations analytics; Matching supply with demand in uncertain settings. Building simulation models for risky situations, optimization models for low uncertainty situations.

operational metrics and KPIs – CPC, CPA, Absenteeism rate, Overtime Hours, order status, sales by region, lead to opportunity ratio, lead conversion rate, delivery time, transportation costs, total tickets vs open tickets, average handle time, production volume, production downtime, pick& pack cycle time, interconnected operational metrics and KPIs

8 Hours

UNIT V

Application of Data Analytics in Supply Chain

Supply chain Drivers and metrics, Information technology in a supply chain; Supply Chain Profitability: Factors affecting supply chain profit, Demand-supply, mismatch and role of inventory, Price discounts, News vendor model and Risk Pooling. Forecasting and effect of forecast errors, Collaborative forecasting, Concept of double marginalization, Supply Contracts, Supply chain Relationship Management: Purchasing portfolio models, Customer relationship management, Relationship management frameworks.

8 Hours

TEXT BOOKS

1	Donald R Van Deventer	Financial Risk Analytics: A Term Structure Model Approach for Banking, Insurance and Investment, Irwin Publisher, 1996.
2	Edwards M. R., & Edwards K	Predictive HR analytics: Mastering the HR metric, Kogan Page Publishers, 2 nd Edition, London, 2019.
3	Mike Grigsby	Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques, Kogan Page Publisher, 2 nd Edition, 2018.
4	Bill Franks	The analytics Revolution: How to improve your business by making analytics operational in the big data era, Wiley, 1 st Edition, 2014.
5	Judah Philips	Building a Digital Analytics Organization, Pearson Publisher, 1 st Edition, 2013.

REFERENCE BOOKS

1	Yves Hilpisch	Python for Finance: Mastering Data-Driven Finance, O'Reilly Media, 2 nd Edition, 2018.
2	Mark J. Bennett & Dirk L. Hugen	Financial Analytics with R: Building a Laptop Laboratory for Data Science, Cambridge University Press, 1 st Edition (Kindle Edition), 2016.
3	Ramesh Soundararajan & Kuldeep Singh	Winning on HR Analytics: Leveraging Data for Competitive Advantage, SAGE Publications, 2016.
4	Moutusy Maity and Pavan Kumar Gurazada	Marketing Analytics, Oxford University Press, 2021.
5		https://jgateplus.com/home/

6		https://capitaline.com/
7		http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06
8		https://elibrary.in.pearson.com/login
9		https://www2.deloitte.com/content/dam/Deloitte/us/Documents/human-capital/us-hc-enabling-business-results-with-hr-measures-that-matter.pdf on May 14, 2019.
10	Stephan Sorger	Marketing Analytics: Strategic Models and Metrics, Amazon Digital Services, 1st edition, 2013.
11	Paul W. Farris, Phillip E. Pfeifer et al	Marketing Metrics, Pearson Education India, 4 th Edition, 2020.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Apply analytics for problem solving in finance domain.
CO2	Map HR metrics and HR analytics for business decision making.
CO3	Apply marketing analytics for solving business problems.
CO4	Use data analytics in operations.
CO5	Solve business problems using supply chain analytics.

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

Data Warehousing and Data Mining

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N4MBABA02	SEE Marks	50

Course objectives:

This course will enable students to:

1.	Develop a basic understanding of data mining and warehousing concepts.
2.	Learn about the different techniques of data mining and its applications.
3.	Equip with the skills of decision- making using data- mining techniques.
4.	Familiarise the students about cluster analysis techniques and their applications.
5.	Identify and analyse patterns and relationships in complex data sets using advanced data mining techniques.

UNIT I

Data Pre-processing: Need for Pre-processing the Data, Data Cleaning, Data Integration and Transformation, Data Reduction, Discretization and Concept Hierarchy Generation.

Fundamentals of data mining, Data Mining Functionalities, Classification of Data Mining systems, Data Mining Task Primitives, Introduction to Data Warehouse, Multidimensional Data Model, Data Warehouse Architecture, Data Warehouse Implementation.

7 Hours

UNIT II

Integration of a Data Mining System with a Database or a Data Warehouse System, Major issues in Data Mining. Further Development of Data Cube Technology, From Data Warehousing to Data Mining Data Cube Computation and Data Generalization: Efficient Methods for Data Cube Computation, Further Development of Data Cube and OLAP Technology, Attribute-Oriented Induction.

8 Hours

UNIT III

Patterns and Association Rules: Mining Frequent Patterns, Associations and Correlations: Basic Concepts, Efficient and Scalable Frequent Item set Mining Methods, Mining various kinds of Association Rules.

Issues Regarding Classification and Prediction, Classification by Decision Tree Induction, Bayesian Classification, Rule-Based Classification, Classification by Back propagation, Associative Classification, Lazy Learners, Prediction, Accuracy and Error measures, Evaluating the accuracy of a Classifier or a Predictor.

9 Hours

UNIT IV

Cluster Analysis Introduction- Types of Data in Cluster Analysis, A Categorization of Major Clustering Methods, Partitioning Methods, Hierarchical Methods, Density-Based Methods, Grid-Based Methods, Model-Based Clustering Methods, Constraint-Based Cluster Analysis.

8 Hours

UNIT V

Mining Data Streams, Mining Time-Series Data, Mining Sequence Patterns in Transactional Databases, Mining Sequence Patterns in Biological Data, Graph Mining, Social Network Analysis and Multi relational Data Mining, Mining Object, Spatial, Multimedia.

8 Hours

TEXT BOOKS

1	Provost, F., & Fawcett, T	Data Science for Business: What you need to know about data mining and data-analytic thinking, O'Reilly Media, Inc.", 1 st Edition, 2013.
2	Pang-Ning Tan, Michael Steinbach, Anuj Karpatne, Vipin Kumar	Introduction to data mining, Pearson Education India, Pearson Publishers, 2 nd Edition, 2021.

REFERENCE BOOKS

1	Parteek Bhatia	Data mining and data warehousing: principles and practical
---	----------------	--

		techniques, Cambridge University Press, 2019.
2	Bruce Ratner	Statistical and machine-learning data mining: Techniques for better predictive modeling and analysis of big data, CRC Press, 3 rd Edition, 2017.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Comprehend concepts related to data warehousing and data mining.
CO2	Apply various techniques to mine data from different data sources.
CO3	Use data mining techniques in business applications.
CO4	Compare and contrast various clustering techniques and select appropriate technique.
CO5	Explore mining techniques to extract patterns and insights.

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

Predictive Analytics and Prescriptive Analytics

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N4MBABA03	SEE Marks	50

Course objectives:

This course will enable students to:

1.	Appraise the students with concepts of predictive models.
2.	Identify and select the most appropriate predictive model for a given data set and interpret the results to make data-driven decisions.
3.	Evaluate the performance of predictive models using appropriate metrics
4.	Learn to formulate and solve mathematical/optimisation models for decision making.
5.	Solve statistical problems using different models and simulation.

UNIT I

Overview of predictive analytics, supervised and unsupervised learning, parametric and non-parametric models, uses and challenges in using predictive analytics. Predictive analytics processing steps, defining data for predictive modelling, defining the target variable, defining measures of success of predictive models.

8 Hours

UNIT II

Regression models: Linear regression – assumptions, variable selection, interpreting linear regression models, using linear regression for classification. Other regression algorithms. Predictive modelling, building decision trees, splitting metrics, knobs and options, reweighting records, practical considerations; logistic regression, neural network – neural network training, settings, pruning, interpreting neural networks.

8 Hours

UNIT III

Assessing predictive models, Model ensembles: bagging, boosting, random forests, stochastic gradient boosting, heterogeneous ensembles. Interpreting model ensembles.

7 Hours

UNIT IV

Prescriptive Analytics; Difference between Predictive and Prescriptive Analytics.

Mathematical/Optimization Models for Decision Making: Linear Programming – Marketing Mix, Capital Budgeting, Sensitivity Analysis, Budget Allocation, Scheduling, DEA (Formulate and Solve LP problems with Excel Solver in different business applications

Transportation Problems – Formulation; Initial & Optimal Basic Feasible Solution – NWC, LCM, VAM, MODI. (Hands On Example) Assignment Problems – Hungarian Approximation Method; Travelling Salesman Problem.

9 Hours

UNIT V

Network Analysis: Models – Shortest Path Problem, Minimal Spanning Tree Problem, Maximal Flow Problem with Hands-on Examples; Techniques – CPM, PERT.

Simulation Modelling – Types; Application; Simulation Development Process – Conceptual Design, Input Analysis, Model Development Verification and Validation, Output Analysis & Experimentation for Decision Making; Procedure of Monte Carlo Simulation

8 Hours

TEXT BOOKS

1	Eric Siegel	Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die. Wiley Publishers, 2 nd Edition 2016.
2	Max Kuhn and Kjell Johnson	Applied Predictive Modeling, Springer Publishers, 2 nd Edition, 2018.
3	David C. Anderson and Dennis J. Sweeney	Prescriptive Analytics: The Final Frontier for Evidence-Based Management and Optimal Decision Making, Pearson FT Press 1 st Edition, 2019.
4	Ravindra K. Ahuja, Thomas L. Magnanti, and James B. Orlin	Network Flows: Theory, Algorithms, and Applications, PHI Publishers, 1993.

REFERENCE BOOKS

1	Eric Siegel,	Predictive Analytics: The Science and Art of Data Mining, John Wiley & Sons Publishers, 2013.
---	--------------	---

2	Kevin P. Murphy	Machine Learning: A Probabilistic Perspective, MIT Press, 2012.
3	Giovanni Seni and John Elder	Ensemble Methods in Data Mining: Improving Accuracy Through Combining Predictions, Springer Publisher, 2010.
4	Mokhtar S. Bazaraa, John J. Jarvis, and Hanif D. Sherali	Linear Programming and Network Flows, John Wiley & Sons Inc., 4 th Edition, 2010.
5	Joseph J. Moder, Cecil R. Phillips, and Edward W. Davis	Project Management with CPM, PERT and Precedence Diagramming, Publisher Van Nostrand Reinhold, 1983
6	Averill M. Law and W. David Kelton	Simulation Modeling and Analysis, Mc Graw Hill, 3 rd Edition, 2000.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Describe process and techniques in predictive analytics.
CO2	Analyze a data using predictive analytics.
CO3	Demonstrate the utilities of predictive analytics.
CO4	Apply prescriptive analytics in decision making.
CO5	Apply network analysis and simulation techniques for decision making.

Course Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	2	-	-	-	-	-
CO2	2	2	-	-	-	-	-
CO3	-	2	-	-	-	-	2
CO4	2	2	-	-	-	-	-
CO5	2	2	-	-	-	-	-

Risk Management and Data Security

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N4MBABA04	SEE Marks	50

Course objectives:

This course will enable students to:

1.	Provide students with the knowledge and skills necessary to effectively manage risks within an organisation.
2.	Implement controls and procedures to manage privileged users effectively and mitigate associated security risks.
3.	Equip students with the knowledge and skills to effectively secure file systems by using security tools and techniques.
4.	Provide foundation in cryptology and cryptographic techniques.
5.	Implement information security in organisations.

UNIT I

Risk management: Risk identification, Risk assessment, Control strategies and Practices. Governance, Risk and Compliance (GRC), Contingency planning, incidence response, disaster recovery. Challenge in Global operations, Business Continuity Management, Preparing BCP – a 10 step process, case (Example: WTC)

8 Hours

UNIT II

Foundations of cyber security and information security. Principles of information security management, Confidentiality, Integrity, Availability (CIA triangle).

Identifying the Assets, Threats, Impact, vulnerabilities, User Authentication, System Access Control, Password Management, Privileged User Management.

8 Hours

UNIT III

File System Security, Local Security Policies, Services, Default Accounts, Network Activity, Malicious Code.

Security Technology: Firewalls, VPN's, Intrusion Detection and prevention systems, Honeypots, Honey nets, scanning and analysis tools, Biometric access controls.

Control strategies and protection mechanisms and Cryptography for security.

8 Hours

UNIT IV

Cryptography for security: Foundations of cryptology, Cipher methods, cryptographic algorithms and tools, protocols for secure communications and attacks on cryptosystems.

8 Hours

UNIT V

Information security and privacy, Regulatory landscape: Fair information practices, US regulatory frameworks. Cyber security and privacy in the Indian context, evolution and issues.

Implementing Information security: Information security and Project management, Technical and non-technical aspects of implementation.

8 Hours

TEXT BOOKS

1	Michael E. Whitman, Herbert J. Mattord	Principles of Information Security, Cengage Learning, 6 th Edition, 2017.
---	---	--

REFERENCE BOOKS

1	Subramanian R	Security, privacy and politics in India: a historical review, Journal of Information Systems Security (JISSec), 2010.
2	Van Kessel, P.	Is cyber security about more than protection? EY Global Information Security Survey 2018-2019.
3	Johnston, A.C. and Warkentin M	Fear appeals and information security behaviors: An empirical study. MIS Quarterly, 2010.
4	Janice Reynolds	The Complete E-Commerce Book: Design, Build, and Maintain a Successful Web-Based Business, CRC Press, 2 nd Edition, 2004.

5	Arce I. Et al.	Avoiding the top 10 software security design flaws. IEEE Computer Society Center for Secure Design (CSD), 2014.
6	Charles E. Dennis, Tino Fenech, Bill Merrilees	E-retailing, Routledge Press, 2004.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Elucidate the basic concepts of risk management.
CO2	Describe the principles and practices of information security management
CO3	Develop control and protection mechanism for robust security.
CO4	Recommend cryptographic protocols for secure communications.
CO5	Develop a holistic information security and privacy framework.

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

Text, Social Media and Web Analytics

Contact Hours/week	3	Credits	3
Total Lecture Hours	40	CIE Marks	50
Course Code	N4MBABA05	SEE Marks	50

Course objectives:

This course will enable students to:

1.	Equip students with skills needed to perform NLP tasks and analyse natural language data.
2.	Educate fundamental aspects of social media and web analytics.
3.	Understand the role of social networks in web data and methods.
4.	Analyse web data and generate insights to improve website performance and user experience.
5.	Train them in social network analysis techniques for different social media platforms

UNIT I

Natural language. Language, syntax and structure. Language semantics. Natural language processing. Text tokenization and normalization. Understanding structure and syntax.

Text Similarity and Clustering: Information retrieval. Text similarity and similarity measures. Common distance measures: Hamming distance, Manhattan distance, Euclidian distance, Document clustering.

8 Hours

UNIT II

Social Media & Analytics: Introduction to Social Media, Social media landscape, Social Media Analytics & its need. SMA in Small and large organizations; Application of SMA in different social media platforms.

Introduction to Web Analytics: Definition, Process, Key terms: Site references, Keywords and Key phrases; building block terms: Visit characterization terms, Content characterization terms, Conversion metrics; Categories: Offsite web, on site web; Web analytics platform, Web analytics evolution, Need of web analytics, Advantages & Limitations.

8 Hours

UNIT III

Social Network fundamentals: The social networks perspective - nodes, ties and influencers, Social network, web data and methods.

Data Collection and Web Analytics Fundamentals: Capturing Data: Web logs, web Beacons, Outcome data: E-commerce, Lead generation, Brand/ Advocacy and support; Competitive Data: Panel Based measurement, ISP based measurement, Search Engine Data; Organisational Structure. Type and size of data, identifying unique page definition, cookies, Link Coding Issues.

8 Hours

UNIT IV

Web Metrics: Common metrics: Hits, Page views, visits, unique page views, Bounce, Bounce rate & its improvement, Average time on site, Real time report, traffic source report, custom campaigns, content report, Graphs and Matrices- Basic measures for individuals and networks. Random graphs & network evolution, Social Context: Affiliation & Identity

Web analytics tools: A/B testing, online surveys, Web crawling and Indexing. Natural Language Processing Techniques for Micro-text Analysis.

8 Hours

UNIT V

Facebook Analytics: Introduction, parameters, demographics. Analysing page audience: Reach and engagement analysis. Post-Performance on FB; Social Campaigns: Goals and evaluating outcomes, Social Network Analysis like Instagram, twitter, LinkedIn, YouTube etc. AdWords, Benchmarking, Categories of traffic: Organic traffic, Paid traffic.

Google Analytics: Brief introduction and working, Google website optimizer, Implementation technology, Limitations, Performance concerns, Privacy issues.

8 Hours

TEXT BOOKS

1	Steven Struhl	Practical Text Analytics: Interpreting Text and Unstructured Data for Business Intelligence, Kogan Page, 1 st Edition, 2015.
2	Bing Liu	Sentiment Analysis: Mining Opinions, Sentiments, and Emotions, Cambridge University Press, 1 st Edition, 2015.
3	Tuten & Bikramjit Rishi	Social Media Marketing, SAGE Publishing India Pvt. Ltd., 3 rd Edition, 2020.

REFERENCE BOOKS

1	Marco Bonzanini,	Mastering Social Media Mining with Python, Packt Publishing House, 1 st Edition, 2016.
2	Dipanjan Sarkar,	Text Analytics with Python: A Practical Real-World Approach to Gaining Actionable Insights from Your Data, Apress, 1 st Edition 2016.
3	Rob Stokes,	E- Marketing: The Essential Guide to Digital Marketing, Quirk Pvt. Ltd., 4 th Edition, 2011.
4	Liana Evans,	Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media, 1 st Edition, 2010.
5	Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, Kevin Johnston,	Internet Marketing: Strategy, Implementation and Practice, Financial Times/ Prentice Hall, 4 th Edition, 2008.

Course Outcomes:

Upon completion of this course the student will be able to:

CO1	Comprehend the concept of natural language processing and its applications.
CO2	Develop an understanding of social media and web analytics.
CO3	Comprehend nuances of social media and web analytics fundamentals.
CO4	Develop an expertise in analyzing social media and web data.
CO5	Infer the use of analytics by Facebook and Google.

Course Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	-	-	-	-	-	-
CO2	3	-	-	2	-	-	-
CO3	3	-	-	-	-	-	-
CO4	3	-	-	2	-	-	-
CO5	3	-	-	2	-	-	-