

B.N.M. Institute of Technology

An Autonomous Institution under VTU

Master of Business Administration

SEMESTER-I

MANAGEMENT AND ORGANISATIONAL BEHAVIOR

Course Code:21MBA11	Credits: 4
L:T:P:J: 3:2:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To provide basic knowledge of the key concepts and theories relating to management.
2. To help students develop acumen for management functions.
3. To help students understand and think critically about their own and others behaviours in organizational settings and thus to act more consciously.
4. To help students develop a perspective on theories and concepts related to various internal and external factors that influence human behaviour in organizations.
5. To develop an interest in, an appreciation of, and a positive attitude toward the field of management especially organizational behaviour.

Module No.	Contents of the Module	Hours	COs
1	Module-1 Introduction to Management Management -Introduction, Meaning, Nature, Objectives, Importance, Difference between Administration and Management, Levels of Management, Types of Managers, Managerial Skills, Managerial Competencies, Scope of Management, Functions of Management, Evolution of Management Thought, Fayol's fourteen principles of Management, Recent Trends in Management.	9	CO1
2	Module -2 Functions of Management Planning- Definition, Features, Nature, Importance, Types, Steps in Planning, Planning Tools and Techniques, Essentials of a Good Plan. Organization- Definitions, Importance, Principles, Types of Organization Structures, Span of Control, Centralization and Decentralization of Authority. Directing- Definitions, Importance, Elements of Directing, Principles of Directing, Characteristics of Directing; Controlling- Definitions, Need of Controlling, Characteristics of Control, Steps in the Controlling Process, Resistance to Control, Design of Effective Control System, Types of Control, Control Techniques. Decision-making- Concepts, Types, Models, Difficulties in Decision-making, Decision-making for Organizational Effectiveness, Decision-making Styles.	10	CO2
3	Module – 3 Managing Human at work and Contemporary issues in Management Managing Human at work: i) Group Dynamics- Meaning of Group, Group Characteristics, Classification of Groups, Models of Group Development, Meaning	10	CO3

	of Group Dynamics, Group Behavior, Impact of Group on Individual's Behavior, Impact of External Factors on Group Behavior. Contemporary issues in Management - Stress- meaning and definition, stress at workplace, indications of stress, sources of stress, effects of stress at work, stress management strategies and techniques, role of Emotional Quotient (EQ) and Spiritual Management (SQ) in stress management Power and Politics - Nature of Power and Politics, Early Voices, Questioning Power and Authority, Sources of Power for Individuals, Managing Organizational Politics		
4	Module -4 Introduction to OB and Foundations of Individual Behavior Organizational Behavior: Introduction, definition, fundamental principles of OB, contributing disciplines, challenges and opportunities. Evolution & Organizational Behavior in India, Management and Organizational Behavior, Diversity in Organizations. Foundations of Individual Behavior - Individual behavior: Foundations of individual behavior. Ability: Intellectual abilities, Physical ability, the role of disabilities. Personality - Meaning, formation, determinants, traits of personality, Personality Frameworks, personality attributes influencing OB	10	CO4
5	Aspects of Individual Behavior: Perception - Meaning, Process of perception, factors influencing perception, link between perception and individual decision-making. Attitude - Meaning, Formation, components of attitudes, relation between attitude and behavior. Motivation - Meaning, theories of motivation-needs theory, two factor theory, Theory X and Y, application of motivational theories. Leadership - Meaning, styles of leadership, leadership theories, trait theory, behavioral theories, managerial grid, situational theories.	9	CO5
Self-Study	Teamwork- Nature of Teams, Team Characteristics, Teams Versus Groups, Teamwork, Processes of Teamwork, Types of Teams, Reasons for Team Failure, Creating Effective Teams	2	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the fundamentals of management, theory of management and its trends.
CO2	Apply their understanding of management functions in organisations
CO3	Analyse the impact of group behaviour on individuals
CO4	Demonstrate their acumen in applying behavioral concepts in real world/situation through better insight of one's own self.
CO5	Apply the learnings of individual behaviour for better inter-personal relationship at work place
CO6	Apply the knowledge of how teams work in a given situation.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3				2	2			2
CO2	3	2	2		2		2		2
CO3			3	2	3				3
CO4	3		2		3				3
CO5	2		3		3				3
CO6	3	2	2		3	2			3

MOOCs

Introduction to Organization Behaviour- <https://nptel.ac.in/courses/110/106/110106145/>

Principles of Management - <https://nptel.ac.in/courses/110/107/110107150/>

Suggested Case Studies

- “Nuts and Bolts”, Principles of Management, Cengage learning, William, Manjunath, Sandhya Page no 531-532.
- Organizational Behavior by Steven L McShane, Mary Ann Von Glinow and Radha R Sharma, Tata McGraw Hill companies, Fourth Edition, Pg-6.

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Essentials of Management	Koontz	McGraw Hill	11e, 2020
2	Principles and Practices of Management and Organizational Behavior	Chandrani Singh and Aditi Khatri	Sage Publication	2019
3	Organizational Behavior	Stephen P Robbins, Timothy	Pearson	18e, 2018

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Organizational Behavior	Fred Luthans,	McGraw Hill International	12/e, 2013
2	Management and Organization Behavior	K Ashwathappa G. Sudarshana Reddy	HPH	2017
3	Principles of Management	Ramesh B. Rudani	Tata McGraw-Hill	2013

Practical Component

- Visit an organization and meet a manager and note the Roles played in a day.
- Conduct an event and try understanding the dynamics that goes into a group.
- Develop few questions, interact with people in the organization and try observing their personality and behaviour.
- Meet any Leader / HOD / Dean and observe the Management of depts. under the leader.

MANAGERIAL ECONOMICS

Course Code:21MBA12	Credits: 4
L:T:P:J:3:2:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To introduce the fundamentals, tools and theories of managerial economics & to evaluate and apply Economic concepts in business decision making and problem solving.
2. To apply various components of demand and supply in managerial decision-making.
3. To analyse and apply the various concepts relating to production and cost.
4. To apply and evaluate the various determinants of profit and break-even analysis.
5. To understand the various forms of market structures and pricing practices with respect to firm and industry.

Module No.	Contents of the Module	Hours	COs
1	Module -1 Introduction Managerial Economics: Meaning, Nature, Scope, & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist. Fundamental Principles of Managerial Economics: Opportunity Cost, Incremental, Time Perspective, Discounting and Equi-marginal Principle. Theory of the Firm: Types of Ownership, Firm and Industry, Objectives of the firm, alternate objectives of firm. Managerial theories: Baumol's Model, Marris's Hypothesis, Williamson's Model.	9	CO1
2	Module -2 Demand Analysis Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand – Classification of Price, Income & Cross elasticity, Advertising and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Meaning of Law of supply, Demand forecasting: Meaning & Significance, Methods of demand forecasting. (No problems).	9	CO2
3	Module -3 Production analysis Concepts of Production, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Least cost combination factor, Economies of scale, Diseconomies of scale. Technological progress and production function.	9	CO3
4	Module -4 Cost Analysis Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve. Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems).	9	CO4

5	Module -5 Market Structures Perfect Competition, Features, Determination of price under perfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership. Full cost pricing, Product line pricing, Product life cycle pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.	9	CO5
Self-Study	Group Discussion on Topics related to Management, Current affairs and Society	5	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the fundamentals, tools and theories of managerial economics. Students will be able to evaluate and apply Economic concepts in business decision making and problem solving
CO2	Apply various components of demand and supply to arrive at managerial decisions.
CO3	Analyse and apply the various concepts relating to production and cost.
CO4	Apply and evaluate the various determinants of profit and break-even analysis.
CO5	Evaluate the various forms of market structures and pricing practices with respect to firm and industry.
CO6	Apply and analyse the theoretical aspects of Economics and to present the analysis.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3			2				2	
CO2	3		2						2
CO3		3			2			2	
CO4		2					2	2	
CO5	2					2			2
CO6	2							2	

MOOCs

Introduction to Managerial Economics- <https://www.iimbx.edu.in/courses/course-v1:IIMBx+ES101x+2019BL1/about>

Suggested Case Studies

- Automobile Industry in India: New Production paradigm. Source: Managerial Economics – Geethika, Ghosh& Choudhury
- Dabur India Limited: Growing Big and Global.
- David Fights Goliath: The Nirma Story.

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Managerial Economics	Geethika, Ghosh & Choudhury	McGraw Hill Education	3/e, 2021
2	Managerial Economics	Dominick Salvatore; et al.	Oxford University Press	8/e, 2016
3	Managerial Economics	Dwivedi D. N.	Vikas Publishing House	8/e, 2018

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Managerial Economics	R. Panneerselvam, P., Sivasankaran, P. & Senthilkumar	Cengage Learning	2018
2	Managerial Economics	Samuelson, William F., & Marks, Stephen G.	Wiley India Pvt. Ltd.	6/e, 2020
3	Managerial Economics	D.M. Mithani	HPH	2021
4	Managerial Economics	H.L Ahuja & Ahuja Amit	S.Chanda	9/e, 2020

Practical Component

- Assessment of Demand Elasticity – Price, Income, Cross, Advertising.
- Demand Forecasting: Application of qualitative and quantitative methods of demand forecasting to various sectors (Automobile, Service, Pharmaceutical, Information Technology, FMCG, Hospitality etc.) in India.
- Knowledge Point presentations on Latest topics from Technology, Business and Economics

ACCOUNTING FOR MANAGERS

Course Code:21MBA13	Credits: 4
L:T:P:J:2:2:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To explain fundamental accounting concepts, basic accounting vocabulary and accounting equation
2. To prepare basic entries for business transactions and present the data in an accurate and meaningful manner
3. To prepare financial statements of companies and explain the contents of the statements
4. To analyze a company's financial statements and come to a reasoned conclusion about the financial position of the company
5. To explain and use the cost accounting techniques and methods in managerial decision making

Module No.	Contents of the Module	Hours	COs
1	Module -1 Introduction to Financial Accounting Nature of Accounting, Branches of Accounting, Types of business ownership, Accounting Terminologies, Classification of Accounts, Accounting Concepts and Conventions, Accounting Standards, Corporate Governance	10	CO1
2	Module -2 Preparation of Books of Accounts Accounting Equation, Accounting Cycle, Recording of transactions: Journalizing, Ledger posting, Preparation of Trial Balance	9	CO2
3	Module -3 Preparation of Financial Statements Preparation of Financial Statements of companies as per Companies Act, 2013, Income Statement, Balance Sheet, Notes to Financial Statements, Statement of changes in equity. Limitation of Financial statements, Window dressing.	10	CO3
4	Module -4 Analysis of Financial Statements Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Financial Ratio Analysis; DuPont analysis; Cash flow Statement as per AS-3 (Indirect method). Case Study on Financial Ratio Analysis. Financial Statement Analysis using MS Excel	10	CO4
5	Module -5 Cost and Management Accounting Scope, Purpose of Management Accounting, Fundamentals of Cost Accounting; Marginal Costing-Preparation of Cost Sheet, Break-even Point, Margin of Safety; Cost Volume Profit Analysis: Meaning, Methods of determination, Applications.	9	CO5
Self Study	- Study of Annual Reports, Analysis of Financial Statements; <i>Group Assignment and Presentation</i>	2	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand accounting concepts and accounting equation
CO2	Prepare journal, ledger and trial balance
CO3	Prepare financial statements of companies
CO4	Analyse financial statements and take decisions
CO5	Apply cost accounting methods
CO6	Apply accounting concepts in a business case study and present their analysis

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1				3				2	
CO2	2							2	
CO3	2	2		3				2	
CO4	2	2		3				2	
CO5	2	2		2				2	
CO6				3		2		2	2

Online Certification Course

Tally ERP 9 - by Udemy (8 hours)

Suggested Case Studies

- WORLDCOM, INC. – CAPITALIZED COSTS AND EARNINGS QUALITY
- ROCKY MOUNTAIN CHOCOLATE FACTORY FINANCIAL STATEMENTS
- EXAMINATION OF EQUITY ON THE BALANCE SHEET

Text Books:

Sl . No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Accounting for Management : Text & Cases	S.K.Bhattacharya& John Dearden	Vikas Publishing House Pvt. Ltd.	3e, 2018
2	Financial Accounting	S.N.Maheshwari, Suneel K. Maheshwari, & Sharad K. Maheshwari	Vikas Publishing House Pvt. Ltd.	6/e, 2020
3	Computerized Accounting	Neeraj Goyal,& Rohit Sachdeva	Kalyani Publishers	1/e, 2018
4	Financial Accounting	Tulsian, P. C.	Pearson Education	1/e, 2018
5	Accounting for Managers	Madegowda J; Inchara P.M. Gowda	Himalaya Publishing House	3/e, 2021

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Management Accounting : Text, Problems and Cases	M. Y. Khan & P. K. Jain	Tata McGraw-Hill Education	8/e, 2019
2	Financial Accounting: A Managerial Perspective	Narayanaswamy R.	PHI Learning Pvt. Ltd.	6/e, 2019
3	Financial Accounting for Management: An Analytical Perspective	Ambrish Gupta	Pearson Education.	6/e, 2021
4	Financial Accounting for Management	N. Ramachandran, & Ram Kumar Kakani	McGraw Education (India) Private Limited	5/e, 2020

Practical Component

- To pass accounting entries and prepare financial statements using Tally Software or any other tool.

Project Component

- Analysis of Financial health of selected listed company and presentation of the same

BUSINESS STATISTICS

Course Code: 21MBA14	Credits: 4
L:T:P:J: 3:2:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To apply basic statistical tools and techniques like Central Tendency in decision making.
2. To apply measures of Dispersion to evaluate the data
3. To be able to evaluate relationship between variables using correlation and Regression techniques
4. To develop analytical skills in students to be applied on data following Probability distribution
5. To be able to apply analytical skills on time series data to predict the future values for better decision making

Module No.	Contents of the Module	Hours	COs
1	Module -1 Introduction and Measures of central tendency: Meaning and Definition, functions, scope and limitations, Collection and presentation of data, frequency distribution, measures of central tendency - Mean, Median, Mode.	10	CO1
2	Module -2 Measures of Dispersion Range – Quartile Deviation – Mean Deviation -Standard Deviation – Variance- Coefficient of Variance - Comparison of various measures of Dispersion	9	CO2
3	Module -3 Correlation and Regression Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one way table only), Concurrent Deviation Method, simple and multiple regressions (problems on simple regression only).	10	CO3
4	Module -4 Probability Distribution: Concept and definition - Rules of probability –Random variables – Concept of probability distribution – Theoretical probability distributions: Binomial, Poisson, Normal– (Problems only on Binomial, Poisson and Normal).	10	CO4
5	Module -5 Time Series Analysis Objectives, Variations in Time Series - Methods of Estimating Trend: Freehand Method - Moving Average Method - Semi-Average Method - Least Square Method. Methods of Estimating Seasonal Index: Method of Simple Averages - Ratio to Trend Method - Ratio to Moving Average Method	9	CO5
Self-Study	Apply the statistical methods on real time data Eg: Stock Market	2	CO6

Course Outcomes: At the end of the course the student will be able to:

C01	Evaluate and apply basic statistical tools and techniques like Central Tendency in decision making
C02	Apply measures of Dispersion to evaluate the data
C03	Evaluate relationship between variables using correlation and Regression techniques
C04	Analyze data following Probability distribution and Interpret
C05	Apply analytical skills on time series data to predict the future values for better decision making
C06	Apply theoretical concepts of Statistics in real time data to make decisions

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1		2				2		2	
CO2		2				2		2	
CO3		3				2			
CO4	2	2						2	
CO5		3							
CO6	3	3							

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1.	Fundamentals of Statistics	S. C. Gupta	Himalaya Publications	2019
2	Statistical Methods	S. P. Gupta	Sultan Chand Publications	2017
3	Business Statistics and Analytics	Pannerselvam, Nagesh, Senthilkumar	Cengage Learning,	2018

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Business Statistics	J. K. Sharma	Vikas Publishing	5/e, 2019
2	Statistics for Mnagers Using Microsoft Excel	David M. Levin; et al	Pearson Education	8/e, 2018
3	BSTAT : A South-Asian Perspective	Erald Keller; Hitesh Arora	Cengage Learning	2016

Practical Component

- Students are expected to have a basic excel classes.
- Students should do a small primary research inside the classroom in groups and to analyze the data using statistical tools like Mean, SD, Correlation
- Student should demonstrate the application of the techniques covered in this course.

MARKETING MANAGEMENT

Course Code:21MBA15	Credits: 4
L:T:P:J 3:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To understand the fundamental concepts of marketing, its environment in which it operates, customer value and different types of marketing.
2. To analyze the motives influencing buying behavior in consumers & industrial buyers describe major bases for segment marketing, target marketing, and market positioning.
3. To identify a Conceptual framework, covering basic elements of the marketing mix.
4. To understand fundamental premise underlying market driven strategies.
5. To give students a hands on practical approach to subject study.

Module No.	Contents of the Module	Hours	COs
1	Module -1 Introduction to marketing Marketing V/s Selling, Customer value, Components of customer value and components of customer cost. Customer lifetime Value. Marketing Myopia. Marketing Environment Components of Environment to be analyzed- Micro/Macro Environment, Contemporary Indian Marketing Environment. New-age marketing: Cause and Social Marketing alternate concepts like 3V concepts of Nirmalaya Kumar, Social Responsibility of marketing societal Marketing concept, Ambush marketing, Buzz marketing, Viral marketing. Green marketing and green economy Neuro Marketing, Sensory Marketing- Corporate Social Responsibility concepts only.	9	CO1
2	Module -2 Analyzing Consumer behavior Connecting with consumers and consumer Insighting, Factors influence Consumer Behavior, personal factors and cultural factors. Consumer Buying Decision Process, Buying Roles, Buying Motives. The black box model of consumer behavior. Psychological Processes underlying consumer behavior. Market Segmentation: Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Strategies. Segmentation methods –Indian Consumer- Features about consumer India, Classifying Indian consumer by Income B2B marketing Vs Consumer Marketing. Business markets and buying behavior in Business markets.	9	CO2
3	Module -3 Product, Brand equity & services marketing Product Management- product hierarchy, product line, product mix, product mix strategies. Managing PLC of product, packaging & role of labeling in packing. Brand- selecting brand name, selecting logo, brand extension- effects. Introducing new product, innovations, new product development, stages in new product development, pricing strategy for new product. Branding - Concept of Branding, Types, Brand Equity, Branding strategies. Services Marketing & its Characteristics- tasks involved in service marketing, differentiating, positioning and brand building in services, Market Segmentation, Targeting & Positioning (STP): Product Differentiation Strategies.	9	CO3

4	Module -4 Pricing decisions: Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies types of pricing. Marketing Channels: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System and Network Marketing. Product Distribution Logistics: Product distribution Concept. Distinction between distribution logistics and Supply Chain Management. Competitor Analysis & competitive Strategies. Sales Promotion: Tools and Techniques of sales promotion, Push-pull strategies of promotion. Personal selling: Publicity/Public Relation-word of mouth, sponsorships. Database marketing: Basic concepts of e-commerce, e-marketing, m-Commerce, m-marketing, e-networking, CRM, MkIS.	10	CO4
5	Module -5 Marketing Planning: Steps involved in Marketing planning. Components of Marketing Audit. Concept and scope of direct marketing, concept and components of digital marketing. Digital marketing Communications, digital marketing in India. Promotions- Integrated Marketing Communications (IMC). Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, social media for Advertising. Marketing Analytics. Identifying market information needs, customer database & developing MIS Significance of Marketing Research- importance of data Concept of Rural Marketing: Difference between rural & urban consumers. Characteristics of rural economy.	11	CO5
Self-Study	1. Comparing Segmentation, Targeting and positioning, for different competitive companies. 2. Study how brands are marketed on different e-commerce platforms using e-marketing-marketing, e-networking.	2	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the impact of the environment on marketing function, the concept of customer value. and fundamental concepts of marketing
CO2	Apply marketing strategies that incorporate psychological and sociological factors which influence buying
CO3	Evaluate and analyze the concept of Branding, development of product and significance of market segmentation, targeting and positioning.
CO4	Identify the marketing channels and the concept of product distribution & competitor analysis, pricing.
CO5	Analyze ideas and create a viable marketing plan for various modes of marketing, techniques of sales promotion, significance of marketing research. and rural marketing concepts
CO6	Apply and analyze the theoretical aspects of marketing students will be able to work in a team, and apply theoretical concepts practically.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3			3				2	
CO2		2				2			
CO3		2			2	2			
CO4		2	2	2	2		2		2
CO5	2	2				2			3
CO6					2				2

MOOCS:

<https://www.my-mooc.com/en/mooc/social-media-in-public-relations/>

Social media in Public relations.

<https://www.my-mooc.com/en/mooc/manage-your-customer-relationships-with-crm/>

Manage your customer relationships with CRM

<https://www.my-mooc.com/en/mooc/neuromarketing/>

An Introduction to Neuroscience and Neuro marketing

<https://www.my-mooc.com/en/mooc/ethical-social-media/>

Ethical social media

Suggested Case Studies

- The Teen market :Youth will be served – Principles of Marketing :Kotler & Armstrong
- Kellogg's Cornflakes sales promotion techniques
- Enterprise Rent a car: measuring Service Quality. Principles of Marketing: Kotler & Armstrong.
- Flumist (HBR)and Saffola journey.

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Marketing Management- Indian Context, Global Perspective	Ramaswamy & Namakumari	Sage	6/e, 2020
2	Principles of Marketing	Philip Kotler, Gary Armstrong, Prahlad Agnihotri	Pearson Education	17/e, 2021
3	New Product Management	Merle Crawford and Anthony Di Benedetto	McGraw-Hill Education	11/e, 2020
4	Advertisement Brands & Consumer Behaviour	Ramesh Kumar S; Anup Krishnamurthy	Sage Publications	2020

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Marketing in India: Text and Cases	Neelamegham S	Vikas Publishing House	4/e, 2012
2	Fundamentals of Marketing Management	Etzel M J, BJ Walker & William J. Stanton	Tata McGraw Hill	14/e, 2018
3	Understanding digital marketing	Damian Ryan & Calvin Jones	Kogan Page Ltd.	5/e, 2021
4	Social media marketing	Tracy, Tuten L.& Micheal R., Solomen	Sage Publication	3/e,2018
5	Marketing : A South-Asian Perspective	Lamb, Charles W.	Cengage Learning	2016

Practical Component

- Understanding Contemporary Indian Marketing Environment.
- Understanding and demonstrating their exposure on consumer behavior through live project.
- Effectively using their skill in creating and enacting a commercial on brand communication.

BUSINESS COMMUNICATION

Course Code: 21MBA16	Credits: 4
L:T:P:J: 2:0:2:2	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers.
2. To participate effectively in groups with emphasis on listening, critical and reflective thinking, and responding and/or to give an oral presentation.
3. To understand and demonstrate writing processes through invention, organization, drafting, revision, editing, and presentation.
4. To develop the ability to select appropriate communication choices in a professional environment.
5. To understand the importance and application of employment & interpersonal communication skills.

Module No.	Contents of the Module	Hours	COs
1	Module -1 Introduction Meaning & Definition, Role of communication, Communication Process, Classification —Levels of communication, Communicating Networks in Organizations, Media choices, Communication barriers, Characteristics of successful communication. Ethical communication and Legal Consequences, Communication in a cross-cultural setting. Nonverbal communication- types	8	CO1
2	Module -2 Oral Communication: Meaning – Principles of successful oral communication, Oral Presentation: Role of business presentations, Planning and Organizing Presentation, Planning Team and Online Presentations, Visual Support, Practicing and Delivering Presentation, Business Pitch: 10 steps in Pitching, Elevator Pitching Listening skills: Listening in a Business Context, Barriers to Listening, Strategies for Effective Listening.	9	CO2
3	Module -3 Written Communication Written Communication: Purpose and Principles of effective writing, writing process; The 3X3 writing process for business communication Pre-writing – Writing – Revising. Audience analysis, Writing Positive, Neutral, Persuasive and Negative Messages Types of Written Communication in Business: Business Letters, Employee Reviews, Recommendation Letters, Thank You Letters, Memos, Business proposals- Planning Documents, Press Releases, Proactive Media Writing and E-mail. Technological Advancement and Business Communication: Intranet, Internet, Teleconference, Video conference, Blogs, Webinars, Chat rooms, Voice and Text messaging.	10	CO3

4	Module -4 Business Reports Business Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports Writing, writing executive summary. Meeting Documentation: Notice, Agenda, and Resolution & Minutes, Business Meetings: Format, planning, facilitating, participating and follow-up. Business Case Analysis: What is a case? Characteristics of Case and its Analysis, Process of Case Analysis, Requirements of Case analysis, The structure of written cases analysis.	10	CO4
5	Module -5 Employment communication Employment communication: Personal Grooming, business etiquette, Preparing your resume, Creating a portfolio, Writing covering letters and Inquiry Emails, Preparing for a Job Interview, Conducting Yourself during the Interview Reading Skills for Effective Business Communication: Types of reading, SQ3R Technique of Reading Interpersonal Communication Conflict Management and Negotiation skills, Conflict management through communication, Empathy and Verbal skills for communicating in conflict. Communication for effective negotiation – Meaning, nature, need, Factors affecting negotiation, stages in negotiation process, Negotiation strategies. Social Media: Nature and scope of Six types of social media, Choosing the most suitable social media. Using social media to build business relationships.	11	CO5
Self-Study	Resume preparation and presentation	2	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Identify ethical, legal, cultural, and global issues affecting business communication and apply business communication strategies and principles to prepare effective communication for domestic and international business situations.
CO2	Deliver an effective oral business presentation
CO3	Utilise the mechanics of writing and compose business letters in English precisely and effectively.
CO4	Select appropriate organizational formats and channels used in developing and presenting business messages.
CO5	Communicate via electronic mail, Internet, and other technologies for employment as well as business purposes. Students will also get trained in the art of Interpersonal communication.
CO6	Use the concepts learnt and apply it effectively in business situations to meet the challenges of competitive environment.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1				3	2				3
CO2			2	3	2				2
CO3				3	2				2
CO4		2		2	2				2

CO5			2	3	2				2
CO6			2	3	2				2

MOOCs:

1. NPTEL: Employment Communication: A lab-based course

<https://nptel.ac.in/courses/109/105/109105144/#>

2. NPTEL: Business English Communication <https://nptel.ac.in/courses/109/106/109106129/>

3. NPTEL: International Communication <https://nptel.ac.in/courses/110/105/110105051/>

4. SWAYAM: Effective Business Communication- IIMB

https://onlinecourses.swayam2.ac.in/imb21_mg24/preview#

5. COURSERA: Business English Communication Skills

<https://www.coursera.org/specializations/business-english>

Suggested Case Studies

[The profile of an effective communicator, Walker Gibson, Tough, Sweet and Stuffy: An Essay on Modern American Prose Style \(Bloomington, Indiana: Indiana University Press, 1966\).](#)

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Communicating in Business: With Course Mate	Ober, Scot & Newman, Amy	Cengage Learning	8/e, 2015
2	BCOM : A South-Asian Perspective	Lehman, Dufrene, Sinha	Cengage Learning	2/e, 2012
3	Business Communication	P. D. Chaturvedi & Mukesh Chaturvedi	Pearson Education	4/e, 2017
4	Business and Professional Communication	Kelly M., Quintanilla & Shawn T. Wahl	Sage Publications	2011

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Communicating in Business	Williams, Karen Logan, Merrier	Cengage Learning	8/e, 2017
2	Business Communication: Process	Mary Ellen Guffey	Cengage Learning	3/e, 2002
3	Business Communication	Lesikar, Flatley, Rentz, Pande	McGraw Hill Education	13/e, 2015
4	Mastering Business Communication	La Woolcott & Unwin Wr	Palgrave Macmillan	1983

Practical component:

- Enact and analyze non-verbal cues in different scenarios.
- Business pitch with video recording using PowerPoint and feedback.
- Present an elevator pitching for seeking internship or a job.
- Conduct a mock meeting related to an issue of student concern. The students should prepare notice, agenda and minutes of the meeting.
- Organize a mock press conference addressing to the launch of a new product by an organization.
- Prepare a draft proposal to undertake research project.
- Create a Blog
- Use LinkedIn for networking.

Project component: Develop oral and written communication related to a business problem with feasible solutions (group project)

APPLICATION OF MS OFFICE

Course Code:21MBA17	Credits: 2
L:T:P:J: 1:0:1:1	CIA Marks: 100

Course Objectives

1. The students will be able to understand the basics of computer and techniques of creating a power point presentation.
2. The students will be able to understand the importance and application of MS Word for various academic and professional purposes.
3. The students will be able to understand and apply MS excel techniques for various academic and professional purposes.

Module No.	Contents of the Module	Hours	COs
1	Module-1 Introduction to Computers and MS Office Introduction to computers, role of computers, software and application, internet and its uses. Creating effective presentations using MS Power point - Opening, viewing, creating, and printing slides, applying auto layouts, Adding custom animation, Using slide transitions, Graphically representing data: Charts & Graphs, Creating Professional Slide for Presentation.	10	CO1
2	Module -2 MS Word Creating, editing, saving and printing text documents, Font and paragraph formatting, Simple character formatting, inserting tables, smart art, page breaks, using lists and styles, working with images, Using Spelling and Grammar check, understanding document properties, Inserting citation and bibliography	5	CO2
3	Module -3 MS Excel Spreadsheet basics, Creating, editing, saving and printing spreadsheets, working with functions & formulas, modifying worksheets with color & auto-formats, graphically representing data: Charts & Graphs, speeding data entry: Using Data Forms, analyzing data: Data Menu, Subtotal, Filtering Data, use of data analysis tools available on excel, formatting worksheets, Securing & Protecting spreadsheets, Mail Merge	15	CO3

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the basics of computer and techniques of creating a power point presentation.
CO2	Analyse the importance and application of MS Word for various academic and professional purposes.
CO3	Apply MS excel techniques for various academic and professional purposes.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1				2		2			
CO2				2		2			
CO3				2		2			

MOOCs

1. Introduction to computers and office productivity software -

<https://www.coursera.org/learn/introduction-to-computers-and-office-productivity-software>

2. Excel skills for business specialization –

<https://www.coursera.org/specializations/excel>

Text Book:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Computer Applications in Management	Niranjan Shrivastava	Dreamtech Press	2012
2	Computer Applications in Business	Sudalaimuthu S.; S. Anthony Raj	HPH	2/e, 2012

Reference Book:

Sl. No .	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Computer fundamentals: Introduction to computers	Faithe Wempen	John Wiley and Sons Inc.	2015
2	Computer and Financial Accounting with Tally 9.0 Course Kit	Vikas Gupta	Dreamtech Press	2012

Practical component:

- Students may be asked to list down latest business trends, cases etc. and can present it using PPT.
- Students are expected to prepare activity reports using MS word and excel applications.
- With the help of a sample survey data and faculty can demonstrate how to perform basic data analysis using excel.
- **Project component:** Students will be given with an unformatted raw data. They are expected to use their excel skills to segregate, format (or any other operations required) and present it in an organized way.

ENGLISH COMMUNICATION

Course Code: 21MBA18	Credits: 0
L:T:P:J1:0:1:0	CIE Marks: 100

Course Objectives

1. To acquire essential language skills: Listening and Reading
2. To enhance English pronunciation, vocabulary, and language proficiency
3. To build competency and acquire language skills that meet global standard

Module No.	Contents of the Module	Hours	Cos
1	Module-1 Introduction to Communicative English Fundamentals of Communicative English; Barriers in Communication Interpersonal Communication, and how to improve it, Process of Communication, Types of communication: Verbal and Non-Verbal Communication, Grammar Focus: Parts of Speech Revision	10	CO1
2	Module -2 Listening and Reading skills Basics of Phonetics, Sounds and Symbols of Vowels, Consonants, Diphthongs, Silent and non-silent letters, The and Thee, Homophones, Homonyms, Difference between Hearing and Listening, Comprehension, Grammar – Prepositions, Collocations Reading comprehension, Ethical Communication, Grammar focus; Direct and Indirect speech, Tenses	15	CO2

Course Outcomes: At the end of the course the student will be able to:

1. **Enhance** their communication skills by being cognizant of formal and informal communication and hence avoid barriers in communication. Practically understand the essential aspects of communication to be a leader
2. **Implement** flawless pronunciation, intonation, vocabulary with a special focus on reading and listening skills.
3. **Develop** the skill of editing and proofreading a given content and comprehend a given text with ease.

Mapping of Course Outcomes with Programme Outcomes:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1				2	2				2
CO2				2	2				2
CO3				2	2				2

Practical component:

- Games related to Grammar:

- https://busyteacher.org/16809-top-10-fun-alphabet-games-for-your-students.html?utm_source=newsletter&utm_medium=email&utm_campaign=November-15-nl-3

Reference Books
<ol style="list-style-type: none"> 1. Business Benchmark-Cambridge BEC 2. Technical Communication -Principles and Practice by Meenakshi Raman and Sangeetha Sharma 3. Cengage: Technical English I/II by Rajesh Kumar , L Thimmesha, S Venkateswaran 4. Technical English I and II by Dr Ravindranath Tiwari 5. Excellence in Communication Skills by Dr Shashi Prabha
Text Books
<ol style="list-style-type: none"> 1. In house Publication 2. Cengage: Technical English I/II by Rajesh Kumar , L Thimmesha, S Venkateswaran

LEADERSHIP SKILLS

Course Code:21MBA19	Credits: 0
L:T:P:J:0:0:2:0	CIE Marks: 100

Course Objectives

1. To make students practice different types of communication by putting them across various real life and hypothetical scenarios.
2. The make students practically understand the essential aspects of communication to be a leader
3. To apply the skills learnt to practice effective public speaking skills

Module No.	Contents of the Module	Hours	Cos
1	Module-1 Fundamentals of communication skills for leaders Practicing various types of communication Verbal and non-verbal communication, electronic means of communication, 3Vs of communication – Verbal, Vocal and Visual communication Visual – Eye contact, gestures, postures, gait, facial expressions, appearance and dressing Vocal – Voice modulation, emotions, audibility, pitch, pace. Verbal – Language and vocabulary	15	CO1
2	Module -2 Practicing effective communication 7Cs of effective communication, Aspects of communication – Presenting, simplifying complex information, questioning and listening, giving and receiving feedback, dialogues	10	CO2

Course Outcomes: At the end of the course the student will be able to:

4. Apply different types of communication in various real life and hypothetical scenarios
5. Practically understand the essential aspects of communication to be a leader
6. Apply the skills learnt to practice effective public speaking skills

Mapping of Course Outcomes with Programme Outcomes:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1					2				2
CO2				2	2				2
CO3				2	2				2

MOOC Course

Storytelling and influencing: Communicate with impact -

<https://www.coursera.org/learn/communicate-with-impact>

Practical component:

- The students are to be involved in various activities and games such as Just a Minute or Pick and speak to demonstrate each topic.

Semester- II

HUMAN RESOURCE MANAGEMENT

Course Code: 21MBA21	Credits: 4
L:T:P:J: 3:2:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To enable students to understand theories and various functions of Human Resources Management
2. To develop the ability to analyse the importance of Human Resources Planning
3. To apply and solve the workplace problems through Human Resources Management intervention
4. To be able to understand different HR practices in SMEs and service sector
5. To be able to compare and contrast different approaches of HRM for solving the complex issues and problems at the workplace

Module No.	Contents of the Module	Hours	COs
1	Module-1 Introduction to HRM Human Resource Management and Personnel Management, The Importance of Human Resource Management, Models of Human Resource Management, Evolution of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management, Human Resource Management and Line Managers, The HR Competencies, Human Resource Management and Firm Performance.	8	CO1
2	Module -2 Human Resource Planning Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Attributes of an Effective HR Planning, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis and Job Evaluation. Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy; Selection, Future Trends in Recruitment; Selection Process; Selection Tests; Factors Influencing Selections, Challenges in Selection, Application Tracking System using MS-Excel Learning, Training, and Development: Training, Learning and Development, Learning Theories, The Future of Training, Learning, and Development: Crystal Gazing into the Future, World of Learning. Process of training and Techniques of Training	10	CO2
3	Module – 3 Performance Management and Appraisal Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management. Compensation and Benefits	10	CO3

	<p>Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, Theories of Compensation, External Factors, Internal Factors, Establishing Pay Rates, Employee Benefits.</p> <p>Industrial and Employee Relations</p> <p>Decent Workplace: International Labor Organization, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management.</p> <p>Employment Relations - The Definition, Traditional Employment Relations, Actors in the Fray: Role-taking, The New Frameworks for Employment Relations, The Future of Employee Relations.</p>		
4	<p>Module- 4 Human Resource Management in Small and Medium Enterprises</p> <p>Definition of SMEs, Human Resource Management and Performance in SMEs, The Difference in Adoption of Human Resource Management: SMEs and Large Firms, Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs, Factors Influencing the Adoption of Human Resource Management Practices in SMEs, Future of Human Resource. Management in SMEs.</p> <p>Human Resource Management in the Service Sector</p> <p>Introduction, The Emergence of the Services Sector, Implications for Human Resource, Management Function, Differences Between Services Sector and the Manufacturing Sector, Difference in Human Resource Management Practices in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Some Specific Industries in Services Sector, Trade Unions in Services Sector, Models of Union Strategies.</p>	10	CO4
5	<p>Module-5 HR Leadership and organization Transformation</p> <p>Future of Human Resource Management: The next generation HR professionalism, Critical HR Issues of Today and Tomorrow, Changing Mental Models: HR's Most Important Task, HR roles critical for business survival, HR profession in today's changeful workplace, HR and Technology.</p>	8	CO5
Self-Study	Case Study analysis and JD & JS Design	4	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand of HRM functions, principles, theory and practices.
CO2	Interpret Job analysis that facilitates students to design a job description and job specification for various levels of employees and HRP.
CO3	Analyze performance appraisal methods, employee retention techniques and compensation practices along with the regulations governing employee benefit practices., tackle employee grievance and discipline
CO4	Analyze the various HR Practices in the Small and Medium Enterprises
CO5	Understand the critical leadership role played by the HR in the organizations and identify the challenges in HR.
CO6	Apply and evaluate the theoretical aspects and models of HRM and apply them while carrying out the activities/assignments assigned to them.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3							3	
CO2		2				2			2
CO3		2			2				
CO4			2		2				
CO5		2	2		2				2
CO6			2	2				2	

MOOCs

NPTEL Human Resource Management –I course -
<https://nptel.ac.in/courses/122/105/122105020/>

Suggested Case Studies

Case Study-1 “Training Program at ABC Cement”

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Human Resource Management: Theory and Practices,	R. C. Sharma, & Nipun Sharma	Sage Publication India Pvt. Ltd.	2019
2	Human Resource Management: Concepts	Amitabha Sengupta	Sage Publication India Pvt. Ltd.	2021
3	Leadership: Theory and Practices	Peter G. Northouse	Sage Publication	7/e, 2019
4	Human Resources Management	T.P RenukaMurthy	HPH	1/e, 2017

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	The HR Scorecard: Linking People, Strategy, and Performance	Brian Becker, Dave Ulrich, & Mark A. Huselid	Harvard Business Review Press	2001
2	The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals	Shawn Smith & Rebecca Mazin	AMACOM	2011
3	Performance Management and Appraisal Systems HR Tools for Global Competitiveness	T. V. Rao	Sage Publishing India Ltd.	1/e, 2004
4	Human Resource Management	Appasaba L.V & Kadakola M	College Book House	2016
5	Human Resource Management	V.S.P Rao	Cengage Learning	2019

Practical Component

- A visit to organization and interact with HR Manager and list out the roles played by HR manager.
- Meet Recruitment Manager and ask- 10 questions one asks during Interview.
- Meet Training and Development Manager and list out various training given to employees; basis of training program; Need analysis.
- Visit any service organization and observe HR functions; List them.

FINANCIAL MANAGEMENT

Course Code: 21MBA22	Credits: 4
L:T:P:J:3:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To familiarize the students with basic concepts of financial management and financial system
2. To understand concept of time value of money and its implication
3. To evaluate the investment proposals
4. To understand the management of working capital in an organization
5. To analyze capital structure and dividend decision

Module No.	Contents of the Module	Hours	COs
1	Module 1: Introduction to Financial Management Meaning and objectives of Financial Management, changing role of finance managers. Interface of Financial Management with other functional areas. Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles	8	CO1
2	Module 2: Time value of Money Meaning of Time value of money – Simple interest & Compound interest, Future value of single cash flow & annuity, Present value of single cash flow, Annuity & Perpetuity. Loan amortization. Calculation of future value, present value and loan amortisation in MS excel	10	CO2
3	Module 3: Cost of capital and Capital Budgeting Cost of Capital: Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model), Cost of retained earnings; Determination of Weighted average cost of capital (WACC) and Marginal cost of capital. Capital budgeting: Process, Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, Discounted payback period, Accounting rate of return. Risk analysis in capital budgeting.	12	CO3
4	Module 4: Working Capital Management Factors influencing working capital requirements; Current asset policy and current asset finance policy; Determination of operating cycle and cash cycle on Excel- Estimation of working capital requirements of a firm. (Does not include Cash, Inventory & Receivables Management).	8	CO4
5	Module 5: Capital structure and dividend decisions Capital structure and dividend decisions – Planning the capital structure- Governance of Equity and Debt, Fall in interest rates and perils of Debt funding. Leverages, EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy. Dividend policy – Factors affecting the dividend policy - Dividend Policies- Stable Dividend, Stable Payout (Problems on EBIT-EPS analysis & Leverages)	10	CO5

Self - Study	Sources of Financing, Cost of Capital <i>Group assignment followed by presentations</i>	2	CO6
---------------------	--	----------	------------

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

CO1	Understand the basic concepts of financial management
CO2	Apply time value of money concept
CO3	Evaluate the investment decisions of a business
CO4	Estimate working capital requirements of a business
CO5	Analyze the capital structure and dividend decisions
CO6	Apply financial management concepts in a business case study (using MS Excel) and present their analysis

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1				2				2	
CO2	2	3						2	
CO3	2	2						2	
CO4	2	2						2	
CO5	2	2						2	
CO6	2	2		2		2	2	2	2

MOOCs

Financial Management- https://onlinecourses.swayam2.ac.in/cec20_mg05/preview

Suggested Case Studies

- Taylor Brands: Cost of Capital or Required rate of return
- American Grain Company – Equipment Replacement
- Hero Motor Corporation Limited – Profitability Analysis
- Dividend Policy at Hindustan Petroleum Corporation Limited (HPCL)

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial Management : Text, Problems and Cases	Khan M. Y.& Jain P. K	TMH	8/e, 2019
2	Financial Management	Prasanna Chandra	TMH	9/e, 2017
3	Financial Management	Prahlad Rathod, Babitha Thimmaiah & Harish Babu	HPH	1/e, 2015
4	Financial Management: A Strategic Perspective	Nikhil Chandra Shil & Bhagaban Das	Sage Publications	1/e, 2016

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial Management	I. M. Pandey	Vikas Publishing	11/e, 2012
2	Principles of Corporate Finance	Brealey, Myers, Allen & Mohanty	McGraw Hill Education	11/e, 2014
3	Cases in Financial Management	I.M Pandey & Ramesh Bhat	McGraw Hill Education	3/e, 2015
4	Corporate Finance	Vishwanath S. R	Sage Publications	3/e, 2019

Practical Component

- Students shall identify small or medium sized companies and understand the investment evaluation techniques used by them.
- Using the annual reports of selected companies, students to study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.
- Students shall compute future value and present value using MS Excel
- Students shall choose the companies that have gone for stock split and bonus issue in the last few years and study the impact of the same on the stock price.
- Students shall study capital structure of any five companies.

BUSINESS RESEARCH METHODS

Course Code: 21MBA23	Credits: 4
L:T:P:J: 3:0:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To understand the basic concept of Research and its process.
2. To gain insight into the various Research Designs to choose the most appropriate one.
3. To choose samples using an appropriate technique and collect data from them using a suitable tool.
4. To develop testable hypothesis, evaluate aptness of research conclusions, and generalize them appropriately.
5. Demonstrate a logical argument, interpret and present data in oral and written form for decision making.

Module No.	Contents of the Module	Hours	COs
1	Module-1 Introduction to Research Meaning, Types, Process of research, Defining the research problem, formulating the research Hypothesis, Developing the research proposals, research design formulation, Sampling design, Planning and collecting the data for research, Data analysis and interpretation, Features of good research study.	8	CO1
2	Module -2 Research Design Meaning, Types and significance of research design. Exploratory and Conclusive Research Design. Exploratory Research: Meaning, purpose, methods- Literature search, Experience survey, Focus groups and comprehensive case methods. Conclusive Research Design - Descriptive Research - Meaning, Types – Cross sectional studies and longitudinal studies. Experimental Research Design – Meaning and classification of experimental designs- formal and informal, Pre experimental design, Quasi-experimental design, True experimental design, statistical experimental design.	8	CO2
3	Module -3 Sampling and Data Collection Sampling: Concepts- Types of Sampling –Types of Probability Sampling and Non-Probability Sampling, Errors in sampling. Meaning of Primary and Secondary data, Primary data collection methods - observations, survey, interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design – Meaning - process of designing questionnaire. Secondary data -Sources – advantages and disadvantages. Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling	10	CO3
4	Module -4 Data Formatting and Hypothesis Testing Data Formatting: Editing, Coding, Classification, Tabulation, Validation of data. Hypothesis testing: Types, characteristics, source, formulation of hypotheses, errors in hypotheses. Parametric and Non-Parametric Tests- t-test, z-test, f-test,	12	CO4

	u-test, K-W Test (problems on all tests). Normality and reliability of hypothesis. Statistical analysis- Bivariate and Multivariate Analysis- ANOVA-one-way, two-way classification, and problems on it		
5	Module -5 Report Presentation Report writing and presentation of results: Importance of report writing, Types of research report, Report structure, guidelines for effective documentation.	6	CO5
Self-Study	<ul style="list-style-type: none"> To prepare a questionnaire to conduct market survey/ Mall Intercept to determine the consumer perception towards any FMCG To Edit, code, and validate the data and analyze it using SPSS/ Minitab/Jamovi. To Present the analyzed data in form of a neatly structured report 	6	CO6

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

CO1	Understand the basic concept of Research and its process.
CO2	Gain insight into the various Research Designs to choose the most appropriate one.
CO3	Choose samples using an appropriate technique and collect data from them using a suitable tool
CO4	Develop testable hypothesis, evaluate aptness of research conclusions, and generalize them appropriately
CO5	Demonstrate a logical argument, interpret and present data in oral and written form for decision making
CO6	Apply the theoretical concepts of Research methods and analyze real time data and to present their decision

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1				2		3		2	
CO2	3			2				2	
CO3						3		2	
CO4		3						2	
CO5		3							2
CO6		3							

MOOCs

Questionnaire Design for Social Surveys, Coursera platform

- Data Collection: Online, Telephone and Face-to face, Coursera platform
- Writing and Editing: Drafting, Coursera platform

Suggested Case Studies

- Case 1- The Evergreen Company
- Case 2- EZ PASS

Textbooks

Sl. No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1.	Business Research Methods	Donald R. Cooper & Pamela s Schindler	TMH	12/e, 2018
2	Research Methods	M M. Munshi& K Gayathri Reddy	HPH	1/e, 2015
3	Marketing Research	Naresh K Malhotra	Pearson Education	7/e,2022
4.	Research Methodology	C R Kothari	New Age International	4/e, 2019
5.	Statistics for business & economics,	Anderson, D.R., Sweeny, D.J., Williams, T.A., Camm, J.D., Cochran, J.J.	Cengage Learning	13/e, 2017

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1.	Statistics for management	Levin, R.I., Rubin, D. S., Rastogi S., Siddiqui, M.H	Prentice Hall India Publications	7/e, 2011
2	Research Methodology	Ranjit Kumar	Sage Publications	3/e, 2013
3	Research Methodology	Deepak Chawla and Neena Sondhi	Vikas Publications	2/e, 2018
4	Excel for dummies	Harvey. G	John Wiley & Sons	2019

Practical Component

- Review case of your choice
 - a) Write a report to the Management summarizing the results of your analyses. Prepare a set of charts using EXCEL.
 - b) What recommendations do you have for the management?
 - c) Develop a 10 minutes presentation using not more than 10 PowerPoint slides.

Project Component

- To do a literature review on any research topic of interest and present the same.
- To test hypothesis, analyse and present a research proposal for the topic chosen.

OPERATIONS RESEARCH

Course Code: 21MBA24	Credits: 4
L:T:P:J: 3:2:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To understand the basics of Operation Research.
2. Be able to mathematically formulate a linear program and solve graphically
3. To apply the techniques to minimize the transportation cost
4. To understand the various environments of Decision making and sequence the jobs effectively
5. To apply the simulation techniques and Game theory to obtain the optimal solutions

Module No.	Contents of the Module	Hours	COs
1	Module -1 Introduction: Definition, scope of Operations Research, characteristics, advantages and limitations. Quantitative approach to decision making models (Theory Only)	8	CO1
2	Module -2 Linear Programming Problem Structure of linear program model, Assumption, Advantages, Limitations, General mathematical model, Guidelines for formulation of linear programming model, Formulation of problems, graphical method.	10	CO2
3	Module -3 Transportation and Assignment Problem General structure of transportation problem, methods of finding initial basic feasible solution (NWCM, LCM & VAM), Degeneracy, Optimality Test using Stepping Stone and MODI Methods (theory only). Assignment problems - Introduction, General structure. Problems on minimization & maximization.	10	CO3
4	Module -4 Decision Theory and Job Sequencing Decision under uncertainty- Maxmin & Minmax, Decision under Risk- Expected Value, Simple decision tree problems. (Only theory). Job Sequencing- N Jobs-two machines and N Jobs-three machines (Problems) 2 jobs-M machines cases. (Only theory).	10	CO4
5	Module -5 Simulation and Game Theory Process of simulation, types of simulation, steps in simulation process, Monte Carlo simulation, Simple problems on Simulation applications in Inventory, Queuing, finance problems, Advantages & Disadvantages. Game Theory: Formulation of game models, Two-person Zero sum games & their solution, 2 x N and M x 2 games, pure strategy games with saddle point, Mixed strategies (Graphical and algebraic methods), Limitations of game theory.	10	CO5
Self-Study	Apply concepts like simulation, game theory, Hungarian Assignment on real time data	2	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the basics of Operations Research
CO2	Mathematically formulate the Linear Problem and solve graphically
CO3	Apply transportation techniques to minimize cost
CO4	Understand the various decision-making environment and sequence the jobs to minimize the idle time
CO5	Simulate problems and apply game theory to obtain optimal solution
CO6	Apply theoretical concepts of OR in real time data to make decisions

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2								
CO2		3				2		2	
CO3		3				2			
CO4		2				3		2	
CO5		3				3			
CO6	3	3							

MOOCs

Operation Research: Models and Applications - <https://www.coursera.org/learn/operations-research-modeling>

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Operation Research: An Introduction	H.A. Taha	Pearson Education	9/e, 2014
2	Operation Research	J. K. Sharma	Trinity Press	2017

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Quantitative Techniques in management	N. D. Vohra	McGraw Hill	4/e, 2015
2	Introduction to Operations Research	Hiller, Frederick S. ; et al	Tata McGraw Hill	9/e, 2012

Practical Component

- Learn and use TORA Software for analysis of all the OR Techniques and Real-life Problems.
- Student should demonstrate the application of the techniques covered in this course.

STRATEGIC MANAGEMENT

Course Code: 21MBA25	Credits: 4
L:T:P:J: 3:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

- 1.To provide an integrative framework for understanding competitive advantage and relevance of environmental analysis
- 2.To develop a thorough understanding of organization's vision, mission, examine principles and models of internal analysis.
- 3.To provide a basic understanding of the nature and dynamics of the strategy formulation processes as they occur in complex organizations.
- 4.To develop the ability to identify strategic issues and take appropriate courses of action.
- 5.To enable students' understanding of business from strategic control perspective.

Module No.	Contents of the Module	Hours	COs
1	Module-1 Introduction Meaning and Nature of Strategic Management, its Importance and Relevance and Characteristics of Strategic Management, The Strategic Management Process. Relationship Between a Company's Strategy and its Business Model. External Analysis Strategically Relevant Components of a Company's External Environment – Industry Analysis - Factors Driving Industry Change and its Impact - Porter's Dominant Economic Feature - Competitive Environment Analysis - Porter's Five Forces Model – Key Success Factors Concept and Implementation.	9	CO 1
2	Module -2 Internal Analysis Describe Strategic Vision, Mission, Goals, Long Term Objectives, Short-Term Objectives and Discuss Their Value to the Strategic Management Process, Resources, Capabilities, Competencies, Resource Based View of the firm (RBV), Balanced Score Card, SWOC Analysis, Value Chain Analysis, Benchmarking.	9	CO 2
3	Module -3 Strategic Formulation Business Strategies –Porter's Generic Strategies: Low Cost, Differentiation, Best Cost, Focused Low Cost and Focused Differentiation, Corporate Strategies – Growth Strategies (Internal Growth, External Growth, Integration, Diversification, Mergers, Strategic Alliances), Ansoff's Matrix, Stability Strategies (No-Change, Profit and Proceed with Caution), Retrenchment Strategies (Turnaround, Divestment and Liquidation), International Business Level Strategies.	10	CO 3

4	Module -4 Strategy Implementation Strategy Implementation -Organizational Structure, Strategic Leadership and Organizational Culture Strategy and Innovation - Introduction to Innovation: Process, Product and Platform; Creative Destruction and Disruptive Technologies; Designing Organizations for Innovation; Innovation Environments: Institutional Innovation and Environments, The Co-creation of Value, Open Innovation and Open Strategy, National Innovation Systems, Learning Networks and Clusters, Social Innovation.	10	CO 4
5	Module-5 Strategic Control Strategic Control: Focus of Strategic Control, Establishing Strategic Controls (Premise Control, Strategic Surveillance, Special Alert Control, Implementation Control), Exerting Strategic Control (through Competitive Benchmarking, Performance and Formal and Informal Organizations).	10	CO 5
Self Study	VRIOS Analysis and Presentation RBV Analysis and Report	2	CO 6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the concept of Strategic Management and the need for external environmental analysis in Strategic Management
CO2	Apply tools for internal analysis of the organization to derive competitive advantage.
CO3	Analyze the principles and practices associated with strategy formulation in an organization.
CO4	Design and implement innovative strategies for better social impact.
CO5	Establish and exert strategic controls in organizations.
CO6	Apply the concepts of strategic management effectively in business situations to meet the challenges of competitive environment.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2		3		3			2
CO2		3			2	2			2
CO3	3		2		3		2		2
CO4	3		2		2		2	2	3
CO5		2	3		2				2
CO6	3	2	2	3					3

MOOCs:

1. NPTEL: Strategic Management IIT Kharagpur
<https://nptel.ac.in/courses/122/105/122105024/>
2. NPTEL: Strategic Management IISc Bangalore
<https://nptel.ac.in/courses/110/108/110108047/>
3. SWAYAM: Strategic Management
https://onlinecourses.swayam2.ac.in/imb20_mg33/announcements?force=true
4. COURSERA: Strategic Management
<https://www.coursera.org/learn/strategic-management>
5. COURSERA: Strategic Management and Innovation
<https://www.coursera.org/specializations/strategic-management>

Suggested Case Studies:

GE Ecomagination <https://som.yale.edu/case/2011/ge-ecomagination>
Netflix <https://som.yale.edu/case/2007/netflix>
TATA Steel, JIO, Zoom's Rise Amidst the COVID-19 Pandemic
Swiggy: Delivering on Business Continuity amidst COVID-19
Nestle's Strategic Intent

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases	Arthur A. Thompson Jr. Margaret A. Peteraf John E. Gamble 2009. J. Strickland III Arun K. Jain	McGraw Hill Education	19/e 2017
2	Strategic Management: A South-Asian Perspective	Michael A. Hitt R. Duane Ireland Robert E. Hoskisson S. Manikuttu	Cengage Learning	9/e 2016

Reference Books:

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Strategy: Theory & Practice	Stewart Clegg, Chris Carter Marting Kornberger, Jochen Schweitzer	Sage Publications	3/e ,2020
2	Strategy Management: Theory & Practice	John Parnell	Biztantra	2004
3	Strategic Management: Planning for Domestic and Global Competition	John A. Pearce Richard B. Robinson	McGraw Hill Education	14/e, 2015

Practical Component:

- Analyzing the Mission and Vision statements of selected Indian companies.
- Applying Michael E Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc. (Industry Note to be submitted)
- Internal Analysis & Strategies of a listed company in the form of a report to be submitted.
- Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market; analyze the internal and external factors.
- Map out GE 9-cell matrix and BCG matrix for some companies and compare them.
- Conduct SWOT analysis of companies around your campus.

ENTREPRENEURSHIP AND SOCIETY

Course Code: 21MBA26	Credits: 4
L:T:P:J: 3:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To develop entrepreneurial and social spirit and motivation in students and encourage creative thinking.
2. To understand the importance of market analysis and business forms.
3. To impart knowledge about the Business plans and models to run a business efficiently and effectively.
4. To help students understand the ways of starting a company of their own.
5. To impart knowledge about legal aspects and IPR involved in starting and running a business.

Module No.	Contents of the Module	Hours	COs
1	Module -1 Introduction to Entrepreneur & Entrepreneurship Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneurs - Intrapreneur- an emerging class - Concept of Entrepreneurship -Entrepreneurial Culture - Stages in entrepreneurial process. The role of creativity – The innovation Process – Sources of New ideas Social Enterprise -Need - types – characteristics and benefits of social enterprises- Social entrepreneurship – Rural entrepreneurship-need and problems of rural entrepreneurship – challenges and opportunities-Role of government.	10	CO1
2	Module -2 Marketing function and forms of organization Importance of Industry Analysis and Competitor Analysis for a new venture– Marketing Research for the New Venture – Defining the Purpose or Objectives – Gathering Data from Secondary Sources – Gathering Information from Primary Sources – Analyzing and Interpreting the Results – The Marketing Process Forms of business organization: Sole Proprietorship – Partnership – Limited liability partnership - Joint Stock Companies and Cooperatives and Company Incorporation Process of Company Incorporation; Importance of Marketing and Funding new ventures Corporate Social responsibility and its implications	10	CO2
3	Module -3 Developing Business Model and Business plan Importance of Business Model – Starting a small-scale industry -Components of an Effective Business Model, Osterwalder Business Model Canvas. Business Planning Process: Meaning of business plan - Business plan process, types of business plan- Advantages of business planning - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture.	10	CO3
4	Module -4 Modernization in Entrepreneurship and Startups Effectuation – meaning, effectuation theory of entrepreneurship, effectuation principles. Start Up -Startup opportunities, Startup Economy, Startup ecosystem, Four stages of Start Up, startup survival and growth, registration of companies, applying for business licenses, Government initiatives.	7	CO4

	Lean -concept of Lean startup, principles, methodology and benefits, Lean business canvas		
5	Module -5 Legislations related to Business and Intellectual property Legislations -Applicability of Legislation; Partnership act 1932, Companies act 2013, Cooperative Societies Act 1912, Industries Development (Regulations) Act, 1951; Industrial Employment (Standing Orders) Act, 1946, The Contract Labor Act, 1970, The Inter-state Migrant Workmen Act, 1979, Environment (Protection) Act, 1986; The sale of Goods Act, 1930; Industrial Dispute Act 1947. Intellectual property protection and Ethics: IPR, Patents, Copyright - Trademark- Industrial Design, Geographical indications, Ethicality in IPR	7	CO5
Self-study	A brief overview of financial institutions in India - SIDBI, NABARD, IDBI, SIDCO, Indian Institute of Entrepreneurship, DIC. Single Window policy and latest Industrial Policy of Government of India, TIFAC 2035 Team Presentation of business plan-Sector wise.	6	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the concept of entrepreneurship and its role in the economy
CO2	Differentiate between different forms of organization and recognize the role of marketing function in a business
CO3	Prepare business plan
CO4	Appreciate the opportunities available for startups in India
CO5	Recognize different legal aspects and IPR involved in starting and running a business
CO6	Collaborate and work in a team

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2		2	3	2	2	2		
CO2	2	2		2		3			
CO3		2		2		2			
CO4	2	2					2		
CO5	2			2					
CO6	2		2	2			2		

MOOCs:

<https://www.coursera.org/specializations/wharton-entrepreneurship>

<https://www.edx.org/course/becoming-an-entrepreneur>

<https://www.edx.org/micromasters/iimb-entrepreneurship>

Suggested Case Studies

https://mitsloan.mit.edu/sites/default/files/2020-03/Biocon%20India%20Group.IC_.pdf

Text Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	The Dynamics of Entrepreneurial Development and Management	Vasant Desai	Himalaya Publishing House	2010
2	Entrepreneurship	Donald F. Kuratko and Richard M. Hodgetts	South-Western	2012
3	Entrepreneurship- A South-Asian Perspective	D.F.Kuratko, T.V.Rao	Cengage Learning	2018
4	Entrepreneurship	Robert D Hisrich – Michael P Peters – Dean Ashepherd	The McGraw-Hill companies	6/e , 2007

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Entrepreneurship Development	Gupta S.L., Arun Mittal	International Book House	2012
2	Management and Entrepreneurship Development	Sudha G. S	Indus Valley Publication	2009
3	Entrepreneurship Development and Small Business Enterprises	Poornia M. Charantimath	Pearson Education	2/e, 2014

Practical Component

- Visit EDII, KVIC or other entrepreneurial training and financial support institutions.
- Interview a local entrepreneur to find out his/her major motivations to start a business
- Visit a trade show, compare and analyse the marketing activities of various stalls in that show
- Prepare a business canvas for specific sectors

PROJECT OF SOCIAL CONCERN

Course Code: 21MBA27	Credits: 2
L:T:P:J: 0:0:0:4	CIA Marks: 100

COURSE OBJECTIVES

- To sensitize students to social issues
- To bring awareness of multiple perspectives on a given topic of social concern among students
- To encourage students to understand the cause and effects of social problems and find research-based solutions for them

General Guidelines

- The Course code of the project work shall be 21MBA26 and shall be compulsory.
- The project work shall be spread over 2nd Semester with an emphasis on field survey.
- The project will be done by a group of 3 students.
- The students shall identify a topic of social concern of his / her interest / passion through life experiences and / or through external sources.
- The students shall get associated with an organization (NGO, Social Enterprise, Government Department, CSR wing of a Corporate), working for the cause.
- The students are expected to identify the organization in consultation with the guide.
- The students shall seek guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- No two groups shall work in the same area/topic
- The student group shall submit a report on their work at the organization / evaluation studies.
- The group shall present the report to a committee of internal and external evaluators.

IDENTIFYING TOPICS

Topics of social concern can be classified into:

1. Social problems (Climate change, illiteracy, unemployment, poverty, malnutrition, health and hygiene, homelessness, domestic violence, inter-group conflicts, terrorism, etc).
2. Economic and social justice (ageism, racism, income disparity, gender bias and other types of discrimination).
3. Social ideals (empowerment, equality, democracy, etc.).

Format and Contents of the report

- The Project report shall not exceed 50 pages.
- The Project report shall be prepared using word processor viz. MS-Word in Times New Roman font, font size 12.
- All the reports shall be printed in A4 size sheet leaving 1” margin on all the sides.
- Students should submit the Project Report in both electronic form (Non editable PDF) and two hard copies (One for the student and other for the institute).
- A certificate by the guide, HOD and Head of the institution indicating the bonafide performance of the project by the student to be enclosed.
- An undertaking by the student to the effect that the work is independently carried out by him/her.
- Certificate from the organization.

Contents of the Project Report

- Cover page
- Certificate from the Organization
- Certificate from the guide, HOD and Head of the Institution
- Declaration by the student
- Acknowledgement
- Table of contents
- List of figures, tables and graphs

Chapter 1: Introduction

Introduction to the project, Objectives of social concern projects, Importance of social concern projects, Outcome of social concern projects.

Chapter 2: Organization profile

Nature of the organization (NGO, Social Enterprise, Government Department, CSR wing of a Corporate), History, Promoters, Vision, Mission, Core values, Products / service profile, areas of operation, Other organizations involved in the cause, SWOC Analysis, Impact of the organization's activities, Awards and recognitions, Future growth and prospects.

Chapter 3: Theoretical Background and Literature Review

Theoretical background of the issue / problem identified (Major theories, models, policy initiatives, Laws and propositions).

Chapter 4: Research Design, Analysis and Findings

Statement of the problem, Need for the study, Objectives, Scope of the study, Research methodology. Analysis and interpretation of the data collected with relevant tables and graphs, Summary of findings and Suggestions.

Chapter 5: Experience, Learning Outcome and Conclusion

Bibliography: Books, Articles names, etc. to be mentioned as per APA style.

Course Outcomes: At the end of the course the student will be able to:

CO1	Identify and define core social issues / problem
CO2	Understand the causes and effects of the social problems
CO3	Develop research-driven strategies to solve the existing social problems

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1			3						3
CO2		3				3			3
CO3		3				3			3

LEADERSHIP SKILLS

Course Code:21MBA28	Credits: 0
L:T:P:J: 0:0:2:0	CIE Marks: 100

Course Objectives

1. To help students understand their strengths and weakness
2. To develop analytical and creative ability to solve problems
3. To make students industry ready through practice of corporate etiquettes

Module No.	Contents of the Module	Hours	Cos
1	Module-1 Understanding and Managing Self Self-Awareness, Self-Management, Anger Management, Time management, Change management. Vision and goal setting - Diff between vision and goal, smart, stretched goal concept, case studies Personality analysis using Big 5 personality test Critical Thinking, Problem solving, Creativity and innovation Integrity, ethics, values	15	CO1
2	Module -2 Corporate etiquettes Basic etiquettes, Grooming etiquettes, Effective meeting skills Group discussion and Personal interview	10	CO2

Course Outcomes: At the end of the course the student will be able to:

7. Understand their strengths and weakness
8. Develop analytical and creative ability to solve problems
9. Become industry ready through practice of corporate etiquettes

Mapping of Course Outcomes with Programme Outcomes:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1		2			2				2
CO2					2				2
CO3		2			2				2

MOOC Course:

Leading Diverse Teams

<https://www.coursera.org/learn/leading-diverse-teams>

Practical component:

1. Mock GD and interview may be conducted at the end of the course to check their confidence
2. Students can prepare their SWOT analysis and present the same.

SEMESTER III
BANKING AND FINANCE
MANAGEMENT OF BANKS

Course Code: 21MBAFM31	Credits: 3
L:T:P:J: 2:0:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To understand the structure, system of banking in India.
2. To evaluate the role of Central Bank.
3. To analyze credit review process and management of NPA.
4. To analyze the performance of Banks and understand the components of ALM.
5. To evaluate the recent trends in banking.

Module No.	Contents of the Module	Hours	COs
1	Module-1: Banking system and structure in India Evolution of Indian Banks-Types of banks, Commercial banking: Structure, Functions, Banking Services – Types of relationship between banker and customer – Banker's obligations to customers – Right of lien, setoff, appropriation	7	CO1
2	Module-2: Central Banking Functions, Structure of Central Bank, Role of Central Bank, Methods of Credit Control, Open Market Operations, Qualitative Instruments of Monetary Policy, Recent Trends in Central Banking	7	CO2
3	Module-3: Credit Review & NPA Management –Principles & Characteristics of different types of loans, CIBIL and Loan Approval process, Charging of Security bills-pledge – mortgage – assignment. Types of Risks faced by banks, Altman's Z-Score, Management of Non-Performing Assets (NPAs), NPA regulations governing banks.	8	CO3
4	Module-4: Performance of Banks- Understanding Bank Financial Statements. Sources of Funds, Pricing of Deposit Services, DuPont model for evaluating bank performance. Regulatory capital requirements under Basel III norms. Asset Liability Management (ALM) in banks- Components of Liabilities and Components of Assets, Significance of Asset Liability management, Purpose and objectives.	6	CO4
5	Module -5: Recent Trends in Banking- Financial Inclusion, Financial literacy, Hi-Tech Banking Products and Services, Bancassurance, Mergers and Acquisitions in Banking Sector, International Banking, Role of FEDAI and EXIM Bank	8	CO5
Self-Study	Customers' accounts with banks –KYC norms and operation –Types of accounts and customers – Nomination – Settlement of death claims. Survey and report presentation on Financial Inclusion, Role of commercial banks in socio economic development	4	CO6

Course Outcomes: At the end of the course the student will be able to:

C01	Understand the structure, system of banking in India.
C02	Evaluate the role of Central Bank.
C03	Analyze credit review process and management of NPA
C04	Analyze the performance of Banks and understand the components of ALM
C05	Evaluate the recent trends in banking
C06	Apply the theoretical aspects of banking and to present the analysis.

Mapping of Cos with POs & PSOs:

Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2								2
CO2		2				2			
CO3							2	2	
CO4	3								
CO5	2	3							2
CO6	3								

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Principles and practices of Banking	IIBF	Macmillan, New Delhi.	5/e 2015
2	Banking Theory: Law & Practice	Dr. S Guruswamy	Vijay Nicole Imprints	4/e 2017
3	Bank Management	Koch W, Timothy, & S. Scott	Cengage Learning, New Delhi.	11/e 2014
4	Management of Banking and Financial Services	Padmalatha Suresh & Justin Paul	Pearson	4/e 2017

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Banking Theory, Law and practice	Sundaram and Varshney	Sultan Chand & Sons, New Delhi.	20/e 2014
2	Banking and Financial System	Prasad K, Nirmala, Chandradas J.	Himalaya Publishing House, Mumbai.	Latest
3	Banking and Financial services	Sharma, Mukund	Himalaya Publishing House, Mumbai.	Latest

Practical Component:

- To analyse the recent trends in international banking.
- To study the growth of Hosing Finance in India.
- Project Report on CAMELS Model & EAGLES Model
- Case studies on NPA

INVESTMENT MANAGEMENT

Course Code: 21MBAFM32	Credits: 3
L: T:P: J: 2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

- 1.To understand the capital market and various instruments for investment.
2. To evaluate and analyse the risk and return relationship of securities
3. To understand the impact of macro-economic and industry variables on stock price.
4. To analyse equity and debt valuation techniques.
5. To evaluate the theories of portfolio management and to demonstrate the knowledge of managing portfolios.

Module No.	Contents of the Module	Hours	COs
1	Module-1: Introduction to Investment Investment Avenues, Attributes, Investor V/s speculator, Features of a good Investment, Investment Process. Financial Instruments, Securities Market: Primary Market, Secondary Market. Stock Market Indices-Types (only Theory).	4	CO 1
2	Module-2: Return and Risk Concepts Concept of return, individual security returns, rate of return, Concept of Risk, Causes of Risk, Types of Risk, Risk-Return Relationship, Calculation of Return and Risk of Individual Security (Theory & Problems).	8	CO 2
3	Module-3: Technical and Fundamental Analysis Economic, Industry & Company Analysis Technical Analysis – Concept, Theories- Dow Theory, Eliot Wave theory. Charts-Types, Trends and Trend Reversal Patterns. Mathematical Indicators –Moving Average Convergence-Divergence, Relative Strength Index. Trading, Screen based trading, Contract note, Order types and order book. Market Efficiency: Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Macro-Economic and Industry Analysis: Fundamental analysis-EIC Frame Work, Economy Analysis, Industry Analysis, Company Analysis- Financial Statement Analysis. (Theory only).	8	CO 3
4	Module-4: Valuation of Securities Bond features, Types of Bonds, Determinants of interest rates, Bond Valuation, Bond Duration, Bond Management Strategies. Preference Shares- Concept, Features, Valuation. Equity Shares- Concept, Valuation, Dividend Valuation Models, Discounted Cash Flow Model, Relative valuation model. (Theory & Problems).	8	CO 4
5	Module-5: Modern Portfolio Theory & Portfolio Performance	9	CO 5

	Markowitz Model- Diversification, Portfolio Return, Portfolio Risk, Efficient Frontier, Capital Asset Pricing Model: Assumptions, CAPM Equation, Capital Market Line, Security Market Line, CML V/s SML. Arbitrage Pricing Theory: Equation, Assumption, CAPM V/s APT (Theory & Problems). Portfolio Management Strategies -Objectives, Performance plans (Theory only)		
Self-Study	Portfolio construction and presentation Alternative Investments and strategies including REITS	3	CO 6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the capital market and various instruments for investment.
CO2	Evaluate and analyse risk and return relationship of securities.
CO3	Understand the impact of macro-economic and industry variables on stock price.
CO4	Analyse the various techniques of equity, debt and mutual funds valuation.
CO5	Evaluate the theories of portfolio management and to demonstrate the knowledge of managing portfolios.
CO6	Apply the concepts learnt in Investment Management & present the analysis

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2							2
CO2		3					2	2	
CO3	2	3						2	
CO4	3			2					2
CO5		2				2		2	
CO6		3							

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Investment Analysis and Portfolio management	Prasanna Chandra	Tata McGraw Hill Education	5/e, 2017
2	Investments	ZviBodie, Kane, Marcus & Mohanty	Tata McGraw Hill Education	11/e, 2019
3	Security Analysis & Portfolio Management	J Kevin	Tata McGraw Hill Education	2/e, 2015

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Analysis of Investments & Management	Reilly & Brown	Cengage Publications,	10e/2017
2	Security Analysis & Portfolio Management	Punithavathy Pandian	Vikas Publications	2/e, 2018
3	Investment management (Security Analysis and & Portfolio Management)	Bhalla V.K.	Vikas Publications	19/e, 2018

Practical Components:

- Each student will be given a virtual cash of Rs.10 Lakhs and they will be asked to invest in equity shares based on fundamental analysis throughout the semester. At the end the best investment will be awarded based on the final net worth. Virtual on line trading account can be opened for the student and every week 2 hours can be allotted to invest, monitor and evaluate.
- Students should study the stock market pages from business press and calculate the risk and return of selected companies.
- Students can do a macro economy using GDP growth.
- Students' are expected to do Industry analysis for specific sectors.
- Students can do Company analysis for select companies using profitability and liquidity ratios.
- Practice technical analysis using Japanese candle sticks.

BANKING AND FINANCIAL TECHNOLOGY

Course Code: 21MBAFM33	Credits: 3
L:T:P:J: 2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To understand the importance of technology in the banking sector
2. To understand the application of technology in managing banking operations
3. To understand the mechanism of digitalization of banking operations
4. To understand fintech and its regulations in India
5. To understand and analyze the innovations and applications of Fintech in various sectors.

Module No.	Course Content	Hours	COs
1	Module-1:Information Technology in Banking Trends in information technology- Recent development in Banking- usage and impact of IT in Banking- Development of technology in Banks- Development of ICT based banking products- Role of IDBRT (Institute of Development & Research in Banking) in banking technology development- scope of IT to tackle the key challenges	7	CO1
2	Module-2:Banking Technology Management Meaning of banking technology- constituents of banking technology (Computer science, communication technology, marketing science, information technology, finance and digital risk management)- role of ICT in banking- centralized banking services- Data mining- Application of data mining in banking- CRM through data mining- CRM and banking technology management- Integrated Circuit Card (ICC)- SWIFT (Society for Worldwide Interbank Financial Telecommunication)- origin of the society working of SWIFT	8	CO2
3	Module-3:Digital banking Meaning- Definition- Need for digitalization- Advantages to the customers- opportunities to the Bank- Dimensions of digital Banking- Customer dimension, Regulatory dimension, Technology dimension, Data dimension, Analytical dimension; Electronic Payment systems- Debit, Credit and Smart cards -MICR- Cheque Truncation-ECS- EFT – NEFT-RTGS Universal Banking-ATMs-Internet banking– Mobile Banking-Core banking solutions	7	CO3
4	Module-4:Fintech and Regulation Fintech Introduction, Fintech Evolution, Fintech Opportunities and Challenges. Fintech regulations(Regtech), Role of fintech in economic development	7	CO4
5	Module-5:Fintech Innovations ABC in Fintech (AI, Big data, Cloud and Crypto) Ethical issues in AI, AI and governance. Wider usage of Artificial Intelligence in the customer service Applications: Robo advisors, payments apps, peer-to-peer (P2P) lending apps, investment apps	8	CO5
Self-Study	Status of E-Banking in India- process of E-Banking- Benefits of E-banking- Emerging challenges in Banking industry, Universal Banking License versus Differentiated Banking License-Home banking Digital banking, Cyber security- network based security <i>Group Project – Report Submission followed by Presentations</i>	3	CO3, CO5

Course Outcomes: At the end of the course the student will be able to:

CO No.	Statement
CO1	Understand the importance of technology in the banking sector
CO2	Apply technology in managing banking operations
CO3	Understand the mechanism of digitalization of banking operations
CO4	Analyze Fintech industry and its regulatory framework
CO5	Evaluate the innovations in Financial Technology
CO6	Understand various applications of technology in finance and banking industry

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1		2		2				2	
CO2		2		2				2	1
CO3		2		2				2	
CO4		2		2				2	
CO5		2		2				2	1
CO6	2	2		2		2		2	

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Information Technology, Data communications and Electronic banking	Indian Institute of Banking & finance	Macmillan publishers India limited	3/e 2017
2	Fintech Future: The digital DNA of Finance	Sanjay Phadke	SAGE Publications	1/e 2020

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Information Technology	Dr. S. Upendra Rao	Macmillan Publishers India Limited	Latest
2	E-Indian banking in Electronic Era	Kaptan S.S & Choubey N.S	Sarup & Sons	Latest
3	Financial Services Information System	Keyes, Jessica	Auerbach Publications	Latest
4	IT security	Indian Institute of Banking	Taxman	2016

Practical Component

- Visit a bank branch and understand the technology used for banking operations
- Visit a bank's website and understand different types of transactions that can be done online
- Hands on session on Digital Banking transactions, Fintech applications
- Collate the list of few banking frauds that have happened in the past and suggest possible solutions through technology to prevent such incidents

BANKING AND FINANCIAL SERVICES

Course Code: 21MBAFM34	Credits: 3
L: T:P:J:2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To provide the students with understanding of Indian Financial system and Regulatory framework.
2. To analyze Merchant Banking in Indian context.
3. To analyze NBFCs, Housing finance in Indian context and to Evaluate financial viability of leasing and hire purchase
4. To Understand and Analyze role of credit rating, factoring, forfeiting and venture capital in financial system
5. To critically evaluate Mutual Funds and various financial services

Module No.	Contents of the Module	Hours	COs
1	Module-1: Financial System and Regulatory framework: Introduction to Financial System and its constituents, SEBI: Role and functions of SEBI, Recent Financial sector reforms of SEBI and Reserve Bank of India: (Theory)	6	CO1
2	Module-2: Merchant Banking: Origin, Categories, SEBI guidelines for Merchant Bankers, Services offered: Issue management – Post and Pre issue management, Issue pricing, Underwriting, Private Placement, Book Building Vs Fixed price issues, Debt Syndication. (Theory)	6	CO2
3	Module-3: NBFCs an Overview- Types of NBFCs in India, Microfinance, Mutual Benefit Financial Companies (Theory) Leasing and Hire Purchase- Concept, Types, Evaluation (Problems)	10	CO3
4	Module-4: Credit Rating and Venture capital: Meaning, process of credit rating, rating methodology, rating agencies and symbols. Concept and features of Venture Capital, Venture Capital process. Stages of funding-Seed, Angels, Unicorn, Performance of Venture capital funded companies in India. Factoring & Forfeiting: Definition, Functions, Types & Services offered (Theory) Securitization- Introduction and Process	7	CO4
5	Module-5: Mutual Funds and other financial services: Structure, Functions, Types of Funds, Regulations. Depository system: objectives, activities, NSDL& CDSL. The process of clearing and settlement. (Theory)	7	CO5
Self-Study	Housing Finance: Types, Institutions and banks offering Housing Finance, Procedure and interest rates, Income tax implications (Theory)	4	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand Indian Financial system and Regulatory framework.
CO2	Analyse Merchant Banking in Indian Context.
CO3	Analyse NBFCs, Housing finance in Indian context and to Evaluate financial viability of leasing and hire purchase.
CO4	Understand and analyse role of credit rating, factoring, forfeiting, securitization and venture capital in financial system
CO5	Critically evaluate mutual Funds and various financial services.
CO6	Gain practical knowledge about Banking and Financial Services

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2
CO1	3							2	1
CO2	3	2						2	
CO3	2	3				1		2	1
CO4	2	2						2	
CO5	3		1					2	
CO6	3						1		

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial services	Khan M Y	McGraw Hill.	7/e, 2018
2	Banking and Financial Services	Mukund Sharma	Himalaya Publishing House	1/e, 2015
3	Management of Banking and Financial services	Padmalatha & Justin Paul	Pearson	2/e, 2017
4	Financial Institutes & Markets	Sudhindra Bhat	Excel Books	2/e, 2008

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial Markets and Services	Gordon & Natarajan	Himalaya publishing	7/e, 2016
2	Merchant Banking & Financial Services	Vij & Dhavan	Tata McGraw Hill	1/e, 2011
3	Investment Banking	Pratap G Subramanyam	Tata McGraw Hill	2/e, 2014

Practical Component

- Study the recent public issues in India
- Factoring and forfeiting business in India.
- Make a report on Venture capital funding and start up challenges.

DIRECT TAXATION

Course Code: 21MBAFM35	Credits: 3
L: T:P:J: 2:0:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To provide the students with understanding of direct taxation system and process of determining residential status
2. To analyze the tax provisions relating to salary and House property Income.
3. To compute Income from business and profession.
4. To compute Income from capital gain and other sources
5. To critically evaluate various deductions under Income tax act

Module No.	Contents of the Module	Hours	COs
1	Module -1 Introduction to Taxation: Income Tax Act of 1961, Basic Concepts and definitions, Residential Status and Incidence of Tax, Incomes which do not form part of Total Income (Sec.10), (Problems on residential Status of Individual assessee).	6	CO1
2	Module -2 Income from Salary and House property: Introduction, Meaning of Salary, Allowances, Valuation & Taxability of Perquisites, Deductions against Salary. Income from House Property. (Problems on salary Income).	8	CO2
3	Module -3 Income from Business and Profession: Introduction to business and Profession income, Deductions/ allowance from business Income, Depreciation. (Problems on computation of income from business/ profession of Individual assessee and Depreciation). Introduction to Corporate taxation with special reference to MAT.	10	CO3
4	Module -4 Income from Capital Gain and Other sources: Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain, deductions from capital gains. Income from Other Sources (Theory Only). (Problems on computation of Income from capital gain)	6	CO4
5	Module -5 Deductions and Total Income: Permissible deductions under section 80C to 80U, computation of tax liability of Individuals. (Problems on Computation of taxable Income and tax liability of Individuals).	6	CO5
Self-Study	Residential Status of Assesseees other than Individuals, Set off and Carry forward of losses, Types of returns	4	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand direct taxation system and process of determining residential status
CO2	Compute Income from salary and House property
CO3	Compute Income from business and profession.
CO4	Compute Income from capital gain
CO5	Critically evaluate various deductions under Income tax act.
CO6	Gain practical knowledge about direct taxation system in India

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2
CO1	2							2	
CO2	2	2						2	
CO3	2	2						2	
CO4	2	2						2	
CO5	2	2						2	
CO6	2							2	

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Direct Taxes Law and practice	Vinod Singhania and KapilSinghania	Taxman Publications	Latest Edition
2	Students Guide to Income Tax	Vinod Singhania and KapilSinghania	Taxman Publications	Latest Edition

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Students Guide to Income Tax	TN Manoharan	Snow White	Latest Edition
2	Direct Tax	Lal&Vashisht	Pearson	Latest Edition

Practical Component

- Calculation of Taxable income and tax liability using Excel.
- Students to register as tax return preparers.
- Filing of tax returns of Individual assesses using ITR 1 and ITR 2.

SEMESTER-IV
BANKING AND FINANCE

FINANCIAL DERIVATIVES

Course Code: 21MBAFM41	Credits: 3
L:T:P:J: 2:0:2:0 CIA Marks: 50	
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To understand various concepts and terminologies used in various financial derivatives.
2. To explain and critically evaluate various financial derivatives such as forwards, futures.
3. To analyze the various option contracts.
4. To evaluate the working and application of financial swaps.
5. To analyze the functioning of commodity derivative markets.

Module	Contents	Hours	CO
1	Module -1: Financial Derivatives Meaning, benefits, types (both exchange traded and OTC traded) and features of financial derivatives-Factors causing growth of derivatives-functions of derivatives market-Derivative market players (Hedgers, speculators, and arbitragers)-Derivatives market in India.	7	CO1
2	Module -2: Futures and Forwards Meaning, features, and types of futures/forwards-Futures vs Forwards-Mechanics of buying and selling futures/forwards-Hedging through futures/forwards, Index and commodity futures-valuation of futures/forwards using cost of carry model-Arbitrage Process-Interest Rate Futures & options. (Numerical problems on MTM and valuation of futures/ forwards).	8	CO2
3	Module -3: Option Contracts Meaning, features, and types of option contracts-Options vs futures/forwards-Mechanics of buying and selling option contracts-contract specifications of stock, Index and Commodity Options-Option pricing-factors affecting option pricing-Valuation of option contracts using Black Scholes model and Binomial Model-Put-call parity theory-Option Greeks-Option Trading Strategies-Interest rate options (Numerical problems on all aspects)	8	CO3
4	Module -4: Financial Swaps Meaning, features and advantages of financial swaps-Types of financial swaps (Interest rate swap, currency swap, equity swap and commodity swap, Credit Default Swaps)-Mechanics of interest rate swaps- Triangular swap (Numerical problems only on interest rate swap including triangular swap)	7	CO4

5	Module -5: Commodity derivative market Commodity Derivative Market: Meaning of commodity derivatives-Commodity derivative exchanges (with commodities traded) in India-Trading and settlement system of commodity derivatives-SEBI Guidelines for commodity market-commodities traded	6	CO5
Self-study	Credit derivatives – Sub Prime Crisis 2007 case study <i>Case study Analysis Report Submission</i>	4	CO6

Course Outcomes: At the end of the course the student will be able to:

CO No.	Statement
CO1	Understand the concept of financial derivatives, types and its functions
CO2	Analyse the mechanism of forwards/futures and its applications
CO3	Evaluate the mechanism of option contracts and its applications
CO4	Understand the mechanism of swaps and its applications
CO5	Analyse the mechanism of commodity derivatives and its applications
CO6	Critically evaluate various financial derivatives through case studies

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2			2				2	
CO2	2	3				2		2	
CO3	2	2				2		2	
CO4	2	2				2		2	
CO5	2	2				2		2	
CO6		2		2				2	2

Text Books

Sl. No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Options, Futures & Other Derivatives	John C. Hull Sankarshan Basu	Pearson Education	9/e, 2016
2	Financial Derivatives-Text and Cases	Prakash Yaragol	Vikas Publishing House Pvt. Ltd.	1/e, 2019

Reference Books

Sl. No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Options & Futures	Vohra & Bagri	TMH	2/e, 2017
2	Derivatives-Principles and Practice	Sundaram & Das	McGraw Hill	Latest
3	Derivatives and Risk Management	Rajiv Srivastava	Oxford University	2010

Practical Component

- Study the annual report of companies and ascertain the use of derivatives in business decision making
- Compile and analyze a few Futures, Forward Option contract documents
- Visit MCX portal and study its trading and settlement process
- Mock trading derivatives (including option strategies) using trading platforms
- Study the different types of option and Future contracts traded on NSE

DATA ANALYTICS IN FINANCE

Course Code: 21MBAFM42	Credits: 3
L:T:P:J: 2:0:1:1	CIE Marks: 50
Exam Hours: 03	SEE Marks: 50

Course Objectives:

1. To understand the essentials of financial analytics.
2. To evaluate the statistical concepts in data analytics.
3. To analyse the time series data and its application using MS Excel.
4. To analyse the multivariate time series analysis and its application using MS Excel.
5. To apply regression analysis in financial decision making

Module	Content	Hours	COs
1	Module-1:Essentials of Financial Analytics Introduction to Business Analytics: Meaning, Business Analytics in Decision Making; Categorization of Analytical methods and models: Descriptive -Predictive -Prescriptive–Big data; Financial Analytics; Importance -uses-Features; Nature of data in finance and sources of data	7	CO1
2	Module-2:Statistical Concepts – Probability Distribution, Discrete and Continuous probability distribution, Sampling Errors - Type I and Type II errors, Level of significance, Estimation theory and Testing of Hypothesis - Confidence Interval, Numerical problems	8	CO2
3	Module-3:Time – Series Analysis: Stochastic Process, Components of time series data - Trend Analysis, Seasonality and cyclical behaviour; Concept of Stationary process; Smoothing Methods- Moving Average, Weighted Moving Average, Exponential smoothing methods – Single exponential, Double exponential; Forecasting Model ARIMA (Using MS Excel)	7	CO3
4	Module-4:Multi-variate time-series analysis -Building long-term relationship between variables, choosing the model based on stationarity of the data. Vector Auto Regression (VAR) – Form, estimation and interpretation of result.	8	CO4
5	Module-5:Regression Analysis – Regression v/s Causation, Simple linear regression, Least Squares Method, Using Regression equation for estimation, Multiple Regression Model, Problems with Multiple regression – multicollinearity, heteroskedasticity; Regression analysis using MS Excel.	8	CO5
Self-Study	<i>Basics of Econometrics</i>	3	CO6

Course Outcomes: At the end of the course the student will be able to:

CO No.	Statement
CO1	Understand the fundamentals of business analytics and its relevance in finance
CO2	Apply the concept of probability and hypothesis testing with reference to problem statements specific to finance
CO3	Analyze time series data related to finance
CO4	Apply commonly used multivariate data analysis techniques and interpret the results in the area of finance
CO5	Build and fit linear regression models
CO6	Work with data sets and analyse financial data using MS Excel

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1				2				2	
CO2	2	2		2				2	
CO3	2	2		2		2		2	
CO4	2	2		2		2		2	
CO5	2	2		2		2		2	
CO6	2	2		2				2	

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Basic Econometrics	Damodar N Gujarati, Dawn Porter, Sangeetha Gunashekar	McGraw Hill Education	5 th , 2017
2	Financial Econometrics	Oliver Linton	Cambridge University Press	1 st , 2019
3	Introductory Econometrics for Finance	Chris Brooks	Cambridge University Press	4 th , 2019

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Spreadsheet skills for Finance Professionals	Pitabas Mohanty	Taxmann's	2 nd , 2020

Practical Component

- Build a research proposal covering a problem statement specific to a company or related to financial markets
- Identify, collect and evaluate financial data from NSE/BSE/MCX or Company website
- Develop an econometric model for the research proposal
- Identify a sample of financial securities and use analytical methods to calculate risk and returns of those securities.

INDIRECT TAXATION

Course Code:21MBAFM43	Credits: 3
L:T:P:J: 2:0:2:0	CIE Marks: 50
Exam Hours: 03	SEE Marks: 50

Course Objectives:

1. To Provide an understanding of GST system in India with special emphasis on Levy and collection
2. To analyze Time, Value and Place of Supply concepts for GST levy
3. To comprehend the Input tax credit and registration process relating to GST
4. To provide understanding of customs duty valuation methods
5. To able to Understand Import and export procedure

Module No.	Contents of the Module	Hours	COs
1	Module -1: Introduction to GST: Indirect Taxes in India – An Overview, Pre GST-Tax Structure and Deficiencies, Introduction to GST, GST Tax Act, Dual GST Model - GSTN, GST Council. Scope of Supply, Composite and Mixed Supply, Levy and Collection, Composition Levy, Person Liable to pay GST, Exemption from tax. (Theory and Problems).	5	CO1
2	Module -2: Time, Value and Place of Supply: Time of Supply, Change in Rate of Tax in respect of Supply of Goods or Services, Place of Supply and Value of Supply. (Theory and Problems).	10	CO2
3	Module -3: ITC and registration process: Introduction and Eligibility to avail Input Tax Credit (ITC). Registration under GST. Returns under GST and Penalty/Late Fee. (Theory and Problems)	7	CO3
4	Module -4: Customs duty: Introduction to Customs Duty. Definitions, Types of Duties and Exemptions. Valuation under customs: Valuation of Imported Goods and Valuation of Exported Goods.)Concept of Baggage. (Theory and Problems)	10	CO4
5	Module -5: Import and Export Procedure: Import procedure, Export procedure, Provisional Assessment of Duty. (Theory).	4	CO5
Self-Study	GST rates, Due Dates for Payment of Customs Duty, Penalties under Customs, Seizure of Goods, Confiscation of Goods	4	CO6

Course Outcomes: At the end of the course the student will be able to:

CO No.	Statement
CO1	Understand GST system in India with special emphasis on Levy and collection.
CO2	Analyze Time and Value of Supply concepts for GST levy
CO3	Comprehend the Input tax credit and registration process relating to GST
CO4	Apply customs duty valuation methods.
CO5	Understand Import and export procedure
CO6	Gain practical knowledge about indirect taxation system in India

Mapping of COs with POs & PSOs:

Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO 1	PSO 2
CO1	2							2	
CO2	2	2						2	
CO3	2	2						2	
CO4	2	2						2	
CO5	2	2						2	
CO6	2	2						2	

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Indirect Taxes Law and practices	V S Datey	Taxman Publications	Latest Edition
2	GST & Customs Law (University Edition)	K.M Bansal	Taxman Publications	Latest Edition

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Principles of GST & Customs Law	V.S. Datey and Dr. Krishnan Sachdeva	Taxman Publications	Latest Edition
2	Indirect Taxation	Raj K Agrawal & Shivangi Agrawal	Bharat Law House Pvt. Ltd	Latest Edition

Practical Component:

- Collecting and analyzing the documents pertaining to Registration under GST and Returns under GST
- Filing mock Online GST Returns
- Generating mock GSTR 1 & GSTR 3B, E way Bill
- Conducting a survey among local business community about compliance with GST regime.

SEMESTER-III BUSINESS ANALYTICS

OPERATIONS AND PROJECT MANAGEMENT

Course Code: 21MBABA31	Credits: 3
L:T:P:J: 2:1:1:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To understand the basics of Operation Management
2. Be able to mathematically forecast the demand
3. Be able to evaluate and decide on the right layout and location for a facility
4. To be able to evaluate and choose the right inventory strategy
5. To Develop models using CPM and PERT techniques to complete a project in the shortest time possible

Module No.	Contents of the Module	Hours	COs
1	Module-1: Introduction Introduction to Operations Management. What is OM, Production System and Transformation Process, Difference between products and Services. OM in Organization Chart, Operations as Services. Operation Strategy, Competitive Dimensions.	5	CO1
2	Module-2: Forecasting Forecasting as a planning tool, forecasting time horizon, short and long range forecasting, sources of data, types of forecasting, qualitative forecasting techniques, quantitative forecasting models - Linear regression, Moving average, Weighted moving average, Measurement of errors, Monitoring and Controlling	7	CO2
3	Module-3: Facility Planning Facilities location decisions, factors affecting facility location decisions and their relative importance for different types of facilities, Facility location models, Facility layout planning. types of plant layouts, Factors influencing layout changes.	7	CO3
4	Module-4: Materials Management: Materials and profitability, Purchase functions, Procurement procedures including bid systems, Vendor selection and development, Vendor rating, Ethics in purchasing. Roles and responsibilities of purchase professionals. Concepts of lead time, purchase requisition, purchase order, amendments, forms used and records maintained. Inventory Management: Concepts of inventory, types and techniques.	9	CO4
5	Module-5: Project management: Structure of projects, phases of project management- project control charts, network planning, PERT & CPM.	8	CO5
Self-Study	To Construct a network for projects taken by in organizations To estimate the Ideal Inventory for data available at organization	4	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the basics of Operation Management
CO2	Mathematically forecast the demand
CO3	Evaluate and choose the right inventory strategy
CO4	Evaluate and decide on the right layout and location for a facility
CO5	Develop models using CPM and PERT techniques to complete a project in the shortest time possible
CO6	Apply and analyze the theoretical concepts of Operation and Project Management and to present their decision

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2							1	
CO2		3				2			2
CO3		3				2		1	
CO4		2				3		2	
CO5		2				3			2
CO6	3	3							2

Text Books

Sl. No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1.	Production and Operations Management	AshwathappaK, &Sridhar Bhat	K,Himalaya Publications	2015
2.	Operations Management	Mahadevan	Pearson	2/e
3.	Operations Management	Norman Gaither, Greg Frazier	Cengage learning	9/e

Reference Books

Sl. No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1.	Production and Operations Management: Text and cases	Upendra kachru,	Excel Books	1/e
2.	Operations Now	Byron J. Finch	Tata Mc-GrawHill	3/e

Practical Component:

- Students are expected to Construct a network for projects taken by identified organizations
- Students are expected to estimate the Ideal Inventory for data available at selected organizations

PRINCIPLES OF BUSINESS ANALYTICS

Course Code: 21MBABA32Credits: 3
L:T:P:J: 2:0:1:1CIA Marks: 50
Exam Hours: 03 SEA Marks: 50

Course Objectives:

1. To understand the meaning and importance of Business analytics and data science.
2. To understand the concepts of data management.
3. To understand the concepts of data science and its future
4. To understand the relation between data analytics and machine learning
5. To understand the application of business analytics in various fields.

Module No.	Contents of the Module	Hours	COs
1	Module-1:Introduction to Business Analytics Introduction: What is business analytics? Historical Overview, Data Scientist vs.Data Engineer vs. Business Analyst, Career in Business Analytics, What is data science, Why DataScience, Applications for data science, Data Scientists Roles and Responsibility	6	CO1
2	Module-2:Data Collection and Management Data: Data Collection and Management, Big Data Management, Organization/sources of data,Importance of data quality, Dealing with missing or incomplete data, Data Visualization and Classification	7	CO2
3	Module-3: Data Science and its Future Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation,Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization. Future Scope of Data Science, Impact of Deep Learning, AR and VR on Data Science, Global trends in Data Science.	9	CO3
4	Module-4: Basics of Machine learning History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Learning Algorithms, Frameworks for building Machine Learning Systems	8	CO4
5	Module-5: Application of Business Analytics Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics,Healthcare Analytics, Supply Chain Analytics, HR Analytics	6	CO5
Self-Study	Presentation on application of Business Analytics – With reference to selected organizations	4	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the meaning and importance of Business analytics and data science.
CO2	Understand the concepts of data management.
CO3	Understand the basic concepts of data Science and the future
CO4	Understand the relation between data analytics and machine learning
CO5	Understand the application of business analytics in various fields.
CO6	Apply the theoretical concepts of Business Analytics to evaluate real time situations

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2							2	
CO2						2		2	1
CO3	2							2	
CO4	2							2	1
CO5		2						2	
CO6	2								1

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1.	Essentials of Business Analytics: An Introduction to the methodology and its application	Bhimasankaram Pochiraju, Sridhar Seshadri	Springer	1 st edition, 2019

Reference Books

Sl. No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1.	An Introduction to Business Analytics	Ger Koole	Lulu Press	2019

Practical Component:

- Students are expected to make a primary research on application of Business Analytics with reference to selected organizations.
- Students are expected to have classes on basics of Business analytics using R or Python

ARTIFICIAL INTELLIGENCE FOR MANAGERS

Course Code:21MBABA33	Credits: 3
L:T:P:J: 2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To understand the fundamentals and history of AI
2. To understand and evaluate the process for framing an AI initiative
3. To understand the application of AI in automation and robotics
4. To understand the concepts of Machine learning
5. To understand the concepts Deep Learning

Module No.	Contents of the Module	Hours	COs
1	Module-1: Introduction to AI Introduction to AI Introduction to AI, History and Evolution of AI, Economics of AI, AI Practices in real Business, Future of AI, AI & Ethics, Trolley Problem	6	CO1
2	Module- 2: Foundations of AI intelligent agents Foundations of AI Intelligent agents, Search, AI Canvas, 7-step process for framing an AI initiative	8	CO2
3	Module- 3: Robotic process automation Robotic Process, Automation Robotic Process, Automation & Cognitive AI	7	CO3
4	Module-4: Machine learning Machine Learning modeling process, MLsystems and models. ML and Business Applications	8	CO4
5	Module-5: Deep learning Fundamentals of Natural Language Processing, Fundamentals of Computer Vision. Applications of Deep Learning in Business	7	CO5
Self-Study	<ul style="list-style-type: none"> • GD on Future of AI in Business • Presentation on AI applications in day to day life. • List down companies that are using AI based platforms for their operations 	4	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the fundamentals and history of AI
CO2	Understand and evaluate the process for framing an AI initiative
CO3	Understand the application of AI in automation and robotics
CO4	Understand the concepts of Machine learning and deep learning
CO5	Understand the concepts of deep learning
CO6	Apply the theoretical concepts of AI in real time situations

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2		2					2	1
CO2						2		2	
CO3						2		2	1
CO4	2							2	
CO5	2							2	
CO6		2							2

Text Books

Sl. No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1.	Artificial Intelligence Basics	Taulli, T	Apress.	2019
2.	Prediction Machines	Agarwal, A., Gans, J. & Goldfarb, A.	Harvard Business Review Press.	2018
3.	Artificial Intelligence: A Modern Approach	Russell, S., Norvig, P	Prentice Hall.	2010

Reference Books

Sl. No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1.	The Age of AI: Artificial Intelligence and the future of Humanity	Tacker, J.	Zondervan	2020

Practical Component:

- Students are expected to identify and make a presentation on industries that are using AI in their businesses.
- Students are expected to research on platforms that are used to build AI based applications.

APPLIED BUSINESS INTELLIGENCE

Course Code: 21MBABA34	Credits: 3
L:T:P:J: 2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To understand various terminologies and concepts of business intelligence.
2. To understand the tools and applications of business intelligence
3. To evaluate the differences between business analytics and business intelligence
4. To understand the relation between business intelligence and data warehousing
5. To understand the relation between business intelligence and data mining

Module No.	Contents of the Module	Hours	COs
1	Module-1: Introduction Introduction to Business Intelligence Terminology, Evolution of BI, OLAP vs OLTP, OLAP basics, Data models for OLAP, ERP and BI, Popular BI tools, Use of Excel for BI (Pivot table)	5	CO1
2	Module-2: Business Intelligence Architectures Business Intelligence Architectures: The major components – Cycle of Business Intelligence Analysis – Development of Business Intelligence System: Phases – Business Intelligence Tools – Business Intelligence Applications	9	CO2
3	Module-3: Business Intelligence & Analytics Business Analytics Vs. Business Intelligence – Business Intelligence & Analytics Strategy – Business Analytics (BA) Model	4	CO3
4	Module-4: Data Warehousing Business Intelligence or Analytics at Data Warehouse Level – Descriptive Analytics: Data Warehouse – Extract, Transform and Load (ETL) processes – The types of data warehouse – Architecture and Processes in a Data Warehouse.	9	CO4
5	Module-5: Data Mining Business Intelligence or Analytics at Analytical level – Analyst's Role in Business Analytics Model – Statistics Vs. Data Mining – Predictive Analytics: Data Mining – Data Mining Tasks (Descriptive, Predictive) – Learning methods (Unsupervised, Supervised) – Data Mining Algorithm or Techniques or Tools	9	CO5
Self-Study	Discussion on Business Intelligence methods that support the decision process in various business operations	4	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand various terminologies and concepts of business intelligence.
CO2	Understand the tools and applications of business intelligence
CO3	Evaluate the differences between business analytics and business intelligence
CO4	Understand the relation between business intelligence and data warehousing
CO5	Understand the relation between business intelligence and data mining
CO6	Apply the theoretical concepts of Business Intelligence in real time data

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2							2	
CO2		2						2	2
CO3	2							2	
CO4	2							2	1
CO5	2							2	
CO6	2								2

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1.	Business Intelligence: Practices, Technologies, and Management	Rajiv Sabherwal, Irma Becerra-Fernandez,	John Wiley & Sons Ltd.	2011
2.	Business Intelligence: Data Mining and Optimization for Decision Making	Carlo Vercellis	John Wiley & Sons Ltd.	2009
3.	Business Analytics for Managers: Taking Business Intelligence beyond reporting	Gert H.N. Laursen, Jesper Thorlund	Wiley and SAS Business Series	2010

Reference Books

Sl. No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1.	Business Intelligence and Analytics – Systems for Decision Support	Ramesh Sharda, DursunDelen, Efraim Turban	Pearson	10/e, 2014

Practical Component:

- Students are expected to make identify and present various applications of business intelligence
- Students are expected to conduct primary research on various tools and techniques of Business Intelligence.

DATA VISUALIZATION FOR MANAGERS

Course Code:21MBABA35	Credits: 3
L:T:P:J: 2:0:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To understand the concepts of data visualization
2. To understand the principles of data visualization
3. To understand the process of de-cluttering
4. To understand the application of data visualization in information and interactive graphics.
5. To understand the application of certain tools and software in data visualization.

Module No.	Contents of the Module	Hours	COs
1	Module-1: Introduction Introduction to data visualizations – The importance of context Exploratory vs. explanatory – analysis – Illustrate: Who, What & How – Storyboarding.	7	CO1
2	Module-2: Basic Principles of Visualization Visually encoding data – Choosing graphic Forms – A Grain of Salt – Organizing the Display – Exploring Data with Simple Charts – Visualizing Distributions – Seeing Relationships – Mapping Data. Five Patterns of Insights, Analysis Approach: Deriving New Columns, Analysis Approach: Summarizing Rows, Pyramid Principle, Logical Flows and Usage of Words, Importance of Visualization, Visualization of Quantitative Data, Visualization of Qualitative Variables, Visual Design Principles and Storyboarding	8	CO2
3	Module-3: Eliminating the Clutter Clutter – Gestalt principles of visual perception – Lack of visual order – Non-strategic use of contrast – De-cluttering: Step-by-step.	7	CO3
4	Module-4: Cognition The EYE and the Visual brain – Visualizing for the mind – Images in the Head – Creating Information Graphics – Interactive Graphics.	7	CO4
5	Module-5: Data Representation, Business Problem Solving, Insights and Storytelling Data Visualization through Tableau Purpose of data visualization, guiding principles - Good & Bad representation, Installing Tableau- Bar, Line Area, Box, Hierarchy, Pie, Grouping and tree maps, Dashboards, Joints and Splits, Histogram, Scatter plots, Dual Axis,, Top N Parameters and calculated fields, Stacked Bar chart, Dashboards-II	7	CO5
Self-Study	Gather a sample survey data and use appropriate data visualization tools for representation.	4	CO6

Course Outcomes: At the end of the course the student will be able to:

C01	Understand the concepts of data visualization
C02	Understand the principles of data visualization
C03	Understand the process of de-cluttering
C04	Understand the application of data visualization in information and interactive graphics.
C05	Understand the application of certain tools and software in data visualization
C06	Apply the theoretical concepts of data Visualization for better decision making

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2							2	
CO2	2							2	1
CO3	2							2	
CO4						2		2	2
CO5						2		2	
CO6	2	2							2

Text Books

SI No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1.	Data Visualization: A Practical Introduction	Kieran Healy	PUP, New Jersey	1st edition, 2019
2.	The Truthful Art: Data, Charts, and Maps for Communication	Alberto Cairo	New Riders	1st edition
3.	Story Telling with Data: A Data visualization Guide for Business Professionals	Cole Nussbaumer Knaflie	Wiley, New Jersey	1st edition, 2015
4.	Good Charts: the HBR Guide to Making Smarter, more persuasive Data Visualization	Scott Berinato	HBR.	2016

Reference Books

Sl. No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1.				

Practical Component:

- Students are expected to understand how to visualize data using Tableau
- Students are expected to gather a sample survey data and use appropriate data visualization tools for representation.

SEMESTER- IV BUSINESS ANALYTICS

HUMAN RESOURCE ANALYTICS AND DATA VISUALISATION

Course Code: 21MBABA41	Credits: 3
L:T:P:J:2:0:1:1CIA Marks: 50	
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To introduce the concept of HR analytics
2. To gain an understanding of the rise of HR analytics and its relevance
3. To gain an understanding of the application of HR Metrics and creation of Dashboards
4. To introduce different frameworks related to HR analytics
5. To familiarize the concept of HR scorecard and Data visualization

Module No.	Contents of the Module	Hours	COs
1	Module-1: Introduction to Analytics & Data Visualization Evolution of Business Analytics, Motivation for Studying Business Analytics, Emergence of Business Analytics, Understanding Business Analytics, managing a Business Analytics Project, Advantages of Business Analytics, Making the Best Use of Business Analytics, Challenges to Business Analysts, Analytics in Different Domains of Business, Levels of Analytics Maturity, Orientation, overview of visualization, graphics.	6	CO1
2	Module -2: Rise of HR Analytics Meaning of HR Analytics; Pitfalls of HR Analytics; What is not HR Analytics; Evolution of HR Analytics, Levels of Analysis, Conducting HR Analytics, Who Are Applying HR Analytics, Future of HR Analytics, The Scope of Big Data in HR Analytics, Scope of Text Analytics in HR Analytics.	6	CO2
3	Module – 3:Application of HR Metrics and Creation of Dashboards Training & Development Metrics - Percentage of employee trained, Internally and externally trained, Training hours and cost per employee, ROI calculation; Diversity Metrics, Recruitment Metrics, Workforce Deployment Metrics, Career Progression Metrics and HR Metrics Dashboard Using Excel - Process of development of dashboard, Essential criteria, Leading and lagging indicators, Selection of appropriate metrics, Sources of data	7	CO3
4	Module -4: HRA Frameworks - Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talent ship Framework, 5 overarching components of an effective Analytics framework.	7	CO4
5	Module-5:Designing HR Balanced Scorecard& Decision-making using Power BI	10	CO5

	Learning and Growth Perspective Customer Perspective Business Process Perspective Financial perspective, Implementing Human Resources Balanced Scorecard Decision-making using Power BI: Predicting individual and team turnovers, Turnover costs for business implications, Selection decisions from previous performance data, Identifying flight-risk candidates, Process of report generation		
Self-Study	Preparation of scorecard and application of HR metrics using Excel	4	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the meaning of Analytics and visualization, need for implementing Analytics in an organization and challenges and pitfalls involved in implementing Analytics in the system.
CO2	Gain insights on the basics of HRA, its evolution and to develop an understanding on the various steps involved in Predictive Analytics
CO3	Gain knowledge about various HR metrics and gain hands on experience building HR Dashboards
CO4	Understand different HR Frameworks and its application in the field of Analytics.
CO5	Able to analyze the HR Program and develop a HR measurement system using HR Scorecard and gain hands on experience on SPSS and Power BI
CO6	Apply and analyze the theoretical aspects of Analytics and to present the analysis.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1		2				2		2	
CO2	2	2				2		2	
CO3		2		2		2			2
CO4	2	2				2		2	
CO5		2		2		2		2	2
CO6	2	2				2			2

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Practical Applications of HR Analytics	Pratyush, Banerjee; Jatin Pandey; Manish Gupta	Sage Texts, India	1/e, 2019
2	HR Analytics- Understanding Theories and Applications	Bhattacharya, Dipak Kumar	Sage Texts, India	2017

3	Winning on HR Analytics- Leveraging Data for Competitive Advantage	Ramesh, Soundarajan and Kuldeep Singh	Sage Publication India Pvt. Ltd.	2016
---	--	--	--	------

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives and Improving Collaboration	Sesil James, C	Pearson, New Jersey	2017

Practical Component

- To visit an organization and interact with Analyst who deals with HR function; Know how the data is used and worked.
- Prepare a dashboard and analysis various functions and interrelations of data.
- Work on Excel through real time data of any company and generate the output.

DATA ANALYTICS IN FINANCE

Course Code: 21MBABA42	Credits: 3
L:T:P:J: 2:0:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To understand the essentials of financial analytics.
2. To evaluate the statistical concepts in data analytics.
3. To analyse the time series data and its application using MS Excel.
4. To analyse the multivariate time series analysis and its application using MS Excel.
5. To apply regression analysis in financial decision making

Module No.	Content	Hours	COs
1	Module-1: Essentials of Financial Analytics Introduction to Business Analytics: Meaning, Business Analytics in Decision Making; Categorization of Analytical methods and models: Descriptive - Predictive -Prescriptive–Big data; Financial Analytics; Importance -uses- Features; Nature of data in finance and sources of data	7	CO1
2	Module-2: Statistical Concepts – Probability Distribution, Discrete and Continuous probability distribution, Sampling Errors - Type I and Type II errors, Level of significance, Estimation theory and Testing of Hypothesis - Confidence Interval, Numerical problems	8	CO2
3	Module-3: Time – Series Analysis :Stochastic Process, Components of time series data - Trend Analysis, Seasonality and cyclical behaviour; Concept of Stationary process; Smoothing Methods- Moving Average, Weighted Moving Average, Exponential smoothing methods – Single exponential, Double exponential; Forecasting Model ARIMA (Using MS Excel)	7	CO3
4	Module-4: Multi-variate time-series analysis -Building long-term relationship between variables, choosing the model based on stationarity of the data. Vector Auto Regression (VAR) – Form, estimation and interpretation of result.	8	CO4
5	Module-5: Regression Analysis – Regression v/s Causation, Simple linear regression, Least Squares Method, Using Regression equation for estimation, Multiple Regression Model, Problems with Multiple regression – multicollinearity, heteroskedasticity; Regression analysis using MS Excel;	8	CO5
Self-Study	<i>Basics of Econometrics</i>	3	CO6

Course Outcomes: At the end of the course the student will be able to:

CO No.	Statement
CO1	Understand the fundamentals of business analytics and its relevance in finance
CO2	Apply the concept of probability and hypothesis testing with reference to problem statements specific to finance
CO3	Analyze time series data related to finance
CO4	Apply commonly used multivariate data analysis techniques and interpret the results in the area of finance
CO5	Build and fit linear regression models
CO6	Work with data sets and analyse financial data using MS Excel

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1				2				2	
CO2	2	2		2				2	1
CO3	2	2		2		2		2	
CO4	2	2		2		2		2	1
CO5	2	2		2		2		2	
CO6	2	2		2				2	2

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Basic Econometrics	Damodar N Gujarati, Dawn Porter, Sangeetha Gunashekar	McGraw Hill Education	5 th , 2017
2	Financial Econometrics	Oliver Linton	Cambridge University Press	1 st , 2019
3	Introductory Econometrics for Finance	Chris Brooks	Cambridge University Press	4 th , 2019

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Spreadsheet skills for Finance Professionals	Pitabas Mohanty	Taxmann's	2 nd , 2020

Practical Component

- Build a research proposal covering a problem statement specific to a company or related to financial markets
- Identify, collect and evaluate financial data from NSE/BSE/MCX or Company website
- Develop an econometric model for the research proposal
- Identify a sample of financial securities and use analytical methods to calculate risk and returns of those securities.

MARKETING ANALYTICS

Course Code: 21MBABA43	Credits: 3
L:T:P:J: 2:0:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To make students understand the importance of data, big data and analytics for marketing
2. To train students for applying different metrics in marketing for better decision making.
3. To introduce students to the metrics used for analysing internet marketing efforts and how to apply the same
4. To familiarize students with the using data and analytics for better business performance.
5. To give hands on training to students in basic excel skills required for marketing decisions.

Module No.	Contents of the Module	Hours	COs
1	Module-1: Introduction to Marketing Analytics, Role of data and big data in marketing Marketing Analytics, Role of insight, Data-driven marketing decisions, Overcoming the five obstacles to data-driven marketing, getting big impact from big data, Putting Big Data and advanced analytics to work.	6	CO1
2	Module-2: Marketing Metrics Classical marketing metrics, the five essential marketing metrics: Brand awareness, Test drive, Churn, CSAT and Take rate. Finance for Marketing Managers: Profit, NPV, IRR, Payback Return on Marketing Investment (ROMI) Framework for Management Decisions. Stress-Test the Numbers: Sensitivity Analysis	10	CO2
3	Module-3: Internet Marketing Metrics Cost per Click (CPC), Transaction Conversion Rate (TCR), Return on Ad Dollars Spent (ROA), Bounce Rate, and Word of Mouth (WOM) Social Media Marketing Engagement	4	CO3
4	Module-4: Analytics for Better Market Performance Using Near-Time Data to Improve Performance The Three Essential Approaches to Analytic Marketing: Propensity Modeling, Market Basket Analysis, Decision Trees	6	CO4
5	Module-5: Using Excel and Tableau for Marketing Analytics Slicing and Dicing Marketing data with Pivot Tables, Using Charts and Functions to Summarize Marketing Data.	10	CO5
Self-study	Learn Excel solver to optimize price Learn to create dashboards	4	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the importance of data, big data and analytics for marketing.
CO2	Applying different metrics in marketing for better decision making.
CO3	Applying metrics for analysing internet marketing efforts.
CO4	Understand how to use data and analytics for better business performance.
CO5	Use MS-Excel for understanding, analyzing and summarizing marketing data.
CO6	Apply data analytics knowledge for marketing analysis and better marketing decisions.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3							3	
CO2		3	2			3		3	
CO3		3				3		3	
CO4		3	3			3		3	
CO5	3	3		3					
CO6		3	3			2	3	3	

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know	Mark Jeffery	Wiley	2012
2	Marketing Analytics: Data-Driven Techniques with Microsoft Excel	Wayne L. Winston	Wiley	2014

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Marketing and Sales: Big Data, Analytics, and the Future of Marketing and Sales	Court, Perry, McGuire, Gordon and Spillecke	McKinsey & Company	e-book, 2015

Practical Component

1. Compulsory Practical component: Self-study content
2. Students should draw pivot tables for given marketing budget data
3. Students may submit a report on usage of different tools in marketing analytics
4. Students can learn Tableau tool, Using existing data predict the right segment of customers for a chosen product using Tableau.

SEMESTER- III
DIGITAL STRATEGY AND APPLIED MARKETING

CONSUMER BEHAVIOUR

Course Code: 21MBAMM31	Credits: 3
L:T:P:J: 2:0:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To make students understand the fundamental concepts of consumer behaviour and consumer decision making.
2. To train students in determining consumer buying behavior through understating consumer motivation, personality and perception.
3. To make students understand how individual learning and attitude influences consumer behaviour.
4. To make students understand the importance of Customer Relationship and Experience Management
5. To make students develop an insight into external influences on consumer behaviour.

Module No.	Contents of the Module	Hours	COs
1	<p>Module -1: Introduction to Buyer behavior and Consumer decision making Meaning; Difference between Consumer & Customer; Nature & characteristics of Indian Consumers; Consumerism: meaning and Influence; Models of CB: Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Model.</p> <p>Consumer Decision Making: Consumer Buying Decision Process, Levels of Consumer Decision Making–Four views of consumer decision making.</p> <p>Dark Side of Consumer Behavior: addictions & deviations: Situational Influences-Nature of Situational Influence, Situational Characteristics and consumption behavior.</p> <p>Recent trends in consumer buying behavior in India, New ways of buying.</p>	8	CO1
2	<p>Module –2: Individual determinants of consumer behavior</p> <p>Consumer needs and Motivation: Consumer needs & motivation, Rational Vs Emotional motives, Motivation Process - Maslow's Hierarchy of Needs, McGuire's Psychological Motives,</p> <p>Consumer Personality and buying behavior: Personality theories (Freudian, neo-Freudian, trait theory) and self-concept;</p> <p>Role of Consumer perception in buying: Consumer Imagery, Perceived price, Perceived quality, Price-quality relationship, Perceived Risk, Types of risk, How consumers handle risk?</p>	8	CO2

3	Module – 3: Consumer learning and attitude Elements of Consumer Learning, Marketing Applications of Behavioral Learning Theories: Classical Conditioning – Pavlovian Model, Neo Pavlovian Model, Instrumental Conditioning. Attitude: Models of Attitude and Marketing Implications, (Tri- component Model of attitude, Multi attribute attitude models. Elaboration Likelihood Model).	6	CO3
4	Module - 4: Customer Relationship and Experience Management Meaning & Significance; Types of CRM Strategies for building relationship marketing; e-CRM - Meaning, Importance, Difference Between CRM & e-CRM <i>Case Study: Pillsbury Cookie Challenge</i> Customer Experience Management: Meaning, Components, Importance, Strategies and practices. Creating effective customer experience.	8	CO4
5	Module - 5: External Influences on Consumer Behavior Social Class The dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India. Culture: Factors affecting culture, Role of customs, values and beliefs in Consumer Behavior. Subculture: consumption pattern in India. Cross-cultural consumer analysis-Cross-cultural marketing strategy. Groups: Family decision making and consumption related roles, Dynamics of husband-wife decision making, The family life cycle & marketing strategy. Reference Groups: Understanding the power & benefits of reference groups, Factors that affect reference group influence. Opinion Leadership: Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Creation of Opinion Leaders.	8	CO5
Self-study	Consumer Protection: Rights & Responsibilities of consumers in India, Privacy Laws in e-commerce, Role and relevance of consumer forums and courts over the years.	4	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Analyse consumer buying behavior and assess consumer decision making.
CO2	Determine consumer buying behavior through understating of consumer motivation, personality and perception.
CO3	Analyse how individual learning and attitude influences consumer behaviour.
CO4	Effectively manage Customer Relationship and Experience.
CO5	Assess the impact of external influences on consumer behaviour.
CO6	Appreciate and apply the knowledge of consumer protection rights and laws to serve customers well.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3			2				3	
CO2	3					2	2	2	
CO3		3						3	
CO4	2	2	3		2	2			2
CO5				3					2
CO6	3			2					2

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Consumer Behaviour	Schiffman & Kanuk	Pearson Education	12/e 2018
2	Consumer behaviour in Indian perspective	Sujanair	Himalaya Publishing House	2/e 2015

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Consumer Behaviour: Building Marketing Strategy	Satish K Batra & SHH Kazmi	Excel Books	2/e 2014
2	Consumer Behaviour	Zubin Sethna & Jim Blythe	SAGE Publications	4/e 2019
3	Advertisement Brands & Consumer Behaviour-Case Book	S Rames Kumar & Anup Krishnamurthy	SAGE Texts	2020
4	Consumer Behavior: Building Marketing Strategy	David Mothersbaugh, Delbert Hawkins & Susan Bardi Kleise	McGraw Hill	14/e 2020
5	Consumer Behavior	Blackwell et al	Cengage	10/e 2017

Web References:

1. Brown, J (2022), *Ecommerce Customer Experience: Creating a Truly Great Experience for Users in 2022*.Bigcommerce.<https://www.bigcommerce.com/blog/ecommerce-customer-experience/#what-is-ecommerce-customer-experience-management>
2. Keenan, M (2022, January 13), *How to Build Memorable Ecommerce Customer Experiences in 2022*.Shopify.<https://www.shopify.com/in/enterprise/ecommerce->

Practical Component:

- Students can go to organized and unorganized retail outlets and observe the behaviour of consumers of different demographic segments while buying different category of goods. The students need to present the findings /observations followed with a group discussion.
- Students have to prepare a questionnaire and conduct the survey on consumer buying behaviour and submit a report.
- Students can find three advertisements that appeal to the need for power, affiliation and achievement. Discuss their effectiveness. Rewrite these for persons in different levels of Maslow's Hierarchy?
- Student can meet their friends and conduct a survey to find the important factors in purchase of mobiles, shoes, bags etc.
- Students shall conduct a study on advertisements regarding a specific product and find out how consumer deals with the information overload.

SERVICES MARKETING

Course Code: 21MBAMM32	Credits: 3
L:T:P:J: 2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To acquaint the students to the uniqueness of the services characteristics and its marketing implications and different models of services marketing.
2. To make students understand that services marketing is customer-focused activity aiming at long term relationship with them and how research helps to understand customer's expectations
3. To train students in designing service offering and physical evidence to match the standards and expectations of customers.
4. To help students understand the important role of customers, employees in delivering services of good standards and the constraints faced by them due to demand-capacity issues.
5. To train students in Communication, Pricing and recovery of services to manage service promises.

Module No.	Contents of the Module	Hours	COs
1	Module -1: Understanding Services Marketing: Meaning and distinctive characteristics of Services. Search, experience and credence properties. Services Marketing Mix and challenges in services marketing. Models of Services Marketing: Services Marketing Triangle, Servicescape Model, Servqual Model, STP Marketing Model, GAPs Model	8	CO1
2	Module -2: Focus on the Customer: Customer Expectations of Services: Two levels of expectations and Zone of Tolerance, Factors influencing customer expectations of services. Customer Perception of Services: Factors influencing customer perception and Strategies to influence customer perception of services. Understanding Customer Requirements: Listening to customers through research, Types of service marketing research and graphical representation of data. Building customer relationship through retention strategies: Relationship marketing, Customer profitability segments, relationship development strategies and Relationship challenges Self-study: Using market research information (compulsory practical component)	10	CO2
3	Module – 3: Aligning Service Design and Standards Service Innovation and Design: Types of service innovation, service blueprinting components. Customer defined services standards: types of customer-defined service standards Physical Evidence and the Servicescape: What is Physical evidence? How it affects the customer experience? Types of servicescape, strategic roles of the servicescape Self-study: Building a blueprint (compulsory practical component)	6	CO3

4	Module -4: Delivering and Performing Service Employees' Roles in Service delivery: Boundary-spanning roles of employees, Strategies for delivering services quality through people. Customers' Roles in Service delivery: Customers' roles, Self-Service Technologies for ultimate customer participation, Strategies for enhancing customer participation. Managing Demand and Capacity: Lack of inventory capability in services, capacity constraints, demand patterns, strategies for matching demand and capacity, waiting line strategies.	7	CO4
5	Module -5: Managing Service Promises Challenges in service communication and strategies to match service promise with delivery. Pricing of Services: Ways in which service prices are different for customers, value definitions and strategies for pricing services. Service Recovery: Impact of service failure and recovery, Types of complainers, service recovery strategies.	5	CO5
Self-study	Gaps model presentation, Physical evidence evaluation report Servqual study and report submission	4	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the unique characteristics and challenges of the services, and different models of services marketing.
CO2	Understand that services marketing is customer-focused activity aiming at long term relationship with them and research helps to understand customer's expectations.
CO3	Design a service offering and physical evidence to match the standards and expectations of customers.
CO4	Understand the important role played by customers and employees in delivering services of good standards and the constraints faced by them due to demand-capacity issues
CO5	Design Communication, Pricing and recovery of services to manage service promises.
CO6	Apply services marketing concepts in analyzing and designing services to reduce service gaps and increase customer satisfaction.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3				2			3	
CO2		3	2			3		2	
CO3	3			2			3		
CO4		3		3					3
CO5	2			3	2				3
CO6	3							3	

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Services Marketing	Zeithaml, V. A. et al	McGraw Hill Publishing	7 th Ed, 2018
2	Services Marketing	Wirtz, J. et al	Pearson Education	8 th Ed, 2017

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Services Marketing- The Indian Context	Srinivasan, R.	PHI Learning Pvt. Ltd., New Delhi	4 th Ed, 2014

Practical Component

1. **Compulsory Practical component: Module 2 and 3**
2. Ask students to choose a service industry of their choice at the beginning of the semester.
3. Ask them to do an in-depth study of the industry and give a presentation at the end of every module relating the concepts of that module to the industry (GAPS).
4. Identify any existing services. Locate loopholes in their design and suggest modifications.
5. Visit a service industry and analyze the role of customers in service delivery.

SALES AND DISTRIBUTION MANAGEMENT

Course Code: 21MBAMM33	Credits: 3
L:T:P:J: 2:0:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To train students in the concepts, and approaches in sales management and personal selling.
2. To provide insight into organizing and managing sales force.
3. To make students understand the concept of controlling the sales effort and its importance.
4. To provide a thorough understanding of how distribution channels are managed
5. To introduce students to the unique features of sales and distribution in rural and international markets.

Module No.	Contents of the Module	Hours	COs
1	Module -1: Introduction to sales management and Personal Selling Sales Management - Introduction, Evolution – From sales and distribution to ‘Go to Market’, Importance, Sales Management and Financial Results, Sales Management and Control, Sales Control—Informal and Formal Sales Control and Organization. Personal Selling – Meaning, Scope of Personal Selling, Buyer Seller Dyad, Diversity of Personal-Selling Situation, Theories of Personal Selling, Personal Selling Process, SPIN Selling Prospecting, Steps in Prospecting, Sales Resistance and Closing Sales. Practical Component: Personal selling exercise in class	8	CO1
2	Module-2: Organization and Management of Sales Force Functions of Salesperson, Qualities of Effective Sales Executive, Purpose of Sales Organization, Setting up a Sales Organization, Types of Sales Organization Structure, Centralization Versus Decentralization in Sales Force Management, Relations with Top Management, Managers of Other Marketing Activities.	6	CO2
3	Module -3: Controlling the Sales Effort Sales Budget - Purpose, Form and content, Procedure; Sales target and Sales Forecast; Sales Quota - Objective in Using Quotas, Procedure of Setting Quota, Limitations of Quota System; Sales Territory - Concept, Need for Establishment and Revision of Sales Territory, Assignment of Sales Personnel to Territories, Importance of Customer Feedback by Sales Personnel. Practical component: Visit wholesalers, understand their territorial plans and assign sales quota (report submission).	10	CO3
4	Module -4: Channels of Distribution and Channel Management Sales Marketing Channel, Channel Members and Channel Functions, Designing Market Channels, Selecting Channel partners, Channel Intensity; Costs and Margins in the Marketing Channel; Objectives and Methods of Manufacturer-Channel Partners’ Cooperation, Managing the Channel Conflict. Channel Information System – Advantages, Stages, Elements, Designing Channel Information System.	8	CO4

5	Module -5: Sales and Distribution in Rural and International Markets Sales and Distribution in Indian Rural Markets: Distribution Channels in Rural India – Traditional distribution methods, Major issues in rural distribution channels, Indian Rural distribution models, Channel Management for Rural Markets, Current trends in rural distribution channels. International Marketing: Selecting an International Market, International Orientations, The Mode of Entry, Selection of International Distribution Partners, Profile of an International Salesperson, Documents in International Trade.	6	CO5
Self-Study	Evaluation of Contemporary Channel Scenario in India (report submission)	2	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Apply the concepts of sales management and personal selling.
CO2	Understand how to organize and manage sales force.
CO3	Recognize the importance and impact of controlling the sales effort.
CO4	Evaluate the working and management of distribution channels.
CO5	Sensitive towards the unique features of sales and distribution in rural and international markets.
CO6	Evaluate the channel scenario in a given market.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3							3	
CO2	3				2			2	
CO3	2	3	2		2	2	2		2
CO4		2	3		2		2		2
CO5	2		2	3			2		2
CO6	3			2		3		2	

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1.	Sales and Distribution Management	Richant R Still, Edward W Cundiff, Norman A P Govoni and Sandeep Puri	Pearson	6/e 2017
2.	Sales & Distribution Management: Text and Cases	Krishna K. Havaladar & Vasant M. Cavale	McGraw Hill	3/e 2017
3.	Sales & Distribution Management	Tapan K. Panda & Sunil Sahadev	Oxford University Press	3/e 2019
4.	Management of a Sales Force	Rosann L. Spiro, William J. Stanton, Gregory A. Rich	McGraw-Hill/Irwin	11/e 2003

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Marketing Channels	Erin Anderson, Louis W. Stern, Adel I El Ansary, R. C. Natarajan & Anne T. Coughlan,	Pearson	7/e 2014
2	Handbook of Logistics & Distribution Management	John L. Gattorna	Gower	4/e 1994
3	Sales Management	Charles M.Futrell	Dryden Press	2/e 1994

Practical Component

- Interview a salesperson in a retail store and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose a sales career, and what does it take to succeed in this profession. Submit a report on the same.
- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high-risk ones. Does this buying behavior also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Student can make a presentation on any product or the services of student choice, covering selling strategies and different distribution channels used for the products and services under study.

E-COMMERCE AND LOGISTICS

Course Code: 21MBAMM34	Credits: 3
L:T:P:J: 2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To familiarize students with the e-commerce landscape and infrastructure requirements of e-commerce.
2. To make students recognize the importance of market research, e-marketing, and mobile marketing for designing effective marketing activities.
3. To provide insights for establishing integrated, efficient, and effective logistics practices and transport documentation for better logistics management.
4. To familiarize students with the essential E-commerce logistics concepts and practices.
5. To make students understand the application of information technology and systems in logistics industry.

Module No.	Contents of the Module	Hours	COs
1	Module -1 Electronic commerce: Introduction, Business Models for E-commerce, Advantages and Disadvantage, Types of E-commerce, Architectural Framework for E-commerce, Applications of E-commerce, Issues in E-commerce - Security, Legal and Ethical. Infrastructure for E-commerce: Logistics, E-fulfillment, Communication networks, Electronic Payment system, Electronic Payment Technology, E-commerce Security, E-Commerce Infrastructure Development Checklist.	6	CO1
2	Module -2 E-Marketing: Introduction to E-Markets and E-Marketing, E-Marketing Techniques, Electronic Advertising, E-Market research – Data collection, organizing and analyzing data, Data warehouses and Data Mining, Electronic CRM Applications, E-business revenue models. Mobile Marketing: Mobile Marketing features- Location based services, social marketing on mobile; Mobile Advertising Networks, Formats and Business Models; QR Codes, Augmented Reality, Gamification; Mobile Marketing Toolkit; Mobile Analytics. Practical Component: Mobile Usage.	8	CO2
3	Module -3 Logistics: Definition, Evolution, Objectives, Elements, Activities and Importance; Logistics interface with marketing, Retail logistics, Emerging concepts in logistics. Logistics Management: Definition, Framework, Role of Logistics management, Bullwhip effect in logistics, distribution, and warehousing management. Integrated Logistics: Evolution, Model / Process, Activities, Interfaces within the firm, Emerging Integrated Logistics Concepts, Organizing Integrated Logistics. Outsourcing logistics: Reasons, Stages, Role of logistics providers, Third party and Fourth party Logistics providers. Practical Component: Transportation documentation.	8	CO3

4	Module –4 E-Commerce Logistics: Electronic procurement (e-procurement); Order Processing – Types of order processing, Roles and responsibilities associated with order processing; Procedures for generating plans and schedules; Inventory and warehousing; Transport and delivery management – Packing and order management; Challenges in E-Logistics. Reverse Logistics: The concept, Activities involved, Types of reverse logistics, Roles and responsibilities associated with reverse logistics. Practical Component:Global best practices and statistics associated with reverse logistics.	8	CO4
5	Module -5 Logistics in 21st Century: Advance Ship Notice (ASN), Tracking systems – Satellite global positioning systems (GPS) and geographic information systems (GIS), bar-coding and scanning, electronic signature technology, wireless technology, radio frequency identification (RFID). Opportunities and Challenges for Logistics Industry in 2022. Smart Logistics: DBMS oriented information systems, ERP and SCM, Information system and Bull Whip Effect, Blockchain technology in logistics and SCM. Software vendor profiles: SAP, Seibel systems, i2, SAS, Future trends.	6	CO5
Self-study	Study the use of technology in a logistics company / department and submit a report on the same. Warehousing Process. National Logistics Policy.	4	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Appreciate the e-commerce landscape and infrastructure requirements of e-commerce.
CO2	Recognize the importance of e-market research, e-marketing, and mobile marketing for designing effective marketing activities.
CO3	Establish integrated, efficient, and effective logistics practices and transport documentation for better logistics management.
CO4	Appreciate and apply the essential E-commerce logistics concepts and practices.
CO5	Understand the application of information technology and systems in logistics industry.
CO6	Apply selected concepts in E-commerce and Logistics in real time for social cause.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3			3				3	
CO2		3				3		3	
CO3	3		2					3	
CO4	3							2	2
CO5	3	2		3					2
CO6	3								3

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Essentials of E-Commerce Technology	V Rajaraman	PHI Learning Private Limited	2015 Rev. Edition
2	e-Commerce and Mobile Commerce Technologies	Dr. U S Pandey Dr. Saurabh Shukla	S. Chand	2015 Rev. Edition
3	E-Commerce – An Indian Perspective	P T Joseph, S J	PHI Learning	4 th Ed, 2013
4	Electronic Commerce – A Simplified Approach	Munesh Chandra Trivedi	JAICO	2 nd Ed, 2011

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	The Management of Business Logistics	John Joseph Coyle, Edward J Bardi C. John Langley	Thomson	7 th Ed, 2007
2	Logistics	David J Bloomberg Stephen LeMay Joe B. Hanna	Prentice-Hall of India Pvt Ltd	2007
3	E-Commerce Logistics and Fulfillment - Delivering the Goods	Deborah L Bayles	Pearson Education Asia	2001
4	eMarketing: The essential guide to marketing in a digital world	Rob Stokes and the Minds of Quirk	e-book	5 th Ed

Additional Practical Component

1. Students can visit any logistics company to understand the services provided by them and give presentation of the same.
2. Students can submit report on study of e-marketing activities of a chosen firm.
3. Students can analyse the business model of any e-commerce site of their choice.
4. Students can conduct survey on the practices and challenges in logistics industry and publish the findings in blog or post a video of the same.

SEARCH MARKETING

Course Code: 21MBAMM35	Credits: 3
L:T:P:J: 2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To familiarize students with the basic concepts of SEO and SEM.
2. To make students understand strategies of SEM and SEO building.
3. To familiarize students with SEM tracking and metrics.
4. To provide insights on search marketing and display marketing.
5. To enhance knowledge and skills of the students regarding keyword search tools.

Module No.	Contents of the Module	Hours	COs
1	Module -1: Introduction to SEO and SEM Search Engine optimization: concept of Search Engines optimization, how SEO operates, website domain, file name, design layouts, optimized keywords, keyword frequency weightage, prominence, placement of keywords, finding keyword, word stemming, metatag optimization, title optimization, anchor optimization, mobile SEO techniques, Introduction to SEM, Google AdWords, Site Targeting, Ad Creation, Approval & Extensions, Keyword Targeting	8	CO1
2	Module -2: Building SEO and SEM strategies Monitoring SEO process; Preparing SEO Reports; On page SEO, OFF page SEO; Link building- types, benefits; Setting up SEM strategy. Analysis of the efficiency of SEM strategy; Digital promotion, Tools and techniques	8	CO2
3	Module -3: SEM tracking and Metrics Why Measuring Success Is Essential to the SEO Process, Measuring Search Traffic, Tying SEO to Conversion and ROI, Competitive and Diagnostic Search Metrics, Key Performance, Indicators for Long Tail SEO	8	CO3
4	Module – 4: Search Advertising and Display Marketing Search Basics, Google's Take on Auction Ads, Google's Take on Bidding, Audiences, and Tools, Google Ads Campaigns, The Opportunities in Vertical Search, Optimizing for Local Search, optimizing for Image Search, Optimizing for Product Search, Optimizing for News, Blog, and Feed Search, Others: Mobile, Video/Multimedia Search	8	CO4
5	Module -5: SEO, SEM and Key word search tools The Theory Behind Keyword Research, Traditional Approaches: Domain Expertise, Site Content Analysis, Keyword Research Tools, Determining Keyword Value/Potential ROI, Leveraging the Long Tail of Keyword	6	CO5

	Demand, Trending, Seasonality, and Seasonal Fluctuations in Keyword Demand		
Self-study	Creating key words for a chosen business to improve optimization / SEO study of websites	2	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the basic concepts SEO and SEM
CO2	Apply strategies of SEM and SEO building
CO3	Understand how to carry out SEM tracking and metrics.
CO4	Understand the application of search marketing and display marketing in the field of marketing.
CO5	Apply keyword search tools in the field of digital media.
CO6	Create a digital marketing plan incorporating social media optimization.

Mapping of COs with POs & PSOs:

Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3							3	
CO2		2						3	
CO3		3				3	2		2
CO4			2		2		2	3	
CO5	3	2		2				3	2
CO6	3							3	

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	The Art of SEO: Mastering Search Engine Optimization	Eric Enge, Stephan Spencer, Rand Fishkin, Jessie C Stricchiola	O'Reilly Media	3rd Ed, 2015
2	Social Media Marketing	Tracy L. Tuten	SAGE Publications	2nd Ed, 2015
3	Fundamentals of Digital Marketing	Puneet Singh Bhatia	Pearson Education	2017
4	Marketing 4.0: Moving from Traditional to Digital	Philip Kotler	Wiley	2016

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	SEO: Search Engine Optimization Bible	Jerri L. Ledford	John Wiley & Sons	2 nd Ed,2007
2	SEO Warrior: Essential Techniques for Increasing Web Visibility”,	John I Jerkovic	O'Reilly Media	2009
3	Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation	Damian Ryan, Calvin Jones	Kogan Page	2008

Practical Component

1. **Compulsory Practical component: Self-study content**
2. Keyword research and submit a report
3. Application of SEO on different case study of various websites such as E-comm, hotel websites or classroom student’s blogs
4. Google AdWords
5. Social Media Marketing Plan

SEMESTER- IV

DIGITAL STRATEGY AND APPLIED MARKETING

ADVERTISING AND BRAND MANAGEMENT

Course Code: 21MBAMM41	Credits: 3
L:T:P:J: 2:0:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To familiarize students with the basic concepts of advertising.
2. To train students in creative strategy used in advertising.
3. To help students understand how to position and manage brands.
4. To make students understand the various strategies involved in building superior brands.
5. To make students understand essentials of advertising and branding in digital media.

Module No.	Contents of the Module	Hours	COs
1	Module -1: Introduction to Advertising and Organizing for advertising Advertising: Introduction, Meaning, Reasons, Types, Benefits and Need; Advertising as a part of IMC; Mediums and Tools of advertising. Organizing for Advertising: Role of Ad agencies and other marketing communication organizations.	6	CO1
2	Module -2: Creative Strategy: Implementation and Evaluation Advertisement appeals in different stages of life cycle; Advertising execution; Creative tactics for different mediums; Copywriting; Client evaluation and approval of creative work. Media Planning and Strategy Introduction, Basic terms and concepts; Developing a media plan-Market analysis, Establishing media objectives, media strategy development and implementation, Evaluation and follow-up.	6	CO2
3	Module -3: Brands and Brand Management Meaning of Brand, Role of Brand for consumers and manufacturers, What can be branded? Brand Portfolio Management; Branding Challenges and Opportunities; Strategic Brand Management Process; Laws of Branding. Understanding consumer segmentation and targeting for branding. Brand Positioning Identifying and establishing brand positioning; Positioning guidelines; Defining and establishing brand mantras; Brand audits.	8	CO3
4	Module – 4: Brand Equity, Brand Promotion and Advertisements Brand Equity	8	CO4

	Customer-based brand equity; Making a brand strong; Sources of brand equity; Brand building; creating customer value; Choosing brand elements to build brand equity – criteria and options. Advertising and Integrated Brand Promotion Role of Advertising in brand development and management; The evolution of promoting and advertising brands.		
5	Module -5: Digital branding and advertising Advertising and integrated brand promotion on the internet; Social media marketing, Content Marketing and Email Marketing; Media Management.	6	CO5
Self-study	Advertising copy creation for a social cause. Brand perception survey report / Designing Brand promotion.	4	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the basic concepts of advertising.
CO2	Apply creative strategy for creating effective advertising.
CO3	Understand how to position and manage brands in industry.
CO4	Understand the various strategies involved in building superior brands.
CO5	Understand the essentials of advertising and branding in digital media.
CO6	Create advertising campaigns and branding initiatives.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3							3	
CO2	3			2		2		3	
CO3	3			3		3	2		2
CO4		2	2					3	2
CO5	3	2						3	
CO6	3			2				3	3

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Advertising and Promotion – An IMC Perspective	George E Belch Michael A Belch KeyoorPurani	Tata McGraw Hill Education	9 th Ed, 2013
2	Advertising Management	Virender S Poonia	genNext Publication	2010

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Strategic Brand Management	Kevin Lane Keller M G Parameswaran Isaac Jacob	Pearson	4 th Ed, 2018
2	Advertising & Integrated Brand Promotion	Thomas C. O'Guinn Chris T Allen Angeline C Scheinbaum	Cengage	8 th Ed, 2018

Practical Component

1. **Compulsory Practical component: Self-study component**
2. Students can study the top 5 ad agencies in India and present their profile infographic.
3. Students can make a video collage of advertisement with different appeals.
4. Students can submit an evaluation of brand positioning of a brand of their choice.
5. Students can submit a self-branding plan.

SOCIAL MEDIA AND CONTENT MARKETING

Course Code:21MBAMM42	Credits: 3
L: T:P:J: 2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To make students understand the fundamental concepts of social media and social media marketing
2. To train students in various advertising and viral marketing strategies and the legal aspects involved in social media marketing
3. To make students understand the concept of content marketing, types of content production, strategies and best practices
4. To make students have an insight to engage audience through content, content creation, evaluation and implementation
5. To train students in using content marketing tools and techniques content management.

Module No.	Contents of the Module	Hours	COs
1	Module -1: Social Media strategy for effective communication. Social media fundamentals; 3C framework of social media; Creating social media campaigns; Social media strategies for Facebook, Instagram, LinkedIn, Twitter, YouTube and Snap chat. Applying social media best practices to enhance brand.	6	CO1
2	Module -2: Advertising and Viral marketing strategies, legal aspects in social media marketing. Social media advertising – Introduction and types. Advertising models: Cost-per-click (CPC), cost-per-view (CPV), cost-per-impression (CPM). Power of word of mouth, Buzz marketing and social networks; Creating viral marketing content -using internet video and guerrilla marketing. SEC Regulation, Fair Disclosure, NLRA, FDA, HIPAA. Trademarks, copyrights, trade secrets.	8	CO2
3	Module-3: Essentials of Content Marketing: Meaning and importance of content marketing; Difference between content marketing and social media marketing; Types of content; Content marketing strategies - Hub, Hero, and Hygiene; Planning content strategy; Building brand through content.	6	CO3
4	Module -4 Engaging audience through content: Building a Content Creation Framework; Importance of audience while creating content, managing content, use of social media platforms and mobile media for reach; Social engagement strategy. Using Artificial Intelligence for content creation. Social Media influencer strategy.	8	CO4
5	Module -5 Content marketing tools and techniques for Evaluation: Importance of blog, storytelling and podcasts; Using Buzzsumo, Wordpress, Hubspot, Hootsuite, Google analytics, Meta ads to understand content performance. Generating content ideas, measuring and analyzing content.	8	CO5

Self-study	Create a positive content and make it Viral /Create a podcast/Analyze social media campaigning using content tools to reach the target audience.	4	CO6
-------------------	--	----------	------------

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the fundamentals of social media and social media marketing.
CO2	Apply various advertising and viral marketing strategies and the legal aspects involved in social media marketing.
CO3	Understand the concept of content marketing, types of content production, strategies and best practices.
CO4	Engage audience through content creation and management.
CO5	Use Content marketing tools and techniques for content management.
CO6	Apply theoretical concepts of social media and content marketing for creating effective social media campaigns.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3			2				2	
CO2	3	2		3		2		2	
CO3	3	3		2					2
CO4			3	3			2	2	
CO5		2		2		3		3	
CO6					3				2

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Digital Marketing	Seema Gupta	McGraw Hill Education	Latest
2	Marketing 4.0: Moving from Traditional to Digital	Philip Kotler, Hermawan Kartajaya, Iwan Setiawan	Wiley	latest
3	Fundamentals of Digital Marketing	Puneet Bhatia	Pearson	Latest Edition
4	Social Media Marketing	Tracy L Tuten, Michael R Solomon	Sage Publications	latest

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Brand story telling –put customers at the heart of your brand	Miri Rodriguez	Kogan Page Limited	2020
2	Social media marketing workbook-How to use social media for business.	Jason Mc Donald	Independently Published	2020
3	Digital marketing	Henlon	Sage publication	Latest

Practical Component

- **Compulsory Practical component: Self-study component**
- Students will learn blogging and create their own content.
- Students will be encouraged to do Podcasts.
- Students will be asked to create social media content for advertising their product.

MARKETING ANALYTICS

Course Code: 21MBAMM43	Credits: 3
L:T:P:J: 2:0:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To make students understand the importance of data, big data and analytics for marketing
2. To train students for applying different metrics in marketing for better decision making.
3. To introduce students to the metrics used for analysing internet marketing efforts and how to apply the same
4. To familiarize students with the using data and analytics for better business performance.
5. To give hands on training to students in basic excel skills required for marketing decisions.

Module No.	Contents of the Module	Hours	COs
1	Module-1: Introduction to Marketing Analytics, Role of data and big data in marketing: Marketing Analytics, Role of insight, Data-driven marketing decisions, Overcoming the five obstacles to data-driven marketing, getting big impact from big data, Putting Big Data and advanced analytics to work.	6	CO 1
2	Module-2: Marketing Metrics Classical marketing metrics, the five essential marketing metrics: Brand awareness, Test drive, Churn, CSAT and Take rate. Finance for Marketing Managers: Profit, NPV, IRR, Payback Return on Marketing Investment (ROMI) Framework for Management Decisions. Stress-Test the Numbers: Sensitivity Analysis	10	CO 2
3	Module-3: Internet Marketing Metrics Cost per Click (CPC), Transaction Conversion Rate (TCR), Return on Ad Dollars Spent (ROA), Bounce Rate, and Word of Mouth (WOM) Social Media Marketing Engagement	4	CO 3
4	Module-4: Analytics for Better Market Performance Using Near-Time Data to Improve Performance The Three Essential Approaches to Analytic Marketing: Propensity Modeling, Market Basket Analysis, Decision Trees	6	CO 4
5	Module-5: Using Excel and Tableau for Marketing Analytics Slicing and Dicing Marketing data with Pivot Tables, Using Charts and Functions to Summarize Marketing Data.	10	CO 5
Self-study	Learn Excel solver to optimize price Learn to create dashboards	4	CO 6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the importance of data, big data and analytics for marketing.
CO2	Applying different metrics in marketing for better decision making.
CO3	Applying metrics for analysing internet marketing efforts.
CO4	Understand how to use data and analytics for better business performance.
CO5	Use MS-Excel for understanding, analyzing and summarizing marketing data.
CO6	Apply data analytics knowledge for marketing analysis and better marketing decisions.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3							3	
CO2		3	2			3		3	
CO3		3				3		3	
CO4		3	3			3		3	
CO5	3	3		3					
CO6		3	3			2	3	3	

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know	Mark Jeffery	Wiley	2012
2	Marketing Analytics: Data-Driven Techniques with Microsoft Excel	Wayne L. Winston	Wiley	2014

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Marketing and Sales: Big Data, Analytics, and the Future of Marketing and Sales	Court, Perry, McGuire, Gordon and Spillecke	McKinsey & Company	e-book, 2015

Practical Component

- **Compulsory Practical component: Self-study content**
- Students should draw pivot tables for given marketing budget data
- Students may submit a report on usage of different tools in marketing analytics
- Using existing data predict the right segment of customers for a chosen product using Tableau and submit report.

SEMESTER-III
HUMAN CAPITAL MANAGEMENT

TALENT ACQUISITION

Course Code:21MBAHR31	Credits: 3
L:T:P:J: 2:0:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To introduce the concept of Talent Acquisition
2. To familiarise with the concept of job design and evaluation
3. To gain an understanding of Workforce planning strategies
4. To understand the process of talent acquisition
5. To familiarise with the emerging trends in talent acquisition

Module No.	Contents of the Module	Hours	COs
1	Module-1: Introduction to Talent Acquisition Concept, Meaning & Objectives, Role of Talent Acquisition in building Sustainable Competitive Advantage to a firm; Key Processes of Talent Management, Tools for Managing Talent, Consequences of Failure in Managing Talent, Identifying and Assessing High-Potential Talent: Current Organizational Practices. Talent Management System – Components, benefits, and challenges of Talent Management System.	7	CO1
2	Module -2:Job Analysis, Job Description, Job Design, and Job Evaluation Identify the Job to Examine; Determine Appropriate Information Sources and Collect Job-Related Data; Job Description; Competency-based recruitment and Ice Berg Model; Sources of Recruitment; Job Specification; Creation of Functional Specification; Creation of Behavioral Specification; Employer branding; Job Design Job Evaluation: Concepts , Job Evaluation Process; Obtain Job KSAOs, Qualifications, Examine Compensable Factors Using the Rating/Weighting Evaluation Method; Hay Group—Pioneer in Job Evaluation; Determining Compensation using Job Evaluation Data; Legal and Ethical Considerations for Job Evaluation	10	CO2
3	Module-3:Workforce Planning Meaning, Need for Workforce Planning, forecasting work force supply and demand, Strategic job redesign and its benefits; Strategic issues in recruitment.	6	CO3
4	Module-4: Making the Hire; Assessment of Candidate and Job Fit Recruitment Strategies – internal /external recruitment, Biodata and application forms, Background check, Reference check, Pre-employment Testing and choosing suitable types of Interviews, Selection Errors & Minimizing Selection Errors, making a job offer, Induction, and Placement.	6	CO4

5	Module- 5:Emerging Trends in HR Human Resource Information System (HRIS), Human Resource Accounting (HRA), Human Resource Audits, Recruitment Analytics- Use of Recruitment Metrics in Workforce Planning: History, trends, objective and use of recruitment Metrics and Analytics; Business Process Re-engineering, Contemporary Talent Acquisition Issues and challenges. Managing Multigenerational workforce	7	CO5
Self-Study	Use of Assessment Centers for recruitment Recruitment practices in different industries	4	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand and appreciate the relevance and importance of effective Talent Acquisition
CO2	Design and draft a job description for any given job requirement.
CO3	Identify and resolve talent acquisition issues through effective workforce planning.
CO4	Learn the different sources of recruitment and the process of making a choice of right fit.
CO5	Understand different emerging trends in Talent Acquisition.
CO6	Apply the theoretical concepts and make strategic decisions in Hiring.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1		2				2		2	
CO2	2	2				2		1	2
CO3		2		2		2		1	2
CO4	2	2				2		2	
CO5		2		2		2		2	
CO6	2	2				2			2

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	How to Recruit, Incentivize and Retain Millennials.	Dheeraj Sharma	Sage Publications	2019
2	Recruitment and Selection- Strategies for Workforce Planning & Assessment	Carrie A. Picardi	Sage Publication	2019
3	Human Resource Management	R. C. Sharma	Sage Publication	1/e, 2019

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Human Resource Management:	Amitabha Sengupta	Sage Publications	1/e, 2018
2	Leadership: Theory and Practices	Peter G. Northouse	Sage Publications	7/e,2016
3	Performance Management and Appraisal System	T.V Rao	Response Books	2004

Practical Component

- Team-wise sector analysis of different organizational practices related to Talent acquisition.
- Design a Job Advertisement for identified sectors and calculate the Cost - Paper Print mode; Social Media formalities for the selected sector.
- Create a workforce forecast plan for a hypothetical situation
- Analysis of sector-wise/industry wise recruitment strategies
- Analysis of Green recruitment practices in selected economies/industries

Project component

Prepare a sector wise report on latest talent acquisition strategies used by 10 companies in a particular sector/industry

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Code:21MBAHR32	Credits: 3
L: T:P:J: 2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. to introduce the concept of international human resource management
2. To understand international staffing policies and practices
3. To appreciate knowledge management practices in international organizations and understand training and development in MNCs
4. To understand international performance management and rewards management
5. To appreciate and understand diversity management in organizations

Module No.	Contents of the Module	Hours	COs
1	Module-1: Introduction Meaning and Definition IHRM: Evolution, Challenges, Objectives, IHRM Versus Single Nation-centric HRM IHRM: Approaches, ; Globalisation and HRM, The importance of context, Differences in HRM practice; Approaches to International Human Resource Management - Review of IHRM approaches, Factors affecting HRM approaches globally , Regulation and Multinational Corporations: The Changing Context of Global Employment Relations, Importance of regulation and political context, Political agendas to de-regulate, Political and institutional drivers of de-regulation, Problems with de-regulation in a global context.	8	CO1
2	Module-2: International staffing Introduction Staffing policies, Motives for international transfers, Alternative forms of international assignments. The international assignment process Dimensions of international assignment success Multinational Companies and the Host Country Environment Introduction, Varieties of host country environments, Sustainability of divergent, employment arrangements Understanding how MNCs act in diverse host country, environments Host country effects on IHRM practices of MNC subsidiaries	8	CO2
3	Module-3: Knowledge management, Training and development Managing Knowledge in Multinational Firms: Introduction, Different types of knowledge, Factors influencing knowledge sharing How to stimulate knowledge sharing Gaining access to external knowledge, Knowledge retention, From the management of knowledge to innovation Training and Development: Developing Global Leaders and Expatriates Training and Development: Domestic Versus International Organisations International Training Management: Basic Concepts and Models Leadership	7	CO3

	Training and Development in International Organisations Technology in International Training Management.		
4	Module 4 – Performance management & Reward systems Global Performance Management - Introduction, Key components of PMSs Factors affecting PMSs Culture and PMSs, PMSs in six leading economies: China, India, Japan, South Korea, UK and USA, PMS for expatriates Total Rewards in the International Context Recap: differentiating between PCNs, TCNs and HCNs Introduction: the current state of total rewards Complexities faced by IHR managers, International total rewards objectives for the MNC Newer forms of international assignments, Key components of global total rewards programs. Approaches to international compensation Repatriation issues, international trends in global total rewards.	8	CO4
5	Module 5 - Diversity management and culture management: Equal opportunities, Diversity Management – meaning, types, practices; Work–life balance: practices and discourses; Inclusion – meaning, initiatives International Culture Management: Model Organisational Culture and Innovation, Models of Culture, Hofstede’s Four, Cultural Dimensions, Trompenaar’s Seven Cultural Dimensions, Globe’s Nine Cultural Dimensions, Edgar Schein’s Model of Culture Deal and Kennedy’s Culture Model, Schneider’s Culture Model, Cameron and Quinn’s Model of Culture Charles Handy’s Model of Culture Denison’s Model of Culture, Profile of Organisational Culture in International Organizations Managing International Culture.	7	CO5
Self-Study	Cross culture management	2	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Students will be able to understand international human resource management concepts
CO2	Students will be able to understand and apply international staffing practices
CO3	Students will be able to appreciate knowledge management practices in international organizations and understand training and development in MNCs
CO4	Students will be able to understand international performance management and rewards management
CO5	Students will be able to appreciate and understand diversity management in organizations
CO6	Students will be able to understand cross culture management in organizations

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2			2				2	
CO2	2			2	2			2	2
CO3	2	2	2		2			2	
CO4	2	2	2		2			2	
CO5	2	2		2				2	
CO6	2	2		2				2	

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	International Human Resource Management	Srinivas R. Kandula	Sage Publication India Pvt. Ltd.	2018
2	International Human Resource Management	Anne-Wil Harzing, Ashly H. Pinnington	Sage Publication India Pvt. Ltd.	4/e, 2015
3	International Human Resource Management	Anne-Wil Harzing, Ashly Pinnington	Sage Publication India Pvt. Ltd.	4/e, 2015

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Strategic Human Resource Management: An International Perspective	Gary Rees, Paul E. Smith	Sage Publication India Pvt. Ltd.	2014
2	Diversity at Work	Arthur P Brief	Cambridge University Press	2008

Practical Component:

- Conduct an interview with an expatriate to understand training provided
- Analyze global rewards report by Deloitte to understand trends and practices
- Conduct research on cross culture management in any organization/at an industry level

COMPENSATION AND STRATEGIC REWARD MANAGEMENT

Course Code:21MBAHR33	Credits: 3
L:T:P:J:2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To introduce the concept of compensation management
2. To understand wage administration and its application in India
3. To appreciate the use of reward practices
4. To analyze and evaluate pay for performance as a compensation strategy
5. To understand strategic pay issues and pay in new business environment

Module No	Title/description of the module	Hours	COs
1	Module-1: Compensation Management Compensation, the meaning of compensation, Components, and Types, Importance of the Total Compensation Approach, changing nature of work and its effect on compensation, Compensation Strategy, and Policy, The Psychological Contract, Factors Affecting Employee Compensation/Wage Rates/Wage Structure/Levels of Pay, compensation management, job and work evaluation and its effect on compensation	6	CO1
2	Module-2: Wage and Salary administration Types of wages, Methods of Wage Payment, Essentials of a Satisfactory Wage System, National Wage Policy in India, Wage Policy at the Organizational Level, Wage surveys, Wage Problems in India. Components of salary -Fixed and variable components, salary determination, Salary Survey data, Salary Costs, Planning, Budget and Control, Salary Reviews, Guidelines for Salary Review Process, Process of salary fixation, Method of Paying Salary, Flexibility, Pay Reviews, Procedures for Grading Jobs and Pay, Rates Fixation, Controlling Payroll Costs, Executive compensation	8	CO2
3	Module-3: Strategic Reward Practices Introduction, Management's Strategy, Introduction to rewards, Reward Policy, Types of rewards, Reward Management Processes, Reward Management Procedures, Evaluation of Reward Processes, Fringe Benefits and Current Practices, Internal Audit of Compensation and rewards, hybrid reward systems for virtual organizations, alternative rewards in unionized setting	8	CO3
4	Module-4: Pay for Performance, Competence Competency-Based Pay, Skill-Based Pay, Team-Based Rewards – rewarding individual contributions in a team, Gainsharing, Profit-	6	CO4

	Sharing Profit-Related Pay, Other Cash Payments and Allowances Overtime Payments Attendance Bonuses, Shift Pay, Clothing Allowances, Honoraria, Payments for Qualifications, Pay for Person, Pay for Excellence, Managerial Compensation and Rewards, Sales Force Incentive Programs, Competency-based Pay- Framework, Model and Challenges; Pay for Performance: Steps involved in the design for pay for performance - Intent Eligibility; Participation; Performance and Goal Criteria-Measurements		
5	Module-5: Strategic Pay issues and pay in New Business Environment Compensating flexible workforce – The Contingent Workforce, Groups of Contingent Workers, Part-Time Employees, Temporary Employees, Leased Workers, Independent Contractors, Freelancers, and Consultants, flexible work schedules- Flexitime Schedules, Compressed Workweek Schedules, Telecommuting Pay and employee benefits, WFH Pay issues, Strategic Issues and Choices in Using Contingent and Flexible Workers, Compensating Expatriates, Repatriation Pay Issues, pay, The Compensation-Productivity Gap, Pay Transparency	8	CO5
Self-Study	Rewards in different countries/economies, Gender Pay Gap	4	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the concept of compensation management
CO2	Understand wage and salary administration and its application in India
CO3	Appreciate the use of reward practices
CO4	Analyze and evaluate pay for performance as a compensation strategy
CO5	Understand the changing dynamics of compensation in the digital age
CO6	Apply compensation-related theories and concepts into practice

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2		2	2				2	2
CO2		2			2	2		2	
CO3	2	2	2			2			2
CO4								2	
CO5	2	2			2	2		2	
CO6					2			2	

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Compensation Management	R. C. Sharma, Sulabh Sharma	Sage Publication India Pvt. Ltd	2019
2	Compensation and Benefit Design	Biswas, Bashker, D	Pearson	1/e, 2012
3	Managing Employees Performance and Rewards	Shields	Cambridge Press	2007
4	Strategic Compensation A Human Resource Management Approach	Joseph J. Martocchio	Pearson	10 /e, 2020

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Compensation & Reward Management,	BD Singh	Excel Books	2/e, 2012
2	Compensation	Milkovich & Newman	Irwin/McGraw-Hill	9/e, 2017

Practical Component

- Conduct a survey on compensation components for different types of employees in different companies
- Understand and discuss latest compensation survey conducted by specific agency (for example Deloitte)
- Conduct a salesforce rewards survey in specific industry
- Presentation on latest reward practices in specific industries
- Write a blog on contingent pay in different companies/sector/industries

INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS

Course Code:21MBAHR34	Credits: 3
L:T:P:J: 2:0:0:2	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To introduce Labour Laws regulating Industrial Relations in Organisation
2. To familiarise the applicability of the factories, act and shops and commercial establishments act
3. To understand wage acts and their applicability
4. To familiarise oneself with social security acts and redressal acts and their relevance
5. To understand employer-employee relations related acts

Module No.	Contents of the Module	Hours	COs
1	Module-1:Fundamental Aspects of Industrial Relations Introduction, Nature of Industrial Relations, Approaches to Industrial Relations, The Participants of Industrial Relation Activities- Unions, State and Employer/Management Evolution of Labour Legislation in India - Role of ILO, Objectives of Labour Legislation, Types of Labour Legislations in India, Constitutional Provisions for the Protection of Labour Workforce in India, Rights of Woman Workers;	5	CO1
2	Module -2:Factories Act 1948 and Shops and Commercial Establishments Act,1961 Factories Act 1948 - Introduction, Objectives, Scope and Important Definitions, Approval, Licensing and Registration of Factories, Health and Safety of Workers, Provisions Related to Working Conditions, Hazardous Processes, Employee Welfare and Working Hours, Employment of Young Persons and Women, Annual Leaves with Wages, Penalties and Contingence of Offences, latest amendments Shops and commercial establishments act (Karnataka, 1961) -Introduction, Objectives, Scope and Important Definitions, registration of establishments, hours of work, leaves, wages and compensation, enforcement and inspection, offense and penalties, latest amendments	6	CO2
3	Module-3: Wage-related acts The Payment of Wages Act, 1936- Introduction, Objectives, Scope and Important Definitions, Provisions for Payment of Wages, Deductions from Wages, Enforcement of the Act, Penalties, and Offences, Miscellaneous, Provisions of the Act The Payment of Bonus Act, 1965- Introduction, Objectives, Scope and Important Definitions of the Act, Eligibility, Disqualification and Amount of Bonus, Calculation of Bonus, Special and Miscellaneous Provisions, Dispute, Penalties, and Offences	6	CO3
4	Module-4: Social Security acts and Redressal act The Employees' Compensation Act, 1923- Introduction, Objectives, Scope and Important Definitions of the Act, Eligibility, Rules for Workmen's Compensation, Amount and Distribution of Compensation, Notice, Claims and Other Important Provisions, Enforcement of Act and Provisions for Penalty	10	CO4

	<p>The Employees' Provident Funds and Miscellaneous Provisions Act, 1952- Introduction, Objectives, Scope and Important Definitions, Administration of the Schemes under the Act, Administration and Enforcement of the Act, Penalties and Offences, Miscellaneous Provisions of the Act, latest amendments</p> <p>The Payment of Gratuity Act, 1972- Introduction, Objectives, Scope and Important Definitions, Payment and Forfeiture of Gratuity and Exemption, Compulsory Insurance and Protection of Gratuity, Enforcement of the Act, Penalties and Offences.</p> <p>Sexual harassment of women at work place(Prevention, prohibition and redressal) act, 2013 –Introduction, Objectives, Scope and important definitions, constitution of internal complaints committee, administration of the act, important provisions, punishment, penalties and determination of compensation</p>		
5	<p>Module- 5: Acts regulating Employer-Employee Relations</p> <p>Maternity benefits act, 1961 – Introduction, Objectives, scope, important definitions, applicability of the act, provisions, latest amendments, offenses and penalties</p> <p>The Industrial Disputes Act, 1947- Introduction, Objectives, Scope and Important Definitions, Procedure for Settlement of Industrial Disputes and Authorities under the Act, Notice of Change in Conditions of Service, References of Disputes to Boards, Courts or Tribunals and Voluntary References, Award and Settlements, Strikes and Lockouts, Layoff and Retrenchment, Transfer and Closing Down of Undertakings, Unfair Labor Practices.</p> <p>The Trade Unions Act, 1926- Introduction, Objectives, Scope and Important Definitions, Registration and Cancellation of Registration of Trade Unions, Rights and Duties of Registered Trade Unions, Amalgamation and Dissolution of Trade Union, Penalties.</p>	10	CO5
Self-Study	About ILO, ILO conventions, Role of ILO in shaping labour legislations in India	3	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand & analyze the concept of Industrial Relations and Labour legislation
CO2	Identify and apply the acts related to the employment of Labour
CO3	Understand and apply the acts related to wages
CO4	Identify and apply the facts related to social security
CO5	Understand and apply the acts related to employer-employee relations
CO6	Apply and analyze the legal aspects related to the labour laws.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1		2				2		2	
CO2	2	2				2			2
CO3		2		2		2			2
CO4	2	2				2			2
CO5		2		2		2			2
CO6		2				2		2	

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Industrial Relations and Labour Laws for Managers	Parul Gupta	Sage Publication India Pvt. Ltd	1/e, 2019
2	The SAGE Handbook of Industrial Relations	Paul Blyton, Edmund Heery, Nicolas Bacon, Jack Fiorito	SAGE Publications	2008
3	Labour and Industrial Laws	P. K. PADHI	Prentice Hall India Pvt., Limited	4/e, 2019

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Bare Acts, Ministry of Labour, GOI	GOI	2019	Bare Acts, Ministry of Labour

Project Component

Conduct research on awareness of different labour legislations (for ex: PF act, Gratuity act, Maternity benefit act, Act related to prevention of sexual harassment at workplace) amongst employees in a particular company/industry and present an action plan to increase awareness of the same

CONFLICT MANAGEMENT & NEGOTIATION

Course Code:21MBAHR35	Credits: 3
L:T:P:J:2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To introduce the concept of negotiations
2. To understand the tools used in negotiations
3. To understand the concept of conflict management and appreciate its importance in organizations
4. To understand the concept of dispute resolution
5. To understand the theories of collective bargaining

Module No	Contents of the module	Hours	COs
1	Module-1: Negotiations in the Contemporary Workplace Introduction to negotiations – meaning, definition, purpose, scope, characteristics of negotiations, characteristics, negotiation theories and models – bargaining theory, social-psychological theory of bargaining, bargaining theory of wages, negotiations process, Key elements in managing negotiations within relationships -trust, emotions, justice; cognitive bias, power and persuasion	8	CO1
2	Module-2: Basic Tools of Negotiation Techniques used for favorable negotiation outcomes - bargaining strategies – distributive, integrative, mixed; types of negotiations - competitive and cooperative negotiations, Transactional Analysis in negotiations, alternatives when negotiations fail- mediation, arbitration – meaning, process	7	CO2
3	Module-3: Conflict Management Conflict, traditional theory, contemporary theory, elements and positive and negative effects of conflict, five stages of organizational conflict, conflict assessment, BATNA, WATNA, ZOPA, conflict management – meaning, process, styles - Thomas-Kilmann Conflict Mode Instrument (TKI), conflict resolution techniques like Logical Argument mapping, Vaaland's improvement model, conflict dynamics profile, Runde-Flanigan model	10	CO3
4	Module-4: Dispute resolution Dispute- meaning, types, impact of disputes on organizations, dispute resolution process -consensual and adjudicative, spectrum of dispute resolution, dispute prevention	6	CO4
5	Module-5: Collective Bargaining Collective bargaining – definition and characteristics, importance of collective bargaining for workers and employers, functions, critical	7	CO5

	issues in Collective Bargaining, Theories of Collective Bargaining: Hicks' Analysis of Wages Setting under Collective Bargaining, Conflict-choice model of negotiation, A Behavioral Theory of Labor Negotiation., process of collective bargaining, labour economics-effects of collective bargaining.		
Self-Study	Skills needed in negotiation, ethics in negotiation	2	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the concept of negotiations
CO2	Understand different negotiation tools used in the workplace
CO3	Understand and appreciate the importance of conflict management in organizations
CO4	Understand how dispute resolution works
CO5	Understand the concept of collective bargaining
CO6	Apply negotiation tools and techniques to varied situations

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2			2	2			2	2
CO2	2	2						2	2
CO3	2		2					2	2
CO4	2	2		2				2	
CO5	2	2		2				2	
CO6	2		2		2				2

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Essentials of Negotiation (Int'l Ed)	Roy Lewicki Bruce Barry David Saunders	McGraw-Hill Education / Asia	5/e, 2010
2	Conflict Management: A Practical Guide to Developing Negotiation Strategies	Barbara A. Budjac Corvette	Pearson	2013
3	Negotiation Closing Deals, Settling Disputes, and Making Team Decisions	David S. Hames	Sage Publications	2012

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Labor Relations and Collective Bargaining	Michael R. Carrell Christina Heavrin	Pearson	9/e 2010
2	Negotiating Essentials: Theory, Skills, and Practices	Michael R. Carrell Christina Heavrin	Pearson	2007

Practical Component

- Apply and analyse any of the bargaining theories to specific context/situation
- Conduct a roleplay on negotiation in a particular scenario
- Apply BATNA, WATNA and ZOPA to a specific scenario and analyse the consequences
- Conduct research on the conflict/dispute resolution techniques used by different companies and across industries
- Presentation on collective bargaining techniques used in different countries

SEMESTER-IV

HUMAN CAPITAL MANAGEMENT

HUMAN RESOURCE ANALYTICS AND DATA VISUALISATION

Course Code: 21MBAHR41	Credits: 3
L:T:P:J:2:0:1:1 CIA Marks: 50	
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To introduce the concept of HR analytics
2. To gain an understanding of the rise of HR analytics and its relevance
3. To gain an understanding of the application of HR Metrics and creation of Dashboards
4. To introduce different frameworks related to HR analytics
5. To familiarize the concept of HR scorecard and Data visualization

Module No.	Contents of the Module	Hours	COs
1	Module-1: Introduction to Analytics & Data Visualization Evolution of Business Analytics, Motivation for Studying Business Analytics, Emergence of Business Analytics, Understanding Business Analytics, managing a Business Analytics Project, Advantages of Business Analytics, Making the Best Use of Business Analytics, Challenges to Business Analysts, Analytics in Different Domains of Business, Levels of Analytics Maturity, Orientation, overview of visualization, graphics.	6	CO1
2	Module -2: Rise of HR Analytics Meaning of HR Analytics; Pitfalls of HR Analytics; What is not HR Analytics; Evolution of HR Analytics, Levels of Analysis, Conducting HR Analytics, Who Are Applying HR Analytics, Future of HR Analytics, The Scope of Big Data in HR Analytics, Scope of Text Analytics in HR Analytics.	6	CO2
3	Module – 3: Application of HR Metrics and Creation of Dashboards Training & Development Metrics - Percentage of employee trained, Internally and externally trained, Training hours and cost per employee, ROI calculation; Diversity Metrics, Recruitment Metrics, Workforce Deployment Metrics, Career Progression Metrics and HR Metrics Dashboard Using Excel - Process of development of dashboard, Essential criteria, Leading and lagging indicators, Selection of appropriate metrics, Sources of data	7	CO3
4	Module -4: HRA Frameworks - Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talent ship Framework, 5 overarching components of an effective Analytics framework.	7	CO4

5	Module-5: Designing HR Balanced Scorecard& Decision-making using Power BI Learning and Growth Perspective Customer Perspective Business Process Perspective Financial perspective, Implementing Human Resources Balanced Scorecard Decision-making using Power BI: Predicting individual and team turnovers, Turnover costs for business implications, Selection decisions from previous performance data, Identifying flight-risk candidates, Process of report generation	10	CO5
Self-Study	Preparation of scorecard and application of HR metrics using Excel	4	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the meaning of Analytics and visualization, need for implementing Analytics in an organization and challenges and pitfalls involved in implementing Analytics in the system.
CO2	Gain insights on the basics of HRA, its evolution and to develop an understanding on the various steps involved in Predictive Analytics
CO3	Gain knowledge about various HR metrics and gain hands on experience building HR Dashboards
CO4	Understand different HR Frameworks and its application in the field of Analytics.
CO5	Able to analyze the HR Program and develop a HR measurement system using HR Scorecard and gain hands on experience on SPSS and Power BI
CO6	Apply and analyze the theoretical aspects of Analytics and to present the analysis.

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1		2				2		2	
CO2	2	2				2		2	
CO3		2		2		2		1	2
CO4	2	2				2		1	
CO5		2		2		2		1	
CO6	2	2				2			2

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Practical Applications of HR Analytics	Pratyush, Banerjee; Jatin Pandey; Manish Gupta	Sage Texts, India	1/e, 2019
2	HR Analytics- Understanding Theories and Applications	Bhattacharya, Dipak Kumar	Sage Texts, India	2017
3	Winning on HR Analytics- Leveraging Data for Competitive Advantage	Ramesh, Soundarajan and Kuldeep Singh	Sage Publication India Pvt. Ltd.	2016

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives and Improving Collaboration	Sesil James, C	Pearson, New Jersey	2017

Practical Component

- To visit an organization and interact with Analyst who deals with HR function; Know how the data is used and worked.
- Prepare a dashboard and analysis various functions and interrelations of data.
- Work on Excel through real time data of any company and generate the output.

Project component

Conduct research on different HR analytical tools used by 10 companies in a particular sector/industry and its usefulness in HR related decision making

STRATEGIC HR PLANNING

Course Code:21MBAHR42 Credits: 3	
L:T:P:J: 2:0:0:2	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To introduce the concept of HR strategy and planning
2. To understand the way in which HR forecasting is done
3. To introduce Workforce staffing strategies
4. To introduce different Talent Management strategies
5. To understand the future trends of strategic HR

Module No	Title/description of the module	Hours	COs
1	Module-1: Human Resource strategy and planning Meaning of HR strategy, an investment perspective of Human Resources, HR as a strategic partner – business implications, role of HR strategy in strategic management, HR policies and procedures, HR programs, strategic control, creation of action plan based on strategy, strategic staffing – workforce planning, sourcing, recruiting, selecting, acquiring, deploying and retaining talent, integrating the functional areas of human resource management	6	CO1
2	Module-2: HR Forecasting HR forecasting – meaning, workforce planning process, from manpower planning to strategic HR forecasting, HR Planning, Strategy, planning and forecasting for HR professionals, Strategic HR forecast process, assessing demand and supply, assessing cultural implications of the business strategy, strategic human resource forecasting – roles and responsibilities, HR plan, different types of HR plan	6	CO2
3	Module-3: Workforce staffing strategies Talent philosophy, strategic staffing decisions, achieving a competitive advantage, strategic job analysis and competency modelling – job analysis and the strategy behind it, applicant attraction strategies, employer branding, deciding on recruitment metrics, maximizing internal and external candidate fit, Managing succession, Succession management plans, replacement planning, succession management system	7	CO3
4	Module-4: Talent Management Strategies PCMM framework – levels, applicability, process categories; employee socialization choices, Human Capital Return on investment – managed performance matrix, managing manpower redundancy, managing flow	8	CO4

	of workforce – turnover, types, developing retention strategies, workforce redeployment, managing involuntary employee separations, Conflict Resolution: discipline and grievance; strategic staffing outcomes, staffing metrics		
5	Module-5: The future of Strategic HR Critical HRM, Managerialism and performativity, The commoditization and commodification of white-collar work, The added value debate, Best practice or best fit?, Common criticisms of mainstream HRM Future trends - New working practices and a ‘new’ workforce, Recession and growth, Corporate social responsibility. ‘Deliverables’ fit for the future	9	CO5
Self-study	Prepare and present a HR plan for an SME Career planning	4	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand HR strategy and planning
CO2	Understand how HR forecasting is done and the use of IT in HR planning
CO3	Understand the different workforce staffing strategies used today
CO4	Analyse Talent Management strategies used by organizations
CO5	Understand the future trends of strategic HR
CO6	Identify and analyze different HR strategies used in specific situations

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2			2	2	2		2	2
CO2	2	2		2	2	2		1	2
CO3	2	2		2	2	2		2	2
CO4	2		2	2	2	2		1	2
CO5				2				2	1
CO6	2			2					2

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Strategic Staffing	Jean M Phillips Stanley M Gully	Pearson	2010
2	Human Resource Planning	Dipak Kumar Bhattacharyya	Oxford University Press	2/e, 2014
3	Strategic Human Resource Management	Charles R Greer	Pearson	2/e, 2001
4	People Resourcing: and Talent Planning:HRM in practice	Marjorie Corbridge, Stephen Pilbeam	Pearson	4/e, 2010
5	Strategic Human Resource Management: An International Perspective	Gary Rees, Paul E. Smith	Sage Publication India Pvt. Ltd.	2/e, 2017

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Strategic Human Resource Management	Randall S Shuler Susan E Jackson	Wiley Blackwell	2014
2	HR forecasting and planning	Paul Turner	Chartered Institute of Personnel Management	2002

Project Component

Prepare a HR plan for an SME/Prepare and present a report of the best HR policies and practices in select industries/organization

PERFORMANCE MANAGEMENT SYSTEMS AND ASSESSMENT CENTERS

Course Code:21MBAHR43	Credits: 3
L:T:P:J:2:0:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To introduce the concept of performance management systems
2. To understand process of performance management system
3. To understand the applicability of competency-based assessment
4. To understand the role of assessment and development centers
5. To be aware of the contemporary practices in performance management system

Module No	Contents of the module	Hours	COs
1	Module-1: Introduction to Performance management Systems Concept of performance, Dimensions of performance, Individual, team and organizational performance, approaches to measuring performance, Performance management-definition and objectives, Performance management system (PMS), importance of PMS, performance appraisal versus management, Implementing a performance management system – preparation, communication, appeals process, training, pilot testing and ongoing monitoring and evaluation, Introduction to the terms - KPA, KRA, PI	8	CO1
2	Module-2: Process of Performance Management and Models Four pillars of PMS, Performance management process, performance execution and performance assessment, performance review, eight-step model of elements and standards of a performance plan, modern methods – multi rater feedback systems – 360-degree feedback, MBO, Human Asset Accounting method, BARS, Assessment center method, Mixed standard scales, Behavioral checklist method	9	CO2
3	Module-3: Competency Based Assessments Competency – meaning and definition, difference levels of competencies, Competency analysis, competency mapping, Competency management, significance of competency-based performance management, theoretical foundations of competency management, competency-based performance management strategy, interventions and drivers	6	CO3
4	Module-4: Assessment Centre and Development Centre Introduction to assessment centers and development centers, scope and objectives, application of assessment center – high potential identification, training needs identification, Leadership development,	5	CO4

	Leadership hiring and succession planning; evaluation tools used – in basket exercises, role plays, management games, competency-based interviewing, business presentations, leaderless and leader-led group discussions, assessment process, role of assessor.		
5	Module-5: Contemporary Practices in Performance management System Rating-less appraisal, potential appraisal, managing team performance – including team performance in the performance management system, performance management of remote/virtual teams, e-performance management, Balanced scorecard, HR scorecard, Performance Management Audit – introduction, scope, checklist of performance audit, structure, steps of performance audit.	8	CO5
Self-Study	Traditional methods of performance appraisal, e-tools used in performance management	4	CO6

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand the concept of performance management systems
CO2	Understand how performance management systems work
CO3	Understand and appreciate the use of competency-based assessments
CO4	Understand the role of assessment centers and development centers
CO5	Understand the contemporary practices in performance management systems used by companies
CO6	Identify and analyze different performance management strategies used by companies

Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2			2	2			2	2
CO2	2	2			2			2	
CO3	2	2			2			2	
CO4	2	2			2			2	2
CO5	2			2	2			2	
CO6									1

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Performance Management and Appraisal systems – HR Tool for Global Competitiveness	T V Rao	Sage Publications	2004
2	Performance Management systems and strategies	Dipak Kumar Bhattacharyya	Pearson	2011
3	Performance Management – Strategies, interventions, Drivers	Srinivas R Kandula	PHI	2006
4	Performance Management	Herman Aguinis	Pearson	2/e, 2010

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Performance management systems -An experiential approach	Arup Varma and Pawan Budhwar	Sage Publications	2019
2	Performance Management Towards Organizational Excellence	T V Rao	Sage Publications	2/e 2015
3	360 Degree feedback and assessment and development centres	T V Rao Nandini Chawla	Excel books	2005

Practical Component

- Conduct a classroom activity on KPI, KRA and PI
- Interview a HR from a company to understand the performance management system adopted
- Identify competencies required for different jobs at different levels in various companies
- Conduct a classroom activity to understand the use of in basket exercises in appraising performance of individuals.
- Write a blog on contemporary practices in performance management in a particular industry

Project component

Prepare and present a report on the different performance management systems used in different industries/sector

ORGANISATION STUDY

Course Code:21MBAOS37 Credits: 6

CIA Marks: 100

Preamble:

The basic objective of the Organisation Study is to provide students with an opportunity to understand working of an organization / company / industry. This will also enable students to apply the knowledge acquired from the basic courses during the first year of MBA to the functioning of an organization. This will develop the student's skills to become industry ready.

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand & Evaluate the nature and functioning of the Industry.
CO2	Understand & Evaluate the nature and functioning of the company
CO3	Apply Mckinsey's 7S framework and Porter's Five Force Model to organisation under study
CO4	Analyze the financial performance of the organisation.
CO5	Evaluate the overall functioning of the organisation and offer relevant suggestions.
CO6	Submit a report based on the study undertaken and explain the work through an oral presentation

General Guidelines

- The organisation study which is compulsory in nature, shall be for a period of 4 weeks, taken up immediately after the completion of 2nd semester-end assessment but before the commencement of the 3rd semester classes.
- Organisation study shall be organization specific in nature and shall be undertaken at public or private limited companies.
- Student undertaking organization study shall do so under the supervision of both internal guide from the Institution and an external guide from the organization where the student is undertaking the study.
- No two students shall undertake the organisation study in the same organization.

Evaluation: Organisation study carries 100 marks as shown below.

Rubrics for Organisation Study

Sl.No	Particulars	Marks Allotted
1	Internal Assessment	25
2	Report Evaluation by the Guide & External Examiner	25
3	Viva-Voce Examination (Joint Evaluation)	50
Total		100

A. Internal Assessment by the Guide

SL No	Aspects	Marks Allotted
1	First Presentation	5
2	Second Presentation	5
3	Quality of the report	10
4	Overall impression	5
Total		25

B. Report Evaluation by the Guide & External Examiner.

SL No	Aspects	Marks Allotted
1	Industry profile Company	5
2	Organisation profile	5
3	Mckinsey's 7S framework and Porter's Five Force Model	5
4	Analysis of financial statements	5
5	Learning experience	5
Total		25

C. Viva-Voce Examination

SL No	Aspects	Marks Allotted
1	Presentation skills	10
2	Communication skills	10
3	Subject knowledge	05
4	Query handling	05
5	Quality of the report	10
6	Overall Impression	10
Total		50

- Internal assessment is done by the guide.
- Report valuation shall be done by guide and senior faculty member from the department separately and average of the marks awarded by the two Examiners shall be the final evaluation marks.
- The viva –voce examination shall be conducted by senior faculty member from the department and Industry expert jointly.

Chapterisation:

Chapter 1: Industry profile:

Chapter 2: Organization Profile

Chapter 3: Mckinsey's 7S framework and Porter's Five Force Model with special reference to Organization under study.

Chapter 4: Analysis of financial statements

Chapter 6: Learning experience.

PROJECT WORK

Course Code:21MBAPR45	Credits: 12
CIA Marks: 200	

Preamble:

The basic objective of the project work is to provide students with an opportunity to understand working of an organization / company / industry and take up an in-depth study of an issue / problem in the area of their chosen specialization. This will also enable students to apply the knowledge acquired from their specialization courses to the problem area given by the organization or problem identified independently. This will develop the student's problem solving skills to become industry ready. Further it will provide the students with an opportunity to apply and integrate their diverse knowledge and skills.

Course Outcomes: At the end of the course the student will be able to:

CO1	Understand & Evaluate the nature and functioning of the Industry and Company.
CO2	Understand theoretical background of the study and review the relevant literatures.
CO3	Design research to find appropriate solutions to the problem identified
CO4	Analyze and interpret the data collected
CO5	Critically evaluate the findings of the study and offer relevant suggestions.
CO6	Submit a report based on the study undertaken and explain the work through an oral presentation

General Guidelines

- The project work which is compulsory in nature, shall be for a period of 6 weeks, taken up immediately after the completion of 3rd semester-end assessment but before the commencement of the 4th semester classes.
- Project shall be organization specific project or freelance project (Based on problem identified by the student).
- Student undertaking organization specific project shall do so under the supervision of both internal guide from the Institution and an external guide from the organization where the student is undertaking the Project. In case of a freelance project, they shall work under the supervision of the internal guide from the Department.
- In case of organization specific project, no two students shall work on the same problem in the same organization.
- Publication of the findings of the report in a renowned Conference or a peer reviewed Journal is compulsory.
- All project reports shall go through the plagiarism check and the plagiarism index has to be $\leq 25\%$ (Plagiarized content up to 25% is allowed in the project work and report should consist 75% of original content/work).

Project Assessment Committee (PAC): For each student, department shall constitute a Project Assessment Committee. PAC comprises of internal guide and two senior faculty members of the department. The PAC shall meet from time to time to guide the student in the research process.

Evaluation: The evaluation of project work shall be based on the progress of the student in the work assigned by the project guide, periodically evaluated. Project work carries 200 marks as shown below.

Rubrics for Project Work

Sl.No	Particulars	Marks Allotted
1	Internal Assessment by the Guide- Based on three Presentations by Students	50
2	Report Evaluation by the Guide & External Examiner (Average of the marks awarded by the two Examiners shall be the final evaluation marks)	100
3	Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry / Institute (Joint Evaluation)	50
Total		200

A. Internal Assessment by the Guide

SL No	Aspects	Marks Allotted
1	First Presentation	10
2	Second Presentation	10
3	Third Presentation	10
4	Project report	10
5	Quality of publication	10
Total		50

B. Report Evaluation by the Guide & External Examiner.

SL No	Aspects	Marks Allotted
1	Introduction & Relevance of the project	10
2	Conceptual background and literature review	10
3	Research design	20
4	Analysis and interpretation	30
5	Summary of findings, suggestions and conclusion	20
Total		100

C. Viva-Voce Examination

SL No	Aspects	Marks Allotted
1	Presentation skills	10
2	Communication skills	10
3	Subject knowledge	10
4	Query handling	10
5	Overall Impression	10
Total		50

- Internal assessment is done by project guide in consultation with members of PAC.
- External valuation shall be done by a faculty member from a reputed Institution / Industry with minimum of 10 years experience.
- The viva –voce examination shall be conducted by the respective Senior faculty member and an expert drawn from a reputed Institution / Industry with minimum of 10 years experience.

Chapterisation:

Chapter 1: Introduction

Introduction to the project, Industry profile and company profile:

Chapter 2: Conceptual background and Literature review

Theoretical background of the study, Literature review followed by research gap

Chapter 3: Research Design

Statement of the problem, Need for the study, Objectives, Scope of the study, Research methodology, Hypotheses, Limitations of the study, Chapter scheme.

Chapter 4: Analysis and Interpretation

Analysis and interpretation of the data collected with relevant tables and graphs.

Chapter 5: Findings, Conclusion and Suggestions

Summary of findings, Conclusion and Suggestions / Recommendations.