

**SEMESTER-I**  
**FIRST SEMESTER**  
**MANAGEMENT AND ORGANISATIONAL BEHAVIOR**

<b>Course Code:22MBA11</b>	<b>Credits: 4</b>
<b>L: T:P: J: 4:0:0:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

**Course Objectives:**

1. To provide basic knowledge of management's key concepts and theories.
2. To help students develop acumen for management functions.
3. To help students understand and think critically about their own and others' behaviour in organizational settings and thus act more consciously.
4. To help students understand the concept of Group, Teams and Power and politics within the organization.
5. To develop interest in different aspects of the individual behaviour.

<b>Contents of the Module</b>	<b>Hours</b>	<b>COs</b>
<b>Module -1: Introduction to Management</b>		
Management -Introduction, Meaning, Nature, Objectives, Levels of Management, Types of Managers, Managerial Skills, Managerial Competencies, Functions of Management, Evolution of Management Thought, Fayol's fourteen principles of Management, Recent Trends in Management (Ginger Bread Model- Wellness, Diversity, Equity & Inclusion)	<b>9</b>	<b>CO1</b>
<b>Module-2: Functions of Management</b>		
Definition, Features, Importance, Types, Step/ process of Planning, Organization, Directing, Controlling. <b>Decision-making-</b> Concepts, Types, Models, Difficulties in Decision-making, Decision-making for Organizational Effectiveness, Decision-making Styles.	<b>10</b>	<b>CO2</b>
<b>Module -3: Introduction to OB and Foundations of Individual Behavior</b>		
<b>Organizational Behavior-</b> Introduction, definition, fundamental principles of OB, contributing disciplines, challenges and opportunities. Evolution & Organizational Behavior in India. <b>Foundations of Individual Behavior - Individual behavior:</b> Foundations of individual behavior. Ability: Intellectual abilities, Physical ability, the role of disabilities. <b>Personality</b> - Meaning, formation, determinants, traits of personality, Personality Frameworks, personality attributes influencing OB	<b>10</b>	<b>CO3</b>
<b>Module -4: Group dynamics, Teamwork, Power and Politics</b>		

<b>Group</b> - Meaning, Classification, Models of Group Development, <b>Group Dynamics</b> - Meaning, Group Behavior, Impact of Group on Individual's Behavior, Impact of External Factors on Group Behavior. <b>Teamwork</b> - Nature of Teams, Team Characteristics, Teams Versus Groups, Teamwork, Processes of Teamwork, Types of Teams, Reasons for Team Failure, Creating Effective Teams <b>Power and Politics</b> - Nature of Power and Politics, Early Voices, Questioning Power and Authority, Sources of Power for Individuals, Managing Organizational Politics	<b>10</b>	<b>CO4</b>
<b>Module – 5: Aspects of Individual Behavior</b>		
<b>Perception</b> - Meaning, Process, factors influencing perception, link between perception and individual decision-making. <b>Attitude</b> - Meaning, Formation, components of attitudes, relation between attitude and behavior. <b>Motivation</b> - Meaning, theories of motivation-needs theory, two factor theory, Theory X and Y, application of motivational theories. <b>Leadership</b> - Meaning, styles of leadership, leadership theories, trait theory, behavioral theories, managerial grid, situational theories.	<b>9</b>	<b>CO5</b>
<b>Self- Study</b> – Importance of Management, Difference between Administration and Management, Scope of Management	<b>2</b>	<b>CO6</b>

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

<b>CO1</b>	Understand the fundamentals of management, the theory of management, and its trends.
<b>CO2</b>	Apply their understanding of management functions in organizations
<b>CO3</b>	Demonstrate their acumen in applying behavioral concepts in real-world/situations through better insight of one's own self.
<b>CO4</b>	Analyze the impact of group behavior on individuals
<b>CO5</b>	Apply the learnings of individual behavior for a better inter-personal relationship in the workplace
<b>CO6</b>	Apply the knowledge of management in different sectors

**Mapping of COs with POs & PSOs:**

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

**MOOCs**

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

### 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 behavior.
- Meet any Leader / HOD / Dean and observe the Management of depts. under the leader.

## MANAGERIAL ECONOMICS

<b>Course Code:22MBA12</b>	<b>Credits: 4</b>
<b>L:T:P:J:4:0:0:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### 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.

Contents of the Module	Hours	COs
<b>Module -1: Introduction</b>		
Managerial Economics: Meaning, Nature, Scope, & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist. Fundamental Principles of Managerial Economics. Types of Ownership, Objectives of the firm.	<b>9</b>	<b>CO1</b>
<b>Module -2: Demand Analysis</b>		
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).	<b>9</b>	<b>CO2</b>
<b>Module -3: Production analysis</b>		
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.	<b>9</b>	<b>CO3</b>
<b>Module -4: Cost Analysis</b>		
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).	<b>9</b>	<b>CO4</b>
<b>Module -5: Market Structure</b>		
Perfect Competition, Monopoly-Price Discrimination, Monopolistic Competition, Oligopoly-Kinked demand Curve, (Features, Price Determination under each market structure), Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing, Full cost pricing, Product line pricing, Product life cycle pricing.	<b>9</b>	<b>CO5</b>
<b>Self-study: Group Discussion on</b> Topics related to Management, Current affairs and Society	<b>5</b>	<b>CO6</b>

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

<b>CO1</b>	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
<b>CO2</b>	Apply various components of demand and supply to arrive at managerial decisions.
<b>CO3</b>	Analyse and apply the various concepts relating to production and cost.
<b>CO4</b>	Apply and evaluate the various determinants of profit and break-even analysis.
<b>CO5</b>	Evaluate the various forms of market structures and pricing practices with respect to firm and industry.
<b>CO6</b>	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, 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

### Additional 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

<b>Course Code:22MBA13</b>	<b>Credits: 4</b>
<b>L:T:P:J:2:2:1:1</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### 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 familiarize students with the concept of depreciation and inventory valuation methods

Contents of the Module	Hours	COs
<b>Module -1: Introduction to Financial Accounting</b>		
Need and Objectives of Accounting, Branches of Accounting, Types of business ownership, Accounting Terminologies, Classification of Accounts, Accounting Concepts and Conventions, GAAP and Accounting Standards	<b>9</b>	<b>CO1</b>
<b>Module- 2: Preparation of Books of Accounts</b>		
Accounting Cycle, recording of transactions - Journalizing, Ledger posting, Preparation of Trial Balance (Problems on Journal and Trial balance)	<b>5</b>	<b>CO2</b>
<b>Practical Component</b> - Preparation of books of accounts for a hypothetical business organisation	<b>3</b>	
<b>Module -3: Preparation of Financial Statements</b>		
Components of Financial Statements; Preparation of Financial Statements of companies as per Schedule III of Companies Act, 2013: Statement of Profit and Loss, Balance Sheet and Notes to Financial Statements; Limitation of Financial statements; (Problems on preparation of final accounts with basic adjustments)	<b>10</b>	<b>CO3</b>
<b>Module -4: Analysis of Financial Statements</b>		
Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Financial Ratio Analysis;	<b>7</b>	<b>CO4</b>
<b>Practical Component</b> - Financial Statement Analysis using MS Excel (Problems on Trend Analysis, Comparative analysis and Ratio Analysis)	<b>2</b>	
<b>Project work</b> – Perform Financial Statement analysis for an existing listed joint stock company and comment on the financial status of the business	<b>5</b>	

<b>Module -5: Measuring and Reporting Assets</b>		
Concepts & Methods of depreciation -SLM & WDV. Concepts of Inventory and methods of Inventory valuation - LIFO, FIFO	<b>7</b>	<b>CO5</b>
<b>Self- Study - Study of Annual Reports</b>	<b>2</b>	<b>CO6</b>

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

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

**Mapping of COs with POs & PSOs:**

<b>COs</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>
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

**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:**

<b>Sl . No.</b>	<b>Title of the book</b>	<b>Name of the Author/s</b>	<b>Publisher Name</b>	<b>Edition and year</b>
1	Accounting for Management: Text & Cases	S.K.Bhattacharya & John Dearden	Vikas Publishing House Pvt. Ltd.	3/e, 2018
2	Financial Accounting	S.N.Maheshwari, Suneel K. Maheshwari, & Sharad K. Maheshwari	Vikas Publishing House Pvt. Ltd.	6/e, 2020
3	Financial Accounting	Tulsian, P. C.	Pearson Education	1/e, 2018
4	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	Financial Accounting: A Managerial Perspective	Narayanaswamy R.	PHI Learning Pvt. Ltd.	6/e, 2019
2	Financial Accounting for Management: An Analytical Perspective	Ambrish Gupta	Pearson Education.	6/e, 2021
3	Financial Accounting for Management	N. Ramachandran, & Ram Kumar Kakani	McGraw Education (India) Private Limited	5/e, 2020

### Additional Practical Component

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

## BUSINESS STATISTICS

<b>Course Code: 22MBA14</b>	<b>Credits: 4</b>
<b>L:T:P:J: 3:2:0:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### 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

<b>Contents of the Module</b>	<b>Hours</b>	<b>COs</b>
<b>Module -1: Introduction and Measures of central tendency</b>		
Meaning and Definition, functions, scope and limitations, Collection and presentation of data, frequency distribution, measures of central tendency - Mean, Median, Mode.	<b>10</b>	<b>CO1</b>
<b>Module-2: Measures of Dispersion</b>		
Standard Deviation – Variance-Coefficient of Variance - Comparison of various measures of Dispersion	<b>9</b>	<b>CO2</b>
<b>Module -3: Correlation and Regression</b>		
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).	<b>10</b>	<b>CO3</b>
<b>Module -4: Probability Distribution</b>		
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).	<b>10</b>	<b>CO4</b>
<b>Module -5: Time Series Analysis</b>		
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	<b>9</b>	<b>CO5</b>
<b>Self- Study - Application of statistical methods on Real time data</b>	<b>2</b>	<b>CO6</b>

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

<b>CO1</b>	Evaluate and apply basic statistical tools and techniques like Central Tendency in decision making
<b>CO2</b>	Apply measures of Dispersion to evaluate the data
<b>CO3</b>	Evaluate relationship between variables using correlation and Regression techniques
<b>CO4</b>	Analyze data following Probability distribution and Interpret
<b>CO5</b>	Apply analytical skills on time series data to predict the future values for better decision making
<b>CO6</b>	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 Managers 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

## **Additional 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

<b>Course Code:22MBA15</b>	<b>Credits: 4</b>
<b>L:T:P:J 3:1:1:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### Course Objectives:

1. To make students understand the impact of the environment on marketing function and fundamental concepts guiding new age marketing.
2. To train students in marketing strategies that incorporate psychological and sociological factors which influence buying behavior of different types of customers (B2C, B2B and Rural)
3. To provide conceptual understanding of marketing efforts related to products, services and brands
4. To make them understand the essentials of pricing and promotion functions.
5. To give students insights into marketing plans and distribution efforts of organizations.

Contents of the Module	Hours	COs
<b>Module -1: Introduction to marketing</b>		
Marketing v/s Selling, Customer value, Components of customer value and customer cost. Customer lifetime Value. Marketing Myopia. Marketing Environment Components – Micro and Macro. <b>New-age marketing:</b> Cause and Social Marketing alternate concepts like 3V concepts of Nirmala Kumar, Social Responsibility of marketing, Ambush marketing, Buzz marketing, Viral marketing. Green marketing and green economy Neuro Marketing, Sensory Marketing.	<b>7</b>	<b>CO1</b>
<b>Practical Component</b> – Prepare a report on Contemporary Indian Marketing Environment & Social Responsibility	<b>2</b>	
<b>Module -2: Analyzing Consumer behavior</b>		
Connecting with consumers and customers, Insighting, Factors influencing 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. <b>Market Segmentation:</b> Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Strategies. Indian Consumer - Features of Indian consumer, Classifying Indian consumer by Income. B2B Vs Consumer Marketing. Business markets and buying behavior in Business markets. <b>Concept of Rural Marketing:</b> Difference between rural & urban consumers. Characteristics of rural economy.	<b>9</b>	<b>CO2</b>
<b>Practical Component</b> - Preparation and demonstrating their exposure on consumer	<b>2</b>	

behavior through live project.		
<b>Module -3: Product, Brand &amp; services marketing</b>		
<p>Product Management- product hierarchy, product line, product mix, product mix strategies. Managing PLC of product, packaging &amp; role of labeling in packing. Brand-selecting brand name, selecting logo, brand extension- effects.</p> <p>Introducing new product development and innovations, pricing strategy for new product. Branding - Concept and Types.</p> <p>Services Marketing &amp; its Characteristics – 7Ps of services marketing, brand building in services.</p> <p>Market Segmentation, Targeting &amp; Positioning (STP): Product Differentiation Strategies.</p>	<b>10</b>	<b>CO3</b>
<b>Module -4: Pricing and Promotion:</b>		
<p><b>Pricing:</b> Significance and objectives of pricing, factors influencing pricing, Pricing Strategies.</p> <p><b>Integrated Marketing Communications:</b> Sales Promotion: Tools and Techniques of sales promotion, Push-pull strategies of promotion.</p> <p>Personal selling: Publicity/Public Relation-word of mouth, sponsorships.</p> <p>Advertising: Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern</p> <p>Media- Online and Mobile Advertising, social media for Advertising.</p> <p><b>Database marketing:</b> Basic concepts of e-commerce, e-marketing, m-Commerce, m-marketing, e-networking, CRM, MkIS.</p>	<b>8</b>	<b>CO4</b>
<b>Practical Component</b> - Effectively using their skill in creating sales promotion.	<b>2</b>	
<b>Module -5: Marketing Planning and Distribution</b>		
<p><b>Marketing Planning:</b> Steps involved in Marketing planning. Components of Marketing Audit.</p> <p><b>Marketing Analytics.</b> Identifying market information needs, customer database &amp; developing MIS Significance of Marketing Research- importance of data</p> <p><b>Marketing Channels:</b> 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.</p> <p><b>Product Distribution Logistics:</b> Product distribution Concept. Distinction between distribution logistics and Supply Chain Management.</p> <p>Direct marketing: Concept and scope.</p>	<b>8</b>	<b>CO5</b>
<b>Self- Study:</b> Digital marketing: concept and components, Digital marketing Communications, digital marketing in India.	<b>2</b>	<b>CO6</b>

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

<b>CO1</b>	Understand the impact of the environment on marketing function and fundamental concepts guiding new age marketing.
<b>CO2</b>	Apply marketing strategies that incorporate psychological and sociological factors which influence buying behavior of different types of customers (B2C, B2B and Rural)
<b>CO3</b>	Analyse the marketing efforts related to products, services and brands.
<b>CO4</b>	Analyze and apply the concepts of pricing and promotion functions.
<b>CO5</b>	Evaluate marketing plans and distribution efforts of a given organization.
<b>CO6</b>	Analyze the Digital marketing concepts and trends

**Mapping of COs with POs & PSOs:**

<b>COs</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>
CO1	3			3				3	
CO2						2		3	
CO3		3			2			3	
CO4		3		2	2		2		2
CO5	2	2				2			2
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:**

<b>Sl. No.</b>	<b>Title of the book</b>	<b>Name of the Author/s</b>	<b>Publisher Name</b>	<b>Edition and year</b>
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**

<b>Sl No</b>	<b>Title of the book</b>	<b>Name of the Author/s</b>	<b>Publisher Name</b>	<b>Edition and year</b>
1	Marketing in India: Text and Cases	Neelamegham S	Vikas	4/e 2012
2	Fundamentals of Marketing Management	Etzel M J, BJ Walker & William J Stanton	Tata McGraw Hill	14/e 2007
3	Understanding digital marketing	Damian Ryan & Calvin Jones	Kogan Page Ltd.	4/e 2016
4	Social media marketing	Tracy Tuten & Micheal Solomen	Sage Publication	2017



## BUSINESS COMMUNICATION

<b>Course Code: 22MBA16</b>	<b>Credits: 3</b>
<b>L:T:P:J: 3:0:0:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### 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.

<b>Contents of the Module</b>	<b>Hours</b>	<b>COs</b>
<b>Module -1: Introduction</b>		
Meaning & Definition, Role of communication, Communication Process, Classification —Levels of communication, Communicating Networks in Organizations, Media choices, Communication barriers, Characteristics of successful communication. Nonverbal communication- types	<b>6</b>	<b>CO1</b>
<b>Module -2: Oral Communication</b>		
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. Listening skills: Listening in a Business Context, Barriers to Listening, Strategies for Effective Listening.	<b>8</b>	<b>CO2</b>
<b>Module -3: Written Communication</b>		
Written Communication: Purpose and Principles of effective writing, 3X3 writing process for business communication, Writing Positive, Neutral, Persuasive and Negative Messages Types of Written Communication in Business: Business 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.	<b>8</b>	<b>CO3</b>
<b>Module -4: Business Reports, Meetings and case analysis</b>		

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: Characteristics of Case and its Analysis, Process of Case Analysis, Requirements of Case analysis, The structure of written cases analysis.	<b>8</b>	<b>CO4</b>
<b>Module -5 Employment communication</b>		
Employment communication: business etiquette, preparing your resume, creating a portfolio, writing covering letters and Inquiry Emails, preparing for a Job Interview, Conducting Yourself during the Interview 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 communication: Nature and scope of Six types of social media, Choosing the most suitable social media.	<b>8</b>	<b>CO5</b>
<b>Self-study</b> - Reading Skills for Effective Business Communication: Types of reading, SQ3R Technique of Reading	<b>2</b>	<b>CO6</b>

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

<b>CO1</b>	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.
<b>CO2</b>	Deliver an effective oral business presentation
<b>CO3</b>	Utilise the mechanics of writing and compose business letters in English precisely and effectively.
<b>CO4</b>	Select appropriate organizational formats and channels used in developing and presenting business messages.
<b>CO5</b>	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.
<b>CO6</b>	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#](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

## Practical Component

- Role play on communication barriers, Classroom activity on non-verbal communication
- Essentials of presentation using Microsoft PowerPoint & Canva, Google slides etc
- Classroom activity on barriers to listening
- Presentation on various management topics

- Draft office correspondence for a specific situation (different business letters, memos, business proposal for different situations/context)
- Draft a press release statement for a new product launch
- Draft an email for a specific situation
- Draft an analytical report on a given topic
- Plan & implement a meeting (including documentation)
- write a Case study analysis of case study
- Prepare a one-page resume
- Roleplay on conflict management & negotiation

## APPLICATION OF MS OFFICE

<b>Course Code:22MBA17</b>	<b>Credits: 2</b>
<b>L:T:P:J: 1:0:1:1</b>	<b>CIA Marks: 100</b>

### 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.

Contents of the Module	Hours	COs
<b>Module-1: Introduction to Computers and MS Office</b>		
Introduction to computers, role of computers, software and application, internet and its uses.	2	CO1
<b>Practical Component:</b> 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.	4	
<b>Module -2: MS Word</b>		
Creating, editing, saving and printing text documents	2	CO2
<b>Practical Component:</b> 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	2	
<b>Module -3: MS Excel</b>		
Spreadsheet basics	1	CO3
<b>Practical Component:</b> 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	4	
<b>Project Component:</b> 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.	10	

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

<b>CO1</b>	Understand the basics of computer and techniques of creating a power point presentation.
<b>CO2</b>	Analyse the importance and application of MS Word for various academic and professional purposes.
<b>CO3</b>	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		2	
CO2				2		2			2
CO3				2		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

**Additional 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.

## LEADERSHIP SKILLS

<b>Course Code:22MBA18</b>	<b>Credit: 1</b>
<b>L:T:P:J:0:0:2:0</b>	<b>CIA Marks: 100</b>

### 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

Contents of the Module	Session	COs
<b>Module-1: Fundamentals of communication skills for leaders</b>		
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	<b>8</b>	<b>CO1</b>
<b>Module -2: Practicing effective communication</b>		
7Cs of effective communication, Aspects of communication – Presenting, simplifying complex information, questioning and listening, giving and receiving feedback, dialogues	<b>7</b>	<b>CO2</b>

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

<b>CO1</b>	Apply different types of communication in various real life and hypothetical scenarios
<b>CO2</b>	Practically understand the essential aspects of communication to be a leader
<b>CO3</b>	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

<b>Course Code: 22MBA21</b>	<b>Credits: 4</b>
<b>L: T:P:J: 4:0:0:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

#### Course Objectives:

1. To enable students to understand theories and various functions of Human Resources Management
2. To develop the ability to analyze the importance of Human Resources Planning
3. To be able to understand the importance of training and development in the organization.
4. To be able to understand different Performance appraisal, compensation, and rewards techniques and employee retention strategies.
5. To be able to understand the process of Employee grievance and the importance of Employee welfare in retention of the employees.

Contents of the Module	Hours	COs
<b>Module-1: Introduction to HRM</b>		
Human Resource Management and Personnel Management, The Importance of HRM, Evolution of HRM, Models of HRM, The Factors Influencing Human Resource Management, Human Resource Managers and Line Managers, The HR Competencies. Recent Practices in HR- Employee Experience, HR practices post pandemic	<b>8</b>	<b>CO1</b>
<b>Module -2: Human Resource Planning</b>		
Importance of HR Planning, Factors Affecting HRP, Benefits of HRP, HRP Process, Tools for Demand Forecasting, Attributes of Effective HR Planning, Barriers to HRP, Meaning, Process and design of Job Analysis, and Job Evaluation. <b>Recruitment and Selection:</b> 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.	<b>10</b>	<b>CO2</b>
<b>Module- 3: Training and Development:</b>		
Training, Learning, and Development, Learning Theories, The Future of Training, Process of training and Techniques of Training	<b>8</b>	<b>CO3</b>
<b>Module – 4: Performance Management and Appraisal</b>		



Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, and Future of Performance Management. <b>Compensation and Benefits:</b> Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, Theories of Compensation, External Factors, Internal Factors, Establishing Pay Rates, Employee Benefits. <b>Employee Turnover &amp; Employee Retention Strategies:</b> Meaning, Strategies to manage employee turnover, Employee retention strategies.	<b>10</b>	<b>CO4</b>
<b>Module-5: Employee Welfare</b>		
Introduction, Types of Welfare Facilities, and Statutory Provisions in India. <b>Employee Grievance:</b> Employee Grievance procedure, Grievances Management in Indian Industry.	<b>10</b>	<b>CO5</b>
<b>Self-Study: Industrial Relations:</b> International Labor Organization (ILO), Objectives of Industrial Relations, Industrial Relations and Human Resource Management, Reasons for Industrial Disputes, Resolution of Industrial Disputes, Meaning and functions of Trade Union, Major Trade Unions in India.	<b>4</b>	<b>CO6</b>

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

<b>CO1</b>	Understand HRM functions, principles, theory, and practices.
<b>CO2</b>	Interpret Job analysis that facilitates students to design a job description and job specification for various levels of employees and HRP.
<b>CO3</b>	Identify the various training methods and design a training program.
<b>CO4</b>	Analyze performance appraisal methods, employee retention techniques, and compensation practices along with the regulations governing employee benefits practices., tackle employee grievance and discipline
<b>CO5</b>	Understand the regulations governing employee benefits practices.
<b>CO6</b>	Understand the importance of industrial relations and specific Labor Laws.

**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 on “Training Program at ABC Cement”, Human Resource Management, Angelo S Denis / Ricky W Griffin / Anita Sarkar, Cengage Learning, Page 140 – **Module 3**

### Learning and Development

Case Study on “Jayram’s Dilemma”, Human Resource Management, Angelo S Denis / Ricky W Griffin / Anita Sarkar, Cengage Learning, Page 123. – **Module 2 HRP and Recruitment and Selection**

### 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	Human Resources Management: A South Asian Perspective	Denski/Griffin/Sarkar	Cengage Learning	2012
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 the organization and interact with the HR Manager and list out the roles played by the HR manager. (Class Presentation)
- Give a job analysis case and ask the students to prepare a job description and job specification
- Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
- Expose students to standard selection tests followed in various sectors.
- Exploring performance appraisal practices in various sectors
- Meet the Training and Development Manager and list out various training given to employees; the basis of the training program; Needs analysis. (Class Presentation)

## FINANCIAL MANAGEMENT

<b>Course Code: 22MBA22</b>	<b>Credits: 4</b>
<b>L:T:P:J: 3:0:2:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### Course Objectives:

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

Contents of the Module	Hours	COs
<b>Module- 1: Introduction to Financial Management</b>		
Meaning and objectives/ goals of Financial Management; Functions of Financial Management; Interface of Financial Management with other functional areas. <b>Time value of money</b> – Simple interest & Compound interest; Future value of Single cash flow & Annuity; Present value of single cash flow; Annuity & Perpetuity; Loan amortization. (Problems on PV, FV, Annuity and Loan Amortization schedule)	<b>8</b>	<b>CO1</b>
<b>Practical Component</b> – Finding out rate of return generated by different financial instruments; Preparing loan amortization scheme for a loan offered by bank	<b>4</b>	
<b>Module- 2: Cost of capital</b>		
<b>Sources of Financing:</b> Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and Private equity, Convertibles. <b>Cost of Capital:</b> 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 (Problems on WACC)	<b>8</b>	<b>CO2</b>
<b>Module- 3: Capital Budgeting (Investment decision)</b>		
<b>Capital budgeting:</b> Importance; Process of Capital Budgeting, Estimation of Cash Flows; Investment evaluation techniques – Payback period, Accounting rate of return, Discounted payback period, Net present value, Internal rate of return, Modified internal rate of return, Profitability index, (Problems on evaluation of new projects)	<b>10</b>	<b>CO3</b>
<b>Practical Component</b> – Study the cash flows projection and capital budgeting method employed by a small or medium sized business firm	<b>4</b>	
<b>Module- 4: Capital structure and Dividend decisions</b>		

<b>Capital structure</b> - Capital structure planning and factors affecting capital structure policy; Leverage Analysis, EBIT and EPS analysis. ROI & ROE analysis. <b>Dividend Decision</b> – Factors affecting the dividend policy (Theories of capital structure and dividend NOT included) (Problems on leverages and EPS analysis)	6	CO4
<b>Practical Component:</b> Study the capital structure and dividend policy of any two listed companies	2	
<b>Module- 5: Working Capital Management</b>		
Meaning and Objectives; Factors influencing working capital requirements; Determination of operating cycle and cash cycle; Estimation of working capital requirements of a firm. (Does not include Cash, Inventory & Receivables Management). (Problems on operating cycle and estimation of net working capital)	6	CO5
<b>Self-Study</b> - Sources of Financing -Long term and Short-term	2	CO6

#### Question Paper- 60% Problems, 40% Theory

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

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

#### Mapping of COs with POs and 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

#### Suggested Case Studies:

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

**Text Books:**

<b>Sl. No</b>	<b>Title of the book</b>	<b>Name of the Author/s</b>	<b>Publisher Name</b>	<b>Edition and year</b>
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

**Reference Books:**

<b>Sl. No</b>	<b>Title of the book</b>	<b>Name of the Author/s</b>	<b>Publisher Name</b>	<b>Edition and year</b>
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

## BUSINESS RESEARCH METHODS

<b>Course Code:22MBA23</b>	<b>Credits: 4</b>
<b>L: T:P: J: 3:0:1:1</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### 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.

<b>Contents of the Module</b>	<b>Hours</b>	<b>COs</b>
<b>Module -1: Introduction to Research</b>		
Meaning, Types, Process of research, Defining the research problem, Formulating the research hypothesis, Developing the research proposals, Research design, Sampling design, Planning and collecting the data for research, Data analysis and interpretation, Features of good research study.	8	<b>CO1</b>
<b>Module-2: Research Design</b>		
Meaning, Significance and Types of research design- Exploratory, Conclusive, Descriptive, Experimental, Case Study, Mixed -method.	8	<b>CO2</b>
<b>Module -3: Sampling and Data Collection</b>		
Sampling: Concepts- Types of Sampling – Errors in sampling. Primary and Secondary data- meaning and various techniques of the data collection and their pros and cons. Questionnaire design, Measurement and Scaling Techniques: Basic measurement scales, Attitude measurement scale.	8	<b>CO3</b>
<b>Module -4: Data Formatting and Hypothesis Testing</b>		
Data Formatting for testing. Hypothesis testing: Types, characteristics, source, formulation of hypotheses, errors in hypotheses. Parametric and Non-Parametric Tests- t-test, z-test, f-test, Chi square, Normality and reliability of hypothesis. Statistical analysis- Bivariate and Multivariate Analysis- ANOVA-one-way and two-way classification, and problems on it	9	<b>CO4</b>

<b>Module -5: Inferential Statistics using MiniTab and Report Writing</b>		
Report writing and presentation of results: Importance and Types of research report, Report structure, guidelines for effective documentation.	2	<b>CO5</b>
<b>Practical Component</b> - Parametric and Non-Parametric Tests- t-test, z-test, f-test, Goodness of fit, Normality and reliability of hypothesis. Statistical analysis- Bivariate and Multivariate Analysis- ANOVA-one-way, two-way classification, and problems on it. Analysis and interpretation using Minitab	8	
<b>Project work</b> –Research topic of interest and test hypothesis, analyze and present a research proposal for the topic chosen.	5	
<b>Self- Study</b> - Review of literature (Journal) and present the same.	2	<b>CO6</b>

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

<b>CO1</b>	Understand the basic concept of Research and its process.
<b>CO2</b>	Gain insight into the various Research Designs to choose the most appropriate one.
<b>CO3</b>	Choose samples using an appropriate technique and collect data from them using a suitable tool
<b>CO4</b>	Develop testable hypothesis, evaluate aptness of research conclusions, and generalize them appropriately
<b>CO5</b>	Demonstrate a logical argument, interpret and present data in oral and written form for decision making
<b>CO6</b>	Analyze review of literature to identify research gaps.

**Mapping of COs with POs & PSOs:**

<b>Cos</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>
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

## Text Books:

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
	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 NeenaSondhi	Vikas Publications	2/e, 2018
	Excel for dummies	Harvey. G	John Wiley & Sons	2019



## OPERATIONS RESEARCH

<b>Course Code: 22MBA24</b>	<b>Credits: 4</b>
<b>L:T:P:J: 4:0:0:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### Course Objectives:

1. To understand the basics of Operation Research.
2. To apply the techniques to minimize the transportation cost.
3. Be able to mathematically formulate a linear program and solve graphically
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

Contents of the Module	Hours	COs
<b>Module -1: Introduction</b>		
Definition, scope of Operations Research, characteristics, advantages and limitations. Quantitative approach to decision making models (Theory Only)	<b>6</b>	<b>CO1</b>
<b>Module-2: Transportation and Assignment Problem</b>		
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.	<b>12</b>	<b>CO2</b>
<b>Module -3: Linear Programming Problem</b>		
Structure of linear program model, Assumption, Advantages, Limitations, General mathematical model, Guidelines for formulation of linear programming model, Formulation of problems, graphical method.	<b>10</b>	<b>CO3</b>
<b>Module -4: Decision Theory and Job Sequencing</b>		
Decision under uncertainty- Maxmin & Minmax, Decision under Risk- Expected Value, decision tree. (Only theory). Job Sequencing- N Jobs-two machines and N Jobs-three machines (Problems) 2 jobs-M machines cases. (Only theory).	<b>10</b>	<b>CO4</b>
<b>Module -5: Simulation and Game Theory</b>		
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.	<b>10</b>	<b>CO5</b>

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.		
<b>Self- Study</b> - Apply concepts like simulation, game theory, Hungarian Assignment on real time data	<b>2</b>	<b>CO6</b>

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

<b>CO1</b>	Understand the basics of Operations Research
<b>CO2</b>	Apply transportation techniques to minimize cost
<b>CO3</b>	Mathematically formulate the Linear Problem and solve graphically
<b>CO4</b>	Understand the various decision-making environment and sequence the jobs to minimize the idle time
<b>CO5</b>	Simulate problems and apply game theory to obtain optimal solution
<b>CO6</b>	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

<b>Course Code: 22MBA25</b>	<b>Credits: 4</b>
<b>L:T:P:J: 3:0:2:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### Course Objectives:

1. To provide a framework for students to understand strategic management concepts and conduct external analysis for competitive advantage.
2. To help students develop a thorough understanding of principles and models related to an organization's internal analysis.
3. To help students understand the different strategy options available for organizations in a complex and dynamic environment.
4. To acquaint students with essential factors in strategy implementation.
5. To provide basic understanding of how to establish and exert strategic control.

Contents of the Module	Hours	COs
<b>Module-1: Introduction to Strategic Management and External Analysis</b>		
Meaning and Characteristics of Strategic Management; The Strategic Management Process. <b>External Analysis</b> Strategically Relevant Components of a Company's External Environment – PESTLE analysis, Environment Threat and Opportunity Profile (ETOP); Industry Analysis –Porter's Dominant Economic Features, Porter's Five Forces Model, Entry and Exit Barriers, Strategic Group Mapping; Industry Key Success Factors, Key Performance Indicators and Key Result Areas.	<b>8</b>	<b>CO1</b>
<b>Practical component</b> - Identify Key Success Factors, Key Performance Indicators and Key Result Areas of a chosen Industry.	<b>3</b>	
<b>Module -2: Internal Analysis</b>		
Strategic Vision, Mission, Goals, Long-Term and Short-Term Objectives and their Value to the Strategic Management Process; Organizational Capability Profile – Resource Based View of the firm (RBV) and VRIN; Business Portfolio Analysis – BCG / Growth Share Matrix, GE 9 Cell Model; Balanced Score Card, SWOC Analysis, Value Chain Analysis, Benchmarking.	<b>8</b>	<b>CO2</b>
<b>Practical component</b> - Analyse SWOC of a chosen Company.	<b>2</b>	
<b>Module -3 Strategy Formulation</b>		
<b>Business Strategies:</b> Porter's Generic Strategies – Low Cost, Differentiation, Best Cost, Focused Low Cost and Focused Differentiation <b>Corporate Strategies:</b> Growth Strategies – Internal Growth, External Growth (Integration, Diversification, Mergers, Joint Ventures, Strategic Alliances), Product/Market Expansion grid / Ansoff's Matrix; Stability Strategies – No-Change, Profit and Proceed with Caution; Retrenchment Strategies – Turnaround, Divestment and Liquidation; International Business Level Strategies.	<b>8</b>	<b>CO3</b>

<b>Practical component</b> - Analyse outcome of any Three major Mergers / Joint Ventures / Strategic alliances in the last 2 years.	<b>3</b>	
<b>Module -4: Strategy Implementation</b>		
Facilitators for implementation of strategy: Organisational Structures – matching structure to strategy, McKinsey’s 7S, Changing structure and processes (Business Process Reengineering, Six Sigma); Strategic Leadership; Organisational Culture – Learning organisations, MBO, TQM; Barriers to implementation of strategy. Strategy and Innovation: Introduction to Innovation – Process, Product and Platform; Creative Destruction and Disruptive Technologies; Open Innovation and Open Strategy.	<b>8</b>	<b>CO4</b>
<b>Practical component</b> – Profiling BPR / Six Sigma / TQM pioneers.	<b>2</b>	
<b>Module-5: Strategic Control</b>		
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 Organisations).	<b>4</b>	<b>CO5</b>
<b>Self-Study</b> – Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy.	<b>4</b>	<b>CO6</b>

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

<b>CO1</b>	Understand strategic management concepts and how to conduct external analysis for competitive advantage.
<b>CO2</b>	Apply selected models of internal analysis to evaluate an organization.
<b>CO3</b>	Understand and analyse the different strategy options available for organizations in a complex and dynamic environment.
<b>CO4</b>	Appreciate the essential factors in strategy implementation.
<b>CO5</b>	Understand how to establish and exert strategic control.
<b>CO6</b>	Understand and analyse blue and red ocean strategies crafted and executed by organizations.

### Mapping of COs with POs & PSOs:

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

### MOOCs:

- 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](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:

1. TATA Steel, JIO, Zoom's Rise Amidst the COVID-19 Pandemic
2. Swiggy: Delivering on Business Continuity amidst COVID-19
3. Rise of Adani Group through different corporate strategies.

### Text Books

SI 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 A. J. Strickland III Arun K. Jain	McGraw Hill Education	19 <sup>th</sup> Ed, 2017
2	Contemporary Strategy Analysis	Robert M Grant	Wiley	11 <sup>th</sup> Ed, 2021
3	Contemporary Strategic Management	Robert M Grant	Wiley India	6 <sup>th</sup> Ed, 2011
4	Strategic Management: A South-Asian Perspective	Michael A. Hitt R. Duane Ireland Robert E. Hoskisson S. Manikuttu	Cengage Learning	9 <sup>th</sup> 2016

### Reference Books

SI 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 <sup>rd</sup> Ed, 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 <sup>th</sup> Ed, 2015

4	Contemporary Strategic Management Case Studies	Robert M Grant	Wiley India	2009
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**Additional Practical Component:**

- Analyzing the Mission and Vision statements of selected Indian companies.
- Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc (Industry Note 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 formulation and execution that were responsible for the company's failure in the market. Analysis to be done keeping in mind the internal and external factors impacting the company.
- Map out GE 9-cell matrix and BCG matrix for some companies and compare them.

## ADVANCED MS EXCEL

<b>Course Code:22MBA26</b>	<b>Credits: 3</b>
<b>L:T:P:J:2:0:2:0</b>	<b>CIA Marks: 100</b>

### Course Objectives

1. To familiarize students in look up, reference, round functions
2. To enable students to perform finance functions and logical functionalities
3. To enable students to organize and analyze large volumes of data using Pivot tables and create MIS reports
4. To enable students to perform calculations related descriptive statistics
5. To enable students to perform hypothesis testing using excel.

Contents of the Module	Hours	COs
<b>Module 1</b>		
<b>Excel: Introduction;</b> Basics Revision	<b>4</b>	<b>CO1</b>
<b>Practical Component:</b> Round, Round-up, Round-down function; Subtotal, Look-up and Reference function: V Look up and H Look up; Index and Match; Formula errors	<b>5</b>	
<b>Module 2</b>		
<b>Practical Component: Finance Functions</b> – PMT, Rate, NPER, PV, FV, Loan amortization ; <b>Logical Functions</b> – If, And, Or, Not, Count, Count if, Sum, Sum if, Formula Errors	<b>5</b>	<b>CO2</b>
<b>Module 3</b>		
<b>Practical Component: Pivot table :</b> Using Pivot table for data analysis; Create database for Pivot; Analyzing data with Pivot tables; Producing a report with Pivot table; Solver and Goal Seek	<b>5</b>	<b>CO3</b>
<b>Module 4</b>		
<b>Descriptive Statistics Theory</b> Measurement of Central tendency (Mean, Mode, Median); Measurement of dispersion (Variance, SD, QD); Correlation; Regression	<b>3</b>	<b>CO4</b>
<b>Practical Component:</b> Creation of class intervals : Computing Mean, Mode, Median; Variance, SD, QD; Correlation; Regression	<b>8</b>	
<b>Module 5</b>		
<b>Hypothesis Testing :</b> Meaning, Null vs Alternative, Parametric vs non parametric tests	<b>3</b>	<b>CO5</b>
<b>Hypothesis Testing using Analysis Tool Pak:</b> t-test, Z Test, F Test, Annova	<b>7</b>	



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

<b>CO1</b>	Perform look up, reference and round functions
<b>CO2</b>	Perform financial calculations (time value of money and loan amortization) and logical functions
<b>CO3</b>	Organize and analyze large volumes of data and create MIS reports
<b>CO4</b>	Perform descriptive statistics calculations
<b>CO5</b>	Perform hypothesis testing using MS Excel

**Mapping of Course Outcomes with Programme Outcomes:**

<b>COs</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>
CO1		2				2		1	
CO2		2				2			3
CO3		2				3		2	
CO4		3				2		1	
CO5		3				2		2	

**MOOC Course**

1. Excel skills for business specialization –  
<https://www.coursera.org/specializations/excel>

<b>Text Book</b>				
1	Excel 2019 Bible	John Walkenbach	John Wiley and Sons, Pearson Education, New Delhi	2019

## PROJECT OF SOCIAL CONCERN

<b>Course Code: 23MBA27</b>	<b>Credits: 2</b>
<b>L:T:P:J: 0:0:0:4</b>	<b>CIA Marks: 100</b>

### COURSE OBJECTIVES

- To sensitize students towards 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 Project of social Concern ( 22MBA27) is compulsory for all the students perusing MBA Course
- The project work shall be spread over 2<sup>nd</sup> Semester with an emphasis on field survey.
- The project shall 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.

**Evaluation:** Project of Social Concern carries 100 marks as shown below.

### Rubrics for Project of Social Concern

Sl.No	Particulars	Marks Allotted
1	Progress Review (Internal Assessment)	25
2	Report Evaluation by the Guide	25
3	Report Evaluation by the External Examiner	25
4	Viva-Voce Examination (Joint Evaluation)	25
<b>Total</b>		<b>100</b>

#### A. Progress Review by the Guide

Sl. No	Aspects	Marks Allotted
1	Progress Review Evaluation I	25
2	Progress Review Evaluation II	25
3	Progress Review Evaluation III	25
<b>Average of all 3</b>		<b>25</b>

#### B. Report Evaluation by the Guide & External Examiner.

SL No	Aspects	Marks Allotted
1	Introduction and Relevance to the project of social concern	5
2	Theoretical Background & Literature Review	5
3	Research Design/ Volunteering work	5
4	Analysis, Interpretation & Findings	5
5	Learning outcomes & conclusion	5
<b>Total</b>		<b>25</b>

### C. Viva-Voce Examination

SL No	Aspects	Marks Allotted
1	Presentation skills	5
2	Communication skills	5
3	Knowledge about the chosen Social Concern & the Organisation	5
4	Objectives of the study and Research Design	5
5	Learning outcomes and appropriate suggestions	5
Total		25

### 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: The cause identified, The organization chosen, Nature of Work carried out.

#### 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). Review of literature regarding the reasons and solutions for the identified cause.

#### Chapter 4: Research Design, Analysis and Findings

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

**Projects involving volunteering work:**

Nature of work / engagement; Methodology adopted / Plan of action; Ground Report; Feedback from the beneficiary / beneficiary organization; Impact / Outcome of the work / engagement; Challenges encountered in carrying out the work.

**Chapter 5: Experience, Learning Outcome and Conclusion**

Include experience, learnings from the engagement with the NGO / working for the cause, 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:**

<b>CO1</b>	Identify and define core social issues / problem
<b>CO2</b>	Understand the causes and effects of the social problems
<b>CO3</b>	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					2	
CO2		3				3			3
CO3		3				3			3

## ADVANCED LEADERSHIP SKILLS

<b>Course Code: 22MBA28</b>	<b>Credit: 1</b>
<b>L:T:P:J: 0:0:2:0</b>	<b>CIA Marks: 100</b>

### 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

Contents of the Module	Session	COs
<b>Module-1: Understanding and Managing Self</b>		
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	<b>7</b>	<b>CO1</b>
<b>Module -2: Corporate etiquettes</b>		
Basic etiquettes, Grooming etiquettes, Effective meeting skills Group discussion and Personal interview, Resume building	<b>8</b>	<b>CO2</b>

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

<b>CO1</b>	Understand their strengths and weakness
<b>CO2</b>	Develop analytical and creative ability to solve problems
<b>CO3</b>	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			1	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

## ECONOMIC ENVIRONMENT OF BUSINESS

<b>Course Code: 22MBA26</b>	<b>Credits: 2</b>
<b>L:T:P:J: 1:2:0:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### Course Objectives:

1. To make students understand the essential economic indicators of the domestic economic environment.
2. To familiarize students with the factors of economic growth and development.
3. To introduce students to the economic policies of India.
4. To make students understand the essential economic indicators of the international economic environment.
5. To make students develop an insight on the way international businesses work.

Contents of the Module	Hours	COs
<b>Module-1 Domestic Economic Environment</b>		
Macro Environment of Business; Economic system: Capitalism and Socialism; Macroeconomic Scenario: Growth, Saving and Investment, Inflation (sources, types and impact), Fiscal Imbalance, Balance of Payment; Prosperity, Recession, Depression and Stagflation; Economic Roles of the State and Central Government in India; Economic Policies: Industrial policy, Trade Policy, Monetary Policy and Fiscal Policy.	6	CO1
<b>Module -2 Economic Growth and Development</b>		
Concepts, Factors and Models (Keynesian and IS/LM Model); Economic Planning and Control; Circular Flow of Income in an Economy: Two-sector, Three-sector and Four-sector Model; National Income Measurement: Concepts and Methods; Gross Domestic Product and Gross National Product.	5	CO2
<b>Practical component</b> - Write an evaluative note on GDP and GNP of India. Students can interpret major news on Indian economy during the semester.	1	
<b>Module -3 Economic Policies of India</b>		
Fiscal Policy: Instruments, Objectives, Issues: Fiscal Imbalance; Monetary Policy: Instruments, Objectives: Control of Currency and Control of Credit, Issues; New Industrial Policy; National Manufacturing Policy (Make in India); New Trade Policy, FERA.	6	CO3
<b>Module -4 International Economic Environment</b>		
Important Factors in International Economic Environment: Global Competitiveness, Balance of Payments GDP, GNP, Purchase Power Parity, Exchange Rate, Per Capita Income, Employment, Poverty, Growth Rate. International Economic Collaboration: International Institutions (Relevance of IMF, World Bank and WTO), Trade Agreements (FTAs, RCEP, ASEAN, SARC, BRICS, NATO, G20).	5	CO4
<b>Practical component</b> – Compare and contrast one developed, one developing and	1	



one under-developed economy. Students can analyze the economic parameters of different countries and see how each country is faring		
<b>Module-5 International Business</b>		
Meaning, Parties involved, Modes of Entry; Foreign Capital: Need and Components; Investing in countries abroad-Opportunities and Challenges; Repatriation of Profits.	<b>4</b>	<b>CO5</b>
<b>Self-Study</b> – Analysis of the latest Fiscal and Monetary Policy and submission of report. Students can have a group discussion on the pros and cons of different economic policies.	<b>2</b>	<b>CO6</b>

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

<b>CO1</b>	Understand the essential economic indicators of the domestic economic environment.
<b>CO2</b>	Analyze the factors of economic growth and development.
<b>CO3</b>	Understand the economic policies of India.
<b>CO4</b>	Assess the essential economic indicators of the international economic environment.
<b>CO5</b>	Develop an insight on the way international businesses work.
<b>CO6</b>	Analyze the Economic Environment and policies of a country.

**Mapping of COs with POs & PSOs:**

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
<b>CO 1</b>				3					
<b>CO 2</b>		3		3					2
<b>CO 3</b>				3					
<b>CO 4</b>		3		3					2
<b>CO 5</b>				3					2
<b>CO6</b>		3		3					2

**Text Books**

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Economic Environment of Business	V K Puri S K Mishra	HPH	11 <sup>th</sup> Rev ed. 2019
2	International Business: Competing in the Global Marketplace	Charles W L Hill	McGraw Hill	14 <sup>th</sup> ed. 2023

## INTRODUCTION TO TABLEAU & POWER BI

<b>Course Code: 22MBA32</b>	<b>Credits: 2</b>
<b>L:T:P:J:0:0:2:2</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### Course Objectives

1. To familiarize students in Data visualization
2. To make students learn to navigate and interact effectively with Tableau & Power BI while understanding its potential applications in data visualization
3. To enable students to develop charts, graphs and Dashboards from data sources using Tableau & Power BI

Contents of the Module	Hours	COs
<b>Module 1 : Introduction to Data Visualization</b> Introduction to Data Visualization, Telling Stories with Data, Basic Design Principles for Charts and Graphs. <b>Introduction to Tableau:</b> Introduction and Overview, Concepts and Options when Connecting to Data, Joining Database, workbooks, sheets, dashboards, Tableau workspace, working with measures and dimensions, importing data into Tableau, connecting to live and extracted data sources, Data preparation and cleaning	<b>2</b>	<b>CO1</b>
<b>Practical Component:</b> Import Data from sources like Google Analytics, Salesforce.com, Stock Market.	<b>6</b>	
<b>Module 2: Building charts &amp; Dashboards</b> Creating Views, Measures, Combo Charts, Scatter Plots, Pie Charts, Bar Charts, Aggregate vs. Disaggregate, Small Multiples. The process creating visualizations and selecting the appropriate Visual Charts/Graphs, Representing data in basic display types, applying various formatting features. Dashboard – Build Interactive Dashboard to facilitate Analysis and Understanding, Best practices, Building Advanced Dashboard, Sharing Dashboards with Tableau Online or Server. Maps – Using Maps to improve insight, plotting locations on Map, Replacing Tableau's Standard Maps Story - Creating Tableau Story and formatting.	<b>4</b>	<b>CO2</b>
<b>Practical Component:</b> <ul style="list-style-type: none"> <li>• Create various types of Charts for imported Datasets.</li> <li>• Create social Media Dashboard, Super store Dashboard, Dashboard showing Stock price Trends</li> </ul>	<b>8</b>	

<b>Module 3: Power BI</b> <b>Introduction :</b> Basic Components of Power BI, The Flow of Work in Power BI. <b>Data into Power BI:</b> Data Sources in Power BI Desktop, Loading Data in Power BI Desktop <b>Data visualization with Power BI:</b> Introduction to Visuals In Power BI, Visualization Charts in Power BI, Matrixes and Tables. <b>Dash boards &amp; Reports with Power BI:</b> Creating a Dashboard, configuring a Dashboard, Understanding Power BI Report Designer, Reports with Multiple Pages and Advantages, Report Design using Databases & Queries	3	CO3
<b>Practical Component:</b> Designing dashboards for marketing campaign, Sales Forecast Analysis, Stock Exchange Analysis, employee performance appraisal	7	
<b>Project:</b> Submit a report with dashboards created while practicing the course		

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

<b>CO1</b>	Students will be familiar in importing data from various data sources
<b>CO2</b>	Students will be able to develop charts, graphs and Dashboards from data sources using Tableau & Power BI
<b>CO3</b>	Students will be familiar with developing visuals using Tableau & Power BI
<b>CO4</b>	Students will have hands on knowledge on Tableau and Power BI and use it in Industry

**Mapping of Course Outcomes with Programme Outcomes:**

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1		2				2		1	
CO2		2				2			3
CO3		2				3		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	1 <sup>st</sup> edition, 2019
2.	Applied Microsoft Power BI	Teo Lachev	New Riders	3 <sup>rd</sup> edition

**SEMESTER-III  
BANKING AND FINANCE**

**MANAGEMENT OF BANKS**

<b>Course Code: 22MBAF33</b>	<b>Credits: 3</b>
<b>L:T:P:J: 2:0:1:1</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

**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.

<b>Contents of the Module</b>	<b>Hours</b>	<b>COs</b>
<b>Module-1: Banking system and structure in India</b>		
Evolution of Indian Banks-Types of banks, Commercial banking: Structure, Functions, <b>Banking Services</b> – Types of relationship between banker and customer – Banker's obligations to customers – Right of lien, setoff, appropriation	<b>6</b>	<b>CO1</b>
<b>Practical Component</b> –Visit a bank's website and understand different types of transactions that can be done online	<b>2</b>	
<b>Module-2: Central Banking</b>		
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	<b>5</b>	<b>CO2</b>
<b>Module-3: Credit Review &amp; Performance of Banks</b>		
Principles & Characteristics of different types of loans, CIBIL and Loan Approval process, Charging of Security bills- pledge – mortgage – assignment. Management of Non-Performing Assets (NPAs), NPA regulations governing banks. DuPont model for evaluating bank performance. Regulatory capital requirements under Basel III norms. <b>Asset Liability Management (ALM) in banks-</b> Components of Liabilities and Components of Assets, Purpose, objectives and significance of Asset Liability management	<b>6</b>	<b>CO3</b>
<b>Practical Component</b> – Preparation of Altman's Z Score for Public Sector Banks	<b>2</b>	
<b>Module-4: Digital Banking</b>		
Meaning- Definition- Need for digitalization- Advantages to the customers- opportunities to the Bank- 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	<b>6</b>	<b>CO4</b>
<b>Practical Component</b> – Hands on session on Digital Banking transactions, Fintech applications.	<b>2</b>	
<b>Module -5: International Banking</b>		
Exchange rates, Type of accounts, Letter of credit-types, Facilities for Exporters and Importers, Correspondent Banking and NRI Accounts, EXIM & ECGC.	<b>7</b>	<b>CO5</b>

<b>Self-Study: Customers' accounts with banks</b> –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	<b>4</b>	<b>CO6</b>
<b>Project Work:</b> Students will submit a report on the analysis of banks by using either the CAMELs, EAGLEs or DuPont Model		

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

<b>CO1</b>	Understand the structure, system of banking in India.
<b>CO2</b>	Evaluate the role of Central Bank.
<b>CO3</b>	Analyze credit review process and management of NPA
<b>CO4</b>	Analyze the performance of Banks and understand the components of ALM
<b>CO5</b>	Evaluate the recent trends in banking
<b>CO6</b>	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 2019
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 2015
2	Banking and Financial services	Sharma, Mukund	Himalaya Publishing House, Mumbai.	1/e, 2015

## INVESTMENT MANAGEMENT

<b>Course Code: 22MBAF34</b>	<b>Credits: 3</b>
<b>L: T:P: J: 2:0:2:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### 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.

Contents of the Module	Hours	COs
<b>Module-1: Introduction to Investment</b>		
Investment Avenues, Attributes, Investor V/s speculator, Features of a good Investment, Investment Process. Financial Instruments, <b>Securities Market:</b> Primary Market, Secondary Market. Stock Market Indices-Types (only Theory).	<b>4</b>	<b>CO1</b>
<b>Module-2: Return and Risk Concepts</b>		
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).	<b>7</b>	<b>CO2</b>
<b>Practical Component</b> – Students should study the stock market pages from business press and calculate the risk and return of selected companies.	<b>1</b>	
<b>Module-3: Technical and Fundamental Analysis</b>		
<b>Economic, Industry &amp; Company Analysis</b> <b>Technical Analysis</b> – Concept, Theories- Dow Theory, Eliot Wave theory. Charts-Types, Trends and Trend Reversal Patterns. Mathematical Indicators –Moving Average Convergence-Divergence, Relative Strength Index. <b>Market Efficiency:</b> Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. <b>Macro-Economic and Industry Analysis:</b> Fundamental analysis-EIC Frame Work, Economy Analysis, Industry Analysis, Company Analysis- Financial Statement Analysis. (Theory only).	<b>6</b>	<b>CO3</b>
<b>Practical Component</b> – Virtual on-line trading account can be opened for the student and they can invest, monitor and evaluate their investment decision. Industry and company analysis for specific sectors can be done using profitability and liquidity ratios.	<b>2</b>	
<b>Module-4: Valuation of Securities</b>		
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).	<b>8</b>	<b>CO4</b>

<b>Module-5: Modern Portfolio Theory &amp; Portfolio Performance</b>		
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). <b>Portfolio Management Strategies</b> -Objectives, Performance plans (Theory only)	<b>9</b>	<b>CO5</b>
<b>Self-Study</b> Portfolio construction and presentation Alternative Investments and strategies including REITS	<b>3</b>	<b>CO6</b>

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

<b>CO1</b>	Understand the capital market and various instruments for investment.
<b>CO2</b>	Evaluate and analyse risk and return relationship of securities.
<b>CO3</b>	Understand the impact of macro-economic and industry variables on stock price.
<b>CO4</b>	Analyse the various techniques of equity, debt and mutual funds valuation.
<b>CO5</b>	Evaluate the theories of portfolio management and to demonstrate the knowledge of managing portfolios.
<b>CO6</b>	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	6/e, 2021
2	Investments	Zvi Bodie, 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

## BANKING AND FINANCIAL SERVICES

<b>Course Code: 22MBAF35</b>	<b>Credits: 3</b>
<b>L:T:P:J:2:2:0:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### 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

Contents of the Module	Hours	COs
<b>Module-1: Financial System and Regulatory framework</b>		
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)	<b>6</b>	<b>CO1</b>
<b>Module-2: Merchant Banking</b>		
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)	<b>5</b>	<b>CO2</b>
<b>Practical Component-</b> detailed study of recent IPOs in Indian capital market and submission of report on the same.	<b>1</b>	
<b>Module-3: NBFCs an Overview</b>		
Types of NBFCs in India, Microfinance, Mutual Benefit Financial Companies (Theory) <b>Leasing and Hire Purchase-</b> Concept, Types, Evaluation (Problems)	<b>10</b>	<b>CO3</b>
<b>Module-4: Credit Rating and Venture capital</b>		
Meaning, process of credit rating, rating methodology, rating agencies and symbols. Concept and features of <b>Venture Capital</b> , Venture Capital process. Stages of funding	<b>7</b>	<b>CO4</b>
<b>Module-5: Mutual Funds and other financial services</b>		
Structure, Functions, Types of Funds, Regulations. Depository system: objectives, NSDL& CDSL. The process of clearing and settlement. (Theory)	<b>7</b>	<b>CO5</b>
<b>Self-Study: Housing Finance:</b> Types, Institutions and banks offering Housing Finance, Procedure and interest rates, Income tax implications (Theory)	<b>4</b>	<b>CO6</b>

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

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

## INDIRECT TAXATION

<b>Course Code:22MBAF37</b>	<b>Credits: 3</b>
<b>L:T:P:J: 2:2:0:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### 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

<b>Contents of the Module</b>	<b>Hou rs</b>	<b>COs</b>
<b>Module -1: Introduction to GST</b>		
Indirect Taxes in India – An Overview, Pre GST-Tax Structure and Deficiencies, Introduction to GST, GST Tax Act, Dual GST Model - GSTN, GST Council, Exemption from GST, GST rates (Theory Only)	<b>5</b>	<b>CO1</b>
<b>Module -2 Supply, Levy and collection</b>		
Scope of Supply, Composite and Mixed Supply, Time of Supply, Place of Supply and Value of Supply. (Theory and Problems).	<b>10</b>	<b>CO2</b>
<b>Module -3: ITC and registration process</b>		
Introduction and Eligibility to avail Input Tax Credit (ITC). Introduction to Reverse charge mechanism and Composition Levy scheme. Registration under GST and . (Theory and Problems)	<b>7</b>	<b>CO3</b>
<b>Module -4: Customs duty</b>		
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)	<b>10</b>	<b>CO4</b>
<b>Module -5: Import and Export Procedure</b>		
Documents related to Import & Exports, Import procedure & Export procedure (Theory).	<b>4</b>	<b>CO5</b>
<b>Self-Study:</b> Returns, Penalty/Late Fee under GST, classification of Goods and services under GST and Customs	<b>4</b>	<b>CO6</b>

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

<b>CO No.</b>	<b>Statement</b>
CO1	Understand GST system in India.
CO2	Analyze Supply, levy and collection under GST
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:**

<b>Cos</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO 1</b>	<b>PSO 2</b>
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**

<b>Sl No</b>	<b>Title of the book</b>	<b>Name of the Author/s</b>	<b>Publisher Name</b>	<b>Edition and year</b>
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**

<b>Sl No</b>	<b>Title of the book</b>	<b>Name of the Author/s</b>	<b>Publisher Name</b>	<b>Edition and year</b>
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.

## MERGERS, ACQUISITION & CORPORATE RESTRUCTURING

<b>Course Code: 22MBAF38</b>	<b>Credits: 3</b>
<b>L: T:P: J: 2:2:0:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### Course Objectives:

1. To understand the various types of mergers and analyse the strategic perspective.
2. To evaluate the merger process.
3. To analyse various forms of corporate restructuring.
4. To evaluate the various types of takeover and anti-takeover measures along with legal aspects of mergers.
5. To apply the various methods of financing mergers.

<b>Contents of the Module</b>	<b>Hours</b>	<b>COs</b>
<b>Module-1: Types of Mergers &amp; Strategic Perspective</b>		
Mergers- Types of merger & Synergy–Theories of mergers- Internal and external change forces contributing to M & A activities. SWOT analysis, BCG matrix & Porter’s Five Force Model (Theory)	<b>4</b>	<b>CO1</b>
<b>Module-2: Merger Process</b>		
Dynamics of M&A process - Five-stage model – Due diligence– Types - due diligence strategy and process – due diligence challenges. Process of merger integration – organizational and human aspects – managerial challenges of M & A. (Theory)	<b>6</b>	<b>CO2</b>
<b>Module-3: Corporate Restructuring</b>		
Significance - Forms of restructuring – Joint Ventures – Sell off and Spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs –master limited partnership-De merger- strategic alliance- buyback of shares. (Theory)	<b>8</b>	<b>CO3</b>
<b>Module-4: Takeovers and Legal Aspects</b>		
Takeovers, types, takeover strategies, - Takeover defences –methods of resistance – anti-takeover amendments- Legal aspects- Combination and Competition Act- Competition Commission of India (CCI). (Theory)	<b>8</b>	<b>CO4</b>
<b>Module-5: Methods of financing mergers</b>		
Accounting for amalgamation – in the nature of merger and in nature of purchase- pooling of interest method, purchase method, Cash Offer, Share exchange ratio (Theory and Problems)	<b>11</b>	<b>CO5</b>
<b>Self-Study</b> The SEBI Substantial Acquisition of Shares and Takeover code, Cross border mergers and acquisition with suitable examples.	<b>3</b>	<b>CO6</b>

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

<b>C01</b>	Understand the various types of mergers and analyse the strategic perspective.
<b>C02</b>	Evaluate the merger process.
<b>C03</b>	Analyse the various forms of corporate restructuring.
<b>C04</b>	Evaluate the various types of takeover and anti-takeover measures along with legal aspects of mergers.
<b>C05</b>	Apply the various methods of financing mergers.
<b>C06</b>	Apply the concepts learnt in Mergers and Acquisition & 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	Mergers, Restructuring And Corporate Control	Fred Weston, Kwang S Chung, Susan E Hoag	Pearson Education	4/e, 2015
2	Corporate Finance-Theory And Practice	Aswath Damodaran	John Wiley & Sons	2/e, 2003
3	Takeovers, Restructuring And Corporate Governance	Weston, Mitchell And Mulherin	Pearson Education	4/e, 2011

**Reference Books**

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Mergers	Ramanujam et al	Lexis Nexis Butterworth India	4e/2019
2	Mergers and Acquisitions	Rajinder S. Aurora, Kavita Shetty and Sharad R. Kale	Oxford University Press	2/e, 2011



### **Practical Components:**

- Pick up any latest M&A deal.
- Generate the details of the deal and then study the deal in the light of the following.
- Nature of the deal: merger, acquisition, or takeover. If it is a merger, what type of merger is it?
- Synergies likely to emerge to the combining and the combined firm(s) from the deal
- The valuation for the merger
- The basis for exchange rate determination

## SEMESTER-IV BANKING AND FINANCE

### DATA ANALYTICS IN FINANCE

<b>Course Code: 22MBAF41</b>	<b>Credits: 3</b>
<b>L:T:P:J: 2:0:2:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

#### Course Objectives:

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

Content	Number of Hours	COs
<b>Module-1: Essentials of Financial Analytics</b>		
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
<b>Module-2: Statistical Concepts</b>		
Probability Distribution, Discrete and Continuous probability distribution	4	CO2
<b>Practical Component-</b> Numerical problems on Descriptive statistics using EViews.	4	
<b>Module-3: Time – Series Analysis</b>		
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.	5	CO3
<b>Practical Component-</b> Identify, collect and evaluate financial data from NSE/BSE/MCX or Company website	2	
<b>Module-4: Application of Time-Series Analysis using EViews</b>		
<b>Practical Component-</b> 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 EViews.	8	CO4
<b>Module-5: Financial Functions in Excel</b>		
<b>Practical Component-</b> Risk & Return Analysis and CAPM using Excel, building professional charts in Excel, Application of VLOOKUP & HLOOKUP, IF functions using financial data	7	CO5

<b>Self-Study</b> Basics of Econometrics using stock market data	3	CO6
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**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 using EViews
CO3	Understand time series data related to finance
CO4	Analyse the time series data and its application using MS Excel
CO5	Apply financial functions in excel.
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 <sup>th</sup> , 2017
2	Financial Econometrics	Oliver Linton	Cambridge University Press	1 <sup>st</sup> , 2019
3	Introductory Econometrics for Finance	Chris Brooks	Cambridge University Press	4 <sup>th</sup> , 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 <sup>nd</sup> , 2020

## DIRECT TAXATION

<b>Course Code: 22MBAF42</b>	<b>Credits: 3</b>
<b>L: T:P:J: 2:0:1:1</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### 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.

<b>Contents of the Module</b>	<b>Hours</b>	<b>COs</b>
<b>Module -1 Introduction to Taxation</b>		
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).	<b>6</b>	<b>CO1</b>
<b>Module -2 Income from Salary and House property</b>		
Introduction, Meaning of Salary, Allowances, Valuation & Taxability of Perquisites, Deductions against Salary. Income from House Property. (Problems on salary Income).	<b>8</b>	<b>CO2</b>
<b>Module -3 Income from Business and Profession</b>		
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.	<b>10</b>	<b>CO3</b>
<b>Module -4 Income from Capital Gain and Other sources</b>		
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)	<b>6</b>	<b>CO4</b>
<b>Module -5 Deductions and Total Income</b>		
Permissible deductions under section 80C to 80U, computation of tax liability of Individuals. (Problems on Computation of taxable Income and tax liability of Individuals).	<b>5</b>	<b>CO5</b>
<b>Practical Component-</b> Online filing of tax return.	<b>1</b>	
Self Study: Residential Status of Assesseees other than Individuals, Set off and Carry forward of losses.	<b>4</b>	<b>CO6</b>

<b>Project work:</b> Student need collect a Form 16 and 26 AS of an Individual assessee and analyze the tax return and suggest tax planning measures.		
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**Course Outcomes: At the end of the course the student will be able to:**

CO No.	Statement
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 Kapil Singhania	Taxman Publications	Latest Edition
2	Students Guide to Income Tax	Vinod Singhania and Kapil Singhania	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	T N Manoharan	Snow White	Latest Edition
2	Direct Tax	Lal & Vashisht	Pearson	Latest Edition

## FINANCIAL DERIVATIVES

<b>Course Code: 22MBAF43</b>	<b>Credits: 3</b>
<b>L:T:P:J: 2:2:0:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### 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.

<b>Contents</b>	<b>Number of Hours</b>	<b>CO</b>
<b>Module -1: Financial Derivatives</b>		
Meaning, features of financial derivatives; Types of Derivatives; Functions of derivatives market; Factors causing growth of derivatives; Derivative market players (Hedgers, speculators, and arbitrageurs)-Derivatives market in India. (Theory)	7	CO1
<b>Module -2: Futures and Forwards</b>		
Meaning, features, and types of futures/forwards - Commodity, Stock and Index); Futures vs Forwards; Mechanics of buying and selling futures/forwards; Arbitrage Process; Valuation of futures/forwards, Stock and Index Futures; Hedging using stock index futures contracts (Numerical problems on MTM, Futures/ forwards Pricing, Hedging through Futures).	8	CO2
<b>Module -3: Option Contracts</b>		
Meaning, Characteristics and of Options Contract; Options V/s futures and forwards; Types of option contracts; Mechanics of Option contracts; Option positions; Option Trading Strategies- Spreads, Combinations Valuation of options: Factors affecting Option prices, put call parity, Option valuation models-Binomial model, the Black and Scholes Model, Option Greeks. (Numerical problems Time value and Intrinsic Value, Option Valuation and Option Strategies)	8	CO3
<b>Module -4: Financial Swaps</b>		
Meaning, features and advantages of financial swaps; Types of financial swaps - Interest rate swap, Currency swap, Equity swap, Commodity swap; Introduction to Swaptions; Mechanics of interest rate swaps (Numerical problems on Interest rate swap)	7	CO4

<b>Module -5: Commodity derivative market</b>		
Credit risk and Credit derivatives; Credit default swaps; Total return swaps; Collateralized Debt Obligation (CDO); Commodity derivatives: Commodity derivatives traded in Indian Commodity exchanges; Role of Warehousing and Logistics; SEBI and FMC Guidelines for commodity market (Theory)	6	CO5
<b>Self-Study:</b> 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



## SEMESTER-III BUSINESS ANALYTICS

### OPERATION AND PROJECT MANAGEMENT

<b>Course Code: 22MBAB33</b>	<b>Credits: 3</b>
<b>L:T:P: J:2:2:0:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

#### Course Objectives:

6. To understand the basics of Operation Management
7. Be able to mathematically forecast
8. Be able to evaluate and decide on the right layout and location for a facility
9. To be able to evaluate and choose the right inventory strategy
10. To Develop models using CPM and PERT techniques to complete a project in the shortest time possible

<b>Contents of the Module</b>	<b>Hours</b>	<b>COs</b>
<b>Module-1: Introduction</b>		
Introduction to Operations Management. Production System and Transformation Process, OM in Organization Chart, Operations as Services. Historical development of OM, Current issues in OM, Operation Strategy, Competitive Dimensions, Applications of Operation strategy	<b>7</b>	<b>CO1</b>
<b>Module-2: Forecasting</b>		
Forecasting as a planning tool, forecasting time horizon, sources of data, types of forecasting, qualitative forecasting techniques, quantitative forecasting models, Measurement of errors, Monitoring and Controlling	<b>8</b>	<b>CO2</b>
<b>Module-3: Facility Planning</b>		
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 (Theory Only)	<b>7</b>	<b>CO3</b>
<b>Module-4: Materials Management</b>		
Materials and profitability, Purchase functions, Procurement procedures Vendor selection and development, Vendor rating, Concepts of lead time, purchase requisition, purchase order, amendments, and forms used and records maintained. Inventory Management: Concepts of inventory, Classification, ABC, VED, Inventory costs, Inventory models. (Theory and Problems)	<b>8</b>	<b>CO4</b>
<b>Module-5: Project management:</b>		

Structure of projects, phases of project management, network planning, PERT & CPM, Project crashing (Theory and Problems)	<b>7</b>	<b>CO5</b>
<b>Self-Study</b> - To Construct a network for projects taken by in organizations To estimate the Ideal Inventory for data available at organization	<b>3</b>	<b>CO6</b>

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

<b>CO1</b>	Students will be able to understand the basics of Operation Management
<b>CO2</b>	Students will be able to mathematically forecast
<b>CO3</b>	Students will be able to evaluate and choose the right inventory strategy
<b>CO4</b>	Students will be able to evaluate and decide on the right layout and location for a facility
<b>CO5</b>	Students will be able to Develop models using CPM and PERT techniques to complete a project in the shortest time possible
<b>CO6</b>	Students will be able to apply and analyze the theoretical concepts of Operation and Project Management and to present their decision

**Mapping of Course Outcomes with Programme Outcomes:**

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

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

**Reference Books**

<b>Sl. No</b>	<b>Title of the book</b>	<b>Name of the Author/s</b>	<b>Publisher Name</b>	<b>Edition and year</b>
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

### **Additional Practical Components:**

- To analyze the Layouts used in various types of Industries
- To Visit Different manufacturing Companies to understand the Material handling process

## PRINCIPLES OF BUSINESS ANALYTICS

<b>Course Code: 22MBAB34</b>	<b>Credits: 3</b>
<b>L:T:P:J: 2:2:0:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### Course Objectives:

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

Contents of the Module	Hours	COs
<b>Module-1: Introduction to Business Analytics</b>		
Introduction: What is business analytics? Historical Overview, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, What is data science? Why Data Science? Applications for data science, Data Scientists Roles and Responsibility	<b>6</b>	<b>CO1</b>
<b>Module-2: Data Collection and Management</b>		
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	<b>7</b>	<b>CO2</b>
<b>Module-3: Data Science and its Future</b>		
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.	<b>9</b>	<b>CO3</b>
<b>Module-4: Basics of Machine learning</b>		
History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.	<b>8</b>	<b>CO4</b>
<b>Module -5: Application of Business Analytics</b>		
Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics, HR Analytics	<b>7</b>	<b>CO5</b>
<b>Self-Study:</b> Understand the working of AR and VR List various metrics used in various domains such as marketing, healthcare, HR etc.	<b>3</b>	<b>CO6</b>

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

<b>CO1</b>	Understand the meaning and importance of Business analytics and data science.
<b>CO2</b>	Understand the concepts of data management
<b>CO3</b>	Understand the basic concepts of data Science and the future
<b>CO4</b>	Understand the relation between data analytics and machine learning
<b>CO5</b>	Understand the application of business analytics in various fields.

<b>CO6</b>	Apply the theoretical concepts of Business Analytics to evaluate real time situations
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### 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, SridharSeshadri	Springer	1/e, 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

### Additional Practical Components:

- 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
- Explore career options with business analytics and present the same.

## DATA VISUALIZATION FOR MANAGERS

<b>Course Code:22MBAB35</b>	<b>Credits: 3</b>
<b>L:T:P:J: 2:0:2:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### 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
<b>1</b>	<b>Module-1: Introduction</b> Introduction to data visualizations – The importance of context Exploratory vs. explanatory – analysis – Story boarding.	<b>6</b>	<b>CO1</b>
	<b>Practical Component:</b> Explore data sources	<b>1</b>	
<b>2</b>	<b>Module-2: Basic Principles of Visualization</b> 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	<b>5</b>	<b>CO2</b>
	<b>Practical Component:</b> Generating graphs and story boards with actual data	<b>3</b>	
<b>3</b>	<b>Module-3: Eliminating the Clutter</b> Clutter – Gestalt principles of visual perception – Lack of visual order – Non-strategic use of contrast – De-cluttering: Step-by-step.	<b>6</b>	<b>CO3</b>
	<b>Practical Component:</b> Raw data will be given to de clutter	<b>1</b>	
<b>4</b>	<b>Module-4: Cognition</b> The EYE and the Visual brain – Visualizing for the mind – Images in the Head – Creating Information Graphics – Interactive Graphics.	<b>5</b>	<b>CO4</b>
	<b>Practical Component:</b> Decision making using various data visuals	<b>2</b>	
<b>5</b>	<b>Module-5: Data Representation, Business Problem Solving, Insights and Storytelling</b> 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	<b>5</b>	<b>CO5</b>
	<b>Practical Component:</b> Charts and Dashboards generation using actual data	<b>2</b>	

<b>Self-Study</b>	Gather a sample survey data and use appropriate data visualization tools for representation.	<b>4</b>	<b>CO6</b>
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**Course Outcomes: At the end of the course the student will be able to:**

<b>CO1</b>	Understand the concepts of data visualization
<b>CO2</b>	Understand the principles of data visualization
<b>CO3</b>	Understand the process of de-cluttering
<b>CO4</b>	Understand the application of data visualization in information and interactive graphics.
<b>CO5</b>	Understand the application of certain tools and software in data visualization
<b>CO6</b>	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**

Sl 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	1 <sup>st</sup> edition, 2019
2.	The Truthful Art: Data, Charts, and Maps for Communication	Alberto Cairo	New Riders	1 <sup>st</sup> edition
3.	Story Telling with Data: A Data visualization Guide for Business Professionals	Cole NussbaumerKnaflie	Wiley, New Jersey	1 <sup>st</sup> 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.	Show Me the Numbers	Stephen Few	Analytics Press	Second Edition, 2012
2.	Visual Explanations: Images and Quantities, Evidence and Narrative	Edward R. Tuft	Graphic Press	2/e

## ARTIFICIAL INTELLIGENCE FOR MANAGERS

<b>Course Code: 22MBAB36</b>	<b>Credits: 3</b>
<b>L:T:P:J: 2:2:0:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### 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 and deep learning
5. To understand the concepts of deep learning

Contents of the Module	Hours	COs
<b>Module-1: Introduction to AI</b>		
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	<b>6</b>	<b>CO1</b>
<b>Module-2: Foundations of AI intelligent agents</b>		
Foundations of AI Intelligent agents, Search, AI Canvas, 7-step process for framing an AI initiative	<b>8</b>	<b>CO2</b>
<b>Module-3: Robotic process automation</b>		
Robotic Process, Automation Robotic Process, Automation & Cognitive AI	<b>7</b>	<b>CO3</b>
<b>Module-4: Machine learning</b>		
Machine Learning modeling process, ML systems and models. ML and Business Applications	<b>8</b>	<b>CO4</b>
<b>Module -5: Deep learning</b>		
Fundamentals of Natural Language Processing, Fundamentals of Computer Vision. Applications of Deep Learning in Business	<b>7</b>	<b>CO5</b>
<b>Self-Study:</b> Architecture and working of AI	<b>4</b>	<b>CO6</b>

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

<b>CO1</b>	Understand the fundamentals and history of AI
<b>CO2</b>	Understand and evaluate the process for framing an AI initiative
<b>CO3</b>	Understand the application of AI in automation and robotics
<b>CO4</b>	Understand the concepts of Machine learning
<b>CO5</b>	Understand the concepts of Machine learning
<b>CO6</b>	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	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

### Additional Practical Components:

- List down companies that are using Robotics and AI based platforms for their operations
- Come up with a real time societal issue and present how AI can be used as a solution.
- Presentation on AI applications in day to day life
- GD on Future of AI in Business

## DATA PRIVACY AND DATA SECURITY

<b>Course Code: 22MBAB37</b>	<b>Credits: 3</b>
<b>L:T:P:J: 2:2:0:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### Course Objectives:

- To familiarize with basic concepts of security and privacy, their definitions, applications and current advances in research community and industry
- To evaluate data protection legislations of India
- To understand the concept of contracts being a part of law of obligations
- To understand the proposed bill regarding the data privacy and security laws
- The said course concentrates on the basic understanding of blockchain technology

<b>Contents of the Module</b>	<b>Hours</b>	<b>COs</b>
<b>Module-1: Introduction to Data Protection</b>		
Concept of data protection, Definitions under Information Technology Act, 2000 – Computer, Data, Electronic form, Electronic Record, Information.  Data Privacy Taxonomy and alternative Privacy Frameworks	<b>5</b>	<b>CO1</b>
<b>Practical Component:</b> Study data protection activities practiced by various organizations	<b>1</b>	
<b>Module-2: Data Protection Legislation in India</b>		
Objectives of the Information Technology Act, 2000. Electronic records and its legality, Authentication of electronic record and its retention. Electronic signature and its legal recognition. Service provider and delivery. Audit of Electronic record..	<b>6</b>	<b>CO2</b>
<b>Practical Component :</b> To analyze an electronic record	<b>2</b>	
<b>Module-3: Contracts</b>		
Introduction and formation of Contracts, Types of Contracts, Essentials of a valid Contract, Validity of contracts through electronic means, Secure electronic record, secure electronic signature. Encryption and its methods.  Breach of Contract, compensation for failure to protect data.  Criminal liability for failure to protect data. Security practices and procedures pertaining to sensitive personal data or information.	<b>6</b>	<b>CO3</b>
<b>Practical Component:</b> To collect and study Contract breach cases and the action taken	<b>2</b>	
<b>Module-4: Intermediaries and Data Protection in India</b>		
An overview of the Data Protection Bill of 2019. Obligations of data fiduciary, rights of an individual, grounds for processing personal data, Data Protection Authority, Transfer of data outside India. Exemption clauses, offences. Sharing of non-personal data with the	<b>8</b>	<b>CO4</b>

Government. Definition of intermediary, exemption from liability of intermediary, Social media intermediaries Information Technology (Intermediary Guidelines) Rules, 2011. Preservation and retention of information by intermediaries.		
<b>Module -5:</b> Blockchain		
Blockchain and its characteristics viz., ledger, permanent, secure, chronological, and immutable. Public and private participation.  Anonymity, Pseudonymity and privacy. GDPR and CNIL guidance. Alternative data encryption and destruction approaches.  Blockchain privacy management. Smart contract development, supply chain management, asset registers and record keeping tools. Cross border data transfer.	<b>6</b>	<b>CO5</b>
<b>Practical Component:</b> To study blockchain use Cases by Industry		
<b>Self-Study:</b> Bit coin transactions, Data Protection Bill of 2019, Brief study on cyber crime, E-Transactions and EU General Data Protection Regulation	<b>4</b>	<b>CO6</b>

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

<b>CO1</b>	Understand and interpret the concept of data protection
<b>CO2</b>	Appreciate the legislative part pertaining to data security issues in India.
<b>CO3</b>	Understand the nuances of law of contract in relation to data privacy through E contracts
<b>CO4</b>	Critically evaluate the proposed bill pertaining to the data privacy and security
<b>CO5</b>	Analyse the concept of blockchain technology in India and its applicability.
<b>CO6</b>	Be aware of data privacy issues in current times.

**Mapping of Cos with POs & PSOs:**

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

## Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Data Protection Law in India	Duggal Pavan	Lexis Nexis	2016
2	The Ultimate GDPR Practitioner Guide	Stephen Massey	Fox Red Risk	Illustrated edition 2017
3	The Basics of Bitcoins and Blockchains.	Lewis Antony	Two Rivers Distribution	2019

## Web Resources (with URL):

1. <https://unctad.org/page/data-protection-and-privacy-legislation-worldwide>
2. <https://digitalindia.gov.in/writereaddata/files/6.Data%20Protection%20in%20India.pdf>
3. [https://www.meity.gov.in/writereaddata/files/National\\_BCT\\_Strategy.pdf](https://www.meity.gov.in/writereaddata/files/National_BCT_Strategy.pdf)

**SEMESTER IV  
BUSINESS ANALYTICS**

**TECH TOOLS FOR ANALYTICS MANAGER**

<b>Course Code: 22MBAB41</b>	<b>Credits: 3</b>
<b>L:T:P: J: 1:0:2:2</b>	<b>CIA Marks: 40</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 60</b>

**Course Objectives:**

1. Understand the role of analytics managers in driving data-driven decision-making within organizations.
2. Recognize the importance of technical proficiency in SQL and Python for effective analytics leadership.
3. Gain proficiency in writing complex SQL queries involving multiple tables, subqueries, and joins.
4. Develop skills to perform exploratory data analysis using Python libraries.
5. Create visualizations using Matplotlib or Seaborn to communicate insights effectively.

<b>Contents of the Module</b>	<b>Hours</b>	<b>COs</b>
<b>Module-1: Foundations of Data Management and Analytics Technologies</b>		
Importance of Data: Understanding how data drives decision-making in business contexts., Analytics Technologies Overview: Exploring the role of analytics technologies in extracting insights from data for strategic advantage. Data Storage and Types: Introducing different data storage methods (databases, data warehouses) and types (structured, unstructured, semi-structured). Highlighting the significance of data quality and integrity.	<b>3</b>	<b>CO1</b>
<b>Practical Component</b> –Learn how to extract data from different sources, Read the important content and clean data	<b>2</b>	
<b>Module-2: SQL Fundamentals and Data Retrieval</b>		
Relational Databases Basics: Explaining the concept of relational databases, tables, rows, and columns. SQL Syntax: Covering the basic structure of SQL statements, including SELECT, FROM, WHERE, and ORDER BY. Data Retrieval: Writing SQL queries to retrieve specific data from a single table. JOINS and Multi-table Queries: Understanding how to combine data from multiple tables using different types of JOINS (INNER, LEFT, RIGHT, FULL)	<b>8</b>	<b>CO2</b>
<b>Module-3: Advanced SQL and Data Manipulation</b>		
Aggregation and Grouping: Learning how to perform aggregate functions (SUM, AVG, COUNT) and group data using GROUP BY. Sub queries: Exploring sub queries to break down complex problems into manageable parts and create more dynamic queries. Data Modification: Introducing data modification statements (INSERT, UPDATE, DELETE) to manipulate data within databases	<b>4</b>	<b>CO3</b>
<b>Practical Component</b> – Learn How to handle SQL queries for real data and write queries for different operations	<b>4</b>	
<b>Module-4: Module 4: Python Basics for Data Analysis</b>		

Introduction to Python: Familiarizing students with Python as a programming language and its relevance in data analysis. Python Environment Setup: Setting up Python environments using integrated development environments (IDEs) and Jupyter Notebooks. Python Data Structures: Covering essential data structures such as lists, dictionaries, and tuples to store and manipulate data.	4	CO4
<b>Practical Component</b> – Reading and Writing Data: Using Python to read data from various sources (CSV, Excel) and write data to files	2	
<b>Module -5: Data Manipulation and Visualization with Python</b>		
Data Manipulation with Libraries: Utilizing libraries like NumPy and Pandas to perform data cleaning, transformation, and merging. Data Visualization Introduction: Introducing data visualization principles and its role in conveying insights effectively. Visualization Libraries: Exploring data visualization libraries such as Matplotlib and Seaborn to create various types of plots and charts.	4	CO5
<b>Self-Study:</b> Communicating Insights: Demonstrating how to use visualizations to effectively communicate complex insights to non-technical stakeholders	5	CO6
<b>Project Work:</b> Students will submit a report on the analysis of data and its dashboard creation	4	

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

<b>CO1</b>	Students will be able to Understand the role of analytics managers in driving data-driven decision-making within organizations
<b>CO2</b>	Students will be able to Recognize the importance of technical proficiency in SQL and Python for effective analytics leadership
<b>CO3</b>	Students will be able to Gain proficiency in writing complex SQL queries involving multiple tables, subqueries, and joins
<b>CO4</b>	Students will be able to Develop skills to perform exploratory data analysis using Python libraries
<b>CO5</b>	Students will be able to Create visualizations using Matplotlib or Seaborn to communicate insights effectively
<b>CO6</b>	Students will be able to Apply SQL and Python skills to real-world analytics scenarios through hands-on projects and case studies

### Mapping of Course Outcomes with Programme Outcomes:

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

## Text Books

Sl. No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1.	SQL for Dummies	Allen G. Taylor		
2.	Learning SQL: Generate, Manipulate, and Retrieve Data	Alan Beaulieu	O'Reilly Media	3E
3.	Think Python: How to Think Like a Computer Scientist	Allen B. Downey	O'Reilly Media	2E

## Reference Books

Sl. No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1.	SQL Performance Explained	Markus Winand,	Markus Winand	2012
2,	Learning Python	Mark Lutz Edition	O'Reilly Media	5E

## Additional Practical Components:

- To analyze the recent trends and Developments in Analytics Industry

## DIGITAL TRANSFORMATION AND BLOCKCHAIN

<b>Course Code: 22MBAB43</b>	<b>Credits: 3</b>
<b>L:T:P:J: 2:2:0:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### Course Objectives:

1. To Understand the concepts of digital transformation and analyze the impact of digital transformation on businesses and industries
2. To apply digital transformation to create new business models and products
3. To develop skills in leading and managing digital transformation
4. To understand the history, types and applications of Blockchain
5. To understand the operations and architecture of Blockchain

Contents of the Module	Hours	COs
<b>Module-1: Introduction to Digital Transformation</b>		
Meaning and importance, Drivers of digital transformation, Impact of digital transformation on businesses and industries, Challenges of digital transformation <b>Business Models and Digital Transformation:</b> Influence of digital transformation on business models, designing new business models for the digital age	<b>4</b>	<b>CO1</b>
<b>Practical Component</b> –Case studies of successful digital transformations	<b>2</b>	
<b>Module-2: Technology and Digital Transformation</b>		
The role of technology in digital transformation, Emerging technologies that are driving digital transformation – AI and ML, Augmented, Virtual and Mixed Reality and others .Choosing the right technologies for digital transformation	<b>4</b>	<b>CO2</b>
<b>Module-3: Managing a digital transformation</b>		
Leading and managing a digital transformation, role of the CEO and other decision makers in digital transformation, handling employee resistance during transformation.	<b>3</b>	<b>CO3</b>
<b>Module-4: Introduction to blockchain technology</b>		
History, Definition, Distributed Ledger, Blockchain Categories – Public, Private, Consortium, Blockchain Network and Nodes, Peer-to-Peer Network, Mining Mechanism, Generic elements of Blockchain, Features of Blockchain, and Types of Blockchain.	<b>4</b>	<b>CO4</b>
<b>Practical Component</b> – 1. Create a Public Ledger vs. Private Ledger with the various attributes like Access, Network Actors, Native token, Security, Speed and examples. 2. How would a blockchain help in processing insurance claims of the insurance industry, which suffers from a number of issues like fraud, contract complexity, human error, information flows in reinsurance and claims processing? Use various aspects to summarize the solution.	<b>8</b>	
<b>Module -5: Blockchain architecture and operation</b>		
Operation of Bitcoin Blockchain, Blockchain Architecture – Block, Hash, Distributer P2P, Structure of Blockchain- Consensus mechanism: Proof of Work (PoW), Proof of Stake(PoS), Byzantine Fault Tolerance(BFT), Proof of Authority (PoA) and Proof of Elapsed Time (PoET).	<b>5</b>	<b>CO5</b>



The Ethereum Enterprise Alliance- Block chain as-a-Service- Initial Coin Offering (ICO): Project setup for ICO implementation- Token contracts- Token sale contracts-Contract security and testing the code.		
<b>Practical Component</b> – Implement an ICO on Ethereum	<b>8</b>	
<b>Self-Study:</b> Public versus private and permissioned versus permission less blockchains- Privacy and anonymity in Ethereum- Why are privacy and anonymity important?	<b>2</b>	<b>CO6</b>

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

<b>CO1</b>	Understand the concepts of digital transformation and analyze the impact of digital transformation on businesses and industries
<b>CO2</b>	Apply digital transformation to create new business models and products
<b>CO3</b>	Develop skills in leading and managing digital transformation
<b>CO4</b>	Understand the history, types and applications of Blockchain
<b>CO5</b>	Understand the operations and architecture of Blockchain
<b>CO6</b>	Apply the knowledge of subject in real time to have competitive advantage.

### 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		2		2				2	
CO4		2		2				2	
CO5		2		2				2	
CO6		2		2	1			1	

### Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Mastering Blockchain: Distributed Ledger Technology, decentralization, and smart contracts explained	Imran Bashir	Packt Publishing Ltd	2/e 2018
2	Blockchain By Example: A developer's guide to creating decentralized, applications using Bitcoin, Ethereum, and Hyperledger	Bellaj Badr, Richard Horrocks, Xun (Brian) Wu	Packt Publishing Limited	2018

3	Leading Digital: Turning Technology into Business Transformation	George Westerman, Didier Bonnet, and Andrew McAfee	Harvard Business Review Press	1/e
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## Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Mastering Bitcoin: Unlocking Digital Cryptocurrencies	Andreas M. Antonopoulos	O'Reilly Media Inc	2015
2	Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction	Arvind Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller and Steven Goldfeder	Princeton University Press	2016

## Additional Practical Components:

1. Prepare your build system and Building Bitcoin Core.
2. Write Hello World smart contract in a higher programming language (Solidity).
3. Solidity example using arrays and functions

## EXPLORATORY DATA ANALYSIS USING R

<b>Course Code: 22MBAB44</b>	<b>Credits: 3</b>
<b>L:T:P:J: 2:0:2:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### Course Objectives:

1. To Understand the basics of R Programming
2. To apply the concepts of R for Exploratory data analysis
3. To Perform descriptive Statistical analysis using R
4. To study the relationship between variables using Correlation and Regression analysis using R
5. To Perform Inferential Statistical Analysis for Decision making using R

<b>Contents of the Module</b>	<b>Hours</b>	<b>COs</b>
<b>Module-1: Introduction to R</b>		
Familiarization of environments in R, Basic math and stat using R	<b>4</b>	<b>CO1</b>
<b>Practical Component</b> –To Install R studio and learn the basics of R Programming	<b>2</b>	
<b>Module-2: Exploratory Data Analysis</b>		
Essential Summaries of EDA, Graphical Techniques in EDA, Data visualization using advanced library in R	<b>4</b>	<b>CO2</b>
<b>Module-3: Descriptive Statistics &amp; Probability using R</b>		
Basic statistical functions in R, Basic set operations, Classical Probability Theory Probability Distributions	<b>4</b>	<b>CO3</b>
<b>Module-4: Correlation and Regression Analysis in R</b>		
Correlation analysis- Pearsons method, Visualizing the relationship, Correlation Matrix, Regression Analysis- Computing Linear Regression.	<b>4</b>	<b>CO4</b>
<b>Practical Component</b> – Using R, Perform the Descriptive statistical analysis and create data visualization	<b>7</b>	
<b>Module -5: Inferential Statistics &amp; Testing of Hypothesis</b>		
Study of Confidence Intervals for Means of Large and Small Samples, Large Sample Tests Small Sample Tests, F- Test, Chi-Square Test	<b>5</b>	<b>CO5</b>
<b>Practical Component</b> – To perform various Hypothesis testing using R	<b>6</b>	
<b>Self-Study:</b> Extract Real Time data and Perform statistical tests using R and submit as a Report	<b>4</b>	<b>CO6</b>

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

<b>CO1</b>	Students will be able to Understand the basics of R Programming
<b>CO2</b>	Students will be able to apply the concepts of R for Exploratory data analysis

<b>C03</b>	Students will be able to Perform descriptive Statistical analysis using R
<b>C04</b>	Students will be able to study the relationship between variables using Correlation and Regression analysis using R
<b>C05</b>	Students will be able to Perform Inferential Statistical Analysis for Decision making using R
<b>C06</b>	Students will be able to analyze real time data using R and submit a report

### Mapping of Cos with POs & PSOs:

Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1		2		2				2	
CO2		3		2				2	
CO3		2		2				2	
CO4		2		3				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	Exploratory Data Analysis with R	Roger D. Peng	Roger D. Peng	1/e
2	Exploratory Data Analysis with R	Ronald K	Pearson	1/e
3	Introduction to data Science with r and Python	B Uma Maheshwari and R Sujatha	Wiley	1/e

### Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Exploratory Data Analysis with R	Chapman and Hall	O'Reilly Media Inc	2015

**SEMESTER- III**  
**DIGITAL STRATEGY AND APPLIED MARKETING**

**CONSUMER BEHAVIOUR**

<b>Course Code: 22MBAM33</b>	<b>Credits: 3</b>
<b>L:T:P:J: 2:0:2:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

**Course Objectives:**

1. To make students understand the fundamental concepts of consumer behavior 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, attitude & persuasive communication influences consumer behavior.
4. To make students analyze how opinion leadership and diffusion of innovation influence consumer buying decisions.
5. To make students develop an insight on socio-cultural influences and external influences on consumer behavior.

<b>Contents of the Module</b>	<b>Hours</b>	<b>COs</b>
<b>Module-1 Introduction to Buyer behavior and Consumer decision making</b>		
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. <b>Consumer Decision Making:</b> Consumer Buying Decision Process, Levels of Consumer Decision Making–Four views of consumer decision making. <b>Dark Side of Consumer Behavior: addictions &amp; deviations:</b> Situational Influences-Nature of Situational Influence, Situational Characteristics and consumption behavior.	<b>6</b>	<b>CO1</b>
<b>Practical component</b> – Create Questionnaire on situational influence in buying behaviour.	<b>2</b>	
<b>Module -2 Individual determinants of consumer behavior</b>		
<b>Consumer needs and Motivation:</b> Consumer needs & motivation, Rational Vs Emotional motives, Motivation Process - Maslow's Hierarchy of Needs, McGuire's Psychological Motives, <b>Consumer Personality and buying behaviour:</b> Personality theories (Freudian, neo-Freudian, trait theory) and self-concept; <b>Role of Consumer perception in buying:</b> Consumer Imagery, Perceived price, Perceived quality, Price-quality relationship, Perceived Risk, Types of risk, How consumers handle risk?	<b>6</b>	<b>CO2</b>
<b>Practical component</b> – Analyze role of perception in one's decision to choose the college for pursuing PG.	<b>2</b>	

<b>Module -3 Consumer learning, attitude and persuasive communication</b>			
Elements of Consumer Learning, Marketing Applications of Behavioral Learning Theories: Classical Conditioning – Pavlovian Model, Neo Pavlovian Model, Instrumental Conditioning. <b>Attitude:</b> Models of Attitude and Marketing Implications, (Tri- component Model of attitude, Multi attribute attitude models. Elaboration Likelihood Model). <b>Persuasive Communication:</b> Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation.	<b>4</b>	<b>CO3</b>	
<b>Practical component</b> – Create advertisement based on neo-Pavlovian model (group task)	<b>4</b>		
<b>Module -4 Customer Relationship and Experience Management</b>			
<b>Customer Relationship Management:</b> Meaning & Significance; Types of CRM Strategies for building relationship marketing; e-CRM - Meaning, Importance, Difference Between CRM & e-CRM <b>Customer Experience Management:</b> Meaning, Components, Importance, Strategies and practices. How to create effective customer experience?	<b>4</b>	<b>CO4</b>	
<b>Practical component</b> – Case Study: Pillsbury Cookie Challenge	<b>2</b>		
<b>Module-5 External Influences on Consumer Behavior</b>			
<b>Social Class:</b> The dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India. <b>Culture:</b> Factors affecting culture, Role of customs, values and beliefs in Consumer Behavior. Subculture: consumption pattern in India. Cross Culture-Cross-cultural consumer analysis-Cross-cultural marketing strategy <b>Groups:</b> 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. <b>Opinion Leadership:</b> Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders.	<b>4</b>	<b>CO5</b>	
<b>Practical Component</b> – Script and enact a skit on Family decision making and consumption related roles, Dynamics of husband-wife decision making and reference group influence.	<b>4</b>		
<b>Self-Study</b> – Rights & Responsibilities of consumers in India, Internal Influences, External Influences of Consumer Behavior.	<b>2</b>	<b>CO6</b>	

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

<b>CO1</b>	Understand the fundamental concepts of consumer behavior and consumer decision making.
<b>CO2</b>	Determine consumer buying behavior through understating of consumer motivation, personality and perception.
<b>CO3</b>	Understand how individual learning, attitude& persuasive communication influences consumer behavior.
<b>CO4</b>	Analyze how opinion leadership and diffusion of innovation influence consumer buying decisions.

<b>CO5</b>	Develop an insight on socio-cultural influences and external influences on consumer behaviour.
<b>CO6</b>	Work in a team, and apply Consumer behavior concepts and theories in real time situations.

### Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
<b>CO 1</b>	3	2	2		2			3	
<b>CO 2</b>	2	2	2			3			2
<b>CO 3</b>		2	2		2				2
<b>CO 4</b>		2						2	
<b>CO 5</b>				2	2				2
<b>CO6</b>					2				2

### Text Books

SI No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Consumer Behaviour	Leon G Schiffman Joseph Wisenblit S. Ramesh Kumar	Pearson	12/e 2018
2	Consumer Behaviour: Building Marketing Strategy	David Mothersbaugh Delbert Hawkins Susan Bardi Kleiser Roger Best	McGraw Hill	14/e 2020
3	Consumer Behaviour	Roger D. Blackwell Paul W. Miniard James F. Engel	Thomson South-Western	10/e 2017
4	Consumer Behaviour in Indian Perspective	Suja R Nair	Himalaya Publishing House	2/Rev e 2015

### Reference Books

SI No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Consumer Behaviour: Text and Cases	Satish K Batra S H H Kazmi	Excel Books	2/e 2009
2	Advertisement Brands & Consumer Behaviour: The Indian Context	S Ramesh Kumar Anup Krishnamurthy	Sage Publications	2020

**Additional Practical Component:**

- Students can go to malls 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 present the findings in the class.
- 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.



## SALES AND RETAIL MANAGEMENT

<b>Course Code: 22MBAM34</b>	<b>Credits: 3</b>
<b>L:T:P:J: 2:0:1:1</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### 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 make the students understand the concept of Retailing and retail layouts.
5. To give insights to students on Retail models and international retailing

Contents of the Module	Hours	COs
<b>Module 1: Introduction to sales management and Personal Selling</b>		
<b>Sales Management:</b> 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.	<b>6</b>	<b>CO1</b>
<b>Personal Selling:</b> Meaning, Scope of Personal Selling, Buyer Seller Dyad, Diversity of Personal-Selling Situation, Theories of Personal Selling, Personal Selling Process, SPIN Selling Prospecting, Sales Resistance and Closing Sales.		
<b>Practical Component:</b> Personal selling exercise in class	<b>2</b>	
<b>Module 2: Organization and Management of Sales Force</b>		
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.	<b>6</b>	<b>CO2</b>
<b>Module 3: Controlling the Sales Effort</b>		
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.	<b>8</b>	<b>CO3</b>
<b>Practical component:</b> Visit wholesalers, understand their territorial plans and assign sales quota (report submission).	<b>2</b>	
<b>Module 4: Introduction to Retail and Space Management</b>		
<b>Introduction to Retail:</b> meaning, characteristics, functions of retailing, introduction of retailing in organization, challenges and opportunities of retailing, trends in retailing, Indian retailing scenario.	<b>6</b>	<b>CO4</b>
<b>Retail Space Management:</b> Definition of space management, store layout, design, visual merchandising, relationship marketing, CRM, POP displays, category management		
<b>Project work:</b> Study retail space management of a retail outlet and submit a report.		

<b>Module 5: Retail Models and International Retailing</b>		
<b>Retail Models:</b> Wheel of retailing, the retail accordion, melting point theory, polarization theory, Business models in retail - classification based on ownership, Merchandise offered, Franchising, Non-store Retailing, Direct selling, Direct response Marketing, Telemarketing, Fairs and road shows, Event management, automated vending, kiosks, the cash & carry, credit marketing. Effect of retail models on branding. <b>International Retailing:</b> international retail environment- social, economic, political, legal, technological, issues in international retailing.	<b>8</b>	<b>CO5</b>
<b>Self-Study:</b> Evaluation of Contemporary sales and Retailing in India (report submission).	<b>2</b>	<b>CO6</b>

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

<b>CO1</b>	Apply the concepts of sales management and personal selling.
<b>CO2</b>	Understand how to organize and manage sales force.
<b>CO3</b>	Recognize the importance and impact of controlling the sales effort
<b>CO4</b>	Understand the concept of Retailing and retail layouts
<b>CO5</b>	Insights on Retail models and international retailing
<b>CO6</b>	Apply selected concepts in Sales and Retail Management in real time

**Mapping of COs with POs & PSOs:**

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
<b>CO 1</b>	3							3	
<b>CO 2</b>	3				2			2	
<b>CO 3</b>	2	3	2		2	2	2		2
<b>CO 4</b>	3							3	
<b>CO 5</b>	3							3	
<b>CO6</b>	3							3	3

**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

5	Sales Management	Charles M.Futrell	Dryden Press	2/e 1994
6	Retail Marketing Management	David Gilbert	Pearson	2/e 2006
7	Retailing management	Micheal Levy ,Barton Weitz , Ajay Pandit	Mc Graw hill	8/e 2012
8	Managing Retailing	Piyush Kumar Sinha , Dwarika Prasad Uniyal	Oxford	2010

### **Additional 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 behaviour also depend on the personality of the individual doing the buying? Or the one doing the selling?

## E-COMMERCE AND SOCIAL MEDIA MARKETING

<b>Course Code: 22MBAM35</b>	<b>Credits: 3</b>
<b>L:T:P:J: 2:0:2:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### 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 e-market research, e-marketing, and mobile marketing for designing effective marketing activities.
3. To make students understand the fundamental concepts of social media and social media marketing
4. To train students in various advertising and viral marketing strategies
5. To make students understand the essential security and legal aspects of social media marketing.

Contents of the Module	Hours	COs
<b>Module-1 E-Commerce and Infrastructure</b>		
<b>Electronic commerce:</b> 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.	<b>6</b>	<b>CO1</b>
<b>Infrastructure for E-commerce:</b> Logistics, E-fulfillment, Communication networks, Electronic Payment system, Electronic Payment Technology, E-commerce Security, Electronic Data Interchange (EDI) Technology and its application in business, E-Commerce Infrastructure Development Checklist.		
<b>Practical component</b> – Report on your e-commerce consumption journey narrating how your usage and experience has changed over the last 5 years.	<b>2</b>	
<b>Module -2 E-Marketing and Mobile Marketing</b>		
<b>E-Marketing:</b> 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.	<b>6</b>	<b>CO2</b>
<b>Mobile Marketing:</b> 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.		
<b>Practical component</b> – Demonstration of mobile marketing and its effectiveness (group of students to choose one mobile marketing campaign and discuss its effectiveness in the class).	<b>2</b>	
<b>Module -3 Social Media Strategy for Effective Communication</b>		
Social media fundamentals; 3C framework of social media; Creating social media campaigns; Social media strategies for Facebook, Instagram, LinkedIn, Twitter, YouTube and Snap chat.	<b>4</b>	<b>CO3</b>

Applying social media best practices to enhance brand.		
<b>Practical component</b> – Create a social media campaign for a social cause on 2 different social media platforms and submit report on its impact.	<b>4</b>	
<b>Module -4 Advertising and Viral marketing strategies</b>		
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.	<b>6</b>	<b>CO4</b>
<b>Practical component</b> – Case study on social media Marketing Metrics	<b>2</b>	
<b>Module-5 Security and Legal Aspects in Social Media Marketing</b>		
Security risks in social media marketing; Protecting against social media marketing risks.  SEC Regulation, Fair Disclosure, NLRA, FDA, HIPAA. Trademarks, copyrights, trade secrets.	<b>4</b>	<b>CO5</b>
<b>Self-Study</b> – Evaluation of e-marketing activities of a chosen firm; Analyze the business model of an e-commerce site; Create a blog and podcast of personal interest.	<b>4</b>	<b>CO6</b>

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

<b>CO1</b>	Appreciate the e-commerce landscape and infrastructure requirements of e-commerce.
<b>CO2</b>	Recognize the importance of e-market research, e-marketing, and mobile marketing for designing effective marketing activities.
<b>CO3</b>	Understand the fundamentals of social media and social media marketing.
<b>CO4</b>	Apply various advertising and viral marketing strategies
<b>CO5</b>	Appreciate security and legal aspects involved in social media marketing.
<b>CO6</b>	Create and evaluate selected e-marketing and social media marketing activities

**Mapping of COs with POs & PSOs:**

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
<b>CO 1</b>	3			3				3	
<b>CO 2</b>		3				3		3	
<b>CO 3</b>	2			2				2	
<b>CO 4</b>	2	2				2		2	
<b>CO 5</b>				3				2	
<b>CO6</b>	3	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
2	e-Commerce and Mobile Commerce Technologies	Dr. U S Pandey Dr. Saurabh Shukla	S. Chand	2015
3	Electronic Commerce – A Simplified Approach	Munesh Chandra Trivedi	JAICO	2/e 2011
4	Digital Marketing	Seema Gupta	McGraw Hill Education	3/e 2022
5	Fundamentals of Digital Marketing	Puneet Bhatia	Pearson	2/e 2019
6	Social Media Marketing	Tracy L Tuten, Michael R Solomon	Sage Publications	2/e 2018

### 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	Marketing 4.0: Moving from Traditional to Digital	Philip Kotler, Hermawan Kartajaya, Iwan Setiawan	Wiley	2017

### Additional Practical Component:

- Analyze an e-commerce business against the E-commerce checklist.
- Create a mobile marketing initiative using mobile marketing toolkit.
- Create social media content for college event.
- Create buzz marketing for a college event.

## LOGISTICS AND DISTRIBUTION MANAGEMENT

<b>Course Code: 22MBAM37</b>	<b>Credits: 3</b>
<b>L:T:P:J: 2:0:1:1</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### Course Objectives:

1. To provide insights for establishing integrated, efficient, and effective logistics practices and transport documentation for better logistics management.
2. To familiarize students with the essential logistics concepts and practices.
3. To make students understand the application of information technology and systems in logistics industry.
4. To provide a thorough understanding of how distribution channels are managed.
5. To introduce students to the unique features of distribution management in rural and international markets.

Contents of the Module	Hours	COs
<b>Module 1: Introduction to Logistics</b>		
<b>Logistics:</b> Definition, Evolution, Objectives, Elements, Activities and Importance; Logistics interface with marketing, Retail logistics, Emerging concepts in logistics. <b>Logistics Management:</b> Definition, Framework, Role of Logistics management, Bullwhip effect in logistics, distribution, and warehousing management. <b>Reverse Logistics:</b> The concept, Activities involved, Types of reverse logistics, Roles and responsibilities associated with reverse logistics.	<b>6</b>	<b>CO1</b>
<b>Practical Component:</b> Global best practices and statistics associated with reverse logistics.	<b>2</b>	
<b>Module 2: Integrated and Global logistics</b>		
<b>Integrated Logistics:</b> Model / Process, Activities, Emerging Integrated Logistics Concepts, Organizing Integrated Logistics, global logistics. <b>Transportation:</b> Transportation regulation, Modes of transportation, Transportation cost structures, just in time delivery, traffic and transportation strategy, modal characteristics and selection. <b>Outsourcing logistics:</b> Reasons, Stages, Role of logistics providers, Third party and Fourth party Logistics providers.	<b>6</b>	<b>CO2</b>
<b>Practical Component:</b> Transportation documentation.	<b>2</b>	
<b>Module 3: Latest Trends in Logistics</b>		
<b>Logistics in 21st Century:</b> 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). <b>Smart Logistics:</b> DBMS oriented information systems, ERP and SCM, Information system and Bull Whip Effect, Blockchain technology in logistics and SCM. Future trends.	<b>6</b>	<b>CO3</b>
<b>Module -4: Channels of Distribution and Channel Management</b>		

Marketing Channel, Channel Members and Channel Functions, Designing Market Channels, Selecting Channel partners, Channel Intensity; Costs and Margins in the Marketing Channel; Managing the Channel Conflict. Channel Information System – Stages, Elements, Designing Channel Information System.	8	CO4
<b>Module -5: Distribution in Rural and International Markets</b>		
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, Documents in International Trade.	8	CO5
<b>Self-Study:</b> National Logistics Policy.	2	CO6
<b>Project work:</b> Conduct research on Issues in rural distribution channels OR Use of technology in a logistics company / department and submit a report.		

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

<b>CO1</b>	Establish integrated, efficient, and effective logistics practices and transport documentation for better logistics management.
<b>CO2</b>	Appreciate and apply the essential E-commerce logistics concepts and practices.
<b>CO3</b>	Understand the application of information technology and systems in logistics industry.
<b>CO4</b>	Evaluate the working and management of distribution channels.
<b>CO5</b>	Sensitive towards the unique features of sales and distribution in rural and international markets.
<b>CO6</b>	Apply selected concepts in Logistics and distribution in real time

### Mapping of COs with POs & PSOs:

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

### 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 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
5.	The Management of Business Logistics	John Joseph Coyle Edward J Bardi C. John Langley	Thomson	7/e 2007
6.	Logistics	David J Bloomberg Stephen LeMay Joe B. Hanna	Prentice-Hall of India Pvt Ltd	2007
7.	E-Commerce Logistics and Fulfillment - Delivering the Goods	Deborah L Bayles	Pearson Education Asia	2001

### **Additional Practical Component**

- Students can visit any logistics company to understand the services provided by them and give presentation of the same.
- 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.
- 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.

## CONTENT AND SEARCH MARKETING

<b>Course Code: 22MBAM38</b>	<b>Credits: 3</b>
<b>L:T:P:J: 2:0:1:1</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### Course Objectives:

1. To make students understand the concept of content marketing, types of content production, strategies and best practices.
2. To train students in using content marketing tools and techniques content management.
3. To make students understand strategies of SEM and SEO building.
4. To familiarize students with SEM tracking and metrics.
5. To provide insights on search marketing and display marketing.

Contents of the Module	Hours	COs
<b>Module-1: Essentials of Content Marketing:</b>		
Meaning and importance of content marketing; Types of content; Content marketing strategies - Hub, Hero, and Hygiene; Planning content strategy; Building brand through content. Using Artificial Intelligence for content creation; Latest trends in digital marketing- Content consumption, fueling the content, content mapping.	<b>6</b>	<b>CO1</b>
<b>Practical Component</b> – Use any AI tool to create content for unique product.	<b>2</b>	
<b>Module-2: Content marketing tools and techniques for Evaluation:</b>		
Website analytics - Website design using word Press, understand speed improvement tools for mapping websites; Using Buzzsumo, Hubspot, Hootsuite, Google analytics, Meta ads to understand content performance.	<b>8</b>	<b>CO2</b>
<b>Module-3: Building SEO and SEM strategies</b>		
Monitoring SEO process; Preparing SEO Reports; On page SEO, OFF page SEO; Link building- tools, types, benefits; back analysis tool, keyword research tool, technical SEO tool, Setting up SEM strategy. Analysis of the efficiency of SEM strategy; Digital promotion, Tools and techniques	<b>8</b>	<b>CO3</b>
<b>Module-4: SEM tracking and Metrics</b>		
Measuring Search Traffic, Tying SEO to Conversion and ROI, Competitive and Diagnostic Search Metrics, Key Performance, Indicators for Long Tail SEO, leveraging the long tail of keyword demand, trending, seasonality fluctuations in keyword demand SEO	<b>6</b>	<b>CO4</b>
<b>Practical Component</b> – use of keyword magic tool or brand24 to optimize keyword search for a brand	<b>2</b>	
<b>Module -5: Search Advertising and Display Marketing</b>		
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.	<b>6</b>	<b>CO5</b>

<b>Self-Study:</b> Creating key words for a chosen business to improve optimization / SEO study of websites	<b>2</b>	<b>CO6</b>
<b>Project work:</b> Create a website for a brand and develop search analytics reports by using SEO tool. Submit in the form of a report.		

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

<b>CO1</b>	Understand the concept of content marketing, types of content production, strategies and best practices.
<b>CO2</b>	Use Content marketing tools and techniques for content management.
<b>CO3</b>	Apply strategies of SEM and SEO building
<b>CO4</b>	Understand how to carry out SEM tracking and metrics.
<b>CO5</b>	Understand the application of search marketing and display marketing in the field of marketing.
<b>CO6</b>	Create a digital marketing plan incorporating SEO optimization.

**Mapping of COs with POs & PSOs:**

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
<b>CO 1</b>	3	3		2					2
<b>CO 2</b>		2		2		3		3	
<b>CO 3</b>		2						3	
<b>CO 4</b>		3				3	2		2
<b>CO 5</b>			2		2		2	3	
<b>CO 6</b>	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	Eric Enge, Stephan Spencer, Rand Fishkin, Jessie C Stricchiola	O'Reilly Media	3/e 2015
2	Fundamentals of Digital Marketing	Puneet Singh Bhatia	Pearson Education	2017
3	SEO: Search Engine Optimization Bible	Jerri L. Ledford	John Wiley & Sons	2/e 2007
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	Digital marketing: Strategic Planning and Integration	Annmarie Hanlon	Sage publication	2019
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 and Calvin Jones	Kogan Page	2008

### Additional Practical Components:

- To analyze the recent trends in Digital marketing
- To enroll and obtain certification from google digital garage
- To analyze and create classroom blog in Medium
- Application of SEO in various websites such as E-comm, hotel websites.

**SEMESTER- IV**  
**DIGITAL STRATEGY AND APPLIED MARKETING**

**SERVICES MARKETING**

<b>Course Code: 22MBAM41</b>	<b>Credits: 3</b>
<b>L:T:P:J: 2:0:2:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

**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.

<b>Contents of the Module</b>	<b>Hours</b>	<b>COs</b>
<b>Module-1 Understanding Services Marketing</b>		
Meaning and distinctive characteristics of Services. Search, experience and credence properties. Services Marketing Mix and challenges in services marketing.	<b>5</b>	<b>CO1</b>
<b>Models of Services Marketing:</b> Services Marketing Triangle, Servicescape Model, Servqual Model, STP Marketing Model, GAPs Model		
<b>Practical component</b> – Illustrate services marketing triangle for a service industry. Create SERVQUAL and GAPs model for a service organization.	<b>3</b>	
<b>Module -2 Focus on the Customer</b>		
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.	<b>7</b>	<b>CO2</b>
<b>Understanding Customer Requirements:</b> 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.		

<b>Practical component</b> - Using market research information	<b>3</b>	
<b>Module -3 Aligning Service Design and Standards</b>		
Service Innovation and Design: Types of service innovation, service blueprinting components.	<b>4</b>	<b>CO3</b>
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 service scape, strategic roles of the service scape.		
<b>Practical component</b> – Draw the existing and build a modified blueprint for a service organization	<b>2</b>	
<b>Module -4 Delivering and Performing Service</b>		
Employees’ Roles in Service delivery: Boundary-spanning roles of employees, Strategies for delivering services quality through people.	<b>5</b>	<b>CO4</b>
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.		
<b>Practical component</b> – Draw demand curve for a service organization, analyze it and suggest strategies for matching demand and supply.	<b>2</b>	
<b>Module-5 Managing Service Promises</b>		
Challenges in service communication and strategies to match service promise with delivery.	<b>3</b>	<b>CO5</b>
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.		
<b>Practical component</b> – Narrate a service failure and recovery story and evaluate the recovery strategy.	<b>2</b>	
<b>Self-Study</b> – Evaluate physical evidence and conduct Servqual study for a service establishment. Identify gaps, suggest strategies to reduce gaps and increase customer satisfaction.	<b>4</b>	<b>CO6</b>

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

<b>CO1</b>	Understand the unique characteristics and challenges of the services, and different models of services marketing.
<b>CO2</b>	Understand that services marketing is customer-focused activity aiming at long term relationship with them and research helps to understand customer’s expectations.
<b>CO3</b>	Design a service offering and physical evidence to match the standards and expectations of customers.

<b>CO4</b>	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
<b>CO5</b>	Design Communication, Pricing and recovery of services to manage service promises.
<b>CO6</b>	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
<b>CO 1</b>	3				2			3	
<b>CO 2</b>		3	2			3		2	
<b>CO 3</b>	3			2			3		
<b>CO 4</b>		3		3					3
<b>CO 5</b>	2			3	2				3
<b>CO6</b>	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/e 2018
2	Services Marketing	Wirtz, J. et al	Pearson Education	8/e 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/e 2014

### Additional Practical Component

- Ask students to choose a service industry of their choice at the beginning of the semester.
- 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.
- Identify any existing services. Locate loopholes in their design and suggest modifications.
- Visit a service industry and analyze the role of customers in service delivery.

## ADVERTISING AND BRAND MANAGEMENT

<b>Course Code: 22MBAM42</b>	<b>Credits: 3</b>
<b>L:T:P:J: 2:0:1:1</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### 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.

Contents of the Module	Hours	COs
<b>Module-1 Introduction to Advertising and Organizing for advertising</b>		
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.	<b>4</b>	<b>CO1</b>
<b>Practical component</b> – Make a video edit of different types of advertisements for the same product.	<b>2</b>	
<b>Module -2 Creative Strategy: Implementation and Evaluation</b>		
Advertisement appeals in different stages of life cycle; Advertising execution; Creative tactics for different mediums; Copywriting; Client evaluation and approval of creative work.	<b>6</b>	<b>CO2</b>
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.		
<b>Practical component</b> – Advertising copy creation for a social cause, evaluation and correction of the same.	<b>2</b>	
<b>Module -3 Brands and Brand Management</b>		
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.	<b>6</b>	<b>CO3</b>
Understanding consumer segmentation and targeting for branding, Identifying and establishing brand positioning; Positioning guidelines.		
<b>Practical component</b> – Create a personal branding plan.	<b>2</b>	
<b>Module -4 Brand Equity, Brand Promotion and Advertisements</b>		



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.	<b>6</b>	<b>CO4</b>
Advertising and Integrated Brand Promotion: Role of Advertising in brand development and management; The evolution of promoting and advertising brands.		
<b>Practical component</b> – Create CBBE model and network model for given brands.	<b>2</b>	
<b>Module-5 Digital branding and advertising</b>		
Advertising and integrated brand promotion on the internet; Social media marketing, Content Marketing and Email Marketing; Media Management.	<b>4</b>	<b>CO5</b>
<b>Practical component</b> – Designing digital brand promotion.	<b>2</b>	
<b>Self-Study</b> – Defining and establishing brand mantras; Brand audits.	<b>4</b>	<b>CO6</b>
<b>Project work</b> - Brand perception survey report.		

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

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

### Mapping of COs with POs & PSOs:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
<b>CO 1</b>	3							3	
<b>CO 2</b>	3			2		2		3	
<b>CO 3</b>	3			3		3	2		2
<b>CO 4</b>		2	2					3	2
<b>CO 5</b>	3	2						3	
<b>CO6</b>	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 Keyoor Purani	Tata McGraw Hill Education	9/e 2013

2	Advertising Management	Virender S Poonia	genNext Publication	2010
3	Strategic Brand Management	Kevin Lane Keller M G Parameswaran Isaac Jacob	Pearson	4/e 2018
4	Advertising & Integrated Brand Promotion	Thomas C. O' Guinn Chris T Allen Angeline C Scheinbaum	Cengage	<b>8/e 2018</b>

### **Additional Practical Component**

- Students can study the top 5 ad agencies in India and present their profile infographic.
- Students can make a collage of advertisement with different appeals.
- Students can submit an evaluation of brand positioning of a brand of their choice.

## MARKETING ANALYTICS

<b>Course Code: 22MBAM43</b>	<b>Credits: 3</b>
<b>L:T:P:J: 2:0:2:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### 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.

<b>Contents of the Module</b>	<b>Hours</b>	<b>COs</b>
<b>Module-1 Introduction to Marketing Analytics, Role of data and big data in marketing</b>		
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.	<b>4</b>	<b>CO1</b>
<b>Module -2 Marketing Metrics</b>		
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	<b>4</b>	<b>CO2</b>
<b>Practical component</b> – Application of classical marketing metrics and financial metrics (manual calculations and using MS-Excel)	<b>8</b>	
<b>Module -3 Internet Marketing Metrics</b>		
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	<b>3</b>	<b>CO3</b>
<b>Practical component</b> – Application of internet marketing metrics (manual calculations)	<b>3</b>	
<b>Module -4 Analytics for Better Market Performance</b>		
Using Near-Time Data to Improve Performance The Three Essential Approaches to Analytic Marketing: Propensity Modeling, Market Basket Analysis, Decision Trees	<b>4</b>	<b>CO4</b>
<b>Practical component</b> – Conducting market basket analysis and creating decision trees.	<b>4</b>	
<b>Module-5 Using Excel Marketing Analytics</b>		

Slicing and Dicing Marketing data with Pivot Tables, Using Charts and Functions to Summarize Marketing Data. Excel Solver to optimize price	3	CO5
<b>Practical component</b> – Handson of the concepts.	5	
<b>Self-Study</b> – Creating dashboards in Excel	2	CO6

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

<b>CO1</b>	Understand the importance of data, big data and analytics for marketing.
<b>CO2</b>	Applying different metrics in marketing for better decision making.
<b>CO3</b>	Applying metrics for analysing internet marketing efforts.
<b>CO4</b>	Understand how to use data and analytics for better business performance.
<b>CO5</b>	Use MS-Excel for understanding, analyzing and summarizing marketing data.
<b>CO6</b>	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
CO 1	3							3	
CO 2		3	2			3		3	
CO 3		3				3		3	
CO 4		3	3			3		3	
CO 5	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

**Additional Practical Component**

- Students should draw pivot tables for given marketing budget data
- Students may submit a report on usage of different tools in marketing analytics
- Students can learn Tableau tool, Using existing data predict the right segment of customers for a chosen product using Tableau

**SEMESTER-III**  
**HUMAN CAPITAL MANAGEMENT**

**PERFORMANCE MANAGEMENT SYSTEMS AND  
ASSESSMENT CENTERS**

<b>Course Code: 22MBAH33</b>	<b>Credits: 3</b>
<b>L:T:P:J: 2:0:2:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

**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

<b>Contents of the module</b>	<b>Hours</b>	<b>COs</b>
<b>Module-1: Introduction to Performance management Systems</b>		
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, Introduction to the terms - KPA, KRA, PI	<b>6</b>	<b>CO1</b>
<b>Practical component</b> - Conduct a classroom activity on KPI, KRA and PI	<b>2</b>	
<b>Module-2: Process of Performance Management and Models</b>		
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 centre method, Mixed standard scales, Behavioural checklist method	<b>7</b>	<b>CO2</b>
<b>Practical component</b> - Interview a HR from a company to understand the performance management system adopted	<b>2</b>	
<b>Module-3: Competency Based Assessments</b>		
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	<b>4</b>	<b>CO3</b>
<b>Practical component</b> - Identify competencies required for different jobs at different levels in various companies	<b>2</b>	
<b>Module-4: Assessment Centre and Development Centre</b>		

Introduction to assessment centres and development centres, scope and objectives, application of assessment centre – high potential identification, training needs identification, Leadership development, 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.	<b>4</b>	<b>CO4</b>
<b>Practical component</b> - Conduct a classroom activity to understand the use of in basket exercises in appraising performance of individuals.	<b>1</b>	
<b>Module-5: Contemporary Practices in Performance management System</b>		
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.	<b>6</b>	<b>CO5</b>
<b>Practical component</b> – Interview a HR manager to understand if and how they do performance management audit	<b>2</b>	
<b>Self-study:</b> Traditional methods of performance appraisal, e-tools used in performance management	<b>4</b>	<b>CO6</b>

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

<b>CO1</b>	Understand the concept of performance management systems
<b>CO2</b>	Understand how performance management systems work
<b>CO3</b>	Understand and appreciate the use of competency-based assessments
<b>CO4</b>	Understand the role of assessment centres and development centres
<b>CO5</b>	Understand the contemporary practices in performance management systems used by companies
<b>CO6</b>	Identify and analyse 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

## Additional Practical Component

- Write a blog on contemporary practices in performance management in a particular industry
- Prepare a presentation on the different performance management systems used in different industries/sector

## COMPENSATION AND STRATEGIC REWARD MANAGEMENT

<b>Course Code: 22MBAH34</b>	<b>Credits: 3</b>
<b>L:T:P:J: 2:0:2:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### 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

<b>Contents of the Module</b>	<b>Hours</b>	<b>COs</b>
<b>Module -1: Compensation Management</b>		
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/, compensation management, job and work evaluation and its effect on compensation	<b>4</b>	<b>CO1</b>
<b>Practical Component</b> – Conduct a survey on compensation components for different types of employees in different companies	<b>2</b>	
<b>Module-2: Wage and Salary administration</b>		
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. <b>Components of salary</b> -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	<b>6</b>	<b>CO2</b>
<b>Practical Component</b> - Analysis of satisfaction level of blue-collar workers working in different industry	<b>2</b>	
<b>Module-3: Strategic Reward Practices</b>		
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	<b>6</b>	<b>CO3</b>
<b>Practical Component</b> –Develop a framework to know the fringes benefits	<b>2</b>	



<b>Module-4:Pay for Performance, Competence</b>		
Competency-Based Pay, Skill-Based Pay, Team-Based Rewards , Gainsharing, Profit- 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	<b>5</b>	<b>CO4</b>
<b>Practical Component-</b> List out factors or components responsible for total reward system in the organization.	<b>1</b>	
<b>Module -5: Strategic Pay issues and pay in New Business Environment</b>		
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- Flextime 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.	<b>6</b>	<b>CO5</b>
<b>Practical Component</b> – Write a blog on contingent pay in different companies /sector/ industries	<b>2</b>	
<b>Self-Study:</b> Rewards in different countries/economies, Gender Pay Gap	<b>4</b>	<b>CO6</b>

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

<b>CO1</b>	Understand the concept of compensation management
<b>CO2</b>	Understand wage and salary administration and its application in India
<b>CO3</b>	Appreciate the use of reward practices
<b>CO4</b>	Analyze and evaluate pay for performance as a compensation strategy
<b>CO5</b>	Understand the changing dynamics of compensation in the digital age
<b>CO6</b>	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**

<b>Sl No</b>	<b>Title of the book</b>	<b>Name of the Author/s</b>	<b>Publisher Name</b>	<b>Edition and year</b>
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**

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

## INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS

<b>Course Code: 22MBAH35</b>	<b>Credits: 3</b>
<b>L:T:P:J: 2:0:0:2</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### Course Objectives:

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

<b>Contents of the Module</b>	<b>Hours</b>	<b>COs</b>
<b>Module -1: Fundamental Aspects of Industrial Relations</b>		
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;	<b>5</b>	<b>CO1</b>
<b>Module-2: Factories Act 1948 and Shops and Commercial Establishments Act,1961</b>		
Factories Act 1948 - Introduction, Objectives, Scope, 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	<b>6</b>	<b>CO2</b>
<b>Module-3: Wage-related acts</b>		
The Payment of Wages Act, 1936- Introduction, Objectives, 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	<b>6</b>	<b>CO3</b>
<b>Module-4: Social Security acts and Redressal act</b>		
The Employees' Compensation Act, 1923- Introduction, Objectives, Scope, Eligibility, Rules for Workmen's Compensation, Amount and Distribution of Compensation, Notice, Claims and Other Important Provisions, Enforcement of Act and Provisions for Penalty 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	<b>10</b>	<b>CO4</b>

and Offences, Miscellaneous Provisions of the Act, latest amendments 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. 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		
<b>Module -5: Acts regulating Employer-Employee Relations</b>		
Maternity benefits act, 1961 – Introduction, Objectives, scope, important definitions, applicability of the act, provisions, latest amendments, offenses and penalties The Industrial Disputes Act, 1947- Introduction, Objectives, Scope and 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. The Trade Unions Act, 1926- Introduction, Objectives, Scope, Registration and Cancellation of Registration of Trade Unions, Rights and Duties of Registered Trade Unions, Amalgamation and Dissolution of Trade Union, Penalties.	<b>10</b>	<b>CO5</b>
<b>Self-Study:</b> About ILO, Role of ILO in shaping labour legislations in India	<b>3</b>	<b>CO6</b>
<b>Project:</b> Conduct research on awareness of ‘The prevention of sexual harassment at workplace’ related act amongst employees in a particular company/industry and present an action plan to increase awareness of the same		

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

<b>CO1</b>	Understand & analyse the concept of Industrial Relations and Labour legislation
<b>CO2</b>	Understand the applicability of the factories, act and shops and commercial establishments act
<b>CO3</b>	Understand and apply the acts related to wages
<b>CO4</b>	Identify and apply the acts related to social security
<b>CO5</b>	Understand and apply the acts related to employer-employee relations
<b>CO6</b>	Apply and analyse 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**

<b>Sl No</b>	<b>Title of the book</b>	<b>Name of the Author/s</b>	<b>Publisher Name</b>	<b>Edition and year</b>
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**

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

## TALENT ACQUISITION

<b>Course Code:22MBAH37</b>	<b>Credits: 3</b>
<b>L:T:P:J:2:0:0:2</b>	<b>CIE Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEE Marks: 50</b>

### Course Objectives:

1. To introduce the concept of Talent Acquisition
2. To familiarize 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 familiarize with the emerging trends in talent acquisition

Contents of the Module	Hours	COs
<b>Module-1: Introduction to Talent Acquisition</b>		
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	<b>7</b>	<b>CO1</b>
<b>Module-2: Job Analysis, Job Description, Job Design, and Job Evaluation</b>		
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 <b>Job Evaluation:</b> 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	<b>10</b>	<b>CO2</b>
<b>Practical Component</b> – Design a Job Advertisement for identified sectors and calculate the Cost - Paper Print mode; Social Media formalities for the selected sector.	<b>2</b>	
<b>Module-3: Workforce Planning</b>		
Meaning, Need for Workforce Planning, forecasting workforce supply and demand, Strategic job redesign and its benefits; Strategic issues in recruitment.	<b>5</b>	<b>CO3</b>
<b>Practical Component</b> – Create a workforce forecast plan for a hypothetical situation	<b>1</b>	
<b>Module-4: Making the Hire; Assessment of Candidate and Job Fit</b>		
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.	<b>6</b>	<b>CO4</b>
<b>Module -5: Emerging Trends in HR</b>		

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	<b>7</b>	<b>CO5</b>
<b>Self-Study:</b> Use of Assessment Centers for recruitment practices in different industries	<b>2</b>	<b>CO6</b>
<b>Project Component:</b> Prepare a sector wise report on latest talent acquisition strategies used by 10 companies in a particular sector/industry		

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

<b>CO1</b>	Understand and appreciate the relevance and importance of effective Talent Acquisition
<b>CO2</b>	Design and draft a job description for any given job requirement
<b>CO3</b>	Identify and resolve talent acquisition issues through effective workforce planning
<b>CO4</b>	Learn the different sources of recruitment and the process of making a choice of right fit
<b>CO5</b>	Understand different emerging trends in Talent Acquisition
<b>CO6</b>	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 Publications	2019

3	Human Resource Management	R. C. Sharma	Sage Publications	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

## Additional Practical Components

- Team-wise sector analysis of different organizational practices related to Talent acquisition
- Analysis of sector-wise/industry wise recruitment strategies
- Analysis of Green recruitment practices in selected economies/industries



## CONFLICT MANAGEMENT AND NEGOTIATION

<b>Course Code:22MBAH38</b>	<b>Credits: 3</b>
<b>L:T:P:J 2:0:2:0</b>	<b>CIE Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEE Marks: 50</b>

### 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

Contents of the Module	Hours	COs
<b>Module-1: Negotiations in the Contemporary Workplace</b>		
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	<b>7</b>	<b>CO1</b>
<b>Practical Component</b> – Conduct a roleplay on negotiation in a particular scenario	<b>1</b>	
<b>Module-2: Basic Tools of Negotiation</b>		
Techniques used for favorable negotiation outcomes, types of negotiations -competitive and cooperative negotiations, bargaining strategies – distributive, integrative, mixed. Transactional Analysis in negotiations, alternatives when negotiations fail- mediation, arbitration – meaning, process	<b>5</b>	<b>CO2</b>
<b>Practical Component</b> – Identify real time cases of organizations that have failed during negotiation and have undergone the process of arbitration or adjudication and present the same.	<b>2</b>	
<b>Module-3: Conflict Management</b>		
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	<b>8</b>	<b>CO3</b>
<b>Practical Component</b> – Demonstration of Thomas-Kilmann Conflict Mode Instrument (TKI)	<b>2</b>	
<b>Module-4: Dispute resolution</b>		
Dispute- meaning, types, impact of disputes on organizations, dispute resolution process -consensual and adjudicative, spectrum of dispute resolution, dispute prevention	<b>4</b>	<b>CO4</b>

<b>Practical Component</b> – Conduct research on the conflict/dispute resolution techniques used by different companies and across industries	<b>2</b>	
<b>Module -5: Collective Bargaining</b>		
Collective bargaining – definition and characteristics, importance of collective bargaining for workers and employers, functions, critical 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	<b>5</b>	<b>C05</b>
<b>Practical Component</b> – Apply and analyse any of the bargaining theories to specific context/situation	<b>2</b>	
<b>Self-Study:</b> Skills needed for negotiations and ethics in negotiations	<b>2</b>	<b>C06</b>

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

<b>C01</b>	Understand the concept of negotiations
<b>C02</b>	Understand different negotiation tools used in the workplace
<b>C03</b>	Understand and appreciate the importance of conflict management in organizations
<b>C04</b>	Understand how dispute resolution works
<b>C05</b>	Understand the concept of collective bargaining
<b>C06</b>	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				
CO2	2	2							
CO3	2		2						
CO4	2	2		2					
CO5	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	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
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### 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

### Additional Practical Components

- Apply BATNA, WATNA and ZOPA to a specific scenario and analyse the consequences
- Presentation on collective bargaining techniques used in different countries

## SEMESTER-IV

### HUMAN CAPITAL MANAGEMENT

### HUMAN RESOURCE ANALYTICS AND DATA VISUALISATION

<b>Course Code: 22MBAH41</b>	<b>Credits: 3</b>
<b>L:T:P:J: 2:0:2:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

#### Course Objectives:

1. To gain an understanding of the rise of HR analytics and its relevance
2. To introduce different frameworks related to HR analytics
3. To gain an understanding of the application of HR Metrics
4. To introduce predictive analysis in HR
5. To familiarize the usage of tools for HR Analytics and gain an understanding of Data visualization

Contents of the Module	Hours	COs
<b>Module -1: Rise of HR Analytics</b>		
Meaning, benefits of HR Analytics; Pitfalls of HR Analytics; Evolution of HR Analytics, Levels of Analysis, Conducting HR Analytics, , Future of HR Analytics, The Scope of Big Data in HR Analytics, Text Analytics, Sentiment analysis	<b>5</b>	<b>CO1</b>
<b>Practical component</b> – Exercise on sentiment analysis	<b>2</b>	
<b>Module -2: HRA Frameworks</b>		
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	<b>4</b>	<b>CO2</b>
<b>Practical component</b> – Present on the adaption of different HRA frameworks in different industries	<b>2</b>	
<b>Module – 3: HR Metrics</b>		
<b>Workforce metrics-</b> Headcount metrics, Absenteeism metrics, Turnover metrics <b>Recruitment Metrics-</b> Candidate call back rate, application completion rate, candidates per hire, cost per hire, quality of hire, first year retention rate, time to hire, sourcing channel effectiveness <b>Training &amp; Development Metrics</b> - Percentage of employee trained, Internally and externally trained, Training hours and cost per employee, ROI calculation, Training NPS, Course completion rate, Learner drop off rate <b>Diversity Metrics</b> – Hiring & Recruiting, Equal pay, Representation, Promotions, Retention <b>Career Progression Metrics</b> -Career path ratio	<b>6</b>	<b>CO3</b>
<b>Practical component</b> – Calculate different metrics for a given dataset	<b>3</b>	
<b>Module-4: Predictive analytics and Decision-making using Power BI</b>		

Predicting individual and team turnovers, Turnover costs for business implications, Selection decisions from previous performance data, Identifying flight-risk candidates, Process of report generation, Correlation and regression analysis	<b>5</b>	<b>CO4</b>
<b>Practical component</b> – Conduct predictive analytics for given dataset	<b>3</b>	
<b>Module 5: HR Data visualization and Dashboard creation</b>		
Overview of visualization, Graphics, Data Visualization best practices, Popular tools available for visualization, Storyboarding and importance of insights, Interactive and static dashboards and reports. <b>Dashboard creation Using Excel</b> - Process of development of dashboard, Essential criteria, Leading and lagging indicators, Selection of appropriate metrics, Sources of data	<b>4</b>	<b>CO5</b>
<b>Practical component</b> – Build a dashboard for a given dataset	<b>2</b>	
<b>Application of HR metrics using Excel</b>	<b>4</b>	<b>CO6</b>

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

<b>CO1</b>	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.
<b>CO2</b>	Understand different HR Frameworks and its application in the field of Analytics
<b>CO3</b>	Gain knowledge and hands on experience of preparing HR metrics
<b>CO4</b>	Apply and analyse HR data for better decision making
<b>CO5</b>	Apply data visualization and dashboard creation for HR purposes
<b>CO6</b>	Apply and analyse the theoretical aspects of HR metrics 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		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	HR Analytics- Understanding Theories and Applications	Bhattacharya, Dipak Kumar	Sage Texts, India	2017
2	Predictive HR Analytics Mastering the HR Metric	Martin R Edwards, Kirsten Edwards	Koganpage	2 <sup>nd</sup> edition 2019
3	Human Resource Analytics Theory and Application Techniques	Swati Dhir Suparna Pal	Cengage	2020
5	Winning on HR Analytics- Leveraging Data for Competitive Advantage	Ramesh, Soundarajan and Kuldeep Singh	Sage Publication India Pvt. Ltd.	2016
6	HR Analytics The What, Why and How...	Tracy Smith	Createspace Independent Pub	2013

## 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

## Additional Practical Component

- Work on Excel through real time data of any company and generate the output.
- Conduct research on different HR analytical tools used by companies in a particular sector/industry and its usefulness in HR related decision making

## STRATEGIC HR PRACTICES AND AGILE WORKFORCE MANAGEMENT

<b>Course Code: 22MBAH42</b>	<b>Credits: 3</b>
<b>L:T:P:J: 2:0:0:2</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### Course Objectives:

1. To introduce the concept of strategic human resource management
2. To understand the dimensions related to strategic HRM activities which contributes to an organization's competitive edge
3. To apply agile principles and methodology in HR
4. To plan agile design in structures and services and to analyze redundancies and agile risk management strategies
5. To examine forces shaping future of work
6. To gain a practical understanding of agile and strategic HR practices in use.

<b>Contents of the Module</b>	<b>Hours</b>	<b>COs</b>
<b>Module-1: The Concept of Strategic Human Resource Management</b>		
The Concept of Strategic Human Resource Management (SHRM), The evolutionary stages of Strategic HRM, Objectives of SHRM, An Investment Perspective of HRM, Competencies of HR Professional in a SHRM Scenario, Emerging Issues in SHRM, HRM Environment, The Evolving Strategic Role of HR, The Concept of Human Capital, Intellectual Capital, Social Capital and Organizational Capital, Human Capital Measurement and Approaches to Measurement.	<b>8</b>	<b>CO1</b>
<b>Module-2: Strategic HRM in Action</b>		
HR Strategy defined, Purpose, Types of HR Strategies, Formulating HR Strategy, Criteria for an Effective HR Strategy, Strategy formulation propositions, key concept and process issues, Implementing HR Strategy, SHRM: Aligning HR with Corporate Strategy, Integrating the Business strategies and HR Strategies for competitive advantage, Corporate Restructuring and SHRM, Corporate Ethics, Values and SHRM	<b>6</b>	<b>CO2</b>
<b>Practical Component</b> – Review research paper on strategic HR management	<b>2</b>	
<b>Module-3: Introduction to Agile HR &amp; Design Thinking</b>		
Developing the agile mindset, the agile environment, Difference between Traditional Management & Agile management practices, building culture of Agility, Design thinking- Co-creating employee experience, Driving agility	<b>4</b>	<b>CO3</b>
<b>Module-4: Organization design and Managing Redundancy&amp; Risk</b>		
Organization structure, Understand Agile Organizations, Dave Snowden's Cynefin model, Agile HR services, The Primacy of The Customer, Descaling Work for Small Teams, The Organization as Network	<b>6</b>	<b>CO4</b>

Redundancy-Meaning, Sources of redundancy, Planning, Implementation, Impact of redundancy on organizations, Alternatives to Redundancy, Agile Risk management		
<b>Practical Component</b> – Presentation on agile HR in practices in different companies /different sectors	<b>2</b>	
<b>Module-5: Agile People Management Practices and The Future of work</b>	<b>8</b>	<b>CO5</b>
Role of HR in the current context, Redesigning Talent practices, People and agility-creating an agile workforce, Agile People Ops Framework (APF) Forces shaping future of work, Skill Shift-Automation and the future of workforce, Creative economy, Lean concepts for a creative economy, Emerging concepts of agile HR		
<b>Self-Study:</b> Online course on Strategic Human Resources from LinkedIn Learning Online Course on Agile HR fundamentals from Udemy	<b>4</b>	<b>CO6</b>
<b>Project Work-</b> Interview senior manager to understand the HR strategies they are implementing in the organization and prepare a report		

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

<b>CO1</b>	Understand the concept of strategic human resource management.
<b>CO2</b>	Understand the dimensions related to strategic HRM activities which contributes to an organization competitive edge.
<b>CO3</b>	Describe and contrast traditional organization structures with Agile organization design, discuss the pros and cons of each approach and explain the necessity of incorporating agile principles.
<b>CO4</b>	Comprehend Lean & Agile HR practices in strategy formulation & apply in Operations, culture assessment and behavioural change management and analyse existing organizational structure and develop an action plan for delivering value in an iterative agile method.
<b>CO5</b>	Evaluate talent elements needed to help support an Agile transition in an organization and explain how different contexts can influence the approach taken
<b>CO6</b>	Design HR Practices that enable business agility, maximizes collaboration among teams & build new skills that will enable cross-functional teams

**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**

<b>Sl No</b>	<b>Title of the book</b>	<b>Name of the Author/s</b>	<b>Publisher Name</b>	<b>Edition and year</b>
1	Strategic Human Resource Management	Agarawala Tanuja	Oxford University Press	2007
2	Strategic Human Resource Management	Mello Jeffrey A	Thompson Press Publishing	2008
3	Agile People: A Radical Approach for HR & Managers (That Leads to Motivated Employees)	Pia-Maria Thoren	Lioncrest Publishing	2017
4	Human Resources Strategies: Balancing Stability and Agility in Times of Digitization	Armin Trost	Springer	2018

**Reference Books**

<b>Sl No</b>	<b>Title of the book</b>	<b>Name of the Author/s</b>	<b>Publisher Name</b>	<b>Edition and year</b>
1	Strategic Human Resource Management	Armstrong Michael	Kogan Page	2007
2	Agile Transformation: Structures, Processes and Mindsets for the Digital Age	Neil Perkin	Kogan page	2020

## INTERNATIONAL HUMAN RESOURCE MANAGEMENT

<b>Course Code: 22MBAH43</b>	<b>Credits: 3</b>
<b>L: T:P:J: 2:0:2:0</b>	<b>CIA Marks: 50</b>
<b>Exam Hours: 03</b>	<b>SEA Marks: 50</b>

### 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

<b>Contents of the Module</b>	<b>Hours</b>	<b>COs</b>
<b>Module -1: Introduction</b>		
Meaning and Definition IHRM: Objectives, IHRM Versus Single Nation-centric HRM IHRM: Approaches, ; 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.	<b>6</b>	<b>CO1</b>
<b>Practical component</b> – Research and present on the differences between MNCs and domestic companies with respect to their HR policies	<b>2</b>	
<b>Module-2: International staffing</b>		
Introduction Staffing policies, Motives for international transfers, Alternative forms of international assignments. The international assignment processes. 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	<b>8</b>	<b>CO2</b>
<b>Module-3: Knowledge management, Training, and development</b>		
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, Training and Development: Developing Global Leaders and Expatriates Training and Development: Domestic Versus International Organizations International Training Management: Leadership Training and Development in International Organizations	<b>6</b>	<b>CO3</b>
<b>Practical Component</b> – Conduct an interview with an expatriate to understand training provided	<b>1</b>	
<b>Module-4: Performance management &amp; Reward systems</b>	<b>6</b>	<b>CO4</b>
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. Taxation, Approaches to international compensation Repatriation issues, international trends in global total rewards.		
<b>Practical Component</b> – Understand and discuss latest compensation survey conducted by specific agency (for example Deloitte)	<b>2</b>	
<b>Module -5: Diversity management and culture management:</b>		
Equal opportunities, Diversity Management – meaning, types, practices; Work–life balance: practices and discourses; Inclusion – meaning, initiatives International Culture Management: Model Organizational Culture and Innovation, Models of Culture, Hofstede’s Four, Cultural Dimensions, Trompenaars’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	<b>5</b>	<b>CO5</b>
<b>Practical Component</b> – Conduct research on cross culture management in any organization/at an industry level	<b>2</b>	
<b>Self-Study:</b> Cross culture management	<b>2</b>	<b>CO6</b>

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

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

<b>Sl No</b>	<b>Title of the book</b>	<b>Name of the Author/s</b>	<b>Publisher Name</b>	<b>Edition and year</b>
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**

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

## ORGANISATION STUDY

<b>Course Code:22MBAO39</b>	<b>Credits: 4</b>
<b>L:T:P: J: 0:0:4:4</b>	<b>CIA Marks: 50</b>
	<b>SEA Marks: 50</b>

### 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:

<b>CO1</b>	Understand & Evaluate the nature and functioning of the Industry.
<b>CO2</b>	Understand & Evaluate the nature and functioning of the company
<b>CO3</b>	Apply Mckinsey's 7S framework and Porter's Five Force Model to organisation under study
<b>CO4</b>	Analyze the financial performance of the organisation.
<b>CO5</b>	Evaluate the overall functioning of the organisation and offer relevant suggestions.
<b>CO6</b>	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 2<sup>nd</sup> semester-end assessment but before the commencement of the 3<sup>rd</sup> 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	Component
1	Internal Assessment by Guide	25	CIA
2	Project Evaluation by Guide	25	
3	Project Evaluation by External Examiner	25	SEA
4	Viva-Voce by both Internal and External Examiner	25	
	<b>Total Marks</b>	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
	<b>Total</b>	<b>25</b>

#### B. Report Evaluation by the Guide & External Examiner.

SL No	Aspects	Marks Allotted
1	Industry profile	5
2	Organisation profile- Study of Functional Departments	5
3	Mckinsey's 7S framework and Porter's Five Force Model	5
4	Analysis of financial statements	5
5	Learning experience	5
	<b>Total</b>	<b>25</b>

#### C. Viva-Voce Examination

SL No	Aspects	Marks Allotted
1	Presentation skills	5
2	Communication skills	5
3	Subject knowledge	5
4	Query handling	5
5	Overall Impression	5
	<b>Total</b>	<b>25</b>

**Chapterisation:**

Chapter 1: Industry profile:

Chapter 2: Organization Profile: Study of Functional Departments

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 5: Learning experience.

## PROJECT WORK

<b>Course Code:22MBAP45</b>	<b>Credits: 10</b>
<b>L:T:P:J: 0:0:4:4</b>	<b>CIA Marks: 50</b>
	<b>SEA Marks:50</b>

### 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:

<b>CO1</b>	Understand & Evaluate the nature and functioning of the Industry and Company.
<b>CO2</b>	Understand theoretical background of the study and review the relevant literatures.
<b>CO3</b>	Design research to find appropriate solutions to the problem identified
<b>CO4</b>	Analyze and interpret the data collected
<b>CO5</b>	Critically evaluate the findings of the study and offer relevant suggestions.
<b>CO6</b>	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**

<b>Sl.No</b>	<b>Particulars</b>	<b>Marks Allotted</b>
1	Internal Assessment by the Guide- Based on three Presentations by Students	<b>25</b>
2	Report Evaluation by the Guide & External Examiner ( Average of the marks awarded by the two Examiners shall be the final evaluation marks)	<b>25</b>
3	Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry / Institute (Joint Evaluation)	<b>50</b>
<b>Total</b>		<b>100</b>

#### **A. Internal Assessment by the Guide**

<b>SL No</b>	<b>Aspects</b>	<b>Marks Allotted</b>
1	First Presentation	5
2	Second Presentation	5
3	Third Presentation	5
4	Project report	5
5	Quality of publication	5
<b>Total</b>		<b>25</b>

#### **B. Report Evaluation by the Guide & External Examiner.**

<b>SL No</b>	<b>Aspects</b>	<b>Marks Allotted</b>
1	Introduction & Relevance of the project	5
2	Conceptual background and literature review	5
3	Research design	5
4	Analysis and interpretation	5
5	Summary of findings, suggestions and conclusion	5
<b>Total</b>		<b>25</b>

### 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
<b>Total</b>		<b>50</b>

- 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.