

B.N.M. Institute of Technology

An Autonomous Institution under VTU

Master of Business Administration

Summary of Semester wise Credits

Semester	2021 Scheme	2022 Scheme	2023 Scheme	2024 Scheme
I	<ul style="list-style-type: none">• 6 courses of 4 credits• 1 course of 2credits 26 Credits	<ul style="list-style-type: none">• 5 courses of 4 credits• 1 course of 3 credits,• 1 course of 2 credits• 1 course of 1 credit 26 Credits	<ul style="list-style-type: none">• 3 courses of 4 credits• 4 courses of 3 credits• 1 course of 2 credit 26 Credits	<ul style="list-style-type: none">• 3 courses of 4 credits• 4 courses of 3 credits• 1 course of 2 credit 26 Credits
II	<ul style="list-style-type: none">• 6 courses of 4 credits• 1 course of 2credits 26 Credits	<ul style="list-style-type: none">• 5 courses of 4 credits• 1 course of 3 credits,• 1 course of 2 credit• 1 course of 1 credit 26 Credits	<ul style="list-style-type: none">• 4 courses of 4 credits• 1 course of 3 credits• 4 courses of 2 credit 27 Credits	<ul style="list-style-type: none">• 4 courses of 4 credits• 1 course of 3 credits• 4 courses of 2 credit• 27 Credits
III	<ul style="list-style-type: none">• 6 courses of 3 credits• Organization Study of 6 credits 24 Credits	<ul style="list-style-type: none">• 6 courses of 3 credits• 2 courses of 2 credits• Organization Study of 4 credits 26 Credits	<ul style="list-style-type: none">• 7 courses of 3 credits• 1 course of 2 credits• Organization Study of 4 credits 27 Credits	
IV	<ul style="list-style-type: none">• 4 courses of 3 credits• Project Work of 12 credits 24 Credits	<ul style="list-style-type: none">• 4 courses of 3 credits• Project Work of 10 credits 22 Credits	<ul style="list-style-type: none">• 4 courses of 3 credits• Project Work of 8 credits 20 Credits	

B.N.M. Institute of Technology

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Master of Business Administration Summary of Semester wise Credits (2023 Scheme)

Semester	Credits
I	<ul style="list-style-type: none">• 3 courses of 4 credits• 4 courses of 3 credits• 1 course of 2 credit 26 Credits
II	<ul style="list-style-type: none">• 4 courses of 4 credits• 1 course of 3 credits• 4 courses of 2 credit 27 Credits
III	<ul style="list-style-type: none">• 7 courses of 3 credits• 1 course of 2 credits• Organisation Study of 4 credits 27 Credits
IV	<ul style="list-style-type: none">• 4 courses of 3 credits• Project Work of 8 credits 20 Credits

Specializations offered:

- **BANKING AND FINANCE**
- **BUSINESS ANALYTICS**
- **DIGITAL STRATEGY AND APPLIED MARKETING**
- **HUMAN CAPITAL MANAGEMENT**

SEMESTER-I

Sl. No	Type of Course	Course Code	Course Title	Teaching Hours/ Week					Credits	Assessment		Total Marks
				Lecture (L)	Tutorial (T)	Practical (P)	Project (J)	Hours/week		CIA	SEA	
1	PCI	23MBA11	Management and Organisational Behavior	3	0	2	0	5	4	50	50	100
2	PCI	23MBA12	Accounting for Managers	2	2	1	1	6	4	50	50	100
3	PCI	23MBA13	Marketing Management	3	0	2	0	5	4	50	50	100
4	PCC	23MBA14	Business Statistics	2	2	0	0	4	3	50	50	100
5	PCC	23MBA15	Managerial Economics	2	2	0	0	4	3	50	50	100
6	PCI	23MBA16	Human Resource Management	2	1	1	0	4	3	50	50	100
7	PCI	23MBA17	Corporate Communications	1	0	2	2	5	3	50	50	100
8	PBL	23MBA18	Application of MS Office	1	0	1	1	3	2	50	50	100
			Total	16	7	9	4	36	26	400	400	800
PCC - Professional Core Course PCI - Professional Core Integrated PBL - Project Based Learning												

SEMESTER-II

Sl. No	Type of Course	Course Code	Course Title	Teaching Hours/ Week					Credits	Assessment		Total Marks
				Lecture (L)	Tutorial (T)	Practical (P)	Project (J)	Hours/week		CIA	SEA	
1	PCI	23MBA21	Strategic Management	3	0	2	0	5	4	50	50	100
2	PCI	23MBA22	Financial Management	3	0	2	0	5	4	50	50	100
3	PCI	23MBA23	Business Research Methods	3	0	1	1	5	4	50	50	100
4	PC C	23MBA24	Operations Research	4	0	0	0	4	4	50	50	100
5	PBL	23MBA25	Advanced Statistical Tools	1	0	4	0	5	3	50	50	100
6	PC C	23MBA26	Economic Environment of Business	1	2	0	0	3	2	50	50	100
7	PCI	23MBA27	Innovation and Entrepreneurship	1	0	1	1	3	2	50	50	100
8	PLP	23MBA28	Project of Social Concern	0	0	0	4	4	2	50	50	100
9	AEC	23MBA29	Employability skills	0	0	2	2	4	2	50	50	100
			Total	16	2	12	8	38	27	450	450	900

PCC- Professional Core Course

PCL – Professional Comprehensive

Learning

PCI-Professional Core Integrated

PLP- Professional Learning with Project

PBL - Project Based Learning

AEC- Ability Enhancement Course

SEMESTER-III
BANKING AND FINANCE

Sl. No	Type of Course	Course Code	Course Title	Teaching Hours/ Week					Credits	Assessment		Total Marks
				Lecture (L)	Tutorial (T)	Practical (P)	Project (J)	Courses / week		CIA	SEA	
1.	PCC	23MBA31	Operations and Project Management	2	2	0	0	4	3	50	50	100
2.	PBL	23MBA32	Introduction to Tableau & Power BI	0	0	2	2	4	2	50	50	100
3.	PEC	23MBAF33	Data Analytics in Finance	2	0	2	0	4	3	50	50	100
4.	PEC	23MBAF34	Investment Management	2	0	2	0	4	3	50	50	100
5.	PEC	23MBAF35	Merchant Banking and Financial Services	2	2	0	0	4	3	50	50	100
6.	PEC	23MBAF36	FinTech (Certification Course)	2	2	0	0	4	3	50	50	100
7.	PEC	23MBAF37	Indirect Taxation	2	2	0	0	4	3	50	50	100
8.	PEC	23MBAF38	Mergers, Acquisition & Corporate Restructuring	2	2	0	0	4	3	50	50	100
9.	PLP	23MBAO39	Organisation Study	0	0	4	4	8	4	50	50	100
				14	10	10	6	40	27	450	450	900

PCC- Professional Core Course

PEC- Professional Elective Course

PBL - Project Based Learning

PLP- Professional Learning with Project

SEMESTER-IV
BANKING AND FINANCE

Sl. No	Type of Course	Course Code	Course Title	Teaching Hours/ Week					Credits	Assessment		Total Marks
				Lecture (L)	Tutorial (T)	Practical (P)	Project (J)	Hours/week		CIA	SE A	
1	PEC	23MBAF41	Management of Banks	2	0	1	1	4	3	50	50	100
2	PEC	23MBAF42	Direct Taxation	2	0	1	1	4	3	50	50	100
3	PEC	23MBAF43	Financial Derivatives	2	2	0	0	4	3	50	50	100
4	PEC	23MBAF44	Insurance Management (Certification Course)	3	0	0	0	3	3	50	50	100
5	PLP	23MBAP45	Project Work	0	0	4	4	8	8	50	50	100
			Total	9	2	6	6	23	20	250	250	500
PEC- Professional Elective Course												
PLP- Professional Learning with Project												

SEMESTER-III
BUSINESS ANALYTICS

Sl. No	Type of Course	Course Code	Course Title	Teaching Hours/ Week					Credits	Assessment		Total Marks
				Lecture (L)	Tutorial (T)	Practical (P)	Project (J)	Hours/week		CIA	SE A	
1.	PCC	23MBA31	Operations and Project Management	2	2	0	0	4	3	50	50	100
2.	PBL	23MBA32	Introduction to Tableau & Power BI	0	0	2	2	4	2	50	50	100
3.	PEC	23MBAB33	Principles of Business Analytics	2	2	0	0	4	3	50	50	100
4.	PEC	23MBAB34	Tech Tools for Managers (Certification)	2	0	1	1	4	3	50	50	100
5.	PEC	23MBAB35	Data visualization for Managers	2	0	2	0	4	3	50	50	100
6.	PEC	23MBAB36	Digital Transformation and Block chain	2	2	0	0	4	3	50	50	100
7.	PEC	23MBAB37	Data Privacy and Data Security	2	2	0	0	4	3	50	50	100
8.	PEC	23MBAB38	Business Intelligence (Certification)	2	0	2	0	4	3	50	50	100
9.	PLP	23MBAO39	Organisation Study	0	0	4	4	8	4	50	50	100
				14	8	11	7	40	27	450	450	900

PCC- Professional Core Course
PEC- Professional Elective Course
PLP- Professional Learning with Project
PBL - Project Based Learning

BUSINESS ANALYTICS

Sl. No	Type of Course	Course Code	Course Title	Teaching Hours/ Week					Credits	Assessment		Total Marks
				Lecture (L)	Tutorial (T)	Practical (P)	Project (J)	Hours/week		CIA	SE A	
1	PEC	23MBAB41	Predictive Analytics (Certification)	1	0	2	2	5	3	50	50	100
2	PEC	23MBAB42	Artificial Intelligence for Managers	2	2	0	0	4	3	50	50	100
3	PEC	23MBAB43	Advanced Analytics	2	0	2	0	4	3	50	50	100
4	PEC	23MBAB44	Exploratory Data Analysis using R	2	0	2	0	4	3	50	50	100
5	PLP	23MBAP45	Project Work	0	0	4	4	8	8	50	50	100
			Total	7	2	10	6	25	20	250	250	500
PEC- Professional Elective Course												
PLP- Professional Learning with Project												

Certification on Logistics and Supply Chain Management (LSCM)/ Research related certification- marketing analytics

PCC- Professional Core Course
PEC- Professional Elective Course
PLP- Professional Learning with Project
PBL - Project Based Learning

Sl. No	Type of Course	Course Code	Course Title	Teaching Hours/ Week					Credits	Assessment		Total Marks
				Lecture (L)	Tutorial (T)	Practical (P)	Project (J)	Hours/ week		CIA	SE A	
1	PEC	23MBAM41	Services Marketing	2	0	2	0	4	3	50	50	100
2	PEC	23MBAM42	Advertising & Brand Management	2	0	1	1	4	3	50	50	100
3	PEC	23MBAM43	Marketing Analytics	2	0	2	0	4	3	50	50	100
4	PEC	23MBAM44	Digital Marketing Tools and Channels	1	0	4	0	5	3	50	50	100
5	PLP	23MBAP45	Project Work	0	0	4	4	8	8	50	50	100
			Total	7	0	13	5	25	20	250	250	500
PEC- Professional Elective Course PLP- Professional Learning with Project												

SEMESTER-III
HUMAN CAPITAL MANAGEMENT

Sl. No	Type of Course	Course Code	Course Title	Teaching Hours/ Week					Credits	Assessment		Total Marks
				Lecture (L)	Tutorial (T)	Practical (P)	Project (J)	Hours/week		CIA	SE A	
1.	PCC	23MBA31	Operations and Project Management	2	2	0	0	4	3	50	50	100
2.	PBL	23MBA32	Introduction to Tableau & Power BI	0	0	2	2	4	2	50	50	100
3.	PEC	23MBAH33	Performance Management Systems and Assessment Centers	2	0	2	0	4	3	50	50	100
4.	PEC	23MBAH34	Compensation and Strategic Reward Management	2	0	2	0	4	3	50	50	100
5.	PEC	23MBAH35	Industrial Relations and Labour Legislations	2	0	0	2	4	3	50	50	100
6.	PEC	23MBAH36	Sustainable HR Practices 1 (certification course)	3	0	0	0	3	3	50	50	100
7.	PEC	23MBAH37	Talent Acquisition	2	0	0	2	4	3	50	50	100
8.	PEC	23MBAH38	Conflict Management and Negotiation	2	0	2	0	4	3	50	50	100
9.	PLP	23MBAO39	Organisation Study	0	0	4	4	8	4	50	50	100
				15	2	12	10	39	27	450	450	900

PCC- Professional Core Course
PEC- Professional Elective Course
PBL - Project Based Learning
PLP- Professional Learning with Project

SEMESTER-IV
HUMAN CAPITAL MANAGEMENT

Sl. No	Type of Course	Course Code	Course Title	Teaching Hours/ Week					Credits	Assessment		Total Marks
				Lecture (L)	Tutorial (T)	Practical (P)	Project (J)	Hours/ week		CIA	SE A	
1	PEC	23MBAH41	Human Resource Analytics	2	0	2	0	4	3	50	50	100
2	PEC	23MBAH42	Strategic HR practices and Agile Workforce Management	2	0	0	2	4	3	50	50	100
3	PEC	23MBAH43	International Human Resource Management	2	0	2	0	4	3	50	50	100
4	PEC	23MBAH44	Sustainable HR Practices 2 (certification course)	3	0	0	0	3	3	50	50	100
5	PLP	23MBAP45	Project Work	0	0	4	4	8	8	50	50	100
			Total	9	0	8	6	23	20	250	250	500

PEC- Professional Elective Course

PLP- Professional Learning with Project

SEMESTER-I
MANAGEMENT AND ORGANISATIONAL BEHAVIOR

Course Code: 23MBA11	Credits: 4
L: T:P: J: 3:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

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 develop interest in different aspects of the individual behaviour.
5. To help students understand the concept of Group, Teams and Power and politics within the organization.

Contents of the Module	Hou rs	COs
Module -1: Introduction to Management		
Management -Introduction, 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	7	CO1
Practical component – Identify different skills needed for different management roles across different industries	2	
Module-2: Functions of Management		
Definition, Features, Importance, Types, Step/ process of Planning, Organization, Directing, Controlling. Decision-making- Concepts, Types, Models, Difficulties in Decision-making, Decision-making for Organizational Effectiveness, Decision-making Styles.	8	CO2
Practical component – Talk to an entrepreneur/Manager to understand how they implement the functions of management and identify the different decisions that need to be taken in their business	2	
Module -3: Introduction to OB and Foundations of Individual Behavior		
Organizational Behavior- Fundamental concepts of OB, contributing disciplines, challenges and opportunities. Evolution of Organizational Behavior in India. Foundations of Individual Behavior - Individual behavior: Foundations of individual behavior. Ability: Intellectual abilities, Physical ability, the role of disabilities. Personality - Meaning, formation, determinants, traits of personality, Personality Frameworks, personality attributes influencing OB	8	CO3
Practical component – Take up an online personality test and discuss on the findings	2	
Module – 4: Perception, motivation and leadership		

Perception - Meaning, Process, factors influencing perception, link between perception and individual decision-making. Attitude - Meaning, Formation, components of attitudes, relation between attitude and behaviour. Motivation - Meaning, theories of motivation-needs theory, two factor theory, Theory X and Y, application of motivational theories. Leadership - Meaning, styles of leadership, leadership theories, trait theory, behavioral theories, managerial grid, situational theories.	7	CO4
Practical component – Develop few questions on motivation and ask individuals in an organization/institution on what motivates them	2	
Module -5: Group dynamics, Teamwork, Power and Politics		
Group - Meaning, Classification, Models of Group Development, Group Dynamics - Meaning, Group Behavior, Impact of Group on Individual's Behavior, Impact of External Factors on Group Behavior. Teamwork - Nature of Teams, Team Characteristics, Teams Versus Groups, Teamwork, Processes of Teamwork, Types of Teams, Reasons for Team Failure, Creating Effective Teams Power and Politics - Nature of Power and Politics, Early Voices, Questioning Power and Authority, Sources of Power for Individuals, Managing Organizational Politics	8	CO5
Practical component – Conduct an event and try understanding the dynamics that goes into a group.	2	
Self- Study – Importance of Management, Difference between Administration and Management, Scope of Management	2	CO6

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

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

MOOCs

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

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

Suggested Case Studies

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

Text Books:

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

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Organizational Behavior	Fred Luthans,	McGraw Hill International	12/e, 2013
2	Management and Organization Behavior	K Ashwathappa G. Sudarshana Reddy	HPH	2017
3	Principles of Management	Ramesh B. Rudani	Tata McGraw-Hill	2/e, 2019

ACCOUNTING FOR MANAGERS

Course Code:23MBA12	Credits: 4
L:T:P:J:2:2:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To familiarise students with fundamental accounting concepts, basic accounting vocabulary and accounting equation
2. To enable students to prepare basic entries for business transactions and present the data in an accurate and meaningful manner
3. To facilitate students to prepare financial statements of companies and explain the contents of the statements
4. To enable students 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
Module -1: Introduction to Financial Accounting		
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	9	CO1
Module- 2: Preparation of Books of Accounts		
Accounting Cycle, recording of transactions - Journalizing, Ledger posting, Preparation of Trial Balance (Problems on Journal and Trial balance)	5	CO2
Practical Component - Preparation of books of accounts for a hypothetical business organization using Tally Software or any other tool.	3	
Module -3: Preparation of Financial Statements		
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; (Problems on preparation of final accounts with basic adjustments)	10	CO3
Module -4: Analysis of Financial Statements		
Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Financial Ratio Analysis;	7	CO4
Practical Component - Financial Statement Analysis using MS Excel (Problems on Trend Analysis, Comparative analysis and Ratio Analysis)	2	
Project work – Perform Financial Statement analysis for an existing listed joint stock company and comment on the financial status of the business	5	
Module -5: Measuring and Reporting Assets		
Concepts & Methods of depreciation -SLM & WDV. Concepts of Inventory and methods of Inventory valuation - LIFO, FIFO, Weighted Average Method	7	CO5
Self- Study - Study of Annual Reports of joint stock companies	2	CO6

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

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

Suggested Case Studies

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

Text Books:

Sl . No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Accounting for Management: Text & Cases	S.K.Bhattacharya & John Dearden	Vikas Publishing House Pvt. Ltd.	3/e, 2018
2	Financial Accounting	S.N.Maheshwari, Suneel K. Maheshwari, & Sharad K. Maheshwari	Vikas Publishing House Pvt. Ltd.	15/e, 2022
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

MARKETING MANAGEMENT

Course Code: 23MBA13	Credits: 4
L:T:P:J: 3:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

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
Module-1 Introduction to marketing		
Marketing v/s Selling, Customer value, Components of customer value and customer cost. Customer lifetime Value. Marketing Myopia. Marketing Environment Components – Micro and Macro. New-age marketing: 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.	7	CO1
Practical Component – Prepare a report on Contemporary Indian Marketing Environment & Social Responsibility	2	
Module -2 Analyzing Consumer behavior		
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. Market Segmentation: Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets. Indian Consumer - Features of Indian consumer, Classifying Indian consumer by Income. B2B Vs Consumer Marketing. Business markets and buying behavior in Business markets. Concept of Rural Marketing: Difference between rural & urban consumers. Characteristics of rural economy.	9	CO2
Practical component - Preparation and demonstrating their exposure to consumer behavior through live project.	2	
Module -3 Product, Brand & services marketing		
Product Management- product hierarchy, product line, product mix, product mix strategies. Managing PLC of product, packaging & role of labeling in packing. Brand- selecting brand name, selecting logo, brand extension- effects. Introducing new product development and innovations, pricing strategy for new product. Branding - Concept and Types.	10	CO3

Services Marketing & its Characteristics – 7Ps of services marketing, brand building in services.		
Market Segmentation, Targeting & Positioning (STP)		
Module -4 Pricing and Promotion:		
Pricing: Significance and objectives of pricing, factors influencing pricing, Pricing Strategies. Integrated Marketing Communications: Sales Promotion: Tools and Techniques of sales promotion, Push-pull strategies of promotion. Personal selling: Publicity/Public Relation-word of mouth, sponsorships. Advertising: Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern advertising. Digital marketing: Basic concepts of e-commerce, e-marketing, m-Commerce, m-marketing, e-networking, CRM, MkIS.	8	CO4
Practical component –Effectively using their skill in creating sales promotion.	2	
Module-5 Marketing Planning and Distribution		
Marketing Planning: Steps involved in Marketing planning. Components of Marketing Audit. Marketing Analytics. Identifying market information needs, customer database & developing MIS Significance of Marketing Research-importance of data Marketing Channels: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System and Network Marketing. Product Distribution Logistics: Product distribution Concept. Distinction between distribution logistics and Supply Chain Management. Direct marketing: Concept and scope.	8	CO5
Self-Study – Digital marketing: concept and components, Digital marketing Communications, digital marketing in India.	2	CO6

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

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

MOOCS:

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

Social media in Public relations.

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

Manage your customer relationships with CRM

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

An Introduction to Neuroscience and Neuro marketing

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

Ethical social media

Suggested Case Studies

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

Text Books

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

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Marketing in India: Text and Cases	Neelamegham S	Vikas	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

Additional Practical Component

- Students should choose a service industry of their choice and apply 7Ps.
- Visit Marketing audit firm and gain deep insights on marketing planning.
- Learn basic tools of digital marketing.

BUSINESS STATISTICS

Course Code: 23MBA14	Credits: 3
L:T:P:J: 2:2:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

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

Contents of the Module	Hours	COs
Module -1: Introduction and Measures of central tendency		
Meaning and Definition, functions, scope and limitations, Collection and presentation of data, frequency distribution, measures of central tendency - Mean, Median, Mode.	9	CO1
Module-2: Measures of Dispersion		
Standard Deviation – Variance-Coefficient of Variance - Comparison of various measures of Dispersion	9	CO2
Module -3: Correlation and Regression		
Scatter Diagram, Karl Pearson correlation, Spearman's Rank correlation (one way table only), Concurrent Deviation Method,	6	CO3
Module -4: Regression Analysis		
Simple and multiple regressions (problems on simple regression only).	6	CO4
Module -5: Probability Distribution		
Concept and definition - Rules of probability –Random variables – Concept of probability distribution – Theoretical probability distributions: Binomial, Poisson, Normal– (Problems only on Binomial, Poisson and Normal).	8	CO5
Self- Study - Application of statistical methods on Real time data	2	CO6

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

CO1	Evaluate and apply basic statistical tools and techniques like Central Tendency in decision making
CO2	Apply measures of Dispersion to evaluate the data
CO3	Evaluate relationship between variables using correlation
CO4	To Estimate the values using Regression Analysis
CO5	Analyze data following Probability distribution and Interpret the outcomes
CO6	Apply theoretical concepts of Statistics in real time data to make decisions

Text Books:

S l . N o .	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.

MANAGERIAL ECONOMICS

Course Code:23MBA15	Credits: 3
L:T:P:J:2:2:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

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

Contents of the Module	Hours	COs
Module -1: Introduction		
Managerial Economics: Meaning, Nature, Scope, & Significance of Managerial Economics, Role and Responsibilities of Managerial Economist. Fundamental Principles of Managerial Economics: Opportunity Cost, Incremental, Time Perspective, Discounting and Equi-marginal Principle. Theory of the Firm: Types of Ownership, Firm and Industry, Objectives of the firm, alternate objectives of firm.	7	CO1
Module -2: Demand Analysis		
Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand – Classification of Price, Income & Cross elasticity, Advertising and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand (Simple problems) Demand forecasting: Meaning & Significance, Methods of demand forecasting. (only theory).	7	CO2
Module -3: Production analysis		
Concepts of Production, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Least cost combination factor, Economies of scale, Diseconomies of scale. Technological progress and production function.	7	CO3
Module -4: Cost Analysis		
Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve. Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems).	7	CO4
Module -5: Market Structures		
Perfect Competition, Features, Determination of price under perfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under	7	CO5

monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels.		
Group Discussion on Topics related to Management, Current affairs and Society	5	CO6

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

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

MOOCs

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

Suggested Case Studies

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

Text Books:

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

Reference Books:

Sl. No.	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Managerial Economics	R. Panneerselvam, P., Sivasankaran, P. &Senthilkumar	Cengage Learning	2018

2	Managerial Economics	Samuelson, William F., & Marks, Stephen G.	Wiley India Pvt. Ltd.	6/e, 2020
3	Managerial Economics	D.M. Mithani	HPH	2021
4	Managerial Economics	H.L Ahuja & Ahuja Amit	S.Chanda	9/e, 2020

Practical Component

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

HUMAN RESOURCE MANAGEMENT

Course Code: 23MBA16	Credits: 3
L: T:P: J: 2:1:1:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To enable students to understand theories and various functions of Human Resources Management.
2. To develop the ability to analyse the importance of Talent Acquisition.
3. To understand the importance of training and development in the organization.
4. To understand the current practices in Performance management, compensation, and benefit management.
5. To understand and analyze the contemporary areas of focus in HRM

Contents of the Module	Hours	COs
Module-1: Introduction to HRM		
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. Concept of Talent and Human Assets in HRM	6	CO1
Practical component – Talk to a HR of an organization and identify the competencies needed for their job	1	
Module -2: Talent Acquisition		
HR Planning: 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. Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy; Selection, Future Trends in Recruitment; Selection Process; Selection Tests; Factors Influencing Selections, Challenges in Selection.	6	CO2
Practical component – Compare the job analysis data for different job advertisements in different media and identify ways to improve the job description and job specification, Expose students to standard selection tests followed in various sectors.	1	
Module- 3: Talent Management I		
Learning and Development: Training, Learning, and Development, Learning Theories, The Future of Training, Process of training and Techniques of Training	5	CO3
Practical component – Present on the latest training methods and techniques being used in different companies/industries	2	
Module – 4: Talent Management II		
Performance Management: Meaning and Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Methods of Performance appraisals – traditional and modern methods Compensation and Benefits: Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, Theories of Compensation, External Factors, Internal Factors, Establishing Pay Rates, Employee Benefits.	7	CO4
Practical component – Study and identify the different components of a performance appraisal form for any company. Explore performance appraisal practices in various sectors.	1	

Module-5: Stress management and other contemporary areas of focus in HRM		
Stress and its impact on Health and work : Meaning and Definition; Types of stress – Eustress and Distress; The physiology of stress; Sources of stress ,Theories of stress – Early Theory (Walter Cannon); stress as a stimulus (Holmes and Rahe), stress as a response – General Adaptation Syndrome (Hans Selye) and stress as an interaction (Lazarus), Stress-related illnesses; Measurement of stress; Rating scales – life events(Holmes and Rahe), physiological measurements; Coping with stress – emotion-focused and problem-focused coping. Other contemporary areas: Diversity, Equity and Inclusion, Employee experience management, Work-life balance, Employee wellbeing, Employee satisfaction, Employee Engagement, Organizational Citizenship Behaviour, Employer branding (Concepts and application)	7	CO5
Practical component – Prepare a few questions on stress and collect information from a few respondents on how they manage it	1	
Self-Study: Industrial Relations: International Labor Organization (ILO), Industrial Relations and Human Resource Management, Industrial Disputes and their resolution, Major Trade Unions in India and their functions.	3	CO6

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

CO1	Understand theories and various functions of Human Resources Management
CO2	Understand and analyse Talent Acquisition strategies
CO3	Understand and apply techniques of training and development in the organization
CO4	Understand and apply current practices in Performance management, compensation, and benefit management
CO5	Understand and analyse the contemporary areas of focus in HRM
CO6	Understand the importance of ILO, industrial relations, industrial disputes and the role of Trade Unions in India

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 Renuka Murthy	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
6	Contemporary Human Resource Management Text and Cases	Adrian Wilkinson Tony Dundon Tom Redman	Sage Publishing India Ltd.	2017
7	Contemporary Global Issues in Human Resource Management	Dr. Mehmet Ali Turkmenoglu Dr. Berat Cicek	Emerald Publishing	2021

CORPORATE COMMUNICATIONS

Course Code: 23MBA17	Credits: 3
L:T:P:J: 1:0:2:2	CIA Marks: 50
	SEA Marks: 50

Course Objectives:

1. To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers.
2. To understand and apply the components of speech appropriately.
3. To understand the importance of being a good listener and to enhance the reading ability through activity-oriented learning
4. To understand and demonstrate writing processes through invention, organization, drafting, revision, editing, and presentation.
5. To develop skills to conduct business meetings and to create and present professional reports.

Contents of the Module	Hours	COs
Module-1: Introduction		
Meaning and importance, Process of communication, types of communication with special attention to non-verbal communication, barriers of effective communication, 7Cs of effective communication, importance of cross-cultural communication.	4	CO1
Module-2: Speaking skills		
Oral communication: Components of speech - Volume, pitch, tone, modulation, pauses and stresses. Key aspects of effective presentation skills.	2	CO2
Practical Component – Practice exercises on usage of appropriate Volume, pitch, tone, modulation, pauses and stresses.	2	
Module-3: Listening and Reading skills		
Importance of listening, process of listening, tips for effective listening. Stages in reading, tips to improve vocabulary, Business Case Analysis: Characteristics of Case and its Analysis, Process of Case Analysis, Requirements of Case analysis, The structure of written cases analysis.	4	CO3
Practical Component – Analysis and presentation of a case study Classroom activity on barriers to listening Book review	8	
Module-4: Writing skills		
Principles of effective writing, 3X3 writing process for business communication, Writing Positive, Neutral, Persuasive and Negative Messages	2	CO4
Practical Component – Writing exercises – Emails, Business letters, Memos, Business Proposals, Blogs, Planning Documents, Press Releases and Proactive Media Writing	8	
Module -5: Business Reports, Meetings and case analysis		
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.	4	CO5
Practical Component – Plan & implement a meeting (including documentation)	4	

Self-Study: Levels of communication, Communicating Networks in Organizations. Reading Skills for Effective Business Communication: Types of reading, SQ3R Technique of Reading	2	CO6
Project component – Draft an analytical report on a given topic		

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

CO1	Identify ethical, legal, cultural, and global issues affecting business communication and apply business communication strategies and principles to prepare effective communication for domestic and international business situations.
CO2	Deliver an effective oral business presentation
CO3	Practice the art of active listening and develop the comprehending ability by practicing reading skills.
CO4	Utilise the mechanics of writing and compose business letters in English precisely and effectively.
CO5	Select appropriate organizational formats and channels used in developing and presenting business messages.
CO6	Use the concepts learnt and apply it effectively in business situations to meet the challenges of competitive environment.

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

Additional Practical Components

- Role play on communication barriers, Classroom activity on non-verbal communication
- Essentials of presentation using Microsoft PowerPoint & Canva, Google slides etc.
- Presentation on various management topics
- Draft a press release statement for a new product launch

APPLICATION OF MS OFFICE

Course Code: 23MBA18	Credits: 2
L:T:P:J: 1:0:1:1	CIA Marks: 50
Exam Hours: 2 Hours	SEA Marks: 50

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	Hou rs	COs
Module-1: Introduction to Computers and MS Office		
Introduction to computers, role of computers, software and application, internet and its uses. Creating effective presentations using MS Power point - Opening, viewing, creating, and printing slides, applying auto layouts, adding custom animation, Using slide transitions, Graphically representing data: Charts & Graphs, Creating Professional Slide for Presentation.	10	CO1
Module-2: M S Word		
Creating, editing, saving and printing text documents, Font and paragraph formatting, Simple character formatting, inserting tables, smart art, page breaks, using lists and styles, working with images, Using Spelling and Grammar check, understanding document properties, Inserting citation and bibliography	5	CO2
Module-3: M S Excel		
Spreadsheet basics, Creating, editing, saving and printing spreadsheets, working with functions & formulas, modifying worksheets with colour & auto-formats, graphically representing data: Charts & Graphs, speeding data entry: Using Data Forms, analyzing data: Data Menu, Subtotal, Filtering Data, use of data analysis tools available on excel, formatting worksheets, Securing & Protecting spreadsheets, Mail Merge	15	CO3
Project Component: Students will be given with an unformatted raw data. They are expected to use their excel skills to segregate, format, analyze (or any other operations required) and present it in an organized way		

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

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

MOOC Course

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 Books:

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 Books:

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 Components:

- 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

SEMESTER–II
STRATEGIC MANAGEMENT

Course Code: 23MBA21	Credits: 4
L:T:P:J: 3:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

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
Module-1 Introduction to Strategic Management and External Analysis		
Meaning and Characteristics of Strategic Management; The Strategic Management Process. External Analysis 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.	8	CO1
Practical component - Identify Key Success Factors, Key Performance Indicators and Key Result Areas of a chosen Industry.	3	
Module -2 Internal Analysis		
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.	8	CO2
Practical component - Analyse SWOC of a chosen Company.	2	
Module -3 Strategy Formulation		
Business Strategies: Porter's Generic Strategies – Low Cost, Differentiation, Best Cost, Focused Low Cost and Focused Differentiation Corporate Strategies: Growth Strategies – Internal Growth, External Growth (Integration, Diversification, Mergers, Joint Ventures, Strategic Alliances), Product/Market Expansion grid / Ansoff's Matrix; Stability Strategies – No-Change, Profit and Proceed with Caution; Retrenchment	8	CO3

Strategies – Turnaround, Divestment and Liquidation; International Business Level Strategies.		
Practical component - Analyse outcome of any Three major Mergers / Joint Ventures / Strategic alliances in the last 2 years.	3	
Module -4 Strategy Implementation		
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.	8	CO4
Practical component – Profiling BPR / Six Sigma / TQM pioneers.	2	
Module-5 Strategic Control		
Focus of Strategic Control, Establishing Strategic Controls (Premise Control, Strategic Surveillance, Special Alert Control, Implementation Control), Exerting Strategic Control (through Competitive Benchmarking, Performance and Formal and Informal Organisations).	4	CO5
Self-Study – Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy.	4	CO6

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

CO1	Understand strategic management concepts and how to conduct external analysis for competitive advantage.
CO2	Apply selected models of internal analysis to evaluate an organization.
CO3	Understand and analyze the different strategy options available for organizations in a complex and dynamic environment.
CO4	Appreciate the essential factors in strategy implementation.
CO5	Understand how to establish and exert strategic control.
CO6	Analyze environment and strategies of organizations.

MOOCs:

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

Suggested Case Studies:

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

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases	Arthur A. Thompson Jr. Margaret A. Peteraf John E. Gamble A. J. Strickland III Arun K. Jain	McGraw Hill Education	19/e, 2017
2	Contemporary Strategy Analysis	Robert M Grant	Wiley	11/e, 2021
3	Contemporary Strategic Management	Robert M Grant	Wiley India	6/e, 2011
4	Strategic Management: A South-Asian Perspective	Michael A. Hitt R. Duane Ireland Robert E. Hoskisson S. Manikutty	Cengage Learning	9/e, 2016

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Strategy: Theory & Practice	Stewart Clegg Chris Carter Marting Kornberger Jochen Schweitzer	Sage Publications	3/e 2020
2	Strategy Management: Theory & Practice	John Parnell	Biztantra	2004
3	Strategic Management: Planning for Domestic and Global Competition	John A. Pearce Richard B. Robinson	McGraw Hill Education	14/e 2015
4	Contemporary Strategic Management Case Studies	Robert M Grant	Wiley India	2009

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.

FINANCIAL MANAGEMENT

Course Code: 23MBA22	Credits: 4
L:T:P:J: 3:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To familiarize the students with basic concepts of financial management and 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
Module- 1: Introduction to Financial Management		
Meaning and objectives/ goals of Financial Management; Functions of Financial Management; Interface of Financial Management with other functional areas. Time value of money – Simple interest & Compound interest; Future value of Single cash flow & Annuity; Present value of single cash flow; Annuity & Perpetuity; Loan amortization. (Problems on PV, FV, Annuity and Loan Amortization schedule)	8	CO1
Practical Component – Finding out rate of return generated by different financial instruments; Preparing loan amortization scheme for a loan offered by bank	4	
Module- 2: Cost of capital		
Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and Private equity, Convertibles. Cost of Capital: Cost of debenture capital; Cost of preferential capital; Cost of term loans; cost of equity capital - Dividend discounting and CAPM model; Cost of retained earnings; Determination of Weighted average cost of capital (WACC) and Marginal cost of capital (Problems on WACC)	8	CO2
Module- 3: Capital Budgeting (Investment decision)		
Capital budgeting: 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)	10	CO3
Practical Component – Study the cash flows projection and capital budgeting method employed by a small or medium sized business firm	4	

Module- 4: Capital structure and Dividend decisions		
Capital structure - Capital structure planning and factors affecting capital structure policy; Leverage Analysis, EBIT and EPS analysis. ROI & ROE analysis. Dividend Decision – Factors affecting the dividend policy (Theories of capital structure and dividend NOT included) (Problems on leverages and EPS analysis)	6	CO4
Practical Component: Study the capital structure and dividend policy of any two listed companies	2	
Module- 5: Working Capital Management		
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
Self-Study - 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 and apply the time value of money concept
CO2	Analyse the various sources of finance and computation of weighted average cost of capital
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

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:

Sl. No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Financial Management: Text, Problems and Cases	Khan M. Y.& Jain P. K	TMH	8/e, 2019
2	Financial Management	Prasanna Chandra	TMH	11/e, 2022
3	Financial Management	Prahlad Rathod, Babitha Thimmaiah & Harish Babu	HPH	1/e, 2015

Reference Books:

Sl. No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
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1	Financial Management	I. M. Pandey	Vikas Publishing	12/e, 2015
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

Course Code: 23MBA23	Credits: 4
L:T:P:J: 3:0:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

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

Contents of the Module	Hou rs	COs
Module -1: Introduction to Research		
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	CO1
Module-2: Research Design		
Meaning, Significance and Types of research design- Exploratory, Conclusive, Descriptive, Experimental, Case Study, Mixed -method	7	CO2
Practical Component – Research review paper on any topic of your choice.	2	
Module-3: Sampling and Data Collection		
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	CO3
Module-4: Data Formatting and Hypothesis Testing		
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, KW test, Normality, and reliability of hypothesis. Statistical analysis- Bivariate and Multivariate Analysis- ANOVA-one-way and two-way classification, and problems on it	10	CO4
Practical Component – Construct a questionnaire for a research topic of interest	2	
Module -5: Inferential Statistics using Minitab and Report Writing	5	CO5
Report writing and presentation of results: Importance and Types of research report, Report structure, guidelines for effective documentation.		
Practical Component – 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	4	
Self-Study: Review of literature (Journal) and present the same.	4	CO6
Project Work- Project work –Choose a research topic of interest and test hypothesis, analyze and present a research proposal for the topic chosen.		

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

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

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	Research Methods	Naresh K Malhotra	Pearson Education	7/e,2022
4	Research Methodology	C R Kothari	New Age International	4/e, 2019
5	Statistics for business & economics,	Anderson, D.R., Sweeny, D.J., Williams, T.A., Camm, J.D., Cochran, J.J.	Cengage Learning	13/e, 2017

Reference Books

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

OPERATIONS RESEARCH

Course Code: 23MBA24	Credits: 4
L:T:P:J: 4:0:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

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
Module -1: Introduction		
Definition, scope of Operations Research, characteristics, advantages and limitations. Quantitative approach to decision making models (Theory Only)	6	CO1
Module-2: Transportation and Assignment Problem		
General structure of transportation problem, methods of finding initial basic feasible solution (NWCM, LCM & VAM), Degeneracy, Optimality Test using Stepping Stone and MODI Methods (theory only). Assignment problems - Introduction, General structure. Problems on minimization & maximization.	12	CO2
Module -3: Linear Programming Problem		
Structure of linear program model, Assumption, Advantages, Limitations, General mathematical model, Guidelines for formulation of linear programming model, Formulation of problems, graphical method.	10	CO3
Module -4: Decision Theory and Job Sequencing		
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).	10	CO4

Module -5: Simulation and Game Theory		
Process of simulation, types of simulation, steps in simulation process, Monte Carlo simulation, Simple problems on Simulation applications in Inventory, Queuing, finance problems, Advantages & Disadvantages. Game Theory: Formulation of game models, Two-person Zero sum games & their solution, 2 x N and M x 2 games, pure strategy games with saddle point, Mixed strategies (Graphical and algebraic methods), Limitations of game theory.	10	C O 5
Self- Study- Apply concepts like simulation, game theory, Hungarian Assignment on real time data	2	C O 6

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

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

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.

ADVANCED STATISTICAL TOOLS

Course Code: 23MBA25	Credits: 3
L:T:P:J: 1:0:4:0	CIE Marks: 50
Exam Hours: 03	SEE Marks: 50

Course Objectives: To

1. Introduce students to basic statistical concepts and their applications.
2. Help students perform financial and logical functions using MS Excel.
3. Help students to perform time series forecasting using MS Excel.
4. Train students in data visualization using Jamovi.
5. Develop ability of students to perform hypothesis testing using Jamovi.

Contents of the Module	Hours	COs
Module 1: Basics and Reference functions using MS Excel		
Introduction; Basics Revision	2	CO1
Practical Component: Subtotal Function, Look-up and Reference function: V Look up and H Look up; Formula errors	4	
Module 2: Financial functions, Logical functions and Pivot table in MS Excel		
Practical Component: Finance Functions –Loan amortization with suitable case Logical Functions – If, And, Or, Count if and Sum if Pivot table: 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	8	CO2
Module 3: Time Series Forecasting using MS Excel		
Introduction to Time series analysis, components of time series	2	CO3
Practical Component: Time Series Plots, Trend Analysis, Seasonality, Moving Averages and Exponential Smoothing	4	
Module 4: Introduction and data visualization in Jamovi		
Measurement of Central tendency and Measurement of Dispersion	2	CO4
Practical Component: Installing JAMOMI and Navigating JAMOMI Measures of Central Tendency and Measures of Dispersion (Mean, Mode, Median; Variance, SD) Data visualization: Histograms, Bar graphs and Scatterplots	6	
Module 5: Hypothesis testing Jamovi		
Correlation and Regression Hypothesis Testing: Meaning, Null and Alternative Hypothesis, Parametric and Non-Parametric tests	4	CO5
Practical Component: Correlation and Regression Parametric and non-parametric tests: t-test, Z Test, F Test, Chi Square test, One Way ANOVA, Two Way ANOVA, Implementation of all the concepts in other statistical tools like SPSS and Minitab	6	
Self-Study: learn data visualization and descriptive statistics in MS Excel	2	CO6

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

CO1	Apply basic statistical functions using M S Excel
CO2	Perform financial and logical functions using MS Excel
CO3	Perform time series forecasting using MS Excel
CO4	Represent data in different visualization forms using Jamovi
CO5	Perform hypothesis testing using Jamovi
CO6	Apply descriptive statistics and data visualization for data-based decisions.

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Statistics for Managers Using Microsoft Excel	David M. Levin; et al	Pearson Education	8/e, 2018
2	BSTAT: A South-Asian Perspective	Erald Keller; Hitesh Arora	Cengage Learning	2016
3	Learning Statistics with Jamovi	Danielle J. Navarro & David R. Foxcroft	E book	2022
4	MINITAB	Manual Michael Evans	E book	2009

ECONOMIC ENVIRONMENT OF BUSINESS

Course Code: 23MBA26	Credits: 2
L:T:P:J: 1:2:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

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
Module-1 Domestic Economic Environment		
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
Module -2 Economic Growth and Development		
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
Practical component - Write an evaluative note on GDP and GNP of India. Students can interpret major news on Indian economy during the semester.	1	
Module -3 Economic Policies of India		
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
Module -4 International Economic Environment		
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
Practical component – Compare and contrast one developed, one developing and one under-developed economy. Students can analyze the economic parameters of different countries and see how each country is faring	1	
Module-5 International Business		

Meaning, Parties involved, Modes of Entry; Foreign Capital: Need and Components; Investing in countries abroad-Opportunities and Challenges; Repatriation of Profits.	4	CO5
Self-Study – 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.	2	CO6

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

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

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 th Rev ed. 2019
2	International Business: Competing in the Global Marketplace	Charles W L Hill	McGraw Hill	14 th ed. 2023

INNOVATION AND ENTREPRENEURSHIP

Course Code: 23MBA27	Credits: 2
L:T:P:J: 1:0:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To enable students to understand and appreciate application of design thinking in entrepreneurship
2. To help students understand the various tools for ideation in design thinking
3. Familiarize oneself with the startup ecosystem.
4. To provide understanding on entrepreneurship
5. Create business plans, Business Canvas, and a winning elevator pitch.

Contents of the Module	Hours	COs
Module-1: Design Thinking		
Design Thinking -Meaning, features, principles stages, Why Empathy? How to feel? Visualization of 6 phases of the design thinking process, Journey Mapping, look outside your context, the power of Storytelling in Empathy, Define for Design Thinking Analysis & Synthesis, Empathy Mapping, Problem Statement, User: Insight, how might We? Real Time interactions. benefits, theories	6	CO1
Module-2: Tools for ideation in design thinking		
Tools for ideation in design thinking-Brainstorming - Mind mapping - SCAMPER - Analytical Thinking, Introduction to prototyping and Types of Prototyping Testing Compare Alternatives, Users experience, Observe, Follow ups, Popular Design Frameworks	6	CO2
Practical Component –Brainstorming and Mind mapping activities, visit financial institutions to understand different financial schemes available for entrepreneurs. Visit an entrepreneurship training institute like EDII, NEISBUD etc., and prepare a report.	3	
Module-3: Startup ecosystem		
Introduction start up ecosystem, introduction to Startup India initiatives, Schemes under startup India initiatives.	4	CO3
Module-4: Introduction to Entrepreneurship		
Important skillset for entrepreneur. Difference between entrepreneur and businessman Entrepreneur decision process, Functions of an Entrepreneur, Types of Entrepreneurs, Stages in entrepreneurial process, Different sources of Funds. Meaning and importance of Entrepreneurship and difference between entrepreneur and entrepreneurship, Types of entrepreneurship	5	CO4

Module-5: Business plan, Business Canvas, and Elevator pitch		
Feasibility study- market feasibility, technical/operational feasibility, financial feasibility. Legal requirements of the venture, Business plan creation, Business Canvas Model, and Elevator pitch.	6	CO5
Project Work: In this module, Students will have to complete one project turning their business idea into a business plan. In the process, student will have to conduct research on the viability of the plan, design a business model canvas and prepare a business plan. Student will have to apply theoretical knowledge from the other courses they have learnt and connecting it with real life practical issues and decisions.		

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

CO1	To understand and apply the concept of design thinking for product and service development.
CO2	To understand the tools for ideation in design thinking
CO3	To understand and familiarize with the concepts of startup ecosystem.
CO4	To understand and familiarize with the fundamental concepts of entrepreneurship
CO5	To create business plans, Business canvas, and elevator pitch for any entrepreneurship idea

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Design Thinking for Strategic Innovation: What They Cannot Teach You at Business or Design School	Idris Motee	John Wiley & Sons	2014
2	Entrepreneurship	Robert D Hisrich, Mathew. J. Manimala, Michael P. Peters and Dean A Shepherd	Tata-McGraw-Hill	8 th edition 2015
3	Entrepreneurship- A South-Asian Perspective	D.F.Kuratko, T.V.Rao	Cengage Learning	2018

Reference Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses	Eric Ries	Sultan Chand & Sons, New Delhi.	2017
2	Design Thinking for Beginners: Innovation as a factor for entrepreneurial success	Kilian Langenfeld	Personal Growth Hackers	2019

PROJECT OF SOCIAL CONCERN

Course Code: 23MBA28	Credits: 2
L:T:P:J: 0:0:0:4	CIA Marks: 50
	SEA Marks: 50

COURSE OBJECTIVES

1. To sensitize students towards social issues.
2. To bring awareness of multiple perspectives on a given topic of social concern among students.
3. To encourage students to understand the cause and effects of social problems and find research-based solutions for them.
4. To foster team work, punctuality and presentation skills among students.

General Guidelines

- The Project of social Concern (22MBA27) is compulsory for all the students perusing MBA Course
- The project work shall be spread over 2nd 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
Total		100

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
Average of all 3		25

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
Total		25

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:

CO1	Identify and define core social issues / problem
CO2	Understand the causes and effects of the social problems
CO3	Develop research-driven strategies to solve the existing social problems
CO4	Exhibit team work, punctuality and presentation skills

EMPLOYABILITY SKILLS

Course Code: 23MBA29	Credits: 2
L:T:P:J: 0:0:2:2	CIA Marks: 50
	SEA Marks: 50

Course Objectives:

1. To develop the ability to communicate effectively in groups.
2. To understand and apply various techniques to ace the employment interviews.
3. To make students more employment ready by enhancing their problem solving and decision making through numerical aptitude, reasoning aptitude and verbal aptitude skills.

Contents of the Module	Hou rs	COs
Module -1: Group Discussion		
Group Discussion with special attention to content, team dynamics, body language and various components of oral communication skills.	4	CO1
Module -2: Employment communication		
Employment communication: Preparing your resume, writing covering letters and Inquiry Emails, preparing for a Job Interview, Conducting Yourself during the Interview, Grooming etiquettes. Essential aspects of virtual interviews.	6	CO2
Practical component – Conduct Mock interviews and provide one on one feedback	2	
Module -3: Aptitude skills		
Numerical aptitude – Problems on Basic number system, Time, speed and distance, Time and work, Profit and loss, Percentages, Simple and compound interest. Logical Reasoning – Problems on Blood relation analysis, Direction sense, Analytical reasoning, Syllogisms, Series completion, Coding and decoding English proficiency – Parts of speech, Verbal Analogies, Synonyms and antonyms, Reading comprehension, Error spotting, Sentence correction and completion.	18	CO3
Project Work: Prepare resume in the below shared formats – <ul style="list-style-type: none"> • One-page resume in pdf format • Resume in image format • Create a video resume professionally 		

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

CO1	Develop the ability to communicate effectively in groups.
CO2	Develop the art of articulating well during the interviews
CO3	Understand and apply various techniques and shortcuts to solve problems during employment aptitude tests.
CO4	Apply the employability skills practiced during the course in real time scenarios such as interviews, corporate presentations etc.

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	Business Communication	P. D. Chaturvedi & Mukesh Chaturvedi	Pearson Education	4/e, 2017
3	Quantitative Aptitude	Dr. R S Aggarwal	S. Chand & Company Ltd.	Revised latest edition
4	Verbal and Non-verbal Reasoning	Dr. R S Aggarwal	S. Chand & Company Ltd.	Revised latest edition

SEMESTER-III

OPERATIONS AND PROJECT MANAGEMENT

Course Code: 23MBA31	Credits: 3
L:T:P: J:2:2:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To familiarize students with the basics of Operation Management and mathematically forecast production requirements
2. To enable students to compare and choose the right type of layout and location for a facility
3. To train students to recognize the right inventory strategy
4. To equip students to identify the various structures of Projects and discuss project risk mitigation plans
5. To enable students to develop network models using CPM and PERT techniques to complete a project in the shortest time possible.

Contents of the Module	Hou rs	COs
Module-1: Introduction & Forecasting		
Introduction to Operations Management., Characteristics of Modern Operations function, Recent Trends in Operations Management Forecasting: Forecasting as a planning tool, forecasting time horizon, types of forecasting, qualitative forecasting techniques, quantitative forecasting models (Simple Problems)	7	CO1
Module-2: Facility Planning		
Facilities location decisions, factors affecting facility location decisions and their relative importance for different types of facilities, Facility location models, Facility layout planning, types of plant layouts Factors influencing layout changes (Theory Only	6	CO2
Practical Component: To analyze the Layouts used in various types of Industries	1	
Module-3: Materials Management		
Materials Management – materials, Types, Objectives, Planning, Budgeting and Control. Purchasing(P2P) – Objectives, Functions, Policies, Procurement procedures, RFQ, Lead time, EOQ ,Vendor rating InventoryManagement: Concepts of inventory, Classification, ABC, VED, Inventory costs, Inventory models. (Theory and Problems)	5	CO3
Self-Study: To estimate the Ideal Inventory for data available at organization Overview of Materials Management Information Systems (MMIS)	2	
Practical Component: To Visit Different Manufacturing Companies to understand the Material handling process	2	

Module-4: Project Management		
Definition of project, characteristics of projects, understand projects, types of projects, Structure of projects, phases of project management, Project Risk Planning: Risk Management Planning, risk identification, risk analysis, risk response planning, communicate project management plan.	6	CO4
Self-Study: To use Microsoft Project for project baselines	1	
Practical Component: Review case study of a project managed with an agile	1	
Module-5: Network Analysis		
Introduction, network construction - rules, Fulkerson's rule for numbering the events, AON and AOA diagrams; Critical path method (CPM) to find the expected completion time of a project, floats; PERT for finding expected duration of an activity and project, determining the probability of completing a project, predicting the completion time of project.	8	CO5
Self-Study – To Construct a network for projects taken by in organizations	1	

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

CO1	Students will be able to understand the basics of Operation Management & mathematically forecast the Production
CO2	Students will be able to evaluate and decide on the right layout and location for a facility
CO3	Students will be able to evaluate and choose the right inventory strategy
CO4	Students will be able to understand the types of projects and risk management techniques
CO5	Students will be able to create Network models using CPM and PERT techniques to complete a project in the shortest time possible

Text Books

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

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
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N o				
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

INTRODUCTION TO TABLEAU & POWER BI

Course Code: 23MBA32	Credits: 2
L:T:P:J:0:0:2:2	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives

1. To introduce students to the principles of data visualization and apply them effectively.
2. To enable students to navigate and utilize Tableau and Power BI for data visualization.
3. To empower students to design and develop interactive charts, graphs, and dashboards using Tableau and Power BI.

Contents of the Module	Hours	COs
Module 1: Introduction to Tableau		CO1
Introduction and Overview of Tableau , 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	1	
Practical Component: Import Data from sources like Google Analytics, Salesforce.com, Stock Market.	5	
Self Study: Introduction to Data Visualization, Telling Stories with Data, Basic Design Principles for Charts and Graphs.	2	
Module 2: Building charts & Dashboards		CO2
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.	2	
Practical Component: Create various types of Charts for imported Datasets. Create social Media Dashboard, Super store Dashboard, Dashboard, showing Stock price Trends	6	
Self Study: Dashboard, Maps and Stories practical applications	1	

Module 3: Power BI	5	C O3
Introduction : Basic Components of Power BI, The Flow of Work in Power BI. Data into Power BI: Data Sources in Power BI Desktop, Loading Data in Power BI Desktop Data visualization with Power BI: Introduction to Visuals In Power BI, Visualization Charts in Power BI, Matrixes and Tables. Dash boards & Reports with Power BI: Creating a Dashboard, configuring a Dashboard, Understanding Power BI Report Designer, Reports with Multiple Pages and Advantages, Report Design using Databases & Queries		
Practical Component: Designing dashboards for marketing campaign, Sales Forecast Analysis, Stock Exchange Analysis, employee performance appraisal	7	
Self Study: Identify the difference between Tableau & Power BI	1	
Project: Submit a report with dashboards created while practicing the course		

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

CO1	Students will be familiar with developing visuals using Tableau & Power BI
CO2	Students will be able to develop charts, graphs and Dashboards from data sources using Tableau & Power BI
CO3	Students will be familiar with developing visuals using Tableau & Power BI

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	1E, 2019
2.	Applied Microsoft Power BI	Teo Lachev	New Riders	3E

SEMESTER-III BANKING AND FINANCE

DATA ANALYTICS IN FINANCE

Course Code: 23MBAF33	Credits: 3
L:T:P:J: 2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To familiarize students with the essentials of financial analytics and its application using excel.
2. To facilitate the application of descriptive statistics in analysis of financial data.
3. To enable the students to analyse the time series data by using forecasting techniques.
4. To train the students in financial predictive modelling using MS Excel.
5. To acquaint students to evaluate reports with the help of Power BI.

Content	Number of Hours	COs
Module-1: Essentials of Financial Analytics & Financial Functions in Excel		
Introduction to Business Analytics: Meaning, Business Analytics in Decision Making, PIVOT Tables, Excel Function - IFS Function, SWITCH Function, TEXTJOIN, OFFSET and XMATCH Function, Recap of Date functions in Excel, Financial Functions in Excel, Loan Scheduling in Excel, Data Modelling using Power Pivot, Data Transformation using Power Query, Application of VLOOKUP & HLOOKUP, IF functions using financial data.	7	CO1
Module-2: Statistical Concepts		
Descriptive Statistics for Finance, Probability Distribution, Inferential Statistics using Hypothesis Testing, Optimizing Stock Portfolio using Efficient Frontier method	4	CO2
Practical Component- Numerical problems on Descriptive statistics using Excel.	4	
Module-3: Time – Series Analysis		
Components of time series data - Trend Analysis, Seasonality and cyclical behaviour; Concept of Stationary process; Smoothing Methods- Moving Average, Weighted Moving Average, Prediction of business costing using Time series analysis - ARIMA, Time Series Optimization using Exponential Smoothing Method	5	CO3
Practical Component- Identify, collect and evaluate financial data from NSE/BSE/MCX or Company website	2	
Self-Study Basics of Econometrics using stock market data	4	
Module-4: Financial Predictive Modelling		
Introduction to Predictive analytics, Prediction of inventory management using Regression techniques, Prediction of loan default using classification models, Evaluation of Regression and Classification Models, Model Improvement Technique	7	CO4
Module-5: Data Visualization and Reporting using Power BI		
KPI Designing – Internal vs External, Visualization of financial data using Power BI, preparing financial dashboard, Storytelling using Power Query, DAX Expressions	7	CO5

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 application using excel
CO2	Apply descriptive statistics in analysis of financial data.
CO3	Analyze the time series data by using forecasting techniques.
CO4	Understand financial predictive modelling using MS Excel
CO5	Evaluate reports with the help of Power BI.

Text Books

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

Reference Books

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

INVESTMENT MANAGEMENT

Course Code: 23MBAF34	Credits: 3
L: T:P: J: 2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

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

Contents	Hours	COs
Module-1: Introduction to Investment		
Investment Avenues, Features of a good Investment, Investment Process. Financial Instruments, Securities Market: Primary Market, Secondary Market. Stock Market Indices-Types (only Theory).	4	CO1
Self-Study Alternative Investments and strategies including REITS	4	
Module-2: Return and Risk Concepts		
Concept of return, individual security returns, concept of Risk, Calculation of Return and Risk of Individual Security and Portfolio (Theory & Problems).	7	CO2
Practical Component – Students should study the stock market pages from business press and calculate the risk and return of selected companies.	1	
Module-3: Fundamental and Technical Analysis		
Macro-Economic and Industry Analysis: Fundamental analysis- Economy Analysis, Industry Analysis, Company Analysis (EIC framework) Technical Analysis – Concept, Theories- Dow Theory, Eliot Wave theory. Charts-Types, Trends and Trend Reversal Patterns. Mathematical Indicators – Moving Average Convergence-Divergence, Relative Strength Index. Market Efficiency: Efficient Market Hypothesis, Forms of Market Efficiency. (Theory only).	6	CO3
Practical Component – 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.	2	
Module-4: Valuation of Securities		
Bond features, types & determinants of interest rates, Bond Valuation, Bond Duration, Bond Management Strategies (Theory & Simple Problems). Equity Shares- Concept, Valuation, Dividend Valuation Models, Discounted Cash Flow Model, Relative valuation model. (Only Theory)	8	CO4

Module-5: Modern Portfolio Theory & Portfolio Performance		
Markowitz Model- Diversification, Portfolio Return, Portfolio Risk, Efficient Frontier, Capital Asset Pricing Model: Assumptions, CAPM Equation, Capital Market Line, Security Market Line. Arbitrage Pricing Theory: Equation, (Theory & Problems). Portfolio Management Strategies -Objectives, Performance plans (Theory only)	8	CO 5

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

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

Text Books

S l N o	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

MERCHANT BANKING AND FINANCIAL SERVICES

Course Code: 23MBAF35	Credits: 3
L:T:P:J:2:2:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To provide the students with understanding of Indian Financial system and Regulatory framework.
2. To familiarize students with Merchant Banking functions.
3. To acquaint students in analyzing NBFCs in Indian context and to Evaluate financial viability of leasing and hire purchase
4. To facilitate students in analyzing the role of credit rating, securitization and venture capital in financial system
5. To assist students to critically evaluate Mutual Funds and various financial services

Contents of the Module	Hou rs	COs
Module-1: Financial System and Regulatory framework		
Indian Financial System: introduction, structure and characteristics, Global Financial System. Role and functions of SEBI as regulator.	5	CO1
Self Study: Fund Based and Fee Based Financial Services. Financial Sector reforms by SEBI	1	
Module-2: Merchant Banking		
SEBI guidelines for Merchant Bankers, Services offered: Issue management & pricing, Underwriting, Private Placement, Book Building Vs Fixed price issues, Debt Syndication. (Theory)	7	CO2
Practical Component- detailed study of recent IPOs in Indian capital market and submission of report on the same.	1	
Module-3: NBFCs an Overview		
Types of NBFCs in India, Microfinance, Mutual Benefit Financial Companies (Theory) Leasing and Hire Purchase- Concept, Types, Evaluation (Problems on financial evaluation of leasing and Hire purchase)	9	CO3
Module-4: Credit Rating, Securitization and Venture capital		
Meaning, process of credit rating, rating methodology. Securitization of Debts, benefits of Securitization. Venture Capital process, stages of funding	7	CO4
Self Study: Factoring: Types, Mechanism, Advantages and Disadvantages of Factoring	1	
Module-5: Mutual Funds and Depository system		
Functions & types of Mutual funds, Regulations. Depository system: objectives, NSDL& CDSL. The process of clearing and settlement. (Theory)	7	CO5
Self-Study: Housing Finance: Types, Institutions and banks offering Housing Finance, Procedure and interest rates, Income tax implications (Theory)	2	

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

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

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

S l N o	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

INDIRECT TAXATION

Course Code:23MBAF37	Credits: 3
L:T:P:J: 2:2:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

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

Contents of the Module	H o u rs	COs
Module -1: Introduction to GST		
Indirect Taxes in India – An Overview, Pre GST-Tax Structure and Deficiencies, Introduction to GST, GST Tax Act, Dual GST Model - GSTN, GST Council, Exemption from GST, (Theory Only)	4	CO1
Self Study: Rate of GST applicable on important goods and services.	1	
Module -2 Supply, Levy and collection		
Scope of Supply, Composite and Mixed Supply, Time of Supply, Place of Supply and Value of Supply. (Problems on Time, Value and place of supply).	9	CO2
Self Study: classification of Goods and services under GST	1	
Module -3: ITC and registration process		
Introduction and Eligibility to avail Input Tax Credit (ITC). Introduction to Reverse charge mechanism and Composition Levy scheme. (Problems on ITC and CLS)	6	CO3
Self Study: Registration under GST	1	
Practical Component: Online Filing of GSTR1, GSTR2 and GSTR3	1	
Module -4: Customs duty		
Introduction to Customs Duty. Definitions, Types of Duties and Exemptions. Valuation under customs: Valuation of Imported Goods and Valuation of Exported Goods) Concept of Baggage. (Problems on Customs duty calculation and Baggage)	1 0	CO4
Module -5: Import and Export Procedure		
Documents related to Import & Exports, Import procedure & Export procedure(Theory).	5	CO5
Self-Study: , Penalty/Late Fee under customs, classification of Goods under Customs	2	CO6

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

CO No.	Statement
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

Text Books

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

Reference Books

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

MERGERS, ACQUISITION & CORPORATE RESTRUCTURING

Course Code: 23MBAF38	Credits: 3
L: T:P: J: 2:2:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To familiarize students with various types of mergers and analyse the strategic perspective.
2. To acquaint students in evaluating the merger process.
3. To facilitate students with various forms of corporate restructuring.
4. To enable students in analyzing the various types of takeover and anti-takeover measures along with legal aspects of mergers.
5. To train students to apply the various methods of financing mergers.

Contents	Hou rs	COs
Module-1: Types of Mergers & Strategic Perspective		
Mergers- Types of merger & Synergy–Theories of mergers- Internal and external change forces contributing to M & A activities. (Theory)	4	CO1
Module-2: Merger Process		
Dynamics of M&A process - Five-stage model – Due diligence: types, process and challenges. (Theory)	4	CO2
Self-Study: Managerial challenges of M & A	2	
Module-3: Corporate Restructuring		
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)	8	CO3
Module-4: Takeovers and Legal Aspects		
Takeovers, types, takeover strategies, - Takeover defences –methods of resistance – anti-takeover amendments- Legal aspects- Combination and Competition Act- Competition Commission of India (CCI). (Theory)	8	CO4
Self-Study The SEBI Substantial Acquisition of Shares and Takeover code, Cross border mergers and acquisition with suitable examples.	2	
Module-5: Methods of financing mergers		
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)	12	CO5

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

CO1	Understand the various types of mergers and analyse the strategic perspective.
CO2	Evaluate the merger process.
CO3	Analyse the various forms of corporate restructuring.
CO4	Evaluate the various types of takeover and anti-takeover measures along with legal aspects of mergers.
CO5	Apply the various methods of financing mergers.

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

**SEMESTER-III
BUSINESS ANALYTICS**

PRINCIPLES OF BUSINESS ANALYTICS

Course Code: 23MBAB33	Credits: 3
L:T:P:J: 2:2:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To familiarize students with the meaning and importance of Business Analytics and Data Science.
2. To help students identify key concepts in data management and the data science project life cycle.
3. To train students to understand the basic concepts of data mining.
4. To assist students in understanding the relationship between data analytics and machine learning.
5. To help students recognize the applications of business analytics across various industries.

Contents of the Module	Hou rs	COs
Module-1: Introduction to Business Analytics		
Introduction: What is business analytics? Historical Overview, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, what is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility	6	CO1
Module-2: Data Collection and Management		
Data: Data Collection and Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization and Classification	7	CO2
Module-3: Data Science and its Future		
Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization. Future Scope of Data Science, Impact of Deep Learning, AR and VR on Data Science	8	CO3
Self Study: Global trends in Data Science.	1	
Module-4: Basics of Machine learning		
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.	8	CO4
Self Study: Understand the working of AR and VR	1	
Module -5: Application of Business Analytics		
Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics, HR Analytics	7	CO5
Self Study: List various metrics used in various domains such as marketing, healthcare, HR etc	2	

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

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

Text Books

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

Additional Practical Components:

- Students are expected to make 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.

TECH TOOLS FOR MANAGERS

Course Code: 23MBAB34	Credits: 3
L:T:P: J:2:0:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To enable students to understand the role of analytics managers in driving data-driven decision-making within organizations.
2. To facilitate students to recognize the importance of technical proficiency in SQL and Python for effective analytics leadership.
3. To help students gain proficiency in writing complex SQL queries involving multiple tables, subqueries, and joins.
4. To Develop skills to perform exploratory data analysis using Python libraries.
5. To acquaint students in creating visualizations using Matplotlib or Seaborn to communicate insights effectively

Contents of the Module	Hours	COs
Module-1: Foundations of Data Management and Analytics Technologies		
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.	6	CO 1
Self Study –Learn how to extract data from different sources, Read the important content and clean data	2	
Module-2: SQL Fundamentals and Data Retrieval		
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)	8	CO2
Module-3: Advanced SQL and Data Manipulation		
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	6	CO 3
Practical Component – Learn How to handle SQL queries for real data and write queries for different operations	4	

Module-4: Module 4: Python Basics for Data Analysis		
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	CO 4
Practical Component – Reading and Writing Data: Using Python to read data from various sources (CSV, Excel) and write data to files		
Module -5: Data Manipulation and Visualization with Python		
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.	6	CO5
Self-Study: Communicating Insights: Demonstrating how to use visualizations to effectively communicate complex insights to non-technical stakeholders	4	
Project Work: Students will submit a report on the analysis of data and its dashboard creation		

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

CO1	Understand the role of analytics managers in driving data- driven decision-making within organizations
CO2	Recognize the importance of technical proficiency in SQL and Python for effective analytics leadership
CO3	Gain proficiency in writing complex SQL queries involving multiple tables, subqueries, and joins
CO4	Develop skills to perform exploratory data analysis using Python libraries
CO5	Create visualizations using Matplotlib or Seaborn to communicate insights effectively

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	John Wiley & Sons	3E, 2018
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)	2012
2,	Learning Python	Mark Lutz Edition	O'Reilly Media	5E

DATA VISUALIZATION FOR MANAGERS

Course Code:23MBAB35	Credits: 3
L:T:P:J: 2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To communicate the concepts of data visualization effectively to students.
2. To organize and compare the principles of data visualization to enhance understanding.
3. To discuss and reorganize the process of de-cluttering in data visualization for better clarity.
4. To express the application of data visualization in presenting information and creating interactive graphics.
5. To facilitate the identification and contrast of various tools and software used in data visualization.

Contents of the Module	Hours	COs
Module-1: Introduction		
Introduction to data visualizations – The importance of context Exploratory vs. explanatory – analysis – Illustrate: Who, What & How – Storyboarding	6	CO 1
Module-2: Basic Principles of Visualization		
Visually encoding data – Choosing graphic Forms – A Grain of Salt – Organizing the Display – Exploring Data with Simple Charts – Visualizing Distributions – Seeing Relationships – Mapping Data. , Analysis Approach: Deriving New Columns, Analysis Approach: Summarizing Rows, Pyramid Principle, Logical Flows and Usage of Words, Importance of Visualization, Visualization of Quantitative Data, Visual Design Principles and Storyboarding	6	CO 2
Self-Study: Visualization of Qualitative Variables, Five Patterns of Insights	2	
Module-3: Eliminating the Clutter		
Clutter – Gestalt principles of visual perception – Lack of visual order – Non-strategic use of contrast – De-cluttering: Step-by-step.	7	CO 3
Module-4: Cognition		
The EYE and the Visual brain – Visualizing for the mind – Images in the Head – Creating Information Graphics – Interactive Graphics.	7	CO 4
Module -5: Data Representation, Business Problem Solving, Insights and Storytelling		
Data Visualization through Tableau Purpose of data visualization, , 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	6	CO 5
Self-Study: guiding principles of Visualization - Good & Bad representation	2	
Practical Component: Gather a sample survey data and use appropriate data visualization tools for representation.	4	

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

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

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	1E, 2019
2.	The Truthful Art: Data, Charts, and Maps for Communication	Alberto Cairo	New Riders	1E
3.	Story Telling with Data: A Data visualization Guide for Business Professionals	Cole Nussbaumer Knaflie	Wiley, New Jersey	1E,2015

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	2E, 2012
2	Good Charts: the HBR Guide to Making Smarter, more persuasive Data Visualization	Scott Berinato	HBR.	1E,2016

DIGITAL TRANSFORMATION AND BLOCKCHAIN

Course Code: 23MBAB36	Credits: 3
L:T:P:J: 2:2:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To communicate the concepts of digital transformation and analyze its impact on businesses and industries.
2. To apply digital transformation strategies to create new business models and products.
3. To develop skills to lead and facilitate digital transformation initiatives effectively.
4. To organize and compare the history, types, and applications of Blockchain technology.
5. To explain the operations and architecture of Blockchain, and reconstruct its key components.

Contents of the Module	Hours	COs
Module-1: Introduction to Digital Transformation		
Meaning and importance, Drivers of digital transformation, Impact of digital transformation on businesses and industries, Challenges of digital transformation Business Models and Digital Transformation: Influence of digital transformation on business models, designing new business models for the digital age	4	CO1
Practical Component –Case studies of successful digital transformations	2	
Module-2: Technology and Digital Transformation		
The role of technology in digital transformation, – AI and ML, Augmented, Virtual and Mixed Reality and others. Choosing the right technologies for digital transformation	4	CO2
Self Study: Emerging technologies that are driving digital transformation	1	
Module-3: Managing a digital transformation		
Leading and managing a digital transformation, role of the CEO and other decision makers in digital transformation, role of the business units in digital transformation, handling employee resistance during transformation.	3	CO3
Module-4: Introduction to blockchain technology		
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.	4	

Practical Component– Create a Public Ledger vs. Private Ledger with the various attributes like Access, Network Actors, Native token, Security, Speed and examples. 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.	8	CO4
Module -5: Blockchain architecture and operation		
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). 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.	10	CO5
Self Study: Public versus private and permissioned versus permission less blockchains	1	

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

CO1	Understand the concepts of digital transformation and analyze the impact of digital transformation on businesses and industries
CO2	Apply digital transformation to create new business models and products
CO3	Develop skills in leading and managing digital transformation
CO4	Understand the history, types and applications of Blockchain
CO5	Understand the operations and architecture of Blockchain

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	2018

Reference Books

S l N o	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 function

DATA PRIVACY AND DATA SECURITY

Course Code: 23MBAB37	Credits: 3
L:T:P:J: 2:2:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To familiarize with basic concepts of security and privacy, their definitions, applications and current advances in research community and industry
2. To evaluate data protection legislations of India
3. To understand the concept of contracts being a part of law of obligations
4. To understand the proposed bill regarding the data privacy and security laws
5. To infer understanding of blockchain technology

Contents of the Module	Hours	COs
Module-1: Introduction to Data Protection		
Concept of data protection, Definitions under Information Technology Act, 2000 – Computer, Computer Network, Computer Resource, Computer System, Data, Electronic form, Electronic Record, Information. Data Privacy Taxonomy and alternative Privacy Frameworks	6	CO1
Module-2: Data Protection Legislation in India		
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. Right to Privacy under Act. 21 of the Constitution of India with reference to Justice K.S Puttaswamy v. Union of India. Justice B.N Srikrishna Committee report on Free and fair digital economy.	8	CO2
Module-3: Contracts		
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. Public key infrastructure and Private key infrastructure. 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.	8	CO3
Module-4: Intermediaries and Data Protection in India		
An overview of the Data Protection Bill of 2019. Obligations of data fiduciary, rights of an individual, grounds for processing personal data, social media intermediaries. Data Protection Authority, Transfer of data outside India. Exemption clauses, offences. Sharing of non-personal data with the Government. Definition of intermediary, exemption from liability of intermediary. Information Technology (Intermediary Guidelines) Rules, 2011. Preservation and retention of information by intermediaries.	8	CO4
Self-Study: Bit coin transactions, Data Protection Bill of 2019, Brief study on cyber crime, E-Transactions and EU General Data Protection Regulation	4	

Module -5: 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.	6	CO5

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

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

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

SEMESTER- III
DIGITAL STRATEGY AND APPLIED MARKETING
CONSUMER BEHAVIOUR

Course Code: 23MBAM33	Credits: 3
L:T:P:J: 2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To make students understand the fundamental concepts of 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 help students develop insight on socio-cultural influences and external influences on consumer behavior.

Contents of the Module	Hours	COs
Module-1 Introduction to Buyer behavior and Consumer decision making		
Meaning; Difference between Consumer & Customer; Nature & characteristics of Indian Consumers; Consumerism: meaning and Influence; Models of CB: Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Model. Consumer Decision Making: Consumer Buying Decision Process, Levels of Consumer Decision Making–Four views of consumer decision making. Behavioral Nudging and its role in Consumer Behavior and Decision-making Dark Side of Consumer Behavior: addictions & deviations: Situational Influences on Consumer Decision Making	6	CO1
Practical component – Research about a company that successfully leverages situational factors to boost sales (e.g., Starbucks using music and ambiance, Amazon using one-click purchase during time pressure events like Prime Day). Answer the following questions: <ul style="list-style-type: none"> • What situational factors were at play? • How did the company adapt its strategies to these factors? • What lessons can other businesses learn from this approach? Submit your analysis in 1000 words.	2	
Self-Study – Rights & Responsibilities of consumers in India, Indian consumption pattern in 2030.	2	
Module-2 Individual determinants of consumer behavior		
Consumer needs and Motivation: Consumer needs & motivation, Rational Vs Emotional motives, Motivation Process - Maslow's Hierarchy of Needs, McGuire's Psychological Motives, Consumer Personality and buying behaviour: Personality theories (Freudian, neo-Freudian, trait theory) and self-concept;	6	CO2

Role of Consumer perception in buying: Consumer Imagery, Perceived price, Perceived quality, Price-quality relationship, Perceived Risk, Types of risk, How consumers handle risk?		
Practical component – Analyze Freud's theory of personality applied by marketers in their communication.	2	
Module-3 Consumer learning, attitude and persuasive communication		
Elements of Consumer Learning, Marketing Applications of Behavioral Learning Theories: Classical Conditioning – Pavlovian Model, Neo Pavlovian Model, Instrumental Conditioning. Attitude: Models of Attitude and Marketing Implications, (Tri- component Model of attitude, Multi attribute attitude models. Elaboration Likelihood Model). Persuasive Communication: Communications strategy, Target Audience, Media Strategy, Message strategies, Message structure and presentation.	4	CO3
Practical component – Analyze advertisements to understand the application of classical conditioning theory.	4	
Module-4 Customer Relationship and Experience Management		
Customer Relationship Management: Meaning & Significance; Types of CRM Strategies for building relationship marketing; e-CRM - Meaning, Importance. Customer Experience Management: Adoption of Augmented Reality (AR) and Virtual Reality (VR) in Enhancing Customer Experience in Marketing	3	CO4
Practical component – Case Study: Pillsbury Cookie Challenge	2	
Self-Study – Difference Between CRM & e-CRM	1	
Module-5 External Influences on Consumer Behavior		
Social Class: The dynamics of status consumption, Features of Social Class. Culture: Factors affecting culture, Role of customs, values and beliefs in Consumer Behavior. Subculture: consumption pattern in India. Cross-cultural consumer analysis, Cross-cultural marketing strategy Groups: Family decision making and consumption related roles, Dynamics of husband-wife decision making, The family life cycle & marketing strategy, Reference Groups: Understanding the power & benefits of reference groups, Factors that affect reference group influence. Opinion Leadership: Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders.	4	CO5
Practical Component – Script and enact a skit on Family decision making and consumption related roles, Dynamics of husband-wife decision making and reference group influence.	3	
Self-Study – Five Social-Class Categories in India.	1	

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

CO1	Understand the fundamental concepts of consumer behavior and consumer decision making.
CO2	Determine consumer buying behavior through understating of consumer motivation, personality and perception.
CO3	Understand and apply the knowledge of how individual learning, attitude & persuasive communication influences consumer behavior.

CO4	Analyze how opinion leadership & diffusion of innovation influence consumer decisions.
CO5	Develop insights on socio-cultural influences and external influences on consumer behaviour.

Text Books

Sl 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	HPH	2/Rev e 2015

Reference Books

Sl 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	2020

Additional Practical Component:

- Students will understand about perception through a mineral water bottle experiment in the classroom.
- Students can go to a supermarket and try to identify packages where marketers have applied the knowledge of stimulus generalization and stimulus discrimination in package designs and discuss their findings in the class.
- Students can analyze their friend's social media self-image to identify the difference between actual self-image, ideal self-image, social self-image, ideal social self-image.

SALES AND RETAIL MANAGEMENT

Course Code: 23MBAM34	Credits: 3
L:T:P:J: 2:0:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To train students in the concepts, and approaches in sales management and personal selling.
2. To provide insight into organizing and managing sales force and characteristics of an effective sales executive.
3. To make students understand the concept of sales budget, targets, sales forecast, territories and quota to control the sales effort.
4. To make the students understand the concept of retailing and retail space management.
5. To provide insights to students on retail models and international retailing

Contents of the Module	Hours	COs
Module-1 Introduction to sales management and Personal Selling		
Sales Management: Introduction, Evolution – From sales and distribution to ‘Go to Market’, Importance, Sales Management and Financial Results, Sales Management and Control, Sales Control—Informal and Formal Sales Control and Organization. Personal Selling: Meaning, Scope of Personal Selling, Buyer Seller Dyad, Diversity of Personal Selling Situation, Theories of Personal Selling, Personal Selling Process, SPIN Selling Prospecting, Sales Resistance and Closing Sales.	6	CO1
Practical Component – Personal selling exercise in class (include sales resistance and closing sales).	2	
Module-2 Organization and Management of Sales Force		
Functions of Salesperson, Qualities of Effective Sales Executive, Purpose of Sales Organization, Setting up a Sales Organization, Types of Sales Organization Structure, Centralization Versus Decentralization in Sales Force Management, Relations with Top Management.	5	CO2
Practical Component – Effective Sales Executive role play.	1	
Module-3 Controlling the Sales Effort		
Sales Budget: Purpose, Form and content, Procedure; Sales target and Sales Forecast; Sales Quota - Objective in Using Quotas, Procedure of Setting Quota, Limitations of Quota System; Sales Territory - Concept, Need for Establishment and Revision of Sales Territory, Assignment of Sales Personnel to Territories,	8	CO3
Practical Component – Establish sales territory and assign sales quota for a new FMCG product targeting Indian Urban or Rural population for a given budget, sales target and forecast (report submission).	2	
Module-4 Introduction to Retail and Space Management		
Introduction to Retail: meaning, characteristics, functions of retailing, introduction of retailing in organization Retail Space Management: Definition of space management, store layout, design, visual merchandising, POP displays, category management.	4	
Self-Study – Challenges and opportunities of retailing, trends in retailing, Indian retailing scenario.	2	CO4

Project work: Analyze the space management (store layout, visual merchandising, POP displays and category management) of a retail outlet and submit a report.		
Module-5 Retail Models and International Retailing		
Retail Models: 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. International Retailing: international retail environment- social, economic, political, legal, technological, issues in international retailing.	8	CO5
Self-Study – Evaluation of Contemporary Retailing in India against global practices (report submission).	2	

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

CO1	Understand the concepts of sales management and personal selling and apply the knowledge of personal selling in real time.
CO2	Understand how to organize and manage the sales force and exhibit the characteristics of an effective sales executive.
CO3	Apply the knowledge of sales budget, targets, sales forecast, territories and quota to control the sales effort.
CO4	Understand the concept of retailing and analyze the retail space management.
CO5	Use their insights on retail models and international retailing to evaluate retailing practices.

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

Course Code: 23MBAM35	Credits: 3
L:T:P:J: 2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To familiarize students with the e-commerce landscape and infrastructure requirements of e-commerce.
2. To make students recognize the importance of 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 models 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
Module-1 E-Commerce and Infrastructure		
Electronic commerce: Introduction, Business Models for E-commerce, Advantages and Disadvantage, Types of E-commerce, Architectural Framework for E-commerce, Applications of E-commerce, Issues in E-commerce - Security, Legal and Ethical.	6	CO1
Infrastructure for E-commerce: 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.		
Practical Component – Report on your e-commerce consumption journey narrating how your usage and experience has changed over the last 5 years.	2	
Self-Study – Provisions under consumer protection act 2019 to protect consumers involved in online transactions.	2	
Module -2 E-Marketing and Mobile Marketing		
E-Marketing: Introduction to E-Markets and E-Marketing, E-Marketing Techniques, Electronic Advertising, E-Market research – Data collection, organizing and analyzing data, Data warehouses and Data Mining, Electronic CRM Applications, E-business revenue models.	6	CO2
Mobile Marketing: Mobile Marketing features - Location based services, social marketing on mobile; Mobile Advertising Networks, Formats and Business Models; QR Codes, Augmented Reality, Gamification; Mobile Marketing Toolkit; Mobile Analytics.		
Practical component – Demonstration of mobile marketing and its effectiveness (group of students to choose one mobile marketing campaign and discuss its effectiveness in the class).	2	
Module -3 Social Media Strategy for Effective Communication		
Social media fundamentals; 3C framework of social media; Creating social media campaigns; Social media strategies for Facebook, Instagram, LinkedIn, Twitter, YouTube and Snap chat; Monitoring social media with AI.	6	CO3
Applying social media best practices to enhance brand.		

Practical component – Create a social media campaign for a social cause on any one social media platform and submit report on its impact.	2	
Self-Study – Influencer marketing, Group influencers and social consumers.	2	
Module -4 Advertising models and Viral marketing strategies		
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 and social networks; Creating viral marketing content using internet, video and guerrilla marketing.	4	CO4
Practical Component – Create a blog and podcast of individual interest and use viral marketing and word of mouth strategy to promote it.	2	
Module-5 Security and Legal Aspects in Social Media Marketing		
Importance of social privacy in social media platforms; Security risks in social media marketing; Protecting against social media marketing risks. SEC Regulation, Fair Disclosure, NLRA, FDA, HIPAA. Trademarks, copyrights, trade secrets.	6	CO5

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

CO1	Understand the e-commerce landscape and infrastructure requirements of e-commerce and recognize the evolutionary changes in e-commerce.
CO2	Exhibit fair understanding of and capability to assess E-marketing and mobile marketing activities.
CO3	Employ the fundamentals of social media marketing to create impactful social media campaigns.
CO4	Assess various advertising models and viral marketing strategies and adopt appropriate strategies to promote content.
CO5	Understand the important security and legal aspects involved in social media marketing.

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 Pvt Ltd.	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 Edu	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	2/e 2018
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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	Markeing 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

Course Code: 23MBAM37	Credits: 3
L:T:P:J: 2:0:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

6. To provide insights for establishing integrated, efficient, and effective logistics practices and transport documentation for better logistics management.
7. To familiarize students with the essential logistics concepts and practices.
8. To make students understand the application of information technology and systems in logistics industry and its scope in National Logistics Policy.
9. To provide a thorough understanding of how distribution channels are managed.
10. To introduce students to the unique features of distribution management in rural and international markets.

Contents of the Module	Hours	COs
Module-1 Introduction to Logistics		
Logistics: Definition, Evolution, Objectives, Elements, Activities and Importance; Logistics interface with marketing, Retail logistics, Emerging concepts in logistics. Logistics Management: Definition, Framework, Role of Logistics management, Bullwhip effect in logistics, distribution, and warehousing management. Reverse Logistics: The concept, Activities involved, Types of reverse logistics, Roles and responsibilities associated with reverse logistics.	6	CO1
Self-Study – Global best practices and statistics associated with reverse logistics.	2	
Module-2 Integrated and Global logistics		
Integrated Logistics: Model / Process, Activities, Emerging Integrated Logistics Concepts, Organizing Integrated Logistics, global logistics. Transportation: Transportation regulation, Modes of transportation, Transportation cost structures, just in time delivery, traffic and transportation strategy, modal characteristics and selection. Outsourcing logistics: Reasons, Stages, Role of logistics providers, Third party and Fourth party Logistics providers.	6	CO2
Practical Component: Transportation documentation.	2	
Module-3 Latest Trends in Logistics		
Logistics in 21st Century: Advance Ship Notice (ASN), Tracking systems – Satellite global positioning systems (GPS) and geographic information systems (GIS), bar-coding and scanning, electronic signature technology, wireless technology, radio frequency identification (RFID). Smart Logistics: DBMS oriented information systems, ERP and SCM, Information system and Bull Whip Effect, Blockchain technology in logistics and SCM. Future trends.	6	CO3
Self-Study – National Logistics Policy and adoption of technology.	2	
Module-4 Channels of Distribution and Channel Management		
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.	8	CO4

Channel Information System – Stages, Elements, Designing Channel Information System.		
Module-5 Distribution in Rural and International Markets		
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
Project work: 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:

CO1	Establish integrated, efficient, and effective logistics practices and transport documentation for better logistics management.
CO2	Apply the essential E-commerce logistics concepts and practices in a given context.
CO3	Understand the application of information technology and systems in logistics industry and its scope in National Logistics Policy.
CO4	Evaluate the working and management of distribution channels.
CO5	Assess the unique features of sales and distribution in rural and international markets.

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 presentations of the same.
- Students can conduct surveys on the practices and challenges in logistics industry and publish the findings in blog or post a video of the same.
- Students 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

Course Code: 23MBAM38	Credits: 3
L:T:P:J: 2:0:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To make students understand the fundamental concepts, strategies and best practices in content marketing.
2. To train students to use content marketing tools and techniques for content management.
3. To help students understand and assess strategies used in building SEM and SEO.
4. To help students develop a strong understanding of SEM tracking and search metrics.
5. To provide students with insights on search and display marketing.

Contents of the Module	Hou rs	COs
Module-1 Essentials of Content Marketing:		
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.	6	CO1
Self-Study – Essential skills for marketing in an AI driven world, AI tools for content marketing.	2	
Module-2 Content marketing tools and techniques for Evaluation:		
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.	8	CO2
Project work: Create a website for a brand and develop search analytics reports by using SEO tool. Submit in the form of a report.		
Module-3 Strategies for Building SEO and SEM		
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.	6	CO3
Self-Study – How SEM can boost visibility and sales of B2B brands.	2	
Module-4 SEM tracking and Metrics		
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.	6	CO4
Practical Component – Use of keyword magic tool/brand24/AI tools to optimize keyword search for a brand	2	
Module-5 Search Advertising and Display Marketing		
Search Basics, Google's Take on Auction Ads, Bidding, Audiences and Tools; Google Ads Campaigns, The Opportunities in Vertical Search, Optimizing for Local Search, optimizing for Image and Product Search, Optimizing for News, Blog, and Feed Search, Others: Mobile, Video/Multimedia Search.	6	CO5
Self-Study – Google Ads Certification.	2	

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

CO1	Understand the fundamental concepts, strategies and best practices in content marketing.
CO2	Use Content marketing tools and techniques for content management.
CO3	Assess strategies used in building SEM and SEO in a given context.
CO4	Carry out SEM tracking and use Search metrics in real time.
CO5	Apply their knowledge of search advertising and display marketing for effective marketing.

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.

III Semester – Human Capital Management
PERFORMANCE MANAGEMENT SYSTEMS AND
ASSESSMENT CENTERS

Course Code: 23MBAH33	Credits: 3
L:T:P:J: 2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To introduce the concept of performance management systems
2. To help students understand process of performance management system
3. To develop the students' ability to apply the concept of competency-based assessment
4. To provide an understanding on the role of assessment and development centers
5. To create awareness of the contemporary practices in performance management system

Contents of the module	Hours	COs
Module-1: Introduction to Performance management Systems		
Performance: Concept & Dimensions, Individual, team and organizational performance, approaches to measuring performance. Performance management system (PMS), objectives, importance of PMS, performance appraisal versus management, Implementing a performance management system, Introduction to the terms - KPA, KRA, PI	6	CO1
Practical component - Conduct a classroom activity on KPI, KRA and PI	2	
Module-2: Process of Performance Management and Models		
Four pillars of PMS, Performance management process, performance execution and performance assessment, performance review, eight-step model of elements and standards of a performance plan, modern methods – multi rater feedback systems – 360-degree feedback, MBO, Human Asset Accounting method, BARS, Assessment centre method, Mixed standard scales, Behavioural checklist method	7	CO2
Practical component - Interview a HR from a company to understand the performance management system adopted	2	
Module-3: Competency Based Assessments		
Competency – meaning and definition, difference levels of competencies, Competency analysis, competency mapping, Competency management, significance of competency-based performance management, theoretical foundations of competency management, competency-based performance management strategy, interventions and drivers	4	CO3
Practical component - Identify competencies required for different jobs at different levels in various companies	2	
Module-4: Assessment Centre and Development Centre		
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.	4	CO4
Practical component - Conduct a classroom activity to understand the use of in basket exercises in appraising performance of individuals.	1	

Module-5: Contemporary Practices in Performance management System				
Rating-less appraisal, potential appraisal, managing team performance – including team performance in the performance management system, performance management of remote/virtual teams, e-performance management, Balanced scorecard, HR scorecard, Performance Management Audit – introduction, scope, checklist of performance audit, structure, steps of performance audit.	7	CO5		
Practical component – Interview a HR manager to understand if and how they do performance management audit	2			
Self-study: Traditional methods of performance appraisal, e-tools used in performance management	3			

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

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

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

Course Code: 23MBAH34	Credits: 3
L:T:P:J: 2:0:2:0	CIA Marks:
50	
Exam Hours: 03	SEA Marks:
50	

Course Objectives:

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

Contents of the Module	Hou rs	C Os
Module -1: Compensation Management		
Compensation: meaning, components, types, Importance of the Total Compensation, 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	4	C O1
Practical Component – Conduct a survey on compensation components for different types of employees in different companies	2	
Module-2: Wage and Salary administration		
Meaning of Wage, Essentials of a Satisfactory Wage System, National Wage Policy in India, Wage Policy at the Organizational Level, Wage surveys, Wage Problems in India. Components of salary -Fixed and variable components, salary determination, Salary, Survey data, Salary Costs, Planning, Budget and Control, Salary Reviews, Guidelines for Salary Review Process, Process of salary fixation, Method of Paying Salary, Flexibility, Pay Reviews, Procedures for Grading Jobs and Pay, Rates Fixation, Controlling Payroll Costs, Executive compensation	7	C O2
Self-Study - Types of wages, Methods of Wage Payment	2	
Module-3: Strategic Reward Practices		
Introduction, Management's Strategy, Introduction to rewards, Reward Policy, Types of rewards, Reward Management: Processes, Procedures& Evaluation, Fringe Benefits and Current Practices, Internal Audit of Compensation and rewards, hybrid reward systems for virtual organizations	6	C O3
Practical Component –Develop a framework to know the fringes benefits	2	

Module-4: Pay for Performance, Competence			
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	7	C O4	
Practical Component- List out factors or components responsible for total reward system in the organization.	1		
Module -5: Strategic Pay issues and pay in New Business Environment			
Compensating flexible workforce – The Contingent Workforce, Groups of Contingent Workers, Part-Time Employees, Temporary Employees, Leased Workers, Independent Contractors, Freelancers, and Consultants, flexible work schedules- 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.	7	C O5	
Self-Study: Rewards in different countries/economies, Gender Pay Gap, Concept of work from home.	2		

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

CO 1	Understand the concept of compensation management
CO 2	Understand wage and salary administration and its application in India
CO 3	Appreciate the use of reward practices
CO 4	Analyze and evaluate pay for performance as a compensation strategy
CO 5	Understand the changing dynamics of compensation in the digital age

Text Books

S l N o	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Compensation Management	R. C. Sharma, Sulabh Sharma	Sage Publication India Pvt. Ltd	2019
2	Compensation and Benefit Design	Biswas, Bashker, D	Pearson	1/e, 2012
3	Managing Employees Performance and Rewards	Shields	Cambridge Press	2007
4	Strategic Compensation A Human Resource Management Approach	Joseph J. Martocchio	Pearson	10 /e, 2020

Reference Books

S l	Title of the book	Name of the Author/s	Publisher Name	Edition and year
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N o				
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

Course Code: 23MBAH35	Credits: 3
L:T:P:J: 2:0:0:2	CIA Marks:
50	
Exam Hours: 03	SEA Marks:
50	

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 create an understanding on wage acts and their applicability
4. To familiarize with social security acts and redressal acts and their relevance
5. To help students understand employer-employee relations related acts

Contents of the Module	Hou rs	C Os
Module -1: Fundamental Aspects of Industrial Relations		
Introduction, Nature of Industrial Relations, Approaches to Industrial Relations, The Participants of Industrial Relation Activities- Unions, State and Employer/Management Evolution of Labour Legislation in India - Role of ILO, Objectives of Labour Legislation, Types of Labour Legislations in India, Constitutional Provisions for the Protection of Labour Workforce in India, Rights of Woman Workers;	5	C O1
Module-2: Factories Act 1948 and Shops and Commercial Establishments Act,1961		
Factories Act 1948 - Introduction, Objectives, Scope, Approval, Licensing and Registration of Factories, Health, and Safety of Workers, Employment of Young Persons and Women, Annual Leaves with Wages, Penalties and Contingence of Offences, latest amendments Shops and commercial establishments act (Karnataka, 1961) -Introduction, Objectives, Scope and Important Definitions, registration of establishments, hours of work, leaves, wages and compensation, enforcement and inspection, offense and penalties, latest amendments	6	C O2
Self-Study: Provisions Related to Working Conditions, Hazardous Processes, Employee Welfare and Working Hours	2	
Module-3: Wage-related acts		
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	6	C O3
Module-4: Social Security acts and Redressal act		
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,	10	C O4

Penalties and Offences, Miscellaneous Provisions of the Act, latest amendments The Payment of Gratuity Act, 1972- Introduction, Objectives, Scope and 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		
Module -5: Acts regulating Employer-Employee Relations		
Introduction, Objectives, scope, important definitions, applicability of the act, Maternity benefits act, 1961 – 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.	10	C O5
Self-Study: About ILO, Role of ILO in shaping labour legislations in India	1	
Project: 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:

CO 1	Understand & analyse the concept of Industrial Relations and Labour legislation
CO 2	Understand the applicability of the factories, act and shops and commercial establishments act
CO 3	Understand and apply the acts related to wages
CO 4	Identify and apply the acts related to social security
CO 5	Understand and apply the acts related to employer-employee relations

Text Books

S I N o	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Industrial Relations and Labour Laws for Managers	Parul Gupta	Sage Publication India Pvt. Ltd	1/e, 2019
2	The SAGE Handbook of Industrial Relations	Paul Blyton, Edmund Heery, Nicolas Bacon, Jack Fiorito	SAGE Publications	2008
3	Labour and Industrial Laws	P. K. PADHI	Prentice Hall India Pvt., Limited	4/e, 2019

Reference Books

S l N o	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Bare Acts, Ministry of Labour, GOI	GOI	2019	Bare Acts, Ministry of Labour

TALENT ACQUISITION

Course Code:23MBAH37	Credits: 3
L:T:P:J:2:0:0:2	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

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

Contents of the Module	Hours	C Os
Module-1: Introduction to Talent Acquisition		
Concept, Meaning & Objectives, Role of Talent Acquisition in building Sustainable Competitive Advantage to a firm; Key Processes of Talent Management, Tools for Managing Talent, Consequences of Failure in Managing Talent, Identifying and Assessing High-Potential Talent: Current Organizational Practices. Talent Management System – Components, benefits, and challenges of Talent Management System	7	C O 1
Module-2: Job Analysis, Job Description, Job Design, and Job Evaluation		
Identify the Job to Examine; Determine Appropriate Information Sources and Collect Job-Related Data; Job Description; Competency-based recruitment and Ice Berg Model; Sources of Recruitment; Job Specification; Creation of Functional Specification; Creation of Behavioral Specification; Employer branding; Job Design Job Evaluation: Concepts, Job Evaluation Process; Obtain Job KSAOs, Qualifications, Examine Compensable Factors Using the Rating/Weighting Evaluation Method; Hay Group—Pioneer in Job Evaluation; Determining Compensation using Job Evaluation Data; Legal and Ethical Considerations for Job Evaluation	10	C O 2
Practical Component – Design a Job Advertisement for identified sectors and calculate the Cost - Paper Print mode; Social Media formalities for the selected sector.	2	
Module-3: Workforce Planning		
Meaning, Need for Workforce Planning, forecasting workforce supply and demand, Strategic job redesign and its benefits; Strategic issues in recruitment.	5	C O 3
Practical Component – Create a workforce forecast plan for a hypothetical situation	1	
Module-4: Making the Hire; Assessment of Candidate and Job Fit		
Recruitment Strategies – internal /external recruitment, Biodata and application forms, Background check, Reference check, Pre-employment Testing and choosing suitable types of Interviews, Selection Errors & Minimizing Selection Errors, making a job offer, Induction, and Placement.	6	C O 4
Module -5: Emerging Trends in HR		
Human Resource Information System (HRIS), Human Resource Accounting (HRA), Human Resource Audits, Recruitment Analytics- Use of Recruitment Metrics in Workforce Planning: History, trends, objective and use of recruitment Metrics and Analytics; Business Process Re-	7	C O 5

engineering, Contemporary Talent Acquisition Issues, and challenges. Managing Multigenerational workforce		
Self-Study: Use of Assessment Centers for recruitment practices in different industries	2	

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

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

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

Course Code: 23MBAH38	Credits: 3
L: T:P: J: 2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To introduce the concept of negotiations
2. To help the students understand the tools used in negotiations
3. To enable the students evaluate various methods of conflict management and appreciate its importance in organizations
4. To create an understanding on the concept of dispute resolution
5. To familiarize the theories of collective bargaining

Contents of the Module	Hou rs	COs
Module-1: Negotiations in the Contemporary Workplace		
Introduction to negotiations – meaning, definition, purpose, scope, characteristics of negotiations, characteristics, negotiation theories and models – bargaining theory, social-psychological theory of bargaining, bargaining theory of wages, negotiations process, Key elements in managing negotiations within relationships -trust, emotions, justice; cognitive bias, power and persuasion	7	CO1
Practical Component – Conduct a roleplay on negotiation in a particular scenario	1	
Module-2: Basic Tools of Negotiation		
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	5	CO2
Practical Component – Identify real time cases of organizations that have failed during negotiation and have undergone the process of arbitration or adjudication and present the same.	2	
Module-3: Conflict Management		
Conflict, traditional theory, contemporary theory, elements and positive and negative effects of conflict, five stages of organizational conflict, conflict assessment, BATNA, WATNA, ZOPA, conflict management – meaning, process, styles - Thomas-Kilmann Conflict Mode Instrument (TKI), conflict resolution techniques like Logical Argument mapping, Vaaland’s improvement model, conflict dynamics profile, Runde-Flanigan model	8	CO3
Practical Component – Demonstration of Thomas-Kilmann Conflict Mode Instrument (TKI)	2	
Module-4: Dispute resolution		
Dispute- meaning, types, impact of disputes on organizations, dispute resolution process -consensual and adjudicative, spectrum of dispute resolution, dispute prevention	4	CO4
Practical Component – Conduct research on the conflict/dispute resolution techniques used by different companies and across industries	2	

Module -5: Collective Bargaining		
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	5	CO5
Practical Component – Apply and analyse any of the bargaining theories to specific context/situation	2	
Self-Study: Skills needed for negotiations and ethics in negotiations	2	

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

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

Text Books

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

Reference Books

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

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

ORGANISATION STUDY

Course Code:23MBAO39	Credits: 4
L:T:P: J: 0:0:4:4	CIA Marks: 50
	SEA Marks: 50

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 Objectives:

1. To enable students to understand & evaluate the nature and functioning of the Industry and company.
2. To train students to apply Mckinsey's 7S framework and Porter's Five Force Model to organisation under study.
3. To train students to analyze the financial performance of the organisation.
4. To enable them to evaluate the overall functioning of the organisation and offer relevant suggestions.
5. To facilitate students to prepare a report based on the study undertaken and explain the work through an oral presentation

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

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

General Guidelines

- The organisation study, which is compulsory in nature, shall be for a period of 4 weeks, taken up immediately after the completion of 2nd semester-end assessments and before the commencement of the 3rd semester classes.
- Organisation study shall be organization specific in nature and shall be undertaken at public or private limited companies.
- The student undertaking organization study shall do so under the supervision of two guides, an internal guide from the Institution and an external guide from the organization where the student is undertaking the study.
- No two students shall undertake organisation study in the same organization.
- The student shall log a minimum of 50 hours and a minimum period of 10 days in the organization.
- The work log duly signed by the internal and external guide to be included in the report.
- Internal assessment is done by the guide.

- Report evaluation shall be done by the internal guide and an external examiner separately and the marks awarded by the two Examiners shall be considered for the final evaluation marks.
- The viva-voce examination shall be conducted by a faculty member from the department and Industry expert jointly.

Case Study:

- The student shall prepare / develop a descriptive case study based on problems identified / practices followed in the organization and include the same in the final report
- The case study should be of 1500-2000 words.
- Case study format: Synopsis (100-150 words), Introduction to the case (200-250 words), Findings (500-650 words), Discussion (500-650 words), Conclusion (100-150 words), Recommendations (100-150 words), References, Appendices (if any).
- Case study evaluation is included in the viva-voce examination

Evaluation: Organisation study carries 100 marks, the details of which are as shown below.

Rubrics for Organisation Study

SL No	Particulars	Marks Allotted	Component
1	Internal Assessment by Internal Guide	25	CIA
2	Report Evaluation by Internal Guide	15	
3	Case study Evaluation by Internal Guide	10	
4	Report Evaluation by External Examiner	30	SEA(100 reduced to 50)
5	Case study Evaluation by External Examiner	20	
6	Viva-Voce Examination (Joint Evaluation)	50	
	Total Marks	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 (excluding case study)	10
4	Overall impression	5
	Total	25

B. Report Evaluation by the Internal Guide

SL No	Aspects	Marks Allotted
1	Industry profile and Organisation profile- Study of Functional Departments	5
2	Mckinsey's 7S framework and Porter's Five Force Model	5
3	Analysis of financial statements and Learning experience	5
Total		15

C. Report Evaluation by the External Guide

SL No	Aspects	Marks Allotted
1	Industry profile and Organisation profile- Study of Functional Departments	10
2	Mckinsey's 7S framework and Porter's Five Force Model	10
3	Analysis of financial statements and Learning experience	10
Total		30

D. Case Study Evaluation by the Internal Guide

SL No	Aspects	Marks Allotted
1	Introduction and findings	5
2	Discussion, Conclusion and recommendations	5
Total		10

E. Case Study Evaluation by the External Examiner

SL No	Aspects	Marks Allotted
1	Introduction and findings	10
2	Discussion, Conclusion and recommendations	10
Total		20

F. Viva-Voce Examination (Separate evaluation by internal and external guide for 25 marks each)

SL No	Aspects	Marks Allotted
1	Presentation skills	5
2	Communication skills	5
3	Subject knowledge (including case study)	5

4	Query handling	5
5	Overall Impression	5
Total		25

Chapterization:

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: Case Study

Chapter 6: Learning experience

Work Log Format:

D a y	Dat e	Ho urs log ged	Work Done/ Progress	Signature of External Guide	Signature of Internal Guide
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
Total Hours					

SEMESTER-IV

BANKING AND FINANCE MANAGEMENT OF BANKS

Course Code: 23MBAF41	Credits: 3
L:T:P:J: 2:0:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To help student in understanding the structure, system of banking in India.
2. To facilitate students in evaluating the role of Central Bank.
3. To acquaint the students with performance of Banks and components of ALM.
4. To provide an understanding of evaluation of recent trends in banking.
5. To equip students with an understanding of international banking system

Contents of the Module	Hou rs	COs
Module-1: Banking system and structure in India		
Evolution of Indian Banks-Types of banks, Commercial banking: Structure, Functions, Types of relationship between banker and customer	6	CO1
Self-study: Role of commercial banks in socio economic development	1	
Practical Component –Visit a bank’s website and understand different types of transactions that can be done online	2	
Module-2: Central Banking		
Functions, Structure of Central Bank, Role of Central Bank, Methods of Credit Control – Quantitative and Qualitative technique	6	CO2
Self - study: RBI’s measures on financial inclusion	1	
Module-3: Credit Review & Performance of Banks		
Principles & Characteristics of different types of loans, Charging of Security bills-pledge – mortgage – assignment. Management of Non-Performing Assets (NPAs), DuPont model for evaluating bank performance. Regulatory capital requirements under Basel III norms. Asset Liability Management (ALM) in banks- objectives and significance of Asset Liability management	7	CO3
Practical Component – Preparation of Altman’s Z Score for Public Sector Banks	2	
Project Work: Students will submit a report on the analysis of banks by using either the CAMELs, EAGLEs or DuPont Model		
Module-4: Digital Banking		
Meaning- Definition- Need for digitalization- Advantages to the customers-opportunities to the Bank. EFT Systems, CBDC, Core banking solutions	6	CO4
Self-study: Application of fintech in banking sector	1	
Module -5: International Banking		
Letter of credit-types, Correspondent Banking and NRI Accounts, EXIM & ECGC.	6	CO5
Self-Study: Exchange rate risk and international payment systems	2	

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

CO1	Understand the structure, system of banking in India.
CO2	Evaluate the role of Central Bank.
CO3	Analyze the performance of Banks and the components of ALM
CO4	Evaluate the recent trends in banking
CO5	Analyze the fundamentals of international banking environment

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

DIRECT TAXATION

Course Code: 23MBAF42	Credits: 3
L: T:P:J: 2:0:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

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

Contents of the Module	Hours	C O s
Module -1 Introduction to Taxation		
Income Tax Act of 1961, Basic Concepts and definitions, Residential Status and Incidence of Tax, Incomes exempted under section 10, (Problems on residential Status of Individual Assessee).	6	C O 1
Self-study: Tax planning, tax evasion and tax management and Residential status of Assessee other than individuals	2	
Module -2 Income from Salary and House property		
Introduction, Meaning of Salary, Allowances, Valuation & Taxability of Perquisites, Deductions against Salary. Income from House Property. (Problems on salary Income).	8	C O 2
Project work: Students need to collect Form 16 and 26AS from a salaried employee, analyze their tax return, and suggest tax planning measures		
Module -3 Income from Business and Profession		
Introduction to business and Profession income, Deductions/ allowance from business Income, Depreciation. (Problems on computation of income from business/ profession of Individual Assessee and Depreciation). Introduction to Corporate taxation with special reference to MAT.	10	C O 3
Self-study: Set off and carry forward of losses.	1	
Module -4 Income from Capital Gain and Other sources		
Income under capital gain, basis of charge, inclusion & exclusion from capital asset. Income from Other Sources (Theory Only). (Problems on computation of Income from capital gain)	5	C O 4
Module -5 Deductions and Total Income		
Permissible deductions under section 80C to 80U, computation of tax liability of Individuals. (Problems on Computation of taxable Income and tax liability of Individuals).	6	
Self-study: Comparative analysis of old and new tax regime	1	

Practical Component- Online filing of tax return	1	C O 5
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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 and compute total income.

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

Course Code: 23MBAF43	Credits: 3
L:T:P:J: 2:2:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To familiarize student with fundamental concepts used in various financial derivatives.
2. To acquaint students to critically evaluate forwards & futures contract .
3. To facilitate students to analyze option contract and its valuation.
4. To assist students in analyzing swaps contract and its valuation
5. To provide an understanding of analysis of credit and commodity derivatives market in India

Contents	Num ber of Hour s	C O
Module -1: Financial Derivatives		
Meaning, features of financial derivatives; Types of Derivatives; Participants, Functions of derivatives market; Factors causing growth of derivatives & Derivatives market in India. (Theory)	6	CO 1
Practical Component: Analyze the various derivative products available on NSE/BSE.	1	
Module -2: Futures and Forwards		
Meaning, features, and types of futures/forwards - Commodity, Stock and Index); 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	CO 2
Module -3: Option Contracts		
Options Contract: meaning, characteristics and types, 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)	8	CO 3
Self Study: Options V/s futures and forwards	1	
Module -4: Financial Swaps		
Financial swaps: meaning, features, types and advantages; Mechanics of interest rate swaps (Numerical problems on Interest rate swap)	8	CO 4
Self Study: Introduction to Swaptions	1	
Module -5: Credit and Commodity derivative market		
Credit risk and Credit derivatives; Credit default swaps; Total return swaps; Collateralized Debt Obligation (CDO); Commodity derivatives: Commodity derivatives traded in Indian Commodity exchanges; (Theory)	6	CO 5

Self Study: SEBI and FMC Guidelines for commodity market	1	
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Course Outcomes: At the end of the course the student will be able to:

CO No.	Statement
CO1	Understanding financial derivative market
CO2	Evaluate forwards & futures contract
CO3	Analyze option contract and its valuation
CO4	Analyze swaps contract and its valuation
CO5	Analyze the credit and commodity derivatives market in India

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 IV
BUSINESS ANALYTICS**

PREDICTIVE ANALYTICS

Course Code: 23MBAB41	Credits: 3
L:T:P:J:1:0:2:2	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To train students to apply Descriptive and Inferential Statistics in decision-making.
2. To help students predict outcomes using Regression Analysis.
3. To familiarize students with the application of Correlation and Regression Analysis to identify relationships between variables using MS Excel and Python.
4. To assist students in understanding and implementing advanced regression techniques using Python.
5. To help students analyze the association between variables using Logistic Regression.

Contents of the Module	Hours	COs
Module-1: Fundamental statistics		
probability theory, probability distributions (Binomial, Normal), and inferential statistics (sampling, Central Limit Theorem, Estimation, Hypothesis testing (p-values, Z-test, T-test), concept of correlation and regression.	6	CO1
Self-Study: Concepts Descriptive statistics: mean, median, mode, variance	1	
Module-2: Predictive Analytics fundamentals		
Meaning and importance of predictive analytics, Applications of predictive analytics, Applications of regression analysis, Different types of regressions, Identification of regression type. Regression analysis using Excel and Python	5	CO2
Practical Component: To practice tools on publicly available data set	1	
Self-Study: Pros & cons of using statistical tools for Business Decision Making	1	
Module-3: Correlation and Regression using MS Excel and Python		
Covariance, Correlation, Simple Linear Regression, Detailed analysis of Multiple linear regression, OLS model diagnostics, Dummy Variables, Multivariate Regression, OLS Assumptions.	8	CO3
Practical Component: Examine regression using software tools	1	
Module-4: Advanced Regression Techniques		
Polynomial Regression, Model Assumptions, Analysis and interpretation of output, building predictive model. Introduction to Quantile Regression, Model assumptions, Implementation in python, Analysis, and interpretation of output, building predictive model.	8	CO4
Self-Study: Non-linear Regression, Advantages of quantile regression	2	
Module-5 Logistics Regression		

Introduction to logistic regression, differences from linear regression, interpretation of coefficients, assumptions, model fitting, evaluation metrics – Confusion matrix, Accuracy, Recall, F1 score, AUC, ROC curve.	8	CO5
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Course Outcomes: At the end of the course the student will be able to:

CO1	Apply Descriptive and Inferential Statistics in decision making
CO2	Predict outcomes using Regression analysis
CO3	Apply Correlation and Regression analysis to understand the relationship between variables using MS Excel and Python
CO4	Understand advanced regression technique implementation using Python
CO5	Analyze the association between variables using Logistics Regression

Text Books:

Sl · N o	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1.	An Introduction to Statistical Learning: with Applications in R	James, WiMen, Hastie and Tibshirani	Springer.	1 E, 2013
2.	Open Intro Statistics Textbook	Christopher D. Barr, David M. Diez, and Mine Çe,nkaya-Rundel	Open Intro, Inc.	4 E, 2019

References:

- **ISLR Textbook authors' lectures and videos:**
hMp://fs2.american.edu/alberto/www/analy,cs/ISLRLectures.html
- **Elements of Statistical Learning**
hMp://statweb.stanford.edu/~,bs/ElemStatLearn

ARTIFICIAL INTELLIGENCE FOR MANAGERS

Course Code: 23MBAB42	Credits: 3
L:T:P:J: 2:2:0:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To comprehend the fundamentals and history of AI and organize key milestones in its development.
2. To evaluate and compare the process for framing an AI initiative and its potential impact.
3. To familiarize students with the applications of AI in automation and robotics, and identify real-world examples.
4. To explain the concepts of Machine Learning and Deep Learning and contrast their differences and similarities.
5. To understand the core concepts of Deep Learning and reconstruct its underlying architecture and models.

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

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

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

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

ADVANCED ANALYTICS

Course Code: 23MBAB43	Credits: 3
L:T:P:J: 2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To analyze various forms of social media data using google analytics
- 2.To Apply concepts of Human Resource Management in Analytics
- 3.To analyze the financial time series data using MS Excel
- 4.To understand the fundamental concepts of text analytics and its emerging trends
- 5.To Understand image and audio data processing techniques

Contents of the Module	Hou rs	COs
Module-1: Social Media Analytics		
Estimated Data sources and Factual Data Sources, Public and Private data, data gathering in social media analytics. How Google Analytics works, setting up GA, Navigating the interface, Setting up different views with filters.	7	CO1
Self Study: Defining social media data, social media data sources	1	
Module-2: HR Analytics		
HR Metrics Workforce metrics- Headcount metrics, Absenteeism metrics, Turnover metrics Recruitment Metrics- 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 Training & Development Metrics - 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 Diversity Metrics – Hiring & Recruiting, Equal pay, Promotions, Retention Career Progression Metrics- Career path ratio	7	CO2
Self Study: Introduction. Meaning, benefits of HR Analytics; Pitfalls of HR Analytics, Future of HR Analytics. The Scope of Big Data in HR Analytics.	1	
Module-3: Financial Analytics		
Concept of Stationary process; Smoothing Methods- Moving Average, Weighted Moving Average ,Prediction of business costing using Time series analysis - ARIMA, Time Series Optimization using Exponential Smoothing Method	7	CO3
Self Study: Components of time series data - Trend Analysis, Seasonality and cyclical behavior;	2	
Module-4: Text Analytics		
Introduction to Text Analysis, Raw text vs. structured data, Key concepts and terminology, Digital Tools for Text Analysis, Quantitative Text Analysis, Emerging trends in text analytics, Ethical considerations in text data analysis, Applications and Challenges in text data analysis	8	CO4
Module-5: Video & Audio Analytics		

Fundamentals of Digital Video and Audio, Audio Data Processing, Audio signal characteristics, Feature extraction, Audio classification and clustering, Speech recognition fundamentals, Image processing fundamentals, Face detection and recognition, Optical character recognition (OCR), Combining video and audio features	7	CO5
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Course Outcomes: At the end of the course the student will be able to:

CO1	Analyze various forms of social media data using google analytics
CO2	Apply concepts of Human Resource Management in Analytics
CO3	Analyze the Financial time series data using MS Excel
CO4	Understand the fundamental concepts of text analytics and its emerging trends
CO5	Understand image and audio data processing techniques

Text Book

Sl . No	Title of the book	Name of the Author/s	PublisherName	Edition andyear
1	Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media.	Matthew Ganis, Avinash Kohirkar	Pearson Education	2015
2	Predictive HR Analytics Mastering the HR Metric	Martin R Edwards, Kirsten Edwards	Koganpage	2E, 2019
3	Financial Econometrics	Oliver Linton	Cambridge University Press	1E, 2019
4	Speech and Language Processing	Daniel Jurafsky and James H. Martin	Pearson	2E, 2008
5	The Text Mining Handbook: Advanced Approaches in Analyzing Unstructured Data	Ronen Feldman, James Sanger	Cambridge University Press	1E, 2007

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
2	Spreadsheet skills for Finance Professionals	Pitabas Mohanty	Taxmann's	2 nd , 2020

EXPLORATORY DATA ANALYSIS USING R

Course Code: 23MBAB44	Credits: 3
L:T:P:J: 2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To acquaint students with the basics of R programming and organize key concepts for effective learning.
2. To enable students to apply R programming to perform Exploratory Data Analysis (EDA) and compare various data patterns.
3. To facilitate students to perform descriptive statistical analysis using R and reorganize data for clearer insights.
4. To enable students to evaluate and contrast the relationship between variables using correlation and regression analysis in R.
5. To help students to perform inferential statistical analysis for decision-making using R and devise strategies for data-driven decisions.

Contents of the Module	Hours	COs
Module-1: Introduction to R		
Familiarization of environments in R, Basic math and stat using R	4	CO1
Practical Component –To Install R studio and learn the basics of R Programming	2	
Module-2: Exploratory Data Analysis		
Essential Summaries of EDA, Graphical Techniques in EDA, Data visualization using advanced library in R	4	CO2
Module-3: Descriptive Statistics & Probability using R		
Basic statistical functions in R, Basic set operations, Classical Probability Theory Probability Distributions	4	CO3
Module-4: Correlation and Regression Analysis in R		
Correlation analysis- Pearsons method, Visualizing the relationship, Correlation Matrix, Regression Analysis- Computing Linear Regression.	4	CO4
Practical Component – Using R, Perform the Descriptive statistical analysis and create data visualization	8	
Module -5: Inferential Statistics & Testing of Hypothesis		
Study of Confidence Intervals for Means of Large and Small Samples, Large Sample Tests Small Sample Tests, F- Test, Chi-Square Test	6	CO5
Practical Component – To perform various Hypothesis testing using R, Extract Real Time data and Perform statistical tests using R and submit as a Report	6	
Self-Study: Basics of Hypothesis, Errors, Steps in testing Hypothesis	3	

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

CO1	Students will be able to Understand the basics of R Programming
CO2	Students will be able to apply the concepts of R for Exploratory data analysis
CO3	Students will be able to Perform descriptive Statistical analysis using R
CO4	Students will be able to study the relationship between variables using Correlation and Regression analysis using R
CO5	Students will be able to Perform Inferential Statistical Analysis for Decision making using R

Text Books

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Exploratory Data Analysis with R	Ronald K	Pearson	1st e
2	Introduction to data Science with r and Python	B Uma Maheshwari and R Sujatha	Wiley	1 st e

Reference Books

S I N o	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- IV

DIGITAL STRATEGY AND APPLIED MARKETING

SERVICES MARKETING

Course Code: 23MBAM41	Credits: 3
L:T:P:J: 2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To acquaint the students with 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 aimed 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 and keep service promises.

Contents of the Module	Hours	COs
Module-1 Understanding Services Marketing		
Meaning and distinctive characteristics of Services. Search, experience and credence properties. Services Marketing Mix and challenges in services marketing.	5	CO1
Models of Services Marketing: Services Marketing Triangle, Servicescape Model, Servqual Model, STP Marketing Model, GAPs Model		
Practical Component – Illustrate services marketing triangle for a service industry. Create SERVQUAL and GAPs model for a service organization.	3	
Module-2 Focus on the Customer		
Customer Expectations of Services: Two levels of expectations and Zone of Tolerance, Factors influencing customer expectations of services. Customer Perception of Services: Factors influencing customer perception and Strategies to influence customer perception of services.	7	CO2
Understanding Customer Requirements: Listening to customers through research, Types of service marketing research and graphical representation of data.		
Building customer relationship through retention strategies: Relationship marketing, Customer profitability segments, relationship development strategies and Relationship challenges.		
Practical Component – Using market research information: Conduct market research using any of the 13 types of services marketing research to understand customer requirements and submit a report with suitable strategies /solutions for the identified problem.	3	

Module-3 Aligning Service Design and Standards		
Service Innovation and Design: Types of service innovation, service blueprinting components.	4	CO3
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.		
Practical Component – Draw the existing and build a modified blueprint for a service organization	2	
Self-study – Path-breaking service innovations of 21 st Century	1	
Module-4 Delivering and Performing Service		
Employees' Roles in Service delivery: Boundary-spanning roles of employees, Strategies for delivering services quality through people.	5	CO4
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.		
Practical Component – Draw demand curve for a service organization, analyze it and suggest strategies for matching demand and supply.	2	
Self-Study – Successful Strategies adopted by service providers in Healthcare and Education Industry to reduce performance gap.	2	
Module-5 Managing Service Promises		
Challenges in service communication and strategies to match service promise with delivery.	3	CO5
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.		
Practical Component – Propose viable and suitable communication, pricing and recovery strategy for wellness industry.	1	
Self-Study – Pricing strategies used by service aggregators in India. Greatest service recovery stories in Hospitality and Airline Industry.	2	

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

CO1	Understand unique characteristics and challenges of the services, and different models of services marketing to apply in a given service context.
CO2	Conduct research to understand what customers want and focus on customer's expectations and requirements from services to building long term relationship.
CO3	Analyze a service offering and propose physical evidence to match the standards and expectations of customers.

CO4	Recognize the role played by customers and employees in delivering services and suggest strategies to overcome the constraints faced by them due to demand-capacity issues.
CO5	Understand and design Communication, Pricing and recovery strategies for managing and keeping service promises.

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

Course Code: 23MBAM42	Credits: 3
L:T:P:J: 2:0:1:1	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

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

Contents of the Module	Hours	COs
Module-1 Introduction to Advertising and Organizing for advertising		
Advertising: Introduction, Meaning, Reasons, Types, Benefits and Need; Advertising as a part of IMC; Mediums and Tools of advertising. Organizing for Advertising: Role of Ad agencies and other marketing communication organizations.	4	CO1
Practical Component – Make a video edit of different types of advertisements for the same product.	2	
Module-2 Creative Strategy: Implementation and Evaluation		
Advertisement appeals in different stages of life cycle; Advertising execution; Creative tactics for different mediums; Copywriting; Client evaluation and approval of creative work.	6	CO2
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.		
Practical Component – Advertising copy creation for a social cause, evaluation and correction of the same.	2	
Module-3 Brands and Brand Management		
Meaning of Brand, Role of Brand for consumers and manufacturers, What can be branded? Brand Portfolio Management; Branding Challenges and Opportunities; Strategic Brand Management Process; Laws of Branding.	6	CO3
Understanding consumer segmentation and targeting for branding, Identifying and establishing brand positioning; Positioning guidelines.		
Self-Study – Defining and establishing brand mantras; Brand audits.	4	
Module-4 Brand Equity, Brand Promotion and Advertisements		
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.	6	CO4

Advertising and Integrated Brand Promotion: Role of Advertising in brand development and management; The evolution of promoting and advertising brands.		
Practical Component – Create CBBE model and network model for given brands.	2	
Project work: Brand perception survey report.		
Module-5 Digital branding and advertising		
Advertising and integrated brand promotion on the internet; Social media marketing, Content Marketing and Email Marketing; Media Management.	4	
Practical Component – Designing digital brand promotion for a product / service of your choice Create a conventional and digital personal branding plan.	4	CO5

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

CO1	Understand the basic concepts of advertising.
CO2	Apply creative strategy for creating effective advertising.
CO3	Understand how to position and manage brands in industry.
CO4	Assess various strategies involved in building superior brands and use them for creating strong brands.
CO5	Design digital media campaigns for effective branding and advertising.

Text Books

S l N o	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	8/e 2018

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

Course Code: 23MBAM43	Credits: 3
L:T:P:J: 2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To make students understand the 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 use of data and analytics for better business performance.
5. To give hands-on training to students in MS-Excel, Tableau and Power BI required for marketing decisions.

Contents of the Module	Hours	COs
Module-1 Introduction to Marketing Analytics, Role of data and big data in marketing		
Marketing Analytics, Role of insight, Data-driven marketing decisions, Overcoming the five obstacles to data-driven marketing, getting big impact from big data, Putting Big Data and advanced analytics to work.	4	CO1
Module-2 Marketing Metrics		
Classical marketing metrics, the five essential marketing metrics: Brand awareness, Test drive, Churn, CSAT and Take rate. Finance for Marketing Managers: Profit, NPV, IRR, Payback Return on Marketing Investment (ROMI) Framework for Management Decisions. Stress-Test the Numbers: Sensitivity Analysis	4	CO2
Practical Component – Application of classical marketing metrics and financial metrics using manual calculations.	6	
Self-study – Application of classical marketing metrics and financial metrics using MS-Excel	2	
Module-3 Internet Marketing Metrics		
Cost per Click (CPC), Transaction Conversion Rate (TCR), Return on Ad Dollars Spent (ROA), Bounce Rate, and Word of Mouth (WOM) Social Media Marketing Engagement	3	CO3
Practical Component – Application of internet marketing metrics (manual calculations)	3	
Module-4 Analytics for Better Market Performance		
Using Near-Time Data to Improve Performance The Three Essential Approaches to Analytic Marketing: Propensity Modeling, Market Basket Analysis, Decision Trees	4	CO4
Practical Component – Conducting market basket analysis and creating decision trees.	4	
Module-5 Using MS-Excel, Tableau and Power BI for Marketing Analytics		

Slicing and Dicing Marketing data with Pivot Tables, Using Charts and Functions to Summarize Marketing Data. Excel Solver to optimize price	2	CO5
Practical Component – Hands-on workshop for the above functions.	6	
Self-Study – Creating dashboards in Excel	2	

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

CO1	Understand the importance of data, big data and analytics for marketing.
CO2	Applying different metrics in marketing for better decision making.
CO3	Applying metrics for analysing internet marketing efforts.
CO4	Understand how to use data and analytics for better business performance.
CO5	Use MS-Excel, Tableau and Power BI for understanding, analysing and summarizing marketing data for effective decision making.

Text Books

S l N o	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

S l N o	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 IV
HUMAN RESOURCE ANALYTICS

Course Code: 23MBAH41	Credits: 3
L:T:P:J: 2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To help students develop an understanding of the rise of HR analytics and its relevance
2. To introduce different frameworks related to HR analytics
3. To provide 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 in HR

Contents of the Module	Hou rs	COs
Module -1: Rise of HR Analytics		
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	5	CO1
Practical component – Exercise on sentiment analysis	2	
Module -2: HRA Frameworks		
Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework	4	CO2
Practical component – Present on the adaption of different HRA frameworks in different industries	2	
Module – 3: HR Metrics		
Workforce metrics- Headcount metrics, Absenteeism metrics, Turnover metrics Recruitment Metrics- 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 Training & Development Metrics - 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 Diversity Metrics – Hiring & Recruiting, Equal pay, Representation, Promotions, Retention Career Progression Metrics- Career path ratio	6	CO3
Practical component – Calculate different metrics for a given dataset	3	
Module-4: Predictive analytics and Decision-making using Power BI		
Predicting individual and team turnovers, Turnover costs for business implications, Selection decisions from previous performance data, Identifying flight-risk candidates, Process of report generation, Correlation and regression analysis	5	CO4

Practical component – Conduct predictive analytics for given dataset	3	
Module 5: HR Data visualization and Dashboard creation		
Overview of visualization, Graphics, Data Visualization best practices, Popular tools available for visualization, Storyboarding and importance of insights, Interactive and static dashboards and reports. Dashboard creation Using Excel - Process of development of dashboard, Essential criteria, Leading and lagging indicators, Selection of appropriate metrics, Sources of data	4	CO5
Practical component – Build a dashboard for a given dataset	2	
Application of HR metrics using Excel	4	

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

CO1	Understand the meaning of Analytics and visualization, need for implementing Analytics in an organization and challenges and pitfalls involved in implementing Analytics in the system.
CO2	Understand different HR Frameworks and its application in the field of Analytics
CO3	Gain knowledge and hands on experience of preparing HR metrics
CO4	Apply and analyse HR data for better decision making
CO5	Apply data visualization and dashboard creation for HR purposes

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 nd 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	Sesil James, C	Pearson, New Jersey	2017

	for Selection, Developing Incentives and Improving Collaboration			
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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

Course Code: 23MBAH42	Credits: 3
L:T:P:J: 2:0:0:2	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

1. To introduce the concept of strategic human resource management
2. To provide an understanding of the dimensions related to strategic HRM activities which contributes to an organization's competitive edge
3. To help the students apply agile principles and methodology in HR
4. To help the students analyze redundancies and agile risk management strategies
5. To develop an ability to analyze the forces shaping future of work

Contents of the Module	Hours	COs
Module-1: The Concept of Strategic Human Resource Management		
The Concept of Strategic Human Resource Management (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.	7	CO1
Self-Study: Objectives of SHRM, The evolutionary stages of Strategic HRM	2	
Module-2: Strategic HRM in Action		
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	8	CO2
Practical Component – Review research paper on strategic HR management	2	
Module-3: Introduction to Agile HR & Design Thinking		
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	4	CO3
Module-4: Organization design and Managing Redundancy& Risk		
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 Redundancy-Meaning, Sources of redundancy, Planning, Implementation, Impact of redundancy on organizations, Alternatives to Redundancy, Agile Risk management	7	CO4
Practical Component – Presentation on agile HR in practices in different companies /different sectors	2	

Module-5: Agile People Management Practices and The Future of work		
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	7	CO5
Self-Study: Role of HR in the current context	1	
Project: Interview a senior manager of any three sectors to understand and compare the HR strategies they are implementing in their organizations and prepare a report on the same.		

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

CO1	Understand the concept of strategic human resource management.
CO2	Understand the dimensions related to strategic HRM activities which contributes to an organization competitive edge.
CO3	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.
CO4	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.
CO5	Evaluate talent elements needed to help support an Agile transition in an organization and explain how different contexts can influence the approach taken

Text Books

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

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

Course Code: 23MBAH43	Credits: 3
L: T:P:J: 2:0:2:0	CIA Marks: 50
Exam Hours: 03	SEA Marks: 50

Course Objectives:

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

Contents of the Module	Hours	COs
Module -1: Introduction		
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.	6	CO 1
Practical component – Research and present on the differences between MNCs and domestic companies with respect to their HR policies	2	
Module-2: International staffing		
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	8	CO 2
Module-3: Knowledge management, Training, and development		
Managing Knowledge in Multinational Firms: Introduction, Different types of knowledge, Factors influencing knowledge sharing How to stimulate knowledge sharing Gaining access to external knowledge, Knowledge retention, 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	6	CO 3
Practical Component – Conduct an interview with an expatriate to understand training provided	1	
Module-4: Performance management & Reward systems	5	CO 4
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, Taxation, Approaches to international compensation Repatriation issues, international trends in global total rewards.		
Self-Study: Key components of global total rewards programs	1	
Practical Component – Understand and discuss latest compensation survey conducted by specific agency (for example Deloitte)	2	
Module -5: Diversity management and culture management:		
Equal opportunities, Diversity Management – meaning, types, practices; Work–life balance: practices and discourses; Inclusion – meaning, initiatives International Culture Management: Model 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	7	CO 5
Self-Study: Cross culture management	2	

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

CO 1	Students will be able to understand international human resource management concepts
CO 2	Students will be able to understand and apply international staffing practices
CO 3	Students will be able to appreciate knowledge management practices in international organizations and understand training and development in MNCs
CO 4	Students will be able to understand international performance management and rewards management
CO 5	Students will be able to appreciate and understand diversity management in organizations

Text Books

S l N o	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	International Human Resource Management	Srinivas R. Kandula	Sage Publication India Pvt. Ltd.	2018
2	International Human Resource Management	Anne-Wil Harzing, Ashly H. Pinnington	Sage Publication India Pvt. Ltd	4/e, 2015
3	International Human Resource Management	Anne-Wil Harzing, Ashly Pinnington	Sage Publication India Pvt. Ltd	4/e, 2015

Reference Books

S l N	Title of the book	Name of the Author/s	Publisher Name	Edition and year
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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

PROJECT WORK

Course Code:23MBAP45	Credits: 8
L:T:P:J: 0:0:4:4	CIA Marks: 50
	SEA Marks:50

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 Objectives

1. To enable students to understand & evaluate the nature and functioning of the Industry and Company.
2. To facilitate students to understand theoretical background of the study and review the relevant literatures.
3. To train students in designing research to find appropriate solutions to the problem identified
4. To enable students to analyze, interpret the data collected and offer relevant suggestions
5. To facilitate students to exhibit punctuality, presentation skills and research aptitude

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

CO1	Understand & Evaluate the nature and functioning of the Industry and Company.
CO2	Understand theoretical background of the study and review the relevant literatures.
CO3	Design research to find appropriate solutions to the problem identified
CO4	Analyze, interpret the data collected and offer relevant suggestions
CO5	Exhibit punctuality, presentation skills and research aptitude

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 $\leq 10\%$ (Plagiarized content up to 10% is allowed in the project work and report should consist 90% of original content/work).

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

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

Rubrics for Project Work

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

A. Internal Assessment by the Guide

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

B. Report Evaluation by the Internal and External Examiner (Joint Evaluation)

SL No	Aspects	Marks Allotted
1	Introduction & Relevance of the project	10
2	Conceptual background and literature review & Research Design	10
3	Analysis and interpretation	20
4	Summary of findings, suggestions and conclusion	10
Total		50

C. Viva-Voce Examination

SL No	Aspects	Marks Allotted
1	Presentation skills	10
2	Communication skills	10

3	Subject knowledge	10
4	Query handling	10
5	Overall Impression	10
Total		50