KISHKINDA UNIVERSITY

ಕಿಷ್ಕಿಂದ ವಿಶ್ವವಿದ್ಯಾಲಯ

(A State Private University Established by the Karnataka Act No. 20 of 2023)

Advancing Knowledge Transforming Lives

SCHEME & SYLLABUS FOR I TO IV SEMESTER

THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA)
Under Outcome Based Education (OBE) & Choice-Based Credit System (CBCS) Scheme
Effective from the academic year 2023 -24

2023

MASTER OF BUSINESS ADMINISTRAION (MBA)

DEPARTMENT VISION

"To be the leading incubator of ideal human resource for future world of business"

DEPARTMENT MISSION

1. Well-rounded management education, blending theoretical knowledge with practical insights.
2. Incorporating experiential learning through simulations, live projects, and international exposure.
3. The dynamic learning environment, global faculty, and emphasis on entrepreneurship.
4. Strong industry collaborations, including partnerships with leading companies, provide students with valuable exposure to real-world challenges.

PROGRAM EDUCATIONAL OUTCOMES (PEOs)

PEO1- Knowledge: To provide the students with inter disciplinary Management concepts to solve complex and dynamic real world business problems**.**

PEO2- Skills: To develop leadership, critical thinking, team work, and communication skills among the graduates**.**

PEO3- Ethics: To imbibe the graduates with professional ethics and value for lifelong learning and career enrichment.

PROGRAM SPECIFIC OUTCOMES (PSOs)

PSO1: To develop and demonstrate skills and competencies by integrating financial models to resolve unprecedented challenges.

PSO2: To demonstrate knowledge, skills and strategies to design effective marketing (products/services) capabilities in the real world environment.

PSO3: Ability to manage the human capital and ensure effective HR audits for building competitive business.

PSO4: Ability to develop appropriate approaches, techniques and strategies by integration of various factors in designing optimal solution for logistics and supply chain management.

PSO5: Equipped with the knowledge and skills to leverage data analytics to inform and drive strategic decision-making in a variety of business context.

Program Outcomes (POs):

PO 1: Apply knowledge of Management theories and practice to solve business problems.
PO 2: Foster analytical and critical thinking abilities for data based decision making.
PO 3: Ability to develop value based leadership ability.
PO 4: Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
PO 5: Ability to lead themselves and others in the achievement of organizational goals contributing effectively to a team environment.

Pattern of matrix for two years Master of Business Administration (MBA)

Distribution of Courses/Papers for Master of Business Administration (MBA) I to IV Semester as per Choice Based Credit System (CBCS)

SEMESTER - I

Semester No.	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams (Hrs)
				CIE	SE E	Total Marks	L	T	P		
FIRST	PC	23MBA11	Management and organization behaviour	50	50	100	3	-	2	4	3
	PC	23MBA12	Managerial economics	50	50	100	3	-	2	4	3
	PC	23MBA13	Accounting for managers	50	50	100	3	-	2	4	3
	PC	23MBA14	Business statistics	50	50	100	3	-	2	4	3
	PC	23MBA15	Marketing management	50	50	100	3	-	2	4	3
	PC	23MBA16	Managerial communication	50	50	100	3	-	2	4	3
	HS	23MBA17	Business English	50	50	100	2	-	0	2	3
Total Marks and Credits for I Semester				**350**	**350**	**700**	**20**	**-**	**12**	**26**	**-**
Note: PC: Professional core, HS: Humanities and Science											

Pattern of matrix for two years Master of Business Administration (MBA)

Distribution of Courses/Papers for Master of Business Administration (MBA) I to IV Semester as per Choice Based Credit System (CBCS)

SEMESTER - II

Semester No.	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams (Hrs)
				CIE	SEE	Total Marks	L	T	P		
THIRD	PC	23MBA21	Human Resource Management	50	50	100	3	-	2	4	3
	PC	23MBA22	Financial Management	50	50	100	3	-	2	4	3
	PC	23MB23	Research Methodology	50	50	100	3	-	2	4	3
	PC	23MBA24	Computer Applications for Management	50	50	100	3	-	2	4	3
	PC	23MBA25	Strategic Management	50	50	100	3	-	2	4	3
	PC	23MBA26	Entrepreneurship and Legal Aspects	50	50	100	3	-	2	4	3
	AEC	23MBA27	Business Ethics and Human Values	50	50	100	2	-	-	2	3
Total Marks and Credits for III Semester				**350**	**350**	**800**	**20**	**-**	**12**	**26**	**-**
Note: PC-Professional Core, AEC-Ability Enhancement Course											

Pattern of matrix for two years Master of Business Administration (MBA)

Distribution of Courses/Papers for Master of Business Administration (MBA) I to IV Semester as per Choice Based Credit System (CBCS)

SEMESTER – III – Data Analytics

Semester No.	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams (Hrs)
				CIE	SEE	Total Marks	L	T	P		
THIRD	PE	23MBADA301	Data Analytics For Managers	50	50	100	2	-	2	3	3
	PE	23MBADA302	Data Base Management System	50	50	100	2	-	2	3	3
	PE	23MBADA303	Python Programming For Managers	50	50	100	2	-	2	3	3
	PE	23MBADA304	Data Warehousing	50	50	100	2	-	2	3	3
	PE	23MBADA305	Decision Support System	50	50	100	2	-	2	3	3
	PE	23MBADA306	Digital Transformation	50	50	100	2	-	2	3	3
	INT	23MBAIN307	Internship	50	50	100	2	-	8	4	3
	MNC	23MBAAT308	Aptitude	100	-	100	4	-	-	0	3
Total Marks and Credits for III Semester				**450**	**350**	**800**	**22**	**-**	**10**	**22**	**-**

Note: PE -Professional Elective, INT-Internship, MNC-Mandatory non-credit course

Pattern of matrix for two years Master of Business Administration (MBA)

Distribution of Courses/Papers for Master of Business Administration (MBA) I to IV Semester as per Choice Based Credit System (CBCS)

SEMESTER – III – L & SCM

Semester No.	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams (Hrs)
				CIE	SEE	Total Marks	L	T	P		
THIRD	PE	23MBALS301	Basics of Logistics and Supply Chain Management	50	50	100	2	-	2	3	3
	PE	23MBALS302	Warehouse Management	50	50	100	2	-	2	3	3
	PE	23MBALS303	Purchasing and Strategic Sourcing	50	50	100	2	-	2	3	3
	PE	23MBALS304	Inventory Management	50	50	100	2	-	2	3	3
	PE	23MBALS305	Supply Chain Management and Risk Modelling	50	50	100	2	-	2	3	3
	PE	23MBALS306	E-Logistics	50	50	100	2	-	2	3	3
	INT	23MBAIN307	Internship	50	50	100	-	-	8	3	3
	MNC	23MBAAT308	Business Aptitude (Mandatory Non – Credit Course)	100	0	100	4	-	-	-	3
Total Marks and Credits for IV Semester				**450**	**350**	**800**	**10**	**-**	**-**	**22**	**-**

Note: PE -Professional Elective, IN-Internship, MNC-Mandatory non-credit course

Pattern of matrix for two years Master of Business Administration (MBA)

Distribution of Courses/Papers for Master of Business Administration (MBA) I to IV Semester as per Choice Based Credit System (CBCS)

III-SEMESTER- Finance

Semester No.	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams (Hrs)
				CIE	SEE	Total Marks	L	T	P		
THIRD	PE	23MBAFM301	Financial Markets and Services	50	50	100	2	-	2	3	3
	PE	23MBAFM302	Investment Management	50	50	100	2	-	2	3	3
	PE	23MBAFM303	Direct Taxation	50	50	100	2	-	2	3	3
	PE	23MBAFM304	Advanced Financial Management	50	50	100	2	-	2	3	3
	PE	23MBAFM305	Mergers & Acquisition and Business Valuation	50	50	100	2	-	2	3	3
	PE	23MBAFM306	Financial Modeling	50	50	100	2	-	2	3	3
	INT	23MBAIN307	Internship	50	50	100	-	-	8	4	3
	MNC	23MBAAT308	Business Aptitude (Mandatory Non – Credit Course)	100	0	100	4	-	-	-	3
Total Marks and Credits for III Semester				**450**	**350**	**800**	**10**	**-**	**-**	**22**	**-**
Note: PE -Professional Elective, IN-Internship, MNC-Mandatory non-credit course											

Pattern of matrix for two years Master of Business Administration (MBA)

Distribution of Courses/Papers for Master of Business Administration (MBA) I to IV Semester as per Choice Based Credit System (CBCS)

III-SEMESTER- Marketing

Semester No.	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams (Hrs)
				CIE	SEE	Total Marks	L	T	P		
THIRD	PE	23MBAMM301	Behavioural Marketing	50	50	100	2	-	2	3	3
	PE	23MBAMM302	Advanced Retail Management	50	50	100	2	-	2	3	3
	PE	23MBAMM303	Services Marketing	50	50	100	2	-	2	3	3
	PE	23MBAMM304	Marketing Research and Analytics	50	50	100	2	-	2	3	3
	PE	23MBAMM305	Business Marketing	50	50	100	2	-	2	3	3
	PE	23MBAMM306	Tourism Marketing	50	50	100	2	-	2	3	3
	INT	23MBAIN307	Internship	50	50	100	-	-	8	4	3
	MNC	23MBAAT308	Business Aptitude (Mandatory Non – Credit Course)	100	0	100	4	-	-	-	3
Total Marks and Credits for III Semester				**450**	**350**	**800**	**10**	**-**	**-**	**22**	**-**
Note: PE -Professional Elective, IN-Internship, MNC-Mandatory non-credit course											

Pattern of matrix for two years Master of Business Administration (MBA)

Distribution of Courses/Papers for Master of Business Administration (MBA) I to IV Semester as per Choice Based Credit System (CBCS)

III-SEMESTER- HRM

Semester No.	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams (Hrs)
				CIE	SEE	Total Marks	L	T	P		
THIRD	PE	23MBAHR301	Talent Acquisition	50	50	100	2	-	2	3	3
	PE	23MBAHR302	Human Resource Analytics	50	50	100	2	-	2	3	3
	PE	23MBAHR303	Organizational Change Management	50	50	100	2	-	2	3	3
	PE	23MBAHR304	Learning And Development	50	50	100	2	-	2	3	3
	PE	23MBAHR305	Employee Relations & Labour Laws	50	50	100	2	-	2	3	3
	PE	23MBAHR306	Human Resource Audit	50	50	100	2	-	2	3	3
	INT	23MBAIN307	Internship	50	50	100	-	-	8	4	3
	MNC	23MBAAT308	Business Aptitude (Mandatory Non – Credit Course)	100	0	100	4	-	-	-	3
Total Marks and Credits for III Semester				**450**	**350**	**800**	**10**	**-**	**-**	**22**	**-**
Note: PE -Professional Elective, IN-Internship, MNC-Mandatory non-credit course											

Pattern of matrix for two years Master of Business Administration (MBA)

Distribution of Courses/Papers for Master of Business Administration (MBA) I to IV Semester as per Choice Based Credit System (CBCS)

IV-SEMESTER- Data Analytics

Semester No.	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams (Hrs)
				CIE	SEE	Total Marks	L	T	P		
FOURTH	PE	23MBADA401	R Programming For Managers	50	50	100	2	-	2	3	3
	PE	23MBADA402	Business Intelligence	50	50	100	2	-	2	3	3
	PE	23MBADA403	Enterprise Resource Planning	50	50	100	2	-	2	3	3
	PE	23MBADA404	Peoples Analytics	50	50	100	2	-	2	3	3
	PE	23MBADA405	Project Management	50	50	100	2	-	2	3	3
	PE	23MBADA406	Corporate Social and Web Analytics	50	50	100	2	-	2	3	3
	PW	23MBAPR407	Project Report	50	50	100	-	-	16	8	3
Total Marks and Credits for III Semester				**350**	**350**	**700**	**10**	**-**	**-**	**26**	**-**
Note: PE -Professional Elective, PW: Project report/work											

Pattern of matrix for two years Master of Business Administration (MBA)

Distribution of Courses/Papers for Master of Business Administration (MBA) I to IV Semester as per Choice Based Credit System (CBCS)

IV-SEMESTER- FINANCE

Semester No.	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams (Hrs)
				CIE	SEE	Total Marks	L	T	P		
FOURTH	PE	23MBAFM401	Risk Management & Insurance	50	50	100	2	-	2	3	3
	PE	23MBAFM402	Wealth Management	50	50	100	2	-	2	3	3
	PE	23MBAFM403	Indirect Taxation	50	50	100	2	-	2	3	3
	PE	23MBAFM404	Financial Derivatives	50	50	100	2	-	2	3	3
	PE	23MBAFM405	Behavioural Finance	50	50	100	2	-	2	3	3
	PE	23MBAFM406	International Financial Management	50	50	100	2	-	2	3	3
	PW	23MBAPR407	Project report	50	50	100	-	-	16	8	3
Total Marks and Credits for III Semester				**350**	**350**	**700**	**10**	**-**	**-**	**26**	**-**
Note: PE -Professional Elective, PW: Project report/work											

Pattern of matrix for two years Master of Business Administration (MBA)

Distribution of Courses/Papers for Master of Business Administration (MBA) I to IV Semester as per Choice Based Credit System (CBCS)

IV-SEMESTER- L&SCM

Semester No.	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams (Hrs)
				CIE	SEE	Total Marks	L	T	P		
FOURTH	PE	23MBALS401	Port and Airport Management for Logistics	50	50	100	2	-	2	3	3
	PE	23MBALS402	Global Supply Chain Management	50	50	100	2	-	2	3	3
	PE	23MBALS403	Export Import Management	50	50	100	2	-	2	3	3
	PE	23MBALS404	International Logistics Management	50	50	100	2	-	2	3	3
	PE	23MBALS405	Containerization and Multimodal Transportation Management	50	50	100	2	-	2	3	3
	PE	23MBALS406	Supply Chain Information System	50	50	100	2	-	2	3	3
	PW	23MBAPR407	Project work	50	50	100	-	-	16	8	3
Total Marks and Credits for III Semester				**350**	**350**	**700**	**10**	**-**	**-**	**26**	**-**
Note: PE -Professional Elective, PW: Project report/work											

Pattern of matrix for two years Master of Business Administration (MBA)

Distribution of Courses/Papers for Master of Business Administration (MBA) I to IV Semester as per Choice Based Credit System (CBCS)

IV-SEMESTER- MARKETING

Semester No.	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams (Hrs)
				CIE	SEE	Total Marks	L	T	P		
FOURTH	PE	23MBAMM401	Sales Management	50	50	100	2	-	2	3	3
	PE	23MBAMM402	Integrated Marketing Communication & Advertising	50	50	100	2	-	2	3	3
	PE	23MBAMM403	Digital & Social Media Marketing	50	50	100	2	-	2	3	3
	PE	23MBAMM404	Strategic Brand Management	50	50	100	2	-	2	3	3
	PE	23MBAMM405	Rural Marketing	50	50	100	2	-	2	3	3
	PE	23MBAMM406	International Marketing Management	50	50	100	2	-	2	3	3
	PW	23MBAPR407	Project report	50	50	100	-	-	16	8	3
Total Marks and Credits for III Semester				**350**	**350**	**700**	**10**	**-**	**-**	**26**	**-**
Note: PE -Professional Elective, PW: Project report/work											

Pattern of matrix for two years Master of Business Administration (MBA)

Distribution of Courses/Papers for Master of Business Administration (MBA) I to IV Semester as per Choice Based Credit System (CBCS)

IV-SEMESTER- HRM

Semester No.	Category	Subject code	Title of the Paper	Marks			Teaching hours/week			Credit	Duration of exams (Hrs)
				CIE	SEE	Total Marks	L	T	P		
FOURTH	PE	23MBAHR401	Leadership &Building organisation	50	50	100	2	-	2	3	3
	PE	23MBAHR402	Personal Growth and Interpersonal effectiveness	50	50	100	2	-	2	3	3
	PE	23MBAHR403	International Human Resource Management	50	50	100	2	-	2	3	3
	PE	23MBAHR404	public relation	50	50	100	2	-	2	3	3
	PE	23MBAHR405	Compensation Management Reward system	50	50	100	2	-	2	3	3
	PE	23MBAHR406	Talent Management	50	50	100	2	-	2	3	3
	PW	23MBAPR407	Project report	50	50	100	-	-	16	8	3
Total Marks and Credits for III Semester				**350**	**350**	**700**	**10**	**-**	**-**	**26**	**-**
Note: PE -Professional Elective, PW: Project report/work											

Semester: I

Course Name: MANAGEMENT AND ORGANIZATION BEHAVIOR

Course Code	**23MBA11**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**3:0:2**	**SEE Marks**	**50**
Credits	**04**	**Exam Hours**	**03**
Total no Hours	**52**	**QP allotment**	**100%T**

Pre-requisites: Basic knowledge on management practices, insights on business operations, basics of psychology.

Course Objectives:

1. To emphasis the fundamental concepts and principles of management in business situations.
2. To educate the function and applications of management.
3. To teach the concepts of employee behavior and its importance in organization.
4. To instruct process of group dynamics and managing teams.
5. To familiarize on the dynamics of cultural impact and managing the employee stress.

Module – 1: Introduction to Management

Introduction to Management: Definition, Scope of Management, Objectives, functions of management, administration vs. management, Evolution of management thought, scientific management, types of managers, difference between manager and leader, Henry Mintzberg managerial roles, Managerial Skills, Managerial Competencies, Fayol's Fourteen Principles, Recent trends in Management.

Module – 2: Functions of Management

Planning: Meaning of planning, Nature of planning, Objectives, Types of Plans & the planning process, MBO, Decision making, Process of decision making, Types, Techniques in decision making. **Organizing:** Organization Structure, Formal vs

Informal Organizations, Principles of Organizations-Chain of Command, Span of Control, Decentralization Vs Centralization and Virtual Organizations.

Directing: Definitions and Importance, Elements of Directing and Principles of Directing.

Controlling: Need for controlling, Controlling Process, Types of control, Techniques of Managerial Control, Guidelines for Effective Control.

Module – 3: Understanding Organization Behavior

Organizational Behaviour: Introduction, definition, fundamental principles of OB, challenges and opportunities, Foundations of Individual Behaviour.

Personality- Meaning, Factors Influencing Personality, Traits of personality, Big Five Personality Traits, Myers–Briggs Type Indicator (MBTI), Personality Tools and Tests.

Perception-Meaning, Perceptual Process, Factors Influencing Perception, Perception and Decision-making

Attitude – Meaning, Components, Relation between attitude and behaviour, changing Attitudes in the Workplace.

Motivation: Definitions, importance of motivation, Process of Motivation (Cycle of Motivation), Types, Theories of motivation, Application of motivational theories.

Module -4: Managing Human at Work

Group Dynamics- Meaning of Group, Group Characteristics, Classification of Groups, Models of Group Development, Meaning of Group Dynamics, Impact of Group on Individual's Behaviour, and Impact of External Factors on Group Behaviour.

Teamwork- Teams meaning, Team Characteristics, Teams Versus Groups, Teamwork, Processes of Teamwork, Types of Teams, Reasons for Team Failure, Creating Effective Teams.

Module -5: Organizational Culture and Stress Management

Culture: Definitions of Organizational Culture, Characteristics, Types, Levels, Strong versus Weak Culture, Changing, Changing Organizational Culture. **Stress Management-**Definitions, Understanding Stress, Relation between Stress and

Performance, Level, Signs and Symptoms of Stress, Types of Stress, Causes of Stress, Managing Stress.

General instructions to the candidates

A. Teaching-Learning Process

I. Pedagogy: Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.

II. Skill Enrichment Exercises:

1. Explore on industry specific management skills required for effective leadership
2. Perceive the four functions of management & learn how you can develop and use these skills to help advance your education and career goals.
3. Build your OB Toolbox to extend your OB skills, Compare successful companies effective OB practices employed.
4. Invest in building effective relationships, Teamwork Takes to the Sky: The Case of General Electric.
5. Recognize the positive and negative aspects of power and politics. Immerse yourself in different cultures & develop openness to different experiences. Focus on Power: The Case of Steve Jobs

B. Course Outcomes:

CO1: Apply the concepts & principles of management in building manager qualities.

CO2: Analyze the various functions of management and appropriate its business Application.

CO3: Evaluate the OB practices of employees using various personality tools and tests

CO4: Design the functioning of Group dynamics and in building effective teams.

CO5: Develop various dimensions in creating organization culture and overcome stress Management.

C. Suggested Readings:

1. K. Aswathappa, Organisational Behaviour, Himalaya Publications, 8e, 2021.

2. Harold Koontz, Heinz Weihrich, Mark V Cannice, Essentials of Management, Tata McGraw HillEducation, 11e, 2020.

3. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organizational Behaviour, PearsonEducation, 18e, 2018.

4. Ricky W Griffin, Management Principles and Practices, Cengage Learning, 11e, 2017.

5. Richard L. Daft, New Era of Management, Cengage Learning, 11e, 2017.

6. Chandrani Singh, Aditi Ktri, Principles and Practices of Management and OrganizationalBehaviour, Sage Publications, 1e,2016.

7. Afsaneh Nahavandi, Robert B. Denhardt, Janet V. Denhardt, Maris P. Aristigueta,Organizational Behaviour, Sage Publications, 1e, 2015.

D. e-Resources:

1. https://www.tandfonline.com/toc/worg20/current

2. https://managementhelp.org/

3. https://openstax.org/details/books/organizational-behavior

4. https://opentextbc.ca/organizationalbehavioropenstax/

Semester: I

Course Name: MANAGERIAL ECONOMICS

Course Code	**23MBA12**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**3:0:2**	**SEE Marks**	**50**
Credits	**04**	**Exam Hours**	**03**
Total no Hours	**50**	**QP allotment**	**80 T-20P**

Pre-requisites:

1. Knowledge of Basic Economic concepts
2. Knowledge of Indian Economy
3. Knowledge of primary, secondary and tertiary sector

Course Objectives:

1. To familiarize the fundamentals and theories of managerial economics.
2. To provide insights of demand and elasticity concepts in relation to firm and industry.
3. To teach fundamentals of Production and Cost concepts in Business scenario.
4. To emphasize the concepts of Market structure, Pricing, Profit strategies
5. To Educate the basics of Micro and Macro Economic concepts

Module – 1

Managerial Economics: Meaning, Nature, Scope, & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist. Theory of the Firm: Firm and Industry, Objectives of the firm, alternate objectives of firm. Managerial theories: Baumol's Model, Marris's Hypothesis, Williamson's Model.

Module - 2

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. Law of supply, Elasticity of supply, Demand forecasting: Meaning & Significance, Methods of demand forecasting. (Simple problems).

Module – 3

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. 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).

Module – 4

Perfect Competition, Features, Determination of price under perfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership.

Descriptive Pricing Approaches: Full cost pricing, Product line pricing, **Pricing Strategies**: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.

Module – 5

Nature, Scope, Structure of Indian Business Environment – Internal and External Environment. Political and Legal Environment, Economic Environment, Socio – Cultural Environment, Global Environment. **Basic Macro Economic Concepts:** Open and Closed Economies, Primary, secondary and Tertiary sectors and their contribution to the economy. Measuring GDP and GDP Growth rate, Components of GDP. **Industrial Policies and Structure:** A critical look at Industrial Policies of India, New Industrial Policy 1991; - Private Sector- Growth, Problems and Prospects, SMEs –Significance in Indian economy-problems and prospects.

Fiscal policy and Monetary Policy. Foreign Trade: Trends in India's Foreign Trade, Impact of WTO on India's Foreign Trade.

General instructions to the candidates

A. **Teaching-Learning Process**

I. **Pedagogy:** Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.

II. **Skill Enrichment Exercises:**

Learning Insights of Economic Gurus, Case Study

Mini Case Study on Demand and Supply Using MS-Excel

Problems on BEP Using MS-Excel

Mini Project on Market Structures and Pricing

Budget Analysis

B. **Course Outcomes:**

CO1: To apply the basic concepts of managerial economics in business Scenario.

CO2: To analyze the nature of demand and supply conditions to firm and industry.

CO3: To evaluate the Production and Cost strategies with business environment.

CO4: To design the strategies for Market competitions and Profit analysis.

CO5: To communicate the micro and macroeconomic concepts with reference to firm and industry.

C. **Suggested Readings:**

1. D.M. Mithani, Managerial Economics, Himalaya Publishing House, 9e, 2022.
2. Satya P. Das & J.K. Goyal, Managerial Economics, Sage Publications, 2e, 2022.
3. Dominick Salvatore, Siddhartha K. Rastogi, Managerial Economics, Oxford Publications, 9e,2020.
4. H L Ahuja, Business Economics, S. Chand & Co, 13e, 2019.
5. Geetika, Piyali Ghosh, Purba Roy Choudhury, Managerial Economics, Tata McGraw-Hill, 3e,2018.
6. H L Ahuja, Business Economics, S. Chand & Co, 13e, 2019.
7. Suma Damodaran, Managerial Economics, Oxford Publications, 2e, 2018.
8. P. N. Chopra, Managerial Economics, Kalyani Publishers,1e,2018.

C. e-Resources:

1. **https://www.youtube.com/watch?v=RaXQ8wQ6TUs**
2. **https://www.youtube.com/watch?v=g_Q_agzFXi0**
3. **https://www.youtube.com/watch?v=ycyMktNFZ88**
4. **https://www.youtube.com/watch?v=vLPpF0hunwc**

Semester I

Course Name: ACCOUNTING FOR MANAGERS

Course Code	**23MBA13**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	3:0:2	SEE Marks	50
Credits	04	Exam Hours	03
Total no Hours	48	QP allotment	40% T-60%P

Pre-requisites:

- Basic Knowledge of mathematics.
- Fundamentals of Economics.
- Awareness of business scenario.
- Awareness of Government policies

Course objectives:

1. To understand the fundamental accounting concepts, need for accounting & Ind AS.
2. To explain the concepts of business transactions for identifying, recording & posting.
3. To prepare basic financial statements using the modern formats of Companies Act.
4. To describe the application of tools for measuring the company's financial statements using MS-Excel.
5. To utilize the concepts of standard costing and variance analysis for managerial decision making.

Module – 1

Introduction to Accounting:

Financial Accounting: Meaning and Need for accounting, Types of Accounting, Concepts and Conventions of Accounting, Concept of expenses& income ;capital and revenue, Ind-AS.

Accounting –recording, classifying &analyzing:

Journal, Ledgers, differences between journal and ledger, Trial balance, differences between trial balance and balance sheet. Bank reconciliation Statements-concept and analysis.

Module – 3

Financial Statements:

Concept of financial statements, Income Statements, Balance Sheets, adjustments of financial statements. Concept of Window dressing. Preparation of final accounts of companies in vertical form as per Companies Act of 2013.

Module – 4

Analysis of Financial Statements:

Meaning and Purpose of Financial Statement Analysis, Financial Ratio Analysis and Cash flow Statement (indirect method).

Module – 5

Accounting for managerial decision making: Scope, Purpose of Management Accounting; **Marginal costing**–concept and areas of application of marginal costing (theory only), **Standard costing**-Theory& application in Managerial Decision-Making.

General instructions to the candidates

A. Teaching-Learning Process

I. **Pedagogy:** Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.

II. **Skill Enrichment Exercises:**

1. Visit the ICAI websites and study and analyze various AS and IFRS.
2. Collect the information from Bank Passbook and Cash book details and learn the process of BRS.
3. Visit various company websites and download previous year question papers to understand the formats to prepare the financial statements.
4. Individual student should analyze the Balance sheets of blue chip companies using Excel sheet.
5. Individual student should collect the data relating to Variance analysis & make appropriate decisions.

B. Course Outcomes:

CO1: Apply theoretical knowledge of accounting for relevant business transactions.

CO2: Analyze the transactions using accounting process in business.

CO3: Preparation & evaluation of financial statements of varied companies. CO4: Design the Cash flow statements & analyze the ratios using MS-Excel

CO5: Communicate the financial situation of business units using Variance analysis

C. Suggested readings

1. S.N. Maheswari, S. K. Maheshwari, Sharad K. Maheshwari, Accounting for Management, VikasPublishing House, 5e, 2022.
2. Narayanaswamy. R, Financial Accounting: A Managerial Perspective, PHI Learning, 7e, 2022.
3. Ambrish Gupta, Financial Accounting for Management, Pearson Education, 7e, 2022.
4. Raj Kumar Sah, Financial Accounting, Cengage Learning, 2e, 2020.
5. Dhanesh K. Khatri, Financial Accounting & Analysis, Tata McGraw-Hill Publishing Limited,2015.
6. V. Rajasekharan, R. Lalitha, Financial Accounting & Analysis, Pearson Education, 2015

D.e-Resources:

1. https://www.icai.org/post.html?post_id=17757
2. https://www.icai.org/post/icai-e-journal-main
3. https://www.icai.org/post/accounting-standards
4. https://www.ifrs.org/groups/international-accounting-standards-board/
5. https://icmai.in/icmai/index.php
6. https://www.aicpa.org/topic/accounting-financial-reporting

Semester: I

Course Name: BUSINESS STATISTICS

Course Code	**23MBA14**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**3:0:2**	**SEE Marks**	**50**
Credits	**04**	**Exam Hours**	**03**
Total no Hours	**40**	**QP allotment**	**40% T-60%P**

Pre-requisites: Familiar with Basic mathematical knowledge, Basic Logical reasoning and analytical thinking, communication and presentation skills.

Course objectives:

1. To teach the importance of descriptive statistics for various business data.
2. To educate the process and importance of correlation and regression in business.
3. To give insights on time series methods and its applications.
4. To familiarize the concepts of Hypothesis testing for inferential research findings.
5. Demonstrate the statistical tools for business situations using MS Excel.

Module – 1

Introduction of Statistics: Meaning, Function, Scope of statistics in business and industry, Measures of Central Tendency: Mean, Median Mode, Geometric mean, Harmonic mean.

Measures of Dispersion: Concept of dispersion Absolute and relative measures of dispersion Range Coefficient of dispersion Quartile deviation mean deviation, variance, and standard deviation, respective absolute and relative measures. Application of measures of central tendency and dispersion for business decision making.

Module - 2

Correlation &Regression: Correlation, Types of correlation, Pearson's coefficient of correlation, Spearman's rank correlation coefficient, Properties of correlation coefficient, Regression: Meaning and types of regression equations, Derivation of regression equations, Properties of regression equations, regression of Y on line X & regression of X on Y.

Module – 3

Time Series Analysis: Objectives, Variations In Time Series - Methods of Estimating Trend: Freehand Method - Moving Average Method - Semi-Average Method - Least Square Method. Methods of Estimating Seasonal Index: Method Of Simple Averages - Ratio To Trend Method- Ratio To Moving Average Method.

Module – 4

Testing of Hypothesis: Hypothesis testing: Null and Alternative Hypotheses; Type I and Type II errors; Testing of Hypothesis: one sample and two sample tests for means and proportions of large samples (Z-test), one sample and two sample tests for means of small samples (T-test), F-test for two sample standard deviations. ANOVA: one-way and Two-way (Theory only)

Module – 5

Computer Lab for Statistics: MS Excel: Introduction, layout of the excel application, Functions, Formulas, Data analysis using MS-Excel- Mean, Median, Mode, Geometric Mean, Harmonic mean, Standard Deviation, Correlation.

General instructions to the candidates

A. Teaching-Learning Process

I. Pedagogy: Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.

II. Skill Enrichment Exercises:

1. Collecting real time data to measures of central tendency (mean, median & mode)
2. Industry data and analyze using correlation and regression.
3. Forecast sales and stock price trends using time series analysis
4. Formulate a question or hypothesis that can be investigated through the collection and analysis of relevant information.
5. Students should undertake a mini project and generate the report using MS Excel.

B. Course outcomes

CO1: Apply the basic concepts of descriptive statistic techniques to visualize data systematically.

CO2: Analyze the business situations with appropriate use of decision making techniques.

CO3: Evaluate the business scenarios to predict solution by using time series techniques.

CO4: Design the research process for appropriate data analysis for inferential decisions.

CO5: Develop the various business application and models by the use of MS Excel tools.

C. Suggested Readings

1. R. Panneerselvam, Business Statistics Using MS Excel, Sage Publications, 2022.
2. Glyn Davis, Branko Pecar, Business Statistics Using Excel, Oxford University Press, 2e, 2014.
3. D P Apte: Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
4. David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MSExcel, PHI, 2015.
5. Bruce Bowerman, Business Statistics in Practice, TMH, 5e, 2012.
6. Ajai.S. Gaur, Sanjaya S. Gaur, Statistical Methods For Practice and Research, Response, 2009.

D. e-Resources

1. http://103.5.132.213:8080/jspui/bitstream/123456789/1103/1/Business%20Statisti cs%20%28%20PDFDrive.com%20%29%20%282%29.pdf
2. http://103.5.132.213:8080/jspui/bitstream/123456789/1103/1/Business%20Statisti cs%20%28%20PDFDrive.com%20%29%20%282%29.pdf
3. https://d3bxy9euw4e147.cloudfront.net/oscms-prodcms/media/documents/IntroductoryBusinessStatistics-OP.pdf
4. https://mba.ind.in/forum/business-statistics-notes-mba-free-download- 415321.html
5. https://onlinecourses.nptel.ac.in/noc20_mg23/preview

Semester: I

Course Name: Marketing Management

Course Code	**23MBA15**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**3:0:2**	**SEE Marks**	**50**
Credits	**04**	**Exam Hours**	**03**
Total no Hours	**50**	**QP allotment**	**100%T**

Pre-requisites: Students should have basic knowledge of

- Market and business awareness
- Language Proficiency
- Good Communication and Presentation Skills
- Logical Reasoning

Course objectives:

1. To share basic fundamental concepts and importance of marketing & its relation to business environment.
2. To teach the insights on the concepts and factors influencing the consumer behavior and purchase decision making.
3. To familiarize the fundaments and use of segmentation, targeting and positioning as a marketer.
4. To educate the principles and elements affecting the pricing and marketing channel strategies.
5. To expound the significance of market promotional strategies to design the campaigns for products and services.

Module – 1

Introduction to Marketing: Nature and scope of marketing, Evolution, Various marketing orientations, Marketing Vs. Selling concepts, Consumer need, Want and demand concepts, Marketing Environment – Assessing the impact of micro and macro environment. Marketing challenges in the globalized economic scenario, Techniques used in Environment Analysis.

Market Basic Concepts: Customer value, Customer cost & its components, green marketing and green economy, Marketing Myopia, 3Vconcepts of Nirmalaya Kumar, Emerging areas- Neuro marketing, Sensory Marketing- concepts only, Corporate Social Responsibility, Social Responsibility of marketing

Module - 2

Analyzing Consumer Behaviour: Buying motives, Factors influencing buying behaviour, Buying habits, Buying Roles, Stages in consumer buying decision process, Types of consumer buying decisions, the black box model of consumer behaviour, B2BmarketingVs.ConsumerMarketing

Module – 3

Segmentation: Meaning, Factors influencing segmentation, Market Aggregation, Basis for segmentation, Segmentation of Consumer and Industrial markets. **Targeting:** Meaning , Basis for identifying target customers, Target Market Strategies, **Positioning:** Meaning, Product differentiation strategies, Tasks involved in positioning **Branding:** Concept of Branding, Brand Types, Brand equity, Branding Strategies.

Module – 4

Product/Service Decisions: Concept, product hierarchy, new product development, diffusion process, Product Life cycle, Product mix strategies. Packaging / Labelling: Packaging as a marketing tool, requirement of good packaging, Role of labelling in packaging. Services Marketing &its Characteristics –tasks involved in service marketing. **Pricing Decisions:** Significance of pricing, pricing strategies, new product pricing – Price skimming & Penetration pricing, Pricing Procedure.

Market Channel: Meaning, Purpose, Channel alternatives, Factors affecting channel choice, Channel design and Channel management decisions, Channel conflict, Distribution system, Multilevel Marketing (Network Marketing)

Module – 5

Integrated Marketing Communications: Concept of communication mix, steps in developing effective communication, Stages in designing message **Advertising:** Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model **Sales Promotion:** Sales Promotion Mix, Tools and Techniques of sales promotion, Push-pull strategies of promotion. **Personal selling:** Concept, Features, Functions, Steps/process involved in Personal Selling, Publicity / **Public Relation:** Meaning, Objectives, Types, Functions of Public Relations **Direct Marketing:** Meaning, Features, Functions, **Database Marketing:** Basic concepts of e-commerce, e-business, e-marketing, m-Commerce, m-marketing, e-networking, CRM, MkIS, Digital marketing communications, Traditional Vs. Modern Media- Online and Mobile Advertising.

Marketing Planning: Meaning, Steps involved in Marketing planning. Marketing Audit- Meaning, components of Marketing Audit.

General instructions to the candidates

A. Teaching-Learning Process

I. Pedagogy: Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.

II. Skill Enrichment Exercises:

1. To assess the micro & macro environmental analysis of various firms.
2. Analysis of consumer behavior traits based on miniature projects
3. Conceptualization of STP through MS Excel.
4. Practical orientation on the new product development practices followed by various firms.
5. Practical orientation on the new product development practices followed by various firms.

B. Course Outcomes:

C. CO1: Access the business scenario and apply the fundamental concepts of marketing to aid business solutions.

D. CO2: Analyze various models of consumer buying behaviour for better visualization of customer traits.

E. CO3: Evaluating segmentation, targeting and positioning strategies to implement in business situation.

F. CO4: Design the implementation of commercial and distribution aspects of products and service.

G. CO5: Communicate the viable marketing campaign by appropriate marketing strategy.

C. Suggested Readings:

1. Rosalind Masterson, Nichola Phillips, David Pickton, Marketing: An Introduction, SagePublications, 5e, 2021.
2. G.Shainesh Philip Kotler, Kevin lane Keller, Alexander Chernev, Jagdish N. Sheth, MarketingManagement, Pearson, 16e, 2022.
3. Philip Kotler, Gray Armstrong, Prafulla Agnihotri, Principles of Marketing, 18e, PearsonEducation, 2020.

4. Ramaswamy, Nama Kumari, Marketing Management, Sage Publications, 6e, 2018
5. Lamb, Hair, Sharma, Mc Daniel, Principles of Marketing, A South Asian Perspective CengageLearning, 2016.
6. Arun Kumar & N. Meenakshi, Marketing Management, Vikas Publications, 3e, 2016.

C. E-Resources

1. https://www.routledge.com/Marketing-Management-Text-and-Cases/Stevens-Loudon- Wrenn/p/book/9780789002907
2. http://link.galegroup.com/apps/pub/8OHU/GVRL?u=ggusf_main&sid=GVRL
3. https://ebookcentral.proquest.com/lib/gguu-ebooks/detail.action?docID=4461937
4. https://www.classcentral.com/course/swayam-marketing-management-i-5308
5. https://www.classcentral.com/course/swayam-marketing-management-ii-12989
6. https://online-degree.swayam.gov.in/dyp20_d01_s2_mg10/preview

Semester: I

Course Name: Managerial Communication

Course Code	**23MBA16**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**3:0:2**	**SEE Marks**	**50**
Credits	**04**	**Exam Hours**	**03**
Total no Hours	**50**	**QP allotment**	**100% T**

Pre-requisites: Students should have

1. Basic Knowledge of MS-Office
2. Basic Reading fluency
3. Moderate Vocabulary Knowledge

Course Objectives:

1. To familiarize the principles and process, barriers of communication skills
2. To impart the concepts of oral communication and presentation skills.
3. To educate the mechanics of writing and procedure to draft business letters precisely.
4. To explain the importance and uses of Business report and Methodology of business case study.
5. To aid in educating the procedures and process of managerial meeting and presentation.

Module – 1

Introduction: Meaning & Definition, Role, Classification – Purpose of communication – Communication Process – Characteristics of successful communication. Communicating within Organizations – Levels of communication, Communication flow, Communication barriers, Communication in a cross-cultural setting. **Language**

Skills: Introduction, four skills of language- Reading, Speaking, Writing, Listening, Importance of Language skills

Module - 2

Oral Communication: Meaning – Principles of successful oral communication, Conversation control –Reflection and Empathy: two sides of effective oral communication. **Oral Presentation:** Role of business presentations, Planning and Organizing Presentation, Planning Team and Online Presentations, Developing Visual Support for Business presentation (PPT Presentation), Practicing and Delivering Presentation - Refining your delivery.

Module – 3

Written Communication: Purpose of writing – Clarity in writing –Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication Pre writing – Writing – Revising. **Types of Written Communication in Business:** Business Letters, Employee Reviews, Recommendation Letters, Thank You Letters, Memos, proposals and Reports, Press Releases and E-mail.

Module – 4

Business Reports: Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports writing, writing executive summary. **Business Case Analysis:** What is a case? Characteristics of Case and its Analysis, Process of Case Analysis, Requirements of Case analysis, the structure of written cases analysis.

Module – 5

Employment communication: Putting your best self forward, Preparing your resume, Writing covering letters and Inquiry Emails, Preparing for a Job Interview, Conducting Yourself during the Interview, Following up throughout the process, Practicing business etiquette.

Group Communication: Meetings – Planning meetings – objectives – participants – timing – venue of meetings. **Meeting Documentation:** Notice, Agenda, and Resolution

&Minutes.

General instructions to the candidates

A. Teaching-Learning Process

I. **Pedagogy:** Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.

II. **Skill Enrichment Exercises:**

1. Class room activity to understand the barriers of communication, flow of communication.
2. Students have to prepare presentations on business topics
3. Drafting letters
4. Prepare the typical Business Reports and sketch the Case study analysis procedure.
5. Drafting Job application and resume. Practicing interview etiquettes.

B. Course Outcomes:

CO1: To apply the communication skills for the business correspondence.

CO2: To analyze various types business presentation and adopt appropriate oral communication.

CO3: To evaluate various business letters for communication and structure the appropriate writing skills.

CO4: To draft business reports to meet the challenges of competitive environment.

CO5: To develop interpersonal communication skills in varies business situation for creating business values.

C. Suggested Readings

1. Kelly M. Quintanilla and Shawn T. Wahl, Business and Professional Communication, SagePublications, 4e, 2020.

2. Mallika Nawal, Business Communication, Cengage Learning, 2e, 2020.

3. Varinder Kumar, Bodh Raj, Business Communication, Kalyani Publishers,6e,2019.

4. Ober Newman, Communicating in Business, Cengage Learning, 2015.

5. Rebecca Moore Howaward, Writing Matters, 3e, Mc Graw Hill Education, 2018.

6. Jeff Butterfield, Soft Skills for Everyone, Cengage Learning, 2017.

7. Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons,New Delhi, 2013.

8. Elevate English, Mc Graw Hill, www.ellevateenglish.com.

D. e- Resources

1. http://elearning.vtu.ac.in/
2. https://ndl.iitkgp.ac.in/
3. https://www.theknowledgeacademy.com/in/courses/communication-skills- training/

Semester: I

Course Name: BUSINESS ENGLISH

Course Code	**23MBA17**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:0**	**SEE Marks**	**50**
Credits	**02**	**Exam Hours**	**03**
Total no Hours	**40**	**QP allotment**	**100%-T**

Pre-requisites: 1. Knowledge of Basic English Grammar

2. Basics of Computer knowledge

3. Familiar with basics of Etiquettes

Course Objectives:

1. To enable the students to become aware with presentation skills and built potential for organizing meetings.
2. To enable students for emulate the business etiquettes in business meetings and correspondence.
3. To enhance students to acquainted with body language practices.
4. To prepare students to develop the skills of leadership.
5. To comprehend students towards Interview skills.

MODULE – 1

PRESENTATION SKILLS: Introduction, Meaning, Definitions, Types of Presentation, Organizing Presentations, Presentation Preparation for Successful Presentation, Meeting Running a Meeting Opening a Meeting, controlling a Meeting, International Meetings, Evaluating of a Meeting. Excises on the choice of appropriate grammatical words.

MODULE - 2

BUSINESS ETIQUETTES: Introduction, Meaning, Definition, Types of Etiquettes, Rules of Business Etiquettes Greetings, Farewells, Invitations Giving Requests, Advice, Recommendations Offers, Instructions, Orders, Apologies, Regret, Gratitude, Asking the Way, Making Accommodations in Hotels, Choosing Meals, the ABC of Table Manners, Telephoning, Making Appointments by Phone.

MODULE – 3

BODY LANGUGE: Defining Body Language, Scope and Relevance, Changing Contours, Classification, Defining Proxemics, Four Zones, Behavioral Connotations, Space and Designs, Haptics and its Role. **Behavioral Significance**: Shaking Hands and other tactile behavior. Cultural Variations, Occulesics, Right and Left Brain Associations, Different Types of Eye Contact, Individual and Group situations, Facial Expressions, Smiles and Nods, Head Tilts and Inclines Facial Expressions, Cultural Interface. **Kinesics:** Types and Contexts, Negative and Positive Gestures, Hand Movements and Steeping, Understanding Finger Movements, Fidgeting Paralanguage and Voice Modulations, Chronemics, Chromatics, Cultural and Gender Based aspects, Stereotypes.

MODULE – 4

GROUP DISCUSSION: Introduction, Meaning, Definition, Scope of Group discussion, objectives and purposes of Group Discussion, various phases of group discussion, participating rules in a group discussion, Group discussion tips, facilitating a group discussion.

MODULE – 5

INTERVIEW SKILLS: Introduction, Meaning, Definition, Types of Interviews, Basic rules of Interview, how to face interview with confidence, Basic interview etiquettes.

General instructions to the candidates

A. Teaching-Learning Process

I. Pedagogy: Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.

II. Skill Enrichment Exercises:

1. Presentation by students on selected topics and reporting
2. Collect and Present the various forms of corporate business etiquettes
3. Role play on various body language gesture
4. Participation on various topics in Group discussion
5. Conduct of mock interviews and role plays

B) Course Outcomes:

CO-1: apply then skills sets of presentation and built their potentiality for organizing meetings

CO-2: able to analysis business situation for behavior of business etiquettes.

CO-3: apply the habits of different body languages exposure during business communication

CO-4: analyze the business situation for show up leadership qualities.

CO-5: ability to demonstrate the skills sets for facing interview.

C. Suggested Readings:

1. Lehman, C. M., Dufrene D. D.,&Sinha, M. (2016). BCOM: The South Asian Perspective on Business Communication (2nd ed.). New Delhi: Cengage Learning.
2. Murphy, H. A., Hildebrandt, H.W.,& Thomas, J.P. (1997). Effective Business Communication (7th Revised ed.). Boston: McGraw-Hill Companies.
3. Bovee, C., & Thill, J.V.,& Raina, R.L. (2016). Business Communication Today (11thed.).Pearson
4. Mukerjee, H. S. (2012).Business Communication (2nded.). New-Delhi: Oxford University Press
5. Post Emily. (2005). The Etiquette Advantage in Business (2nd ed.). New York: Collins.
6. Sandra, M. O. (2004). Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied. Routledge.

D. e-Resources:

1. **https://www.businessenglishpod.com/**
2. **http://www.businessenglishresources.com/**
3. **https://www.coursera.org/courses?languages=en&query=business+engli**
4. **https://www.gymglish.com/en/sh**

Semester: II

Course Name: HUMAN RESOURCE MANAGEMENT

Course Code	**23MBA21**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**3:0:2**	**SEE Marks**	**50**
Credits	**04**	**Exam Hours**	**03**
Total no Hours	**50**	**QP allotment**	**100%T**

Pre-requisites:

1. Fundamentals of Management
2. Basics of Accounting
3. Understanding of firm, industry and sectors of economy

Course objectives:

1. To familiarize the theories and various functions of Human Resources Management
2. To teach the importance and functions of HR Planning, Acquisition and Employee Training.
3. To educate about significance of employee performance evaluation and compensation.
4. To give insight about the HR Practices for service sector units and small and medium enterprises.
5. To emphasize on the importance of innovative HR Practices

Module – 1

Human Resource Management and Personnel Management, The Importance of Human Resource Management, Models of Human Resource Management, Evolution of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management , Human Resource Management and Line Managers, The HR Competencies, Human Resource Management and Firm Performance.

Module – 2

Human Resource Planning: Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Attributes of an Effective HR Planning, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis and Job Evaluation.

Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy ; Selection, Future Trends in Recruitment; Selection Process; Selection Tests; Factors Influencing Selections, Challenges in Selection, Application Tracking System using MS-Excel

Learning, Training, and Development: Training, Learning and Development, Learning Theories, The Future of Training, Learning, and Development: Crystal Gazing into the Future, World of Learning. Process of training and Techniques of Training.

Module – 3

Performance Management and Appraisal: Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management. **Compensation and Benefits** Introduction, Definitions, Total Compensation, 360 Degree appraisal, HR Mapping Total Rewards System, Forms of Pay, Theories of Compensation, External Factors, Internal Factors, Establishing Pay Rates, Employee Benefits.

Module – 4

Human Resource Management in Small and Medium Enterprises: Definition of SMEs, Human Resource Management and Performance in SMEs, The Difference in Adoption of Human Resource Management: SMEs and Large Firms, Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs, Factors Influencing the Adoption of Human Resource Management Practices in SMEs, Future of Human Resource. Management in SMEs.

Human Resource Management in the Service Sector

Introduction, The Emergence of the Services Sector, Implications for Human Resource, Management Function, Differences Between Services Sector and the Manufacturing Sector, Difference in Human Resource Management Practices in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Some Specific Industries in Services Sector, Trade Unions in Services Sector, Models of Union Strategies. Case Study on "Training Program at ABC Cement".

Module – 5

Human Resource Management Innovations: Introduction, Employee Life cycle Management, Employee engagement, Human Resource Management and Innovations, Factors Affecting the Innovation Process in Organizations, Characteristics of Human Resource Management Innovations, Conditions Necessary for Successful HRMI Implementation, Current Trends in Human Resource Management Innovations, Innovative Human Resource Management Practices in India, How Human Resource Management Practices Contribute to Organizational Innovation, How to Make Human Resource Management Innovations Sustainable.

General instructions to the candidates

A. Teaching-Learning Process

I. Pedagogy: Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.

II. Skill Enrichment Exercises:

1. Study of HR Department in different industry
2. Study of different recruitment online portals
3. Study of employee benefits offered by various business units.

4. Exploratory study with an executive of an SME
5. Overview of the current trends in HR Domain special attention to IT Facilitation

B. Course Outcomes:

CO1: Apply the concepts of HRM in an Organization.

CO2: Analyze the various methods of collecting data for HRP, Acquisition, and Development of Human Resource.

CO3: Evaluate the effectiveness of performance management and structure the best possible employee benefits.

CO4: Design the best possible HR Practices for service sector units and small and medium enterprises.

CO5: Construct the appropriate and innovative HR Practices for better workplace.

Practical Component:

1. A visit to an Organization and interact with HR Manager and list out the roles played by HR manager.
2. Meet Recruitment Manager and ask- 10 questions one asks during Interview.
3. Meet Training and Development Manager and list out various training given to employees; basis of training program; Need analysis.
4. Visit any Service Organization. Observe HR functions and List them.

C. Suggested Readings

1) P. Subba Rao, Essentials of Human Resource Management, Himalaya Publishing, 6e, 2021.
2) Biswajeet Pattanayak, Human Resource Management, 5e, 2018.
3) Gary Dessler, Biju Varkkey, Human Resource Management, Pearson, 4e, 2017.
4) Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy, Human Resource Management,Cengage Learning 2016.
5) Biswajeet Pattanayak, Human Resource Management, 5e, 2018.
6) K. Aswathappa, Human Resource Management: Text and Cases, TMH,8e, 2017.
7) Sharon Pande and Swapnalekha Basak, Human Resource Management, Text and Cases,Vikas Publishing, 2e, 2016.

D. e-Resources:

1. **https://altametrics.com/en/human-resources-management/fundamentals-of-human-resource-management.html**
2. **https://www.economicsdiscussion.net/human-resource-management/human-resource-planning-definition-importance-objectives-process-prerequisites/31575**
3. **https://www.whatishumanresource.com/training-and-development**
4. **https://www.emerald.com/insight/content/doi/10.1108/00483480210445962/full/html**
5. **https://www.emerald.com/insight/content/doi/10.1108/IJIS-03-2020-0027/full/html**

Semester: II

Course Name: Financial Management

Course Code	**23MBA22**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**03:0:02**	**SEE Marks**	**50**
Credits	**04**	**Exam Hours**	**03**
Total no Hours	**50**	**QP allotment**	**40%T-60%P**

Pre-requisites:

1. Knowledge of basic concepts of financial management
2. Knowledge, cost of capital, capital structure, capital budgeting etc
3. Knowledge of Financial Institutions
4. Knowledge of Capital markets

Course objectives:

1. To familiarize the students with basic concepts of financial management and financial system.
2. To educate the application of Cost of capital and its implications.
3. To teach investment proposals and its decisions
4. To give insights on the importance and significance of working capital in an organization.
5. To teach the capital structure theories and dividend decision theories and its implication

Module – 1

Introduction

Meaning, nature and scope of finance; financial goal - profit vs. wealth maximization; Investment, Financing and Dividend decisions - Finance functions – organization structure – functions of finance manager in 21st century – Modern role - treasurer and controller. Emerging role of finance managers. Capital Markets.

Module - 2

Sources of Financing

Meaning and significance of cost of capital: Calculation of cost of debt, preference capital, equity capital and retained earnings; combined cost of capital (weighted); Cost of equity and CAPM;

Module – 3

Investment Decisions

Capital budgeting process, Investment evaluation techniques–Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rateofreturnProblem).Riskanalysisincapitalbudgeting-CaseStudyonreplacementofcapitalproject.(Numerical problems). Computer lab for calculation of NPV, IRR, PI, Payback period, ARR in MS excel

Module – 4

Working Capital Management

Factors influencing working capital requirements-Current asset policy and current asset finance policy-**Determination of operating cycle and cash cycle on Excel-** Estimation of working capital requirements of a firm (Does not include Cash, Inventory & Receivables Management). Working Capital Cycle for manufacturing Units. Financial leverage and its impact on EPEvS – Operating leverage – combined leverage – degree of leverages – working capital leverages – practical use of leverages.

Module – 5

Capital structure and dividend decisions

Capital structure and dividend decisions – Planning the capital structure-Governance of Equity and Debt, fall in interest rates and perils of Debt funding. Leverages, EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy. Dividend policy – Factors affecting the dividend policy - Dividend Policies- Stable Dividend, Stable Payout (No dividend theories to be covered).Case Study on EBIT-EPS analysis & Leverages

General instructions to the candidates

A. Teaching-Learning Process

I. **Pedagogy:** Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.

II. **Skill Enrichment Exercises:**

1. Study the organization structure of Nationalized Banks
2. Case Study on Cost of Capital
3. Practical orientation on the Project Evaluation (Case Study)

4. Case study on Working Capital Determination and the impact of negative working capital Amazon-negative working capital and profitability
5. **Case study on Dividend Policy, MS-excel.**

B. Course Outcomes:

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

CO1: Apply the basic financial concepts of financial management for business use

CO2: Analyze the concept of cost of capital for inferential decisions

CO3: Evaluate the investment decisions in changing business environment

CO4: Estimate working capital requirements for business situations.

CO5: Design capital structure and dividend decisions for varied industries

C. Suggested Reading:

1. Prasanna Chandra, Financial Management, 10e, Mc Graw Hill, 2019.
2. M.Y Khan, P K Jain, Financial Management-Text and Problems, Mc Graw Hill, 8e, 2019.
3. I M Pandey, Financial Management, Vikas Publications, 11e, 2015.
4. James Cvan Horne, Sanjay Dhamija, Financial Management and Policy, Pearson Education,New Delhi, 12e, 2011.
5. Eugene F. Brigham Michael C. Ehrhardt, Financial Management, Cengage Learning, 12e, 2012.
6. Arindam Banerjee, Financial Management, Oxford Publications, 2016.

D. e- Resources:

1. http://egyankosh.ac.in//handle/123456789/10310
2. https://nptel.ac.in/courses/110/107/110107144/

Semester: 2nd

Course Name: Research Methodology

Course Code	**23MBA23**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**3:0:2**	**SEE Marks**	**50**
Credits	**04**	**Exam Hours**	**03**
Total no Hours	**41**	**QP allotment**	**100% T**

Pre-requisites:

Students must have the basics of Managerial process, Role of Data & Information in Research, Basics of Statistics or equivalent in order to pursue this course.

Course objectives:

1. To teach the fundamentals and importance of research methodology in business.
2. To foster insight on various research designs and techniques as base for business research.
3. To emphasize the basics of sampling methods and the use different sampling techniques.
4. To teach the methods of data collection with measurement & Scaling Techniques
5. To enable students to identify the problem and procedures for data analysis and report writing skills and presentation.

Module – 1

Introduction: Meaning, types, manager-researcher relationship, process of research-management problem, defining the research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Research Application in business decisions, Features of good research study, Internet and research. Ethics in Research

Module - 2

Business Research Design

Meaning and significance - Types: Exploratory and Conclusive Research Design.

Exploratory Research

Meaning, purpose, methods- Literature review process, experience survey, focus groups and comprehensive case methods. Conclusive Research Design - Descriptive Research - Meaning, Types – Cross sectional studies and longitudinal studies.

Experimental Research Design – Meaning and classification of experimental designs- formal and informal, Pre experimental design, Quasi-experimental design, True experimental design, statistical experimental design.

Module – 3

Concepts- Types of Sampling - Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling – convenience sampling- judgmental sampling, snowball sampling- quota sampling - Sample size, Determination of Sample Size, Characteristics of a Good Sample, Errors in sampling.

Module – 4

Data Collection

Primary and Secondary data Primary data collection methods - Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design – Meaning - process of designing questionnaire. Secondary data -Sources – advantages and disadvantages.

Measurement and Scaling Techniques

Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling.

Module – 5

Editing, Coding, Classification, Tabulation, Validation Analysis and Interpretation- Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation.

Presentation of Statistics. Oral presentation: Aristotle's 3 Principles of Persuasive Communication. Audience analysis. Organize, Support, visualize Deliver Practice & Arrange. Research analysis by the application of SPSS software.

General instructions to the candidates

A. Teaching-Learning Process

I. **Pedagogy:** Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.

II. **Skill Enrichment Exercises:**

1. Conducting Research with teen demographics
2. Methods for collecting, sampling, recording, storing and analysing data.
3. Recognize the types of probability sampling and non-probability sampling methods

4. Identifying differences between primary and secondary sources, preparation of the questionnaire.
5. Drawing Conclusions from Qualitative Data

B. Course Outcomes:

CO1: Ability to apply the methods and research techniques to business and management issues.
CO2: Analyze the appropriate research design, techniques and strategies in the research process.
CO3: To Evaluate the different methods of sampling of empirical information for better inferences.
CO4: To Design various research data collection methods by measurement & scaling techniques for quantitative data analysis.
CO 5: To communicate the effective reporting of the business to aid in managerial decisions.

C. Suggested Readings

1. Ranjit Kumar, Research Methodology: Step-by-step Guide for Beginners, sage, 4e,2022.
2. S.P. Gupta, Statistical Methods, Sultan Chand & Sons, 46e,2021.
3. Shashik.Gupta, P Rangi, Research Methodology: Methods, Tools & Techniques, KalyaniPublishers,6e, 2020.
4. Donald R Cooper, Pamela S. Schindler, Business Research Methods, Tata Mc Graw Hill, 12e,2019
5. Deepak Chawla, Research Methodology: Concepts & Cases, Vikas Publishing, 2e, 2016.
6. William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, Barry J. Babin,Business Research Methods Cengage Learning, 8e, 2016.
7. P.C. Tulsian, Bharat Jhunjhunwala, Business Statistics, S. Chand Publishing, 2016.

D. e-Resources:

1. https://onlinecourses.nptel.ac.in/noc22_ge08/preview
2. https://nptel.ac.in/courses/121/106/121106007/
3. https://www.youtube.com/watch?v=XEMyDu_VoeQ
4. https://www.emeraldinsight.com/
5. https://www.proquest.com/165290
6. https://www.bitm.knimbus.com

Semester: 2nd

Course Name: COMPUTER APPLICATION IN MANAGEMENT

Course Code	**23MBA24**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**3:0:2**	**SEE Marks**	**50**
Credits	**4**	**Exam Hours**	**03**
Total no Hours	**50**	**QP allotment**	**100%T**

Pre-requisites: Familiar with the MS word, Basic knowledge with MS Excel, Basic logical and analytical knowledge, basic mathematic knowledge.

Course Objectives

1. To contemplate the Computer Concepts and applicable in field of Management.
2. To Analyze the excel functions as a tool for decision making in business situations.
3. To Evaluate data by use of MS Access for managerial decision making
4. To share Insights the concept of e-commerce using web technologies
5. To explain the concept of IOT and Business Analytics

Module – 1

Introduction to Computer: Introduction, Information and Data, Importance of Hardware and software, CPU, Primary and Secondary storage, I/O devices, Bus structure, Computer Peripherals- VDU, Keyboard, Mouse, Printer. Software and Types of Software, Operation system and types, Programming Languages-, High Level Language

Module – 2

Introduction to Excel: Spreadsheet Concepts, Creating, Saving and Editing a Workbook, Inserting, Deleting Work Sheets, entering data in a cell / formula Copying and Moving from selected cells, basic statement; SUM, AUTOSUM, SUMPRODUCT, AVG, IF, COUNTIF.

Formatting a Worksheet: Formatting Cells – changing data alignment, changing date, number, character or currency format, changing font, adding borders and colors, Printing worksheets, Charts and Graphs – Creating, Previewing, Modifying Charts.

Functions: Mathematical, Logical, statistical, text, financial, Date and Time functions, Using Function Wizard.

Module – 3

Introduction to DBMS: Database Management System & Applications Overview of Database Management – File oriented approach versus database oriented approach to data management, Disadvantage of file oriented approach.

MS-Access: Introduction, creation of database and table, inserting values in a table, Sorting, deletion, Merging of rows, Linking on table and another, Report generation, Embedding MS excel in access.

Module – 4

Introduction to Internet and Web Technologies: Definition, application, threats, working of Internet, Web Technology: Introduction, Types of servers, crypto currency concepts- Commerce: Structure of e-commerce, Types of e-Commerce, analytics of e-commerce, ethics of E-commerce

Module – 5

Introduction to IOT and Business Analytics : Overview of IOT; meaning of IOT; History of IOT; Advantages of IOT; Challenges of IOT; IOT working process; Architecture of IOT; Devices and network; Applications of IOT at Smart home.

Overview for Data Science; Definition of data and information; Data types and representation; Data Value Chain; Data Acquisition; Data Analysis; Data Curating; Data Storage; Data Usage; Basic concepts of Big Data

General instructions to the candidates

A. Teaching-Learning Process

I. Pedagogy: Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.

II. Skill Enrichment Exercises:

1. Lab session Demonstrations and Videos clippings, Presentation of Hard ware components
2. Lab session of excel function and formula, Solving practical business Problems.
3. Lab session of MS Access Solving practical business Problems
4. Basics Theoretical exercise on e-commerce and its application
5. Basics Theoretical exercise on IOT its application

B. Course outcomes:

CO1: To apply the basis of computer application for visualization of data to aid decisions

CO2: To analysis and interpret the data for interpretation business situation

CO3: To evaluate the different business scenarios with the DBMS Concept

CO4: To Demonstrate the data structuring and constructing the business Models

CO5: To Comprehend the latest developments in the area of technology to support business

C. Suggested Readings:

1. Follett, J., Designing for Emerging Technologies: UX for Genomics, Robotics, and the Internet of Things, O'Reilly Media, 2014
2. Vong, J., & Song, I., Emerging Technologies for Emerging Markets, Springer Singapore,2014.
3. Matthew Harris, Teach Yourself Excel, SAM, 1999.
4. JulittaKorol, MS Access Programming by Example, Wordware Publishing Inc. 2001.
5. W. K. Sarwade&AnuranjanMisra, A Textbook on E-Commerce: Text & Cases, A.K. Publications

D. e-Resources:

1. https://www.ddegjust.ac.in/studymaterial/mba/cp-106.pdf
2. https://lumenlearning.com/courses/computer-applications-for-managers/
3. https://www.encyclopedia.com/computing/news-wires-white-papers-and-books/library-applications

Semester: II

Course Name: Strategic Management

Course Code	**23MBA25**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**3:0:2**	**SEE Marks**	**50**
Credits	**04**	**Exam Hours**	**03**
Total no Hours	**50**	**QP allotment**	**100%T**

Pre-requisites: Students should have basic knowledge of

1. Management and Organizational Behaviour Principles
2. Basic economic terminologies and concepts.
3. Basic Finance fundamentals.
4. Logical Reasoning

Course objectives:

1. To provide insights on applications of core concepts and models of strategic management.
2. To emphasize various business models in dynamic market environments.
3. To infer insights about various strategic management models used in different business phases.
4. To educate the importance of overview of business and formulating and implementation of strategies.
5. To teach the importance of strategic controlling measures for better decision making.

Module – 1

Introduction: Meaning and Nature of Strategic Management, its Importance and Relevance and. Characteristics of Strategic Management, the Strategic Management Process. Relationship between a Companies' Strategy and its Business Model. **Strategy Formulation:** Developing Strategic Vision and Mission for a company – Setting Objectives – Strategic Objectives and Financial Objectives – Goals, Long Term Objectives, Short-Term Objectives, Strategic group mapping, Strategic Intent, Strategic Fit, Gap Analysis, Balanced Scorecard

Module - 2

External Analysis: StrategicallyRelevantComponentsofaCompany'sExternalEnvironment– IndustryAnalysis-FactorsDrivingIndustry Change and its Impact - Porter's Dominant Economic Feature - Competitive Environment Analysis - Porter's Five Forces Model– Key Success Factors Concept and Implementation.

Module – 3

Internal Analysis: Analyzing a company's resources and competitive position – Analysis of a Company's present strategies - SWOT Analysis – Resource Based View of the firm (RBV) - Value Chain Analysis – Benchmarking, Generic Competitive Strategic – Low cost provider Strategy - Differentiation Strategy - Best cost provider Strategy – Focused Strategy – Growth strategies & retrenchment strategies - Strategic Alliance and Collaborative Partnerships – Mergers and Acquisition Strategic - Outsourcing Strategic - International Business level.

Module – 4

Business planning in different environment:

Business planning in different environment - Entrepreneurial level Business planning – Multistage wealth creation model for entrepreneurs – Planning for large and diversified companies – brief overview of Innovation, integration, Diversification, Turnaround Strategic – GE nine cell planning gird – BCG matrix.

Module – 5

Strategic Implementation & Control:

Organizational design, structures, culture, Importance of integrating strategy implementation and strategy formulation. Organizational structures used to implement different business level strategies and corporate level strategy. Strategic control, Types, Role of Corporate Governance.

General instructions to the candidates

A. Teaching-Learning Process

I. **Pedagogy:** Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.

II. **Skill Enrichment Exercises:**

1. Study of strategic overview of companies across industries, Applications of balanced scorecard in an organization
2. Assignments for assessing the critical success factors by appropriate models.
3. SWOT analysis on various organizations with strategic intent.
4. Contemplating various strategic models across industries
5. Case studies on corporate governance practices of varied organizations.

B. Course Outcomes:

1. At the end of the course the student will be able to:
2. CO1: Apply concepts and models of strategic management.
3. CO2: Analysis the business environment to formulating appropriate strategy for business development.
4. CO3: Evaluate the competitive situation using strategic models in dealing with business environment.
5. CO4: Develop the driving strategies for the holistic business challenges in varied industries.
6. CO5: Design strategic performance using controlling measures for business situations.

C. Suggested Readings:

1. Richard Lynch, Strategic Management, Sage Publications, 9e, 2021.
2. Stewart R. Clegg, Christos Pitelis, Jochen Schweitzer, Andrea Whittle, Strategy Theory andPractice, Sage Publications,3e, 2020.
3. Mason A. Carpenter, Wm Gerard Sanders, Prashant Salwan: Strategic Management ADynamic Perspective, Pearson, 2e, 2017.
4. Hitt & Ireland el al., Strategic Management: A South Asian Perspective, Cengage Learning, 9e,2013.
5. V.S.P. Rao, V. Hari Krishna; Strategic Management, Excel Books, 1e, 2012
6. Adrian & Alison, Strategic Management: Theory & Applications, Oxford University Press, 2010.
7. S K Sarangi, Modern Strategic Management, Everest Publishing, 2012.

D. e-Resources:

1. https://youtu.be/ZG3_8fG7RzQ[BBC Documentary]-Worlds Most Powerful-- Bill Gates Vs Steve Jobs
2. https://youtu.be/0FoTFal0KAA - BBC Documentary_ Steve Jobs - Billion Dollar Hippy
3. https://youtu.be/5WiDIhIkPoM - Mark Zukerberg_ Inside Facebook (BBC)
4. https://youtu.be/y5I_cnpP99U - Michael Porter on Competitiveness
5. https://youtu.be/xcZG5sIqSHE
6. https://www.classcentral.com/course/swayam-strategic-management-14306
7. https://onlinecourses.swayam2.ac.in/imb20_mg33/preview
8. https://swayam.gov.in/nc_details/IIMB
9. https://nptel.ac.in/courses/110/108/110108047/

Semester: II

Course Name: ENTREPRENEURSHIP & LEGAL ASPECTS

Course Code	**23MBA26**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**3:0:2**	**SEE Marks**	**50**
Credits	**04**	**Exam Hours**	**03**
Total no Hours	**50**	**QP allotment**	**100%T**

Pre-requisites:

1. Basic Fundamentals of Marketing, HR, Finance & Accounting skills inclination to innovation
2. Good communication & presentation skills
3. Inquisitiveness for entrepreneurship
4. Knowledge about business environment

Course objectives:

1. To educate the nature, characteristics and importance of entrepreneur.
2. To impart planning insights and preparation feasibility business reports.
3. To provide an overview of entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs.
4. To familiarize the concept family business performance, and strategies for its development.
5. To emphasize the various rules and legislations related to various acts for entrepreneurial development.

Module – 1

Entrepreneur & Entrepreneurship: Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Classification of Entrepreneur – Role of an Entrepreneur- Intrapreneur- an emerging class – Concept - Entrepreneur Vs Intrapreneur Vs Manager - Evolution and Development of Entrepreneurship - Entrepreneurial mind-set and process. **Creativity and Innovation:** The role of creativity- The innovation Process -Sources & Methods of Generating New Ideas & Creative Problem Solving.

Module - 2

Business Planning Process: Importance of Business Model- Components of an Effective Business Model, Osterwalder Business Model Canvas. Meaning of business plan - Business plan process - Advantages of business planning – Why do Business plans fail - Marketing plan

- Production/operations plan - Organization plan – Financial plan - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture.

Module – 3

Entrepreneurial finance: Estimating the financial needs of a new venture, internal & external sources of finance **Informal Risk Capital and Venture Capital:** Informal risk capital market - venture capital – nature, overview and process – professionals involved in venture capital – venture capital industry in India.

Institutions supporting Entrepreneurs: Small industry financing developing countries – A brief overview of financial institutions in India - Central level and state level institutions – SIDBI- NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC – Single Window - Latest Industrial Policy of Government of India.

Module – 4

Family Business: Importance of family business – Types- Various Forms of business organization - History - Responsibilities and rights of shareholders of a family business – 3-circle model of family business -Succession in family business - Pitfalls of the family business - strategies for improving the capability of family business - improving family business performance. Success stories of entrepreneurial knowledge exercises.

Startup Business: Startup Process, and its feasibility

Module – 5

Applicability of Legislation; Industries Development (Regulations) Act, 1951; Factories Act, 1948; Industrial Employment (Standing Orders) Act, 1946, Suspension, Stoppage of work, Termination of employment; Karnataka Shops and Establishment Act, 1961; Environment (Protection) Act, 1986; The sale of Goods Act; 1930; Industrial Dispute Act 1947.

General instructions to the candidates

A. Teaching-Learning Process

I. Pedagogy: Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.

II. Skill Enrichment Exercises:

1. Students should submit a profile summary of a successful local entrepreneur indicating milestone achievements.
2. Students should develop a business model for a new product/service including feasibility report.
3. Students should visit a bank/financial institution to enquire about various funding schemes for small scale enterprise. Student engagement in Karnataka

Udyog web sites https://www.india.gov.in/karnataka-udyog-mitra-portal

4. Students should analyze the performance of listed family firms and should submit a short report by studying the ideology and working of partnership firm, cooperative society, private and public company. Case study related to performance of family business.
5. Students should submit report by assessing the applicability of various acts by selecting different companies. Case study related to Factories Act 1948.

B. Course Outcomes:

CO1: Apply the concept of entrepreneurship to various business plans.

CO2: Analyze the feasibility of different stages in business planning process.

CO3: Evaluate the various sources of funding to support entrepreneurship.

CO4: Develop the key elements of entrepreneurship in relation to family business organizations.

CO5: Comprehend the various rules, legislations and their applicability in entrepreneurial development.

C. Suggested Readings:

1. Hisrich Peters shepherd: Entrepreneurship (Tata McGraw Hill), 2020
2. Prasanna Chandra: Projects Planning Analysis, Reductions implementation & Review (Tata McGraw Hill), 2019
3. Harvard Business Review, Entrepreneur's Handbook: Everything you need to launch and grow your new business. (HBR Handbook)
4. Dhruv Nath, Sushanto Mitra: Funding your Startup and other Nightmares

D. e-Resources:

1. https://www.youtube.com/watch?v=Bf_nEWxSSkQ
2. https://www.youtube.com/watch?v=sOjeQV5pHh4
3. https://www.youtube.com/watch?v=Fqch5OrUPvA
4. https://www.youtube.com/watch?v=sC236knTsYw
5. https://www.youtube.com/watch?v=YlQFRzW6USQ

Semester: II

Course Name: BUSINESS ETHICS AND HUMAN VALUES

Course Code	**23MBA27**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:0**	**SEE Marks**	**50**
Credits	**02**	**Exam Hours**	**03**
Total no Hours	**50**	**QP allotment**	**100%T**

Pre-requisites: Familiar with the basic management concepts and human Relation and Finance concepts, familiar with basics concepts of corporate social responsibility (CSR).

Course objectives:

1. To familiarize the business Ethics and to provide best practices of business situation.
2. To learn the values and ethical issues in corporate governance and to adhere to the ethical codes.
3. To teach the work ethos and values required for good managers and ethical careers.
4. To educate the significance of stress management and mechanism to handle employee stress.
5. To give insights on the contemporary Indian ethos in work environment.

Module – 1

Introduction: Values-Concept, types and formation of values, ethics, values and behaviour, Values of Indian Managers, Ethics, development of ethics, ethical decision making and decision making process, relevance of ethics and values in business.

Module - 2

Corporate Social Responsibility & Consumer Protection: Corporate responsibility of business: employees, consumers and community, Corporate Governance, Code of Corporate Governance, Consumerism, unethical issues, in sales, marketing and technology.

Module – 3

Work Ethos and Values: Work Ethos: Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos. Values: Meaning, Features, Values for Indian Managers, Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society. Relevance of values in management: need for values in global change- Indian perspective; values for managers; holistic approach for managers in decision making; secular versus spiritual values in management, Trans-Cultural Human Values in Management and Management Education, Importance of Value System in Work Culture, teaching ethics,Concept of Value Champions.

Module – 4

Stress Management: Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress, Problems relating to stress in corporate management –Indian perspective, Stress Management Techniques: Meditation-Meaning, Techniques, Advantages, Mental Health and its Importance in Management, Brain Storming, Brain Stilling, Yoga: Meaning, Significance.

Module – 5

Leadership: Meaning, Contemporary Approaches to Leadership, Joint Hindu FamilyBusiness–LeadershipQualitiesofKarta;Motivation:Meaning,IndianApproachto Motivation,Techniques.Self-Management:PersonalgrowthandLessonsfromAncient Indian Education System, Personality Development: Meaning, Determinants ,Indian Ethos and Personality Development, science and human values. Trans-cultural human values in management education.

General instructions to the candidates

A. Teaching-Learning Process

I. Pedagogy: Chalk & Talk method. Power point presentations, videos, group discussion, case study, seminars.

II. Skill Enrichment Exercises:

1. Learn the principal of ethic by corporate example
2. Collect the Data of various companies involved in CSR activities
3. Case Study on Work Ethos and Values.
4. Role plays on handling stress Management.
5. Role Plays of various leadership styles

B. Course Outcomes:

1) CO1: Illustrate and apply the theoretical foundations of business ethics.
2) CO2: Analyze the knowledge of corporate governance and business concepts from an ethical perspective.
3) CO3: Evaluate the importance of Work Ethos and Values of business with community and ethical conduct.
4) CO4: Develop proactive steps to stressful business situations and resolve ethical.
5) CO5: Communicate and reflect by critically examine the values and importance of the ethical dimension in business and workplace decision making.

C. SUGGSTED READINGS

1. R. S. Naagarazan -A TEXT BOOK ON PROFESSIONAL ETHICS AND HUMAN VALUES- -New age International (p) Ltd.
2. M. Govindarajan, S. Natarajan, V.S. Senthil kumar- PROFESSIONAL ETHICS & HUMAN VALUES.
3. R. R. Gran, R. Sangal, G. P. Bagania -FOUNDATION COURSE IN HUMAN VALUES & PROFESSIONAL ETHICS
4. Jayshree Suresh, B.S. Raghavan- HUMAN VALUES AND PROFESSIONAL ETHICS

D. e-Resources:

1. https://soaneemrana.org/onewebmedia/Professional%20Ethics%20and%20Human%20Values%20by%20R.S%20NAAGARAZAN.pdf

2. https://www.researchgate.net/publication/226607374_Business_Ethics_Resources_on_the_Internet

3. https://soaneemrana.org/onewebmedia/Professional%20Ethics%20and%20Human%20Values%20by%20R.S%20NAAGARAZAN.pdf

Semester: III

Course Name: Data Analytics for Managers

Course Code	23MBADA301	CIE Marks	50
Teaching Hours/Week (L:T:P)	2:0:2	SEE Marks	50
Credits	03	Exam Hours	03
Total Hours of Pedagogy	40	Total Marks	100

Module – 1 Wholeness of Data Analytics-8 hours

Introduction, Business Intelligence, Pattern Recognition, Data Processing Chain.

Business Intelligence Concepts and Applications: Introduction, BI for better decisions, decision types, BI tools, BI skills, BI applications.

Module –2 Online Transaction Processing and Data Warehouse-8 hours

Structure, objectives, introduction, online transaction processing, OLTP system characteristics, OLTP merits and demerits, need of data warehouse, characteristics of DW, main components of data warehouse, approaches for constructing a data warehouse, dimensional modeling used in DW design-facts, dimensions and attributes, types of schemas, ETI and other tools sets available in market.

Module – 3 Business Intelligence And Its Deeper Dynamics-8 hours

Structure, objectives, business intelligence, BI characteristics, data quality: a real challenge, data quality best practices, structured versus unstructured, differences between structured and unstructured data, data lake, data lake versus data warehouse, main components of a data lake, modern business intelligence system, benefits and use cases of modern BI.

Module – 4 Introduction to Data Visualization-8 hours

Structure, objectives, presenting data visualization, aims of data visualization, history at a glance, importance of data visualization, types of data visualization-hierarchical, tree diagram, tree map, ring chart, dendogram, temporal, bar chart, line graph, stacked graph, Gantt chart, scatter plot, stacked area chart, sparkline, network, word cloud, matrix chart, node link diagram, multi-dimensional, pie chart, histogram.

Module – 5 Decision Tree-8 hours

Introduction, decision tree problem, decision tree construction, decision tree algorithms. Advanced data visualization- structure, objective, types of advanced data visualization-bubble chart, word cloud, geospatial heat map/ hot spot mapping, data visualization trends, introducing data visualization tools, data visualization best practices.

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

CO1: Apply the BI concepts to solve business problems.

CO2: Apply the OLTP techniques to provide business solutions

CO3: Apply BI techniques to create data lake.

CO4: Analyse data using various data visualization techniques.

CO5: Analyse trends using advanced data visualization techniques.

Suggested Learning Resources:

Textbooks

1. Data Analytics Anil Maheshwari Mc Graw Hill Education 2018

2 .A General Introduction to Data Analytics João Mendes Moreira, André C. P. L. F. de Carvalho, TomášHorváth Wiley and Sons Inc. 1st Edition, 2019

Semester: III

Course Name: Data Base Management System (DBMS)

Course Code	**23MBADA302**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**

Module – 1 Introduction to Databases-8 hours

Introduction, Characteristics of database approach, Advantages of using the DBMS approach, History of database applications. Overview of Database Languages and Architectures: Data Models, Schemas, and Instances. Three schema architecture and data independence, database languages, and interfaces, The Database System environment. Conceptual Data Modelling using Entities and Relationships: Entity types, Entity sets, attributes, roles, and structural constraints, Weak entity types, ER diagrams, examples.

Module –2 Relational Model-8 hours

Relational Model Concepts, Relational Model Constraints and relational database schemas, Update operations, transactions, and dealing with constraint violations

Design: Relational Database Design using ER-to-Relational mapping.

SQL: SQL data definition and data types, specifying constraints in SQL, retrieval/queries in SQL, INSERT, DELETE, and UPDATE statements in SQL,Additional features of SQL.

Module – 3 SQL: Advances Queries-8 hours

More complex SQL retrieval queries, Specifying constraints as assertions and action triggers, Views in SQL, Schema change statements in SQL.

Database Application Development: Accessing databases from applications, An introduction to JDBC, JDBC classes and interfaces, SQLJ, Stored procedures.

Module – 4 Normalization: Database Design Theory-8 hours

Introduction to Normalization using Functional and Multivalued Dependencies: Informal design guidelines for relation schema, Functional Dependencies, Normal Forms based on Primary Keys, Second and Third Normal Forms, Boyce-Codd Normal Form, Multivalued Dependency and Fourth Normal Form, Join Dependencies and Fifth Normal Form.

Module – 5 Transaction Processing-8 hours

Introduction to Transaction Processing, Transaction and System concepts, Desirable properties of Transactions, Characterizing schedules based on recoverability, Characterizing schedules based on Serializability, Transaction support in SQL.

Concurrency Control in Databases: Two-phase locking techniques for Concurrency control, Concurrency control based on Timestamp ordering, Multiversion Concurrency control techniques, Validation Concurrency control techniques, Granularity of Data items and Multiple Granularity Locking.

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

CO1: Identify and define database objects using RDBMS tools.

CO2: Design database to solve business problems

CO3: Apply normalization techniques to normalize the database.

CO4: Apply normalization techniques to design the database to solve business problems

CO5: Demonstrate the use of concurrency and transaction in database.

Suggested Learning Resources:

Textbooks

1. Fundamentals of Database Systems Ramez Elmasri and Shamkant B. Navathe Pearson.. 7th

Edition, 2017,

2. Database management systems Ramakrishnan and Gehrke McGraw Hill 3rd Edition, 2014

Reference Books

1. Database System Concepts Silberschatz Korth and Sudharshan McGraw Hill 6th Edition, Mc-GrawHill, 2013.

2. Database Principles Fundamentals of Design, Implementation and Management Coronel, Morris, and Rob Cengage Learning 2012

Semester: III

Course Name: Python Programming for Managers

Course Code	**23MBADA303**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total hours of Pedagogy	**40**	**Total Marks**	**100**

Module – 1 Introduction to phyton--8 hours

Variables, expressions and statements, Conditional execution& Iteration.

Module –2 Programming constructs/data structures-8 hours

Data structures: Lists, Dictionaries, Tuples, Functions, Strings & Files, Pandas Data Structure.

Module – 3 Pattern matching & regular expression-8 hours

Pattern matching & regular expression: Character matching, extracting data, Combining searching and extracting, Escape character.

Module – 4 Numpy & Pandas-8 hours

Numpy: -Understanding data types in python, basics of NumPy arrays, computation on NumPy arrays: universal functions. Pandas: -Introducing to pandas data structures, essential functionality, summarizing and computing descriptive statistics, handling missing data, Pandas Data Frame Basics & Data structure.

Module – 5 classification and predictions- 8 hours

Decision tree learning, Naïve Bayes Classifier, Text classification & Artificial Neural Network. Evaluation of models.

Clustering: K-means & K-medoids clustering, DBSCAN, Agglomerative Hierarchical Clustering, BIRCH, cluster evaluation.

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

CO1: Interpret classification and clustering techniques for handling large data in business objectives.

CO2: Illustrate looping, control statements in python.

CO3: Apply python data structures - lists, tuples, dictionaries and pandas for representing compound data in business applications.

CO4: Demonstrate the concept of pattern matching using regular expression in business objectives.

CO5: Apply the concept of numpy and pandas data structures in business objectives.

Suggested Learning Resources:

Textbooks

1. Data Mining -Concepts and Techniques Jiawei Han, Micheline Kamber, Jian Pei Morgan Kaufmann Publisher 3rd Edition 2012

2. “Python for Everybody: Exploring Data Using Python 3 Charles R. Severance Create Space Independent Publishing Platform, 1st Edition 2016

3. "Think Python: How to Think Like a Computer Scientist” Allen B. Downey Green Tea Press 2nd Edition 2015

Semester: III

Course Name: Data Warehousing

Course Code	**23MBADA304**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**

Module – 1 System Processes- 8 hours

Introduction, Typical process flow within a data warehouse, Extract & load process, Clean and Transform data, Backup & archive process, Query management process.

Module –2 Process Architecture-8 hours

Introduction, Load manager, Warehouse manager, Query Manager, Detailed information, Summary information, Meta data, Data marting.

Module – 3 Design-8 hours

Introduction, Star flake schemas, Identifying facts & dimensions, Designing fact tables, Designing the star flake schema, Query redirection, Multidimensional schemas, Horizontal partitioning, and Vertical partitioning. Why aggregate, What is an aggregation?, Designing summary tables.

Module – 4 Data Marting-8 hours

Introduction, When is a data mart appropriate, Designing data marts, Costs of data marting. Meta Data- Data transformation & load, Data management, Query generation, Metadata & tools. Hardware architecture –Process, Server hardware, Network hardware, Client hardware, Backup & Recovery –Definitions, Hardware, Software, Backup strategies, Testing the strategy, Disaster recovery.

Module – 5 Capacity Planning-8 hours

Introduction, Process, Estimating the load Tuning the data warehouse – Introduction, Assessing the performance, Tuning the data load, Tuning queries, Testing the data warehouse – Introduction, Developing the test plan, Testing backup recovery, Testing the operational environment, Testing the database, Testing the application, Logistics of the test.

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

CO1: Describe the functionality of various data warehousing component.

CO2: Discuss warehousing architecture and tools for systematically organizing large database and use their data to make strategic decisions.

CO3: Demonstrate the data marts repositories for large amount of transactional data for business applications.

CO4: Discover interesting patterns from large amounts of data for predictions and classification.

CO5: Develop a test plan for testing the various business applications.

Suggested Learning Resources:

Textbooks

1. Data Warehousing in the real world Sam Anahory Pearson education Seventh edition 2003.

2. Data Warehousing, Data Mining & OLAP Alex Berson, Stephen J Smith TMH

Reference Books

1. Data mining & Ware housing I Singh Khanna Publishing house.

Semester: III

Course Name: Decision Support System

Course Code	**23MBADA305**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of pedagogy	**40**	**Total Marks**	**100**

Module – 1 Decision Making and Computerized Support- 8 hours

Managerial decision making and information systems, the need for computerized decision support and the supporting technologies, the concept of decision support systems, executive information support systems, expert systems and intelligent agents, the evolution and attributes of computerized decision aids, decision making: introduction and definitions, systems, models, a preview of modeling process, the intelligence phase, the design phase.

Module –2 Decision Making Systems and Modeling- 8 hours

Decision making: the implementation phase, how decisions are supported, alternative decision-making models, personality types, gender, human cognition and decision styles. What is a DSS?, characteristics and capabilities of DSS, components of DSS, the data management subsystem, the model management subsystem, the user interface (dialog) subsystem, distinguishing DSS from management science and MIS, DSS classifications.

Module – 3 Decision Support System Development- 8 hours

Introduction to DSS development, the traditional system development life cycle, alternate development methodologies, prototyping: the DSS development methodology, DSS technology levels and tools, DSS development tool selection, end user-developed DSS.

Module – 4 Collaborative Computing Technologies: Group Support Systems- 8 hours

Group decision making, communication and collaboration, communication support, collaboration support: computer-supported cooperative work, Group Support Systems, Group Support Systems technologies, Group systems, the GSS meeting process, dstance learning, creativity and idea generation, GSS and collaborative computing issues and research, enterprise systems: concepts and definitions, the evolution of executive and enterprise information systems, executives' roles and their information needs, characteristics and capabilities of executive support systems, comparing and integrating EIS and DSS.

Module – 5 Knowledge Management- 8 hours

Introduction to knowledge management, knowledge, organizational learning and organizational memory, knowledge management, the Chief knowledge Officer, knowledge management development, knowledge management methods, technologies and tools, knowledge success, knowledge management and artificial intelligence, electronic document management, knowledge engineering, difficulties in knowledge acquisition, methods of knowledge acquisition; an overview, interviews, tracking methods, observations and other manual methods.

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

CO1: Describe the fundamental concepts of Decision Support Systems.

CO2: Discuss the components of Decision Support Systems.

CO3: Demonstrate Decision Support Systems life cycle and tools used for development of Applications

CO4: Illustrate group support system technologies for developing collaborative applications to make appropriate decisions

CO5: Design integrated decision support systems for business applications.

Suggested Learning Resources:

Textbooks

1. Decision Support System and Intelligent systems Efraim Turban, Jay E. Aronson Pearson Education 6th edition 2001.

2. Decision Support Systems, Sprague R.H. Jr and H.J. Watson: Prentice Hall 4th Edition,1996.

Reference Books

1. Decision Support Systems R. Jayashankar Tata Mc Graw Hill. --

2. Decision Support Systems Janakiraman and Sarukesi Prentice Hall of India, New Delhi --

Semester: III

Course Name: Digital Transformation

Course Code	**23MBADA306**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**

Module – 1 The Key Forces for Change-8 hours

Relentless, accelerating change, Transformed competitive contexts, Transformed consumer contexts, Transformed company contexts, the agile context model, and the key challenge: rates of change, how digital disrupts-The lifecycle of a technology, why businesses get disrupted: the ambiguity zone, Defining digital.

Module –2 Defining Digital Transformation-8 hours

What digital transformation is NOT, What good looks like: a maturity model for change, The agile formula, Digital-native processes - Design thinking , Agile , Lean, The principles of agile business, Developing a learning culture, Learning to unlearn, Fixed and growth mindsets, Embedding reflection time.

Module – 3 Agile Strategy and Planning-8 hours

The key to good strategy, Emergent and deliberate strategy, the balance between vision and iteration, The customer-centric organization, 'P' is for Prioritization, Strategy as an ever, changing algorithm, Discovery-driven planning.

Module – 4 Linking Strategy to Execution-8 hours

The five questions, strategy and tactic trees, OKRs: bringing the team with you, Sprint working as a driver of change, Data-driven decision-making, technology as a barrier to change, technology as an enabler of change, Agile budgeting.

Module – 5 The Transformation Journey-8 hours

The five dimensions of change, Dimension one: personal, Dimension two: principles, Dimension three: process, Dimension four: practice, Dimension five: pace, staying agile.

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

CO1: Discuss the key forces for change in technology.

CO2: Illustrate the digital transformation process.

CO3: Develop the agile strategy for any business objectives

CO4: Analyse the linking strategy for decision making in business applications

CO5: Demonstrate the transformation dimensions for technological change

Suggested Learning Resources:

Textbooks

1. Building the Agile Business through Digital Transformation NEIL PERKIN, PETER ABRAHAM Kogan Page Limited 2017

Semester: III

Course Name: Basics of Logistics and Supply Chain Management

Course Code:	**23MBALS301**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module – 1 Supply Chain Management-8 hours

Supply Chain Concepts: Objectives of Supply Chain, Stages of Supply Chain, Value Chain Process, Cycle View of Supply Chain Process, Key Issues in SCM, Supply Chain Drivers and Obstacles, Supply Chain Strategies – Push & Pull Supply Chain Strategies, Best Practices in SCM.

Module – 2 Logistics- 8 hours

Logistics: Evolution, Objectives, Components and Functions of Logistics Management, Distribution Related Issues and Challenges; Transportation- Functions, Costs and Mode; Network Design in the Supply Chain, Factors affecting Network Design Decisions, Containerization, Cross Docking, Hub & Spoke, Distributed Warehouses.

Module – 3 Supply Chain Performance-8 hours

Supply Chain Performance: Bullwhip Effect and Reduction, Reasons for measuring performance, Dimensions for measuring performance management, Performance Measurement: Measurement, Techniques of Measuring Supply Chain Performance: SCOR Model, Balanced Scorecard, Activity Based Costing (ABC), Benchmarking, Logistics Scoreboard, Economic Value Analysis

Global Supply Chain: Driving forces of Global Supply Chain management, Important Factors Influences Global Supply Chain, sourcing decision in Global SCM: benefit and key issues, Trend

Module – 4 Warehousing & Supply Chain CRM-8 hours

Warehousing: Concept and Types, importance/role, Strategic issues affecting warehousing, Warehouse operations, Packaging and unit loads, Warehouse Design, Facility Location & Network Design, Outsourcing- Nature and Concept, Strategic Decision to Outsourcing, Third Party Logistics(3PL), Fourth Party Logistics(4PL). Supply Chain and CRM- Linkage, IT Infrastructure Used for Supply Chain and CRM, Functional Components for CRM, Green Supply Chain Management, Supply Chain Sustainability.

Module – 5 International Logistics-8 hours

Logistics and Environment, Methods and tools facilitating International Logistics, challenges, Integrated Supply Chain and Logistics Value Chain, Logistics Industry in India. Sourcing Decisions in Global SCM- Logistics, Trends, Key Issues in Global Sourcing, Factors influencing Outsourcing.

Course Outcomes:

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

CO1: Apply the concepts of Supply Chain Management.

CO2: Analyse various functions of Logistics Management.

CO3: Evaluate tools of performance measurement.

CO4: Design appropriate warehousing strategies for an organization.

CO5: Construct the process of integrated supply chain management with international logistics prospective

Suggested Learning Resources:

Textbooks

1. Supply Chain Management: Strategy, Planning and Operation Chopra, Sunil, Meindl, Peter and Kalra, D. V Pearson Education Recent Edition

2. Supply Chain Management Altekar, Rahul V. PHI Learning Private Limited Recent Edition

3. Supply Chain Management Ballou, Ronald H. Pearson Education Recent Edition

4. Integrated Supply Chain and Logistics Management Rajat K. Baisya Sage 2020

5. Supply Chain Management- Text and Cases Janat Shah Pearson Latest edition

6. Logistics & Distribution Management Alan Rushton, Phil Croucher, Peter Bake Kogan Page Limited 5th EDITION ISBN 978 0 7494 6627 5 E-ISBN 978 0 7494 6628 2

Reference Books

1. Supply Chain Management Sahay, B.S. Macmillan Recent Edition

2. Business Logistics Management. Ballou, R.H. Prentice-Hall Inc. Recent Edition

3. Logistical Management Bowersox D.J., Closs D.J. McGraw-Hill, 1996

Semester: III

Course Name: Warehouse Management

Course Code	**23MBALS302a**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module – 1 Introduction to Warehousing Concepts-6 hour

Role of warehouse-types of warehouse- warehouse location- Need for warehousing- Supply chain trends affecting warehouse –Warehouse functions- Role of warehouse manager.

Module – 2 Warehouse Process- 6 hours

Warehouse process – pick up preparation-Receiving - Pre-receipt - In- handling - Preparation - offloading - Checking - Cross-docking - Quality control - Put-away - Pick preparation - Pick area layout - Picking strategies and equipment -order picking methods - Warehouse processes Replenishment to dispatch- Value adding services - Indirect activities - Stock management - Stock or Inventory counting - Perpetual inventory counts - Security - Returns processing – Dispatch.

Module – 3 Inventory Management-8hour

Functions of Inventory - Concept, various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point / re-order level fixation, Classification of Inventory- Methods of Controlling Stock Levels- Always Better Control (ABC) Inventory system- Types of Inventory, Alternative approach for classification of inventories, components of inventory decisions, inventory cost management, business response to stock out, replenishment of inventory, material requirements planning.

Module – 4 Warehouse Functions and Design-10 hours

Functions of Warehouse-Introduction, Receiving, prepacking, transporting to the appropriate storing place, storage, order picking, packaging or pricing, sorting, consolidation and shipping. Roles and responsibilities of manager, Benefits of Warehousing-Economic benefits – Consolidation and break bulk, cross-docking , processing and stock piling-Operational benefits – stock spotting , assortment, mixing,

Warehouse Location and Design: Introduction, Site analysis, Product mix consideration, Warehouse design, Design criteria, Storage plan, Aisle width decisions

Module – 5 Material Handling and Warehouse safety- 10 hours

Material handling- Product movement- concept- costs-product load activity—dispatch activity unload activity-control device-impact of the computer technology automatic identification-issues and trends in product transport--Packaging - Pallet - Stretch wraps - Cartons – Labeling-Health and safety- Risk assessment - Layout and design - Fire safety- Slips and trips - Manual handling - Working at height - Vehicles - Forklift trucks - Warehouse equipment legislation. Warehouse safety check list- Warehouse Environment- Energy production - - Product waste - waste disposal - Hazardous waste- Sustainable warehouse Management.

Course Outcomes:

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

CO1: Apply and Understand the role of the warehouse and warehouse manager in today's supply chain

CO2: Analyse the various warehouse processes, strategies, and methods for appropriate decisions.

CO3: Evaluate the various storage inventory management methods.

CO4: Design the specific warehouse with determining the functions.

CO5: Develop and enhance effective inventory control, material handling, and warehouse safety techniques.

Suggested Learning Resources:

Textbooks

1. Warehouse Management: A Complete Guide to Improve Efficiency and Minimizing Cost in the Modern Warehouse. Gwynne Richards Kegan page limited Latest 2016

2. A Supply Chain Logistics Program for Warehouse Management David E. Mulchy& Joachim Sidon (2008) Auerbachian Publications 2008

Reference Books

1. Supply Chain Logistics Management Bowersox, D.J., Closs, D.J., Cooper, M.B., &Bowersox, J.C. McGraw Hill/Irwin. 4e , 2013

2. The Introduction to Materials Management.,Arnold, J.R., Chapman, S.N Prentice-Hall 7e 2012

3. Managing Supply Chains: A Logistics Approach.Coyle, J.J., Jr. Langley, C.J., Novack, R.A, & Gibson, B.J McGrawHill. 9e,2013

Semester: III

Course Name: Purchasing and Strategic Sourcing

Course Code	**23MBALS303**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module – 1 Purchasing Operations and Structure- 6hour

The purchasing and supply process - Introduction to purchasing and SCM - Strategic supply management roles and responsibilities - Improving the procure to pay process - Approval, contract and purchase order preparation - Types of purchases - Purchasing policy and procedures - Policy overview - Purchasing policies - Purchasing procedures.

Module – 2 Supply Management Integration and Strategic Sourcing-6hours

Internal integration - External integration - The critical role of cross-functional scouring teams - Integrating supply management, and suppliers to develop new products and services – purchasing/supply management organizational structure - Purchasing position within the organizational structure - Supply management and commodity strategy development - Aligning supply management and enterprise objectives - Category strategy management - Types of supply management strategies - E-reverse auctions - Evolving sourcing strategies.

Module – 3 Supplier Evaluation and Selection-10 hours

Supplier Evaluation and Selection Process, Recognize the Need for Supplier Selection, Identify Key Sourcing Requirements, Determine Sourcing Strategy, Identify Potential Supply Sources, Sourcing Alternatives, Limit Suppliers in Selection Pool, Determine the Method of Supplier Evaluation and Selection, Select Supplier and Reach Agreement

Module – 4 Negotiations- 6 hours

Definition, Negotiation Framework Identify: Identify or Anticipate a Purchase Requirement, Determine If Negotiation Is Required, Plan for the Negotiation, Conduct the Negotiation, and Execute the Agreement

Negotiation Planning: Develop Specific Objectives, Analyze Each Party’s Strengths and Weaknesses, Gather Relevant Information, Recognize Your Counterpart’s Needs, Identify Facts and Issues, Establish a Position on Each Issue, Develop the Negotiation Strategy and Accompanying, Tactics, Brief Other Personnel, Practice the Negotiation Concessions Power in Negotiation: Sources of Negotiation Power, Concessions, Negotiation Tactics: Trying to Reach Agreement, Win-Win Negotiation

Module – 5 Contract Management- 10 hours

Introduction, Elements of a Contract, How to Write a Contract, Types of Contracts: Fixed-Price Contracts Cost-Based Contracts, Considerations when Selecting Contract. Types Long-Term Contracts in Alliances and Partnerships Benefits of Long-Term Contracts Risks of Long-Term Contracts, Contingency Elements of Long-Term Contracts, Consulting Contracts, Construction Contracts, Other Types of Contracts, Settling Contractual Disputes, Arbitration Other Forms of Conflict Resolution

Course Outcomes:

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

CO1: Apply the basics of purchasing operations and Purchasing policies in business

CO2: Analyse the Methods Supply Integration with Sourcing.

CO3: Evaluate various Supplier and Selection process for the appropriate business situation

CO4: Design the negotiation Process and Procedure for the appropriate business situation.

CO5: Comprehend the most appropriate contract techniques to be used when dealing with potential suppliers

Suggested Learning Resources:

Textbooks

1. In Coterms Exports Coartind and Pricing with Practical Guide to in Co-Terms Parasram Jain Book 1st Edition, 6th Edition, 2010.

2. Purchasing and Supply Management. Additional cases and articles will be assigned Johnson, Leenders, and Flynn McGraw Hill. 6 14th Edition

Reference Books

1. Global Operations & Logistics:Text& Cases-Dornier John Wiley Pearson Education 2nd Edition, 2013

2. Designing & Managing Supply Chain-Concepts, Strategies David Simchi-Levi Tata McGraw Hill 8th Edition, 2000

Semester: III

Course Name: Inventory Management

Course Code	**23MBALS304**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module – 1: Basics of Inventory Management- 8 hours

Inventory concepts, Pressures for Low Inventory, Pressures for High Inventory, Role of inventory in Operations, Types of inventory – seasonal, decoupling, cyclic, pipeline, Safety stock. Inventory costs – carrying costs, ordering costs, shortage costs.

Module – 2: Inventory Control Systems- 8 hours

Need for inventory Control system, Meaning of inventory control system, Importance and methods of inventory control, Continuous Review (Q) systems, and Periodic Review (P) systems, Issues in the P and Q systems of inventory control. ABC Classification system, FNS, Safety stock, JIT, Implementation Process and Benefits.

Module – 3: Economic Order Quantity Models- 8 hours

The Basic EOQ Model, Production Quantity Model, Computer Solution of EOQ model, Quantity Discounts, Reorder Point, Safety Stocks and Replenishment Policy on Safety Stock, Service Level, Reorder point with variable demand, Order quantity for periodic inventory system, Order quantity with variable demand.

Module – 4: Just-In-Time- 8 hours

Principles of just-in-time, Core logic of JIT, Main features for stocks, Achieving just-in-time operations, and other effects of JIT, Benefits and disadvantages of JIT, Comparison with other methods of inventory management. KANBAN as a control tool. Vendor managed inventory. Optimum Level of Product Availability and Methods in Determining Product Availability.

Module – 5: Make or Buy Decisions- 8 hours

Introduction, Make Versus Buy: The Strategic Approach Identifying Core Processes, Factors influencing Make Or Buy Decisions-cost, The Business Process Route, The Product Architecture Route, Versus Hierarchy, Economies of Scale Agency Cost, Transaction Cost, Incomplete Contracts, Integrative Framework of Market Versus Hierarchy The Make-Versus-Buy Continuum.

Course Outcomes:

At the end of the course, the student should be able to:

CO1: Assess the key concepts associated with Inventory Management.

CO2: Analyse various types of inventory and inventory costs.

CO3: Evaluate the Economic Order Quantity and stock levels under various conditions.

CO4: Design various methods of inventory control.

CO5: Comprehend factors influencing Make or Buy decisions and solve problems based on ABC classification of inventory.

Suggested Learning Resources:

Textbooks Recommended

1. Operations Management: Theory and Practice B Mahadevan Pearson Latest edition

2. Operations Management-Process and Value Chains Krajewski, Ritzman, Malhotra, Pearson.

3. Operations Management: Quality and Competitiveness in a Global Environment Russell and Taylor Wiley India.

4. Supply Chain Management- Text and Cases Janat Shah Pearson Latest edition

Reference books

1. Essentials of Inventory Management Max Muller JAICO Publishing

2. Just-in-Time Manufacturing, Korgaonker Macmillan

3 .Inventory Control and Management Donald Waters Wiley Student Edition.

Semester: III

Course Name: Supply Chain Management and Risk Modeling

Course Code	**23MBALS305**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module – 1: Introduction to Supply Chain Management- 8 hours

Definition of Supply Chain Management - Integrated Planning and Models – Supply Chain Models & Modeling Systems – Supply Chain Decision Databases – Data Aggregations, Facility Data, Transportation Network data, Supplier Data – Integrating Supply Chain & Demand Management, Price & location Sensitive Revenue Curves. Supply Chain Performance and Control-Throughput Dollar Days(TDD) and Inventory Dollar Days(IDD).

Module – 2: Fundamentals of Optimization Models- 8 hours

Linear programming Modeling – Resource Allocation Model, Infeasible & Unbounded Models, Multi-period Resource Allocation Model, Network Models., Properties of Linear Programming Models, Dual Linear Programming Model, Parametric Sensitivity Analysis., Spreadsheet and Multiple Objective, unified Optimization, Stochastic Programming. Mixed Integer Programming Modeling, Distribution Centre Location Models, Supply Chain Network Optimization Models, Optimization Software.

Module – 3: Supply Chain Models and its Strategies- 8 hours

Optimization Models for Competitive Analysis, Scenario Planning, Decision trees & Stochastic Programming, Supply Chain Strategies for managing Product Variety. Simulation Models & Systems – Deterministic Simulation, Monte Carlo Simulation, Simulation Software, Simulation Vs Optimization, Inventory Theory Models – Deterministic Models, Probabilistic Models, ABC Classification. External Integration Strategies in Supply Chain. Supply Chain Maturity Reference Model.

Module – 4: Risk and Management- 8 hours

Risk in the Supply Chain, Features of Risk, Decisions & Risk, Structure of Decisions, and Decisions with uncertainty, Risk, ignorance, Managing Risk Structure of a Supply Chain, Increasing Risk, and Trends in Supply Chain Management. Integration of supply Chains, Cost Reduction, Agile logistics, E – Business, Globalization, Outsourcing, Changing practices in Logistics. Approaches to Risk Management.

Module – 5: Identifying Risks- 8 hours

Types of Risks, Tools for analysing past events, Operations, Problems with Risk Identification, Measuring Risk, Consequences of Risk, responding to Risk – Alternative responses, Defining Options, Choosing the best response, Implementation & Activation, A Network view of Risk – Shared Risks, achieving an Integrated approach, Analysing & responding to risks. Pricing and Revenue Management in Supply Chain.

Course Outcomes: The student should be able to:

CO1: Assess supply chain and its nature and apply the appropriate integration process.

CO2: Analyse various optimization models for the Logistics & Supply Chain Management.

CO3: Evaluate the optimization of various strategies.

CO4: Comprehend the various risks associated with Supply Chain Management.

CO5: Communicate the types of operational risks in Supply Chain Management.

Suggested Learning Resources:

Textbooks Recommended

1 .Trent Supply Chain Risk Management: An Emerging

Discipline Gregory L. Schlegel, Robert J (Resource Management) Hardcover – Import 3 Nov 2014.

2. Supply Chain Risk: A Handbook of Assessment, Management George A. Zsidisin and Bob Ritchie International Series in Operations Research & Management Science) Hardcover – Import, 20th October 2008

Reference books

1. Supply Chain Risk Management,

Donald Waters Published by the Chartered Institute of Logistics & Transport, U.K 2007

ISBN-13: 978-0-7494-4854-7 ISBN-10: 0-7494-4854-7

2. Modeling the Supply Chain, Jeremy F. Shapiro, Duxbury.

Semester: III

Course Name: E-Logistics

Course Code	21MBALS306	CIE Marks	50
Teaching Hours/Week (L:T:P)	2:0:2	SEE Marks	50
Credits	03	Exam Hours	03
Total Hours of Pedagogy	40	Max Marks	100

Module – 1: Introduction to E-logistics (8 hours)

Definition of logistics management, Supply Chain Management for E-Commerce and its Challenges and Solutions, forward logistics – Reverse logistics – Logistics renovation toward E-logistics – importance of E-logistics – New trends and technology in logistics.

Module – 2: E-logistics method of documentation (8 Hours)

Electronic data interchange – Personal computer – Enterprise resource planning systems – The internet, intranets and extranets – The World Wide Web – Web-enabled relational databases, data warehouses and data marts – Decision support systems.

Module – 3: ASNs – Tracking Systems (8 Hours)

Satellite global positioning systems (GPS) and geographic information systems (GIS) – Bar-coding and scanning – Electronic signature technology – Wireless technology – Radio frequency identification (RFID). IT and Its Role in SCM.

Module – 4: Electronic procurement (e-procurement) (8 Hours)

Transport and delivery management – Packing and order management – Inventory and warehousing – Application architecture of Customer relationship management (CRM) – E-business logistics and its benefits. IT enabled Supply Chain Transformation.

Module – 5: Forward E-logistics (8Hours)

Reverse E-logistics – Challenges of E-logistics – environmental issues – e-business strategy – Application for E-logistics – Business to business – Business to consumers – Exception based status alert – Transportation documentation.

Course Outcomes: The student should be able to:

CO1: Assess the Important concepts of E-logistics and its applications.

CO2: Analyse the different methods of e-logistics documentation.

CO3: Evaluate the importance of e-logistics tracking.

CO4: Comprehend the different models of e-procurement and CRM.

CO5: Communicate the appropriate uses of reverse E-logistics.

Suggested Learning Resources:

Textbooks

1. Realizing e-business with application service providers Louis Columbus LWC publication.

2 .Selling in Manufacturing and Logistics Mike Jones, Ken Guest Udible Publishers

Reference Books

1 .E-business: Key Issues, Applications and Technologies B Stanford Ohmsha publication.

2 .E-Logistics Wang Yingli Kogan Page Ltd

Course Name: Financial Markets & Services

Course Code	**23MBAFM301**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module-1 Overview of Indian Financial System (8 Hours)

Financial system – An overview, Indian financial system, Global financial system, Financial services – An overview, Financial Institutions, Clearing Corporation of India Limited (CCIL), Credit Information Bureau of India Limited (CIBIL), Discount and Finance House of India Limited (DFHI), Over-the-Counter Exchange of India Limited (OTCEI), National Securities Depository Limited (NSDL), National Housing Bank (NHB), Demat account.

Module-2 Capital Markets (8 Hours)

Primary Capital markets – An overview, Capital market instruments, Capital market reforms, New issues market – A Conceptual framework and new issues market evaluation, Prospectus, Global depository receipts.

Secondary Capital Markets: Stock exchange – An overview, Stock exchange trading.

Module-3 Money Markets (8 Hours)

Money market, Call money market, Commercial paper market, Commercial bill market, Certificate of deposit (CD), Treasury bills, Govt. Securities market. Role and responsibilities of RBI with respect to the money market, RBI monetary policy and its relevance to the money market.

Module-4 Asset/Fund Based Financial Services (8 Hours)

Lease Finance- Conceptual and Regulatory Framework, Classification and Financial leasing, Hire Purchase and Consumer Credit, Factoring and Forfeiting, Housing finance, Venture capital financing.

Module-5 Fee-based / Advisory services (8 Hours)

Investment Banking – Introduction, Functions and activities of Merchant bankers, Lead Managers, underwriting, bankers to an issue, debenture trustees, portfolio managers. Challenges faced by investment bankers. Stock broking, Custodial Services, Depository system, Credit rating – Introduction to Credit Rating-Definition and significance of credit ratings-Historical development of credit rating agencies-Role of agencies, Process, regulations.Introduction to Credit Rating-Definition and significance of credit ratings-Historical development of credit rating agencies.

Course Outcomes:

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

CO1: Apply the concept of the Indian Financial System and its significance.

CO2: Analyse the capital markets and their instruments.

CO3: Evaluate the role of money markets and the ethical dimensions in the financial markets.

CO4: Design various types of fund-based financial services.

CO5: Communicate the various types of advisory services in Indian Financial Markets.

Suggested Learning Resources:

Textbooks

1. Financial Markets, Institutions and Financial Services Clifford Gomez Prentice Hall India Pvt. Ltd 1st Edition, 2008

2. Management of Banking and Financial Services Justin Paul and Padmalatha Suresh Pearson 2012

3. Indian Financial System Bharati V Pathak Pearson Publications 5th edition, 2018

Reference Books

1. Financial Services M.Y.Khan Mc Graw Hill 10th Edition

2. Financial Services and System Gurusamy Cengage 2012

Semester: III

Course Name: Investment Management

Course Code	**23MBAFM302**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module – 1 Introduction to Investment-8 Hours

Concept of Investment, Objective, characteristics .Investment Versus Speculation. Various Investment avenues. Sources of Investment information, Financial Versus Non-Financial Investments. Security versus Non-Security form of Investment. Investment Management Process. Various Types of Security Markets and their Function. Role of SEBI with regard to Secondary Markets. The Role and Functions of Various Players and Agencies in the Secondary Market & Primary Market. Mechanics of Security Trading. Strategies of the Great Masters: The Timeless Wisdom. (Only Theory)

Module – 2 Return and Risk Concepts-8 Hours

Concept, Types of Risk- Systematic risk & Unsystematic Risk, Risk-Return Relationship, Concept of diversifiable risk and non-diversifiable risk. Types of return-Growth & Income. Calculation of Return and Risk of Individual Security & Portfolio of stocks (group of 2 & 3 assets).

Module – 3 Security Analysis-8 Hours

Security Analysis: Fundamental analysis (EIC analysis), Technical Analysis (Charts, Indicators, Patterns). Market Efficiency theory, Concept of Behavioural Finance

Module – 4 Valuation of Securities- 8 Hours

Bond Valuation, Bond Duration, Bond Management Strategies. Preference Shares-Valuation.

Equity Shares- Concept, Valuation, Dividend Valuation Models .P/E Ratio valuation model.

CAPM (Assumptions, equation, CML Vs SML, Application of CML, SML and Beta estimations).Arbitrage Pricing Model: Equation, Assumption.

Module – 5 Portfolio Theory- 8 Hours

Markowitz Model: Diversification, Portfolio Return, Portfolio Risk, Efficient Frontier. Sharpe’s Single Index Model .Sharpe’s Optimum Portfolio Construction.

Portfolio Revision Strategies – Objectives, Performance plans. Portfolio performance Evaluation: Measures of portfolio performance (Theory & Problems). Portfolio Management Strategies: Active and Passive Portfolio Management strategy. Portfolio Revision:

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

CO1: Assess the capital market and various instruments for investment.

CO2: Evaluate risk & return associated with Investments.

CO3: Analyse Company, Industry and Economy framework for Investment management.

CO4: Evaluate equity and dividend valuation.

CO5: Apply the theories, tools and techniques of portfolio management.

Suggested Learning Resources:

Textbooks

1. Investment Analysis and Portfolio Management Prasanna Chandra McGraw Hill 6/e and 2014

2. Security Analysis & Portfolio Management J Kevin Tata McGraw Hill Education 2014

3. Analysis of Investments & Management , Reilly & Brown Cengage Publications, 10/e, 2017

Reference Books

1. Investments ZviBodie, Kane, Marcus & Mohanty Tata McGraw Hill Education ,8/e, 2010

2. Security Analysis & Portfolio Management Punithavathy Pandian Vikas Publications 2/e, 2018

3. The Intelligent Investor Benjamin Graham Harper Business 2013

Semester:III

Course Name: Direct Taxation

Course Code	**23MBAFM303**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module 1: Tax Fundamentals- 8 hours

Basic Concepts and Definitions Assesse, Person, Previous Year, Assessment Year, Basis of Charge and Scope of Total Income, Residential Status and Incidence of Tax (Problems on Residential Status of Individual Assesse)

Module 2: Incomes From Salaries & HP- 8 hours

Meaning of Salary, Allowances, Valuation & Taxability of Perquisites,

Death cum Retirement Benefits, Deductions against Salary,

Income from House Property: Annual Value, Deductions U/S 24, Interest on Loan, Standard Deduction, SOP, Let-out Property (Problems on Salary & HP Income)

Module 3: Income from Business/Profession- 8 hours

Income under the head Profit and Gains of Business or Professions and its computation

Basic Method of Accounting, Scheme of Business Deductions/Allowance, Deemed Profits, Maintenance of Books, Depreciation (Problems on Computation of Income from Business/Profession of Individual Assessee and Depreciation)

Module 4: Income from Capital Gain & Other sources- 8 hours

Income under Capital Gain, Basis of Charge, Transfer of Capital Asset, Inclusion & Exclusion from Capital Asset

Computation of Capital Gain, Deductions from Capital Gains

Income from Other Sources (Only theory)

Module 5: Computation of Total Income- 8 hours

Permissible deductions under section 80C to 80U

Setoff and carry forward of losses

Computation of tax liability of Individuals (Problems on Computation of taxable Income and tax liability of Individuals)

Course Outcomes:

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

CO1: Apply theoretical knowledge of income tax for the determination of residential status.

CO2: Analyse Income from salary and HP of individual Assesse.

CO3: Evaluate Income from PGBP

CO4: Communicate the Capital gain and other sources income statement

CO5: Prepare the statement of total income of individual Assesse

Suggested Learning Resources:

Textbooks:

1. Direct Taxes Law and Practice by Vinod Singhania and Kapil Singhania, Taxman Publications, Latest Edition
2. Income Tax including Tax planning & Management by Dr. H.C. Mehrotra and Dr. S.P Goyal, Sahithya Bhawan Publication, Latest Edition
3. Income Tax by Dr. G.B Baligar & Prof. S.L Patil, Ashok Prakashan, 2022-23

Reference Books:

1. Students Handbook on Taxation by T.N Manoharan, Snow White Publications Pvt. Ltd, Latest Edition
2. Income Tax Law & Practice by B.B Lal & N. Vashisht, Pearson, Latest Edition
3. Problems & Solutions in Income Tax by H.C. Mehrotra & S.P. Goyal, Sahithya Bhavan Publications, Latest Edition

Semester: III

Course Name: Advanced Financial Management

Course Code	**23MBAFM304**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module 1: Capital Structure Decisions-8 hours

Capital structure & market value of a firm, Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, Traditional approach ,Planning the capital structure: EBIT and EPS analysis,ROI & ROE analysis (Theory and Problems)

Module 2: Dividend Policy- 8 hours

Dividend policy – Theories of dividend policy: relevance and irrelevance dividend decision Walter's & Gordon's model, Modigliani & Miller approach, Dividend policies – stable dividend, stable payout and growth, Bonus shares and stock split corporate dividend behavior (Theory and Problems)

Module 3: Working Capital Management Policy- 8 hours

Determination of level of current assets, Sources for financing working capital, Bank finance for working capital. Working capital financing: Short-term financing of working capital, long-term financing of working capital, Working capital leverage (Theory)

Module 4: Inventory Management- 8 hours

Determinations of inventory control levels: ordering, reordering, danger level:

EOQ model, Pricing of raw material, Monitoring and control of inventories, ABC Analysis (Theory and problems)

Module 5: Cash Management- 8 hours

Forecasting cash flows – Cash budgets, long-term cash forecasting, monitoring collections and receivables, Optimal cash balances – Baumol model, Miller-Orr model, Strategies for managing surplus fund (Theory and Problems)

Course Outcomes:

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

CO1: Apply the capital structure theories for decision making

CO2: Analyse dividend policy of the firm

CO3: Evaluate the working capital in an organization

CO4: Design the techniques of Inventory Management

CO5: Develop the optimal cash management model

Suggested Learning Resources:

Textbooks:

1. Financial Management by M.Y.Khan & P.K.Jain, TMH, 6/e, 2011
2. Financial Management by Prasanna Chandra, TMH, 8/e, 2011
3. Corporate Finance-Text and Cases by Vishwanath S.R., Sage Publishing, 3/e, 2019

Reference Books:

1. Financial Management & Policy by Vanhorne, Pearson, 12/e
2. Financial Planning: Theory and Practice by Sid Mittra, Shailendra Kumar Rai, Anandi P Sahu & Harry Starn, Jr., Sage Publishing, 1/e, 2015
3. Financial Management-A by Rajesh Kothari, Sage Publishing, 2/e, 2017

Semester: III

Course Name: Mergers & Acquisitions and Business Valuation

Course Code	**23MBAFM305**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module 1: Mergers & Acquisitions- 8 hours

Introduction to M&A, Types of mergers, Merger Motives, Buy-side M&A, Financing Options for buyer, Sell-side M&A, Factors affecting Sell-Side process. Meaning and types of acquisition/takeovers (Friendly and Hostile takeovers)- anti take over strategies,

Module 2: Financing Options-8 hours

Financing Aspects of M&A: Introduction normal equity, differential equity, preference shares, debt financing, retained earnings, Euro Bonds, Foreign Bonds, depository receipts, external commercial borrowing, Equipment Financing, Leasing, and Hire Purchase and advantages. (Theory only)

Module 3: Financial Evaluation of M&A-8 hours

Merger as a capital budgeting, Business valuation approaches: asset-based, market-based and income-based approaches, Exchange Ratio (Swap Ratio), Methods of determining exchange rate (Theory and Problems)

Module 4: Corporate Restructuring and M&A-8 hours

Introduction to Corporate Restructuring, Organizational Restructuring, Financing Restructuring, Portfolio Restructuring Mergers and Acquisitions as an Inorganic Growth Tool (Theory only)

Module 5: M&A Trends and Empirical Studies-8 hours

Introduction to M&A Trend: ,Global Trends in M&A, Regional Trends and Insights, Cross-Border M&As, M&A activities in Emerging Markets (Comparative study of India and China) Sectors Analysis of M&A Trends

Course Outcomes:

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

CO1: Analyse M&A with its different classifications, strategies, theories, and motives

CO2: Evaluate the financial implication of M&A

CO3: analyse the results after the financial evaluation of M&A

CO4: Critically evaluate different types of M&A, takeover, and anti-takeover strategies

CO5: Evaluate the Merger Process and identify the stages involved in it

Suggested Learning Resources:

Textbooks:

1. Mergers and Acquisitions: Valuations, Leveraged Buyouts, and Financing by Sheeba Kapil Kanwal N Kapil, Wiley, 1/e, 2016
2. Mergers Acquisitions & Corporate Restructuring - Strategies & Practices by Rabi Narayan Kar and Minakshi, Taxmann's, 3/e, 2017
3. Mergers, Acquisitions and Takeovers by H.R. Machiraju, New Age International Publishers, 1/e, 2010

Reference Books:

1. Mergers et.al.-Issues, Implications, and Case Law in Corporate Restructuring by Ramanujam S., Tata McGraw Hill Publishing House, 2000
2. Takeovers, Restructuring and Corporate Governance by Weston, Mitchell, and Mulherin, Pearson Education, 4/e, 2003
3. Mergers, Acquisitions and Corporate Restructuring: Text and Cases by Chandrashekar, Krishnamurti & Vishwanath S, Sage Publications, 2/e, 2018

Semester: III

Course Name: Financial Modeling

Course Code	**23MBAFM306**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module 1: Overview of Financial Modeling- 8 hours

Concept of Financial model: Types of financial models, Application of financial models, Role of financial modeller, Best practices in financial modelling, Financial Modeling Life Cycle, Testing the financial model.

Module 2: Modeling Excel Functions- 8 hours

Concepts Covered: Formatting of Excel Sheets, Filter and Sort, Excel Formula Functions: IF, AND, SUMIF, COUNTIF, AVERAGEIF, SUMIFS, VLOOKUP, MATCH, INDEX, OFFSET, CHOOSE Date and Time Functions

Module 3: Advanced Modeling Tools and Techniques- 8 hours

Concepts Covered: Extrapolation, Histogram Data, Charts and Graphs, Table formula and Pivot tables. Advance financial models: Introduction to valuation, types of valuation methods, financial statement modeling using Excel,Time value of Money & Loan amortization: PV, FV, PMT

Module 4: Portfolio Analysis-8hours

Calculation of risk & return for individual stock and Portfolio, Meaning and assumption of Simple regression analysis, Application of Simple regression analysis, multiple regression analysis, Covariance and co-efficient of correlation, Descriptive statistics

Module 5: Econometrics- 8 hours

Meaning and Importance of Econometrics, Types of Econometrics, Methodology of Econometrics, the Nature and Sources of Data for Economic Analysis, Measurement Scales of Variables

Course Outcomes:

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

CO1: Gain the knowledge of financial function and its importance in investment decisions

CO2: Identify the various techniques for financial decision making using Excel

CO3: Comprehend the application of financial models in decision making

CO4: Analyse the regression equation and its usage in policy decisions

CO5: Evaluate the risk return estimation and its implication in decision making

Suggested Learning Resources:

Textbooks:

1. Hands-On Financial Modeling with Microsoft Excel 2019 by Shmuel Oluwa, Packt, 2019
2. The Handbook of Financial Modeling by Jack Avon, Apress, 2003
3. Basic Econometrics by Damoda Gujarati, McGrawHill, 2018

Reference Books:

1. Oxford Guide to Financial Modeling by Thomas S. Y Ho, Sang Bin Lee, Oxford University Press, 2003
2. Introductory Econometrics: A Modern Approach by Jeffrey M. Wooldridge, Cengage Publication, 7/e
3. Mastering Financial Modelling in Microsoft Excel by Alastair L Day, Pearson Publication, 2/e, 2008

Semester: III

Course Name: Behavioural Marketing

Course Code	**23MBAMM301**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module – 1: Introduction to the study of Consumer Behaviour (8 Hours)

Meaning & Definition of Consumer Behaviour, Difference between Consumer & Customer, Nature & characteristics of Indian Consumers, Consumerism: meaning, Consumer Movement in India, Rights & Responsibilities of consumers in India, Benefits of consumerism.

Module – 2: Models of Consumer Behaviour (8 Hours)

Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behaviour, Internal Influences, External Influences.

Consumer Decision Making: Consumer Buying Decision Process, Levels of Consumer Decision Making – Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages. Situational Influences- Nature of Situational Influence, Situational Characteristics and consumption behaviour.

Module – 3: Individual Influences on Consumer Behaviour (8 Hours)

Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals. Motivation Theories and Marketing Strategy - Maslow’s Hierarchy of Needs, McGuire’s Psychological Motives.

Personality: Basics of Personality,

Perception: Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception, Influence of perception on CB.

Attitude: Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, (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.

Module – 4: External Influences on Consumer Behaviour (8 Hours)

Social Class: Social Class Basics, What is Social Class? (Social class & Social status, the dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India.

Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour. Subculture: Meaning, Types of subcultures. Cross Culture - Cross-cultural consumer analysis – Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Strategies to overcome cross-cultural problems.

Groups: Meaning and Nature of Groups, Types Family: The changing structure of family, Family decision making and consumption related roles, Dynamics of husband-wife decision making,

Reference Groups: Understanding the power & benefits of reference groups, Factors that affect reference group influence, Types of reference group, Reference Group Appeals.

Module – 5: Diffusion of Innovation (8 Hours)

Opinion Leadership: Dynamics of opinion leadership process, Measurement of opinion leadership, Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders.

Diffusion Process: Adoption Process, Stages, categories of adopters, Post Purchase Processes. Customer Relationship Management- Meaning & Significance of CRM, Types of CRM Strategies for building relationship marketing, e-CRM, Meaning, Importance of e-CRM, Difference Between CRM & e-CRM

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

CO1: Comprehend the background and vital concepts for understanding Consumer Behaviour

CO2: Identify the role of variables of Consumer models and decision making process

CO3: Identifying the psychological and Behavioural practices adopted by Organizations to enhance Consumer Behaviour.

CO4: Comprehend the role of External Influences on Consumer Behaviour

CO5: Analyse the diffusion of innovation process.

Suggested Learning Resources:

Textbooks

1. Consumer Behavior Leon Schiff man, LesslieKanuk 10/e, Pearson, Latest Edition

2. Consumer Behaviour: A Managerial Perspective Dr. Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal. 1/e, Cengage Learning Latest Edition

Reference Books

1. Consumer Behavior in Indian Perspective Suja Nair Himalaya Publications 2015

2. Consumer Behavior: Building Marketing Strategy – Del I. Hawkins, & Others 11/e, TMH Latest Edition

3. Consumer Behavior Satish K. Batra& S H HKazmi Excel Books Latest Edition

Semester: III

Course Name: Advanced Retail Management

Course Code	**23MBAMM302**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module – 1 Basics of Retailing (6 Hours)

Introduction and Perspectives on Retailing, World of Retailing, Retail management, introduction, meaning, characteristics, emergence of organizations of retailing - Types of Retailers (Retail Formats) - Multichannel Retailing -Customer Buying Behaviour, Historical Perspective, Role of retailing, Trends in retailing, FDI in Retail - Problems of Indian Retailing - Current Scenario.

Module – 2 Theories of Retailing (8 Hours)

Wheel of retailing, The Retail Accordion, Melting Pot Theory, Polarization theory Retailing strategy for Setting up Retail organization and planning: Retail Market Strategy - Financial Strategy - Site & Locations (Size and space allocation, location strategy, factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design.) Human Resource Management, Information Systems and Supply chain management & Logistics

Module – 3 Store Management and Visual Merchandising (8 Hours)

Store Management: Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centers, Store Record and Accounting System, Coding System, Material Handling in Stores, Management of Modern retails –Store Layout, design: Types of Layouts, Role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors Customer Service, Planning Merchandise Assortments -Buying systems -Buying merchandise and Retail Communication Mix.

Module – 4 Retail Pricing and Retail Research (8 Hours)

Retail Pricing: Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies Relationship Marketing in Retailing: Management & Evaluation of Relationships in Retailing, Research in Retailing: Importance of Research in Retailing, Trends in Retail Research, Areas of Retail Research. Customer Audits, Brand Management in retailing

Internationalization of Retailing: Evolution of International Retailing, Motives of International Retailing, International Retail Environment, Issues in International Retailing

Module – 5 Foundation of e-Retailing (10 Hours)

Meaning, Definition, Transition from Traditional Marketing to e-Marketing, Demographics and Targeting, Adaptability and Closed – Loop Marketing, Advantages of e-Retailing, Shortcomings of e-Retailing.

E-Retailing: The Application Domain: e-Retailing Practices, e-Retailing Application Perspective, e-Retailing Online Merchandising Techniques, Online Store Front, Creating Look & Feel, Online Brand Management, Online Purchasing. The Current Trends: Current Trend Analysis and Measures, Current Status of Online Retailing, e-Retailing Statistics

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

CO1: Visualize and apply the contemporary retail management, issues, and strategies to scenario for retail application.

CO2: Comprehend and Analysing the strategic significance components in functionalizing of retail organization.

CO3: Evaluating the various methods and techniques of Retail operations and Store management.

CO4: Develop comprehensive research plans by accessing the retail scenario for business decisions.

CO5: Effectively communicate the Marketing mix in the age of E-retailing.

Suggested Learning Resources:

Textbooks

1. Retail Management Levy &Weitz McGraw Hill Latest Edition

2. Retail Management-A Global Perspective: Text and Cases Dr.Harjit Singh S.Chand Reprint 2018

3. Retail Management Chetan Bajaj Oxford University press Latest Edition

4. e-Retailing Eleonora Pantano Bang Nguyen Charles Dennis Sabine Gerlach Routledge E-business Latest Edition

Reference Books

1. Integrated Retail Management James R. Ogden & Denise Trodden,, Biztantr Latest Edition Integrated Retail Management

2. Retail Marketing Management Dravid Gilbert, Pearson, Education Latest Edition

3. Retailing and E-Tailing Ramesh Mittal, RuchiNayyar, S. L. Gupta International Book House 1st Edition

Semester: III

Course Name: Services Marketing

Course Code	**23MBAMM303**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module – 1 Introduction to Services (8 Hours)

What are services, Why service marketing, Difference in goods and service in marketing, Myths about services, Concept of service marketing triangle, Service marketing mix, GAP models of service.

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

Module – 2 Understanding Customer Expectations through Market Research (8 Hours)

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

Module – 3 Customer Defined Service Standards (8 Hours)

"Hard" & "Soft" standards, challenges of matching supply & demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity & demand. Yield management-balancing capacity utilization, pricing. Waiting line strategies- four basic Waiting line strategies. Leadership &Measurement system for market-driven service performance-key reasons for GAP-2 service leadership- Creation of service vision and implementation, Service quality as profit strategy, Role of service quality In offensive and defensive marketing.

Module – 4 Employee Role in Service Designing and Delivery (8 Hours)

Boundary spanning roles, Emotional labour, Source of conflict, Quality- productivity trade-off, Strategies for closing GAP 3.

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

Module – 5 Services Marketing Communication (8 Hours)

Role of services marketing communication- Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery.

Pricing of services- Role of price and value in provider GAP 4, Role of non-monetary cost, Price as an indicator of service quality –Approaches to pricing services, pricing strategies, SERVQUAL Model.

Physical evidence in services: Importance of Physical Evidence, Elements of Physical Evidence, Physical Evidence Strategies, Guidelines for Physical Evidence.

Service scapes: Types of service scapes-Objective and Goals of services capes Role of services capes, Approaches for understanding service scapes effects, Frame work for understanding services capes & its effect on behaviour-Guidance for physical evidence strategies.

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

CO1: Utilize the concepts of the services marketing with the overview of customer behavior towards service industry.

CO 2: Analyse the customer expectation by appropriate tools and frameworks.

CO 3: Evaluate and develop the service outcomes with appropriate leadership strategies.

CO 4: Design the service process with focus on employees and customer relationships.

CO 5: Communicate service contents by appropriate element of service infrastructure over viewing the service scape and physical evidence.

Suggested Learning Resources:

Textbooks

1. Services Marketing Valarie A Zeithmal & Mary Jo Bitner McGraw Hill 6th Edition

2 .Services Marketing Christopher Lovelock Pearson Education Latest Edition

Reference Books

1 .Services Marketing Rajendra Nargundkar McGraw Hill Latest Edition

2. Services Marketing Hoffman & Bateson Cengage Learning Latest Edition

3. Services Marketing: Operation, Management and Strategy Strategy-Kenneth E Clow& David L. Kurtz Biztantra Latest Edition

Semester: III

Course Name: Marketing Research & Analytics

Course Code	**23MBAMM304**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module – 1: Introduction to Marketing Analytics (8 Hours)

Introduction of Marketing Analytics, Market Segmentation Variables, Market Segmentation Types, Marketing Data Landscape, Data for Segmentation, Analytics for Need-Based Segmentation - Voice of the Customer, managing "Voice of the Customer" Data, Customer Co-Creation, RFM Analysis, Life Cycle Segmentation, Cross Tabulation Segmentation, Clustering, Conjoint Analysis Segmentation, The Cluster Analysis + Discriminant Analysis Approach.

Module – 2: Marketing Information System (8 Hours)

Importance, Relevance of MkIS, Marketing Research (MR) and MkIS, The Marketing information systems and its subsystems, four components: user interfaces, application software, databases, and system support. Advantages & disadvantages of marketing information systems. Internal reporting. Approaches to Choosing Target Segment/s: Rationale for Segment Targeting, Analytics for Perceptual Mapping and Product Positioning.

Module – 3: Marketing Research Database (8 Hours)

Definition of Marketing Research Database, Use of Decision Support Systems in Marketing Research, Database & Data warehousing. The three Vs: Volume, Velocity & Variety, The Fourth V: Value. Elements of the database, types of database, using marketing database for marketing intelligence, ways to gather consumer data, Data Mining, benefits of data mining, Big Data Analysis, Descriptive Analysis, Prescriptive Analysis, Key challenges of Big Data Integration.

Module – 4: Types of Marketing Research (8 Hours)

Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research, Advertising Research, Media research, Sales Analysis and Forecasting.

Module – 5: Modeling New Marketing Initiatives (8 Hours)

Introduction to modeling, evaluating new ad channels, Modeling tips and best practices, Projecting ad revenue, projecting organic follower revenue, Projecting expenses, calculating net profit and breakeven, Understanding ROI, calculating returns, creating a single-variable sensitivity table.

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

CO1: Describe the use of Voice of the Customer data in making data-driven marketing decisions.

CO2: Demonstrate an understanding of utility theory to measure customer preferences and choices.

CO3: Identify what customers value in a product, and assess what they are willing to pay for it.

CO4: Illustrate the use of various tools and frameworks to solve strategic marketing problems using marketing data.

CO5: Analyse the most effective target markets and incorporates the key tools of Marketing Analytics.

Suggested Learning Resources:

Textbooks

1. Marketing Research an Application Orientation- Naresk K Pearson, Malhotra,6/e, 2013.

2. Marketing Analytics: Data-Driven Techniques with Microsoft Excel Wayne L. Winston John wiley& Sons 2014

Reference Books

1. Predictive Analytics, Data Mining and Big Data- S. Finlay, Palgrave Macmillan Publishing. 2014

2. Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques Mike Grigsby McGraw Hill . 2018

Semester: III

Course Name: Business Marketing

Course Code	**23MBAMM305**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module 1: Dimensions of Industrial Marketing & Buying (8 Hours)

Nature of Industrial Marketing, Industrial Marketing vs. Consumer Marketing, Economics of Industrial demand – The Resellers Market – The Industrial Marketing Concept, Understanding Industrial Markets, Types of Industrial Markets. Organizational buying Activity, Buying models and buying centre concept, Inter-Personal Dynamics of Industrial Buying Behavior, Roles of Buying centre, Ethics in Purchasing.

Module 2: Market Segmentation & Product Planning (8 Hours)

Choosing Target Segments, Positioning, Differentiated and Undifferentiated Markets, Concentrated and Niche Markets, Positioning Strategies, Difference between Industrial Market Research and Consumer Market Research.

Product Planning: Developing Product Strategy, Analysing Industrial Product Life Cycle, Developing Strategies for new and existing products Business Service Marketing: Special Challenges.

Module 3: Formulating Channel Strategy & Pricing Strategies (8 Hours)

Industrial Distributor, Definition, Geographical Distribution, Size Characteristics, operating characteristics, Role of Sales Agent and their drawbacks, choice of the right Distributors.

Pricing strategies: Price Determinants, Factors that Influence the Pricing Strategies, concept of learning curves, Pricing Strategies, Competitive Bidding, and Leasing.

Module 4: The Promotional Strategies (8 Hours)

Advertising in Industrial Markets, uses, Message Formulation, policies, media, budgetary support, evaluation of advertising- sales Promotion- Use of Sales Promotion in Industrial Markets, trade shows and exhibitions B2B Forms of E-Commerce.

Module 5: Management of Sales Force & B2B in E-Commerce (8 Hours)

Managing the Industrial Sales Force, Organizing and controlling the industrial sales force activity, planning for the sales force Deployment. Personal Selling: Selecting and Recruitment of Industrial sales person, sales training, Directing, Motivating, Task Assignment, Compensation, Measuring the Effectiveness of Sales Force.

B2B Through E-commerce: B2B form of E-commerce, models for B2B e-commerce, marketing strategy for electronic market place.

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

CO1: Apply the fundamental related concepts of business & industrial marketing.

CO2: Analyse the different business buying behavior of industrial customers.

CO3: Evaluate the business situations in the context of buyer-seller relationship.

CO4: Design an integrated marketing communications plan for pricing & promoting B2B products or services.

CO5: Build Salesforce approaches and models with the significance of e-commerce in business marketing.

Suggested Learning Resources:

Textbooks

1. Business Marketing Krishna K Havaldar Tata McGraw Hill Publication Latest Edition

2. Industrial Marketing Robert R Reeder & Reeder Prentice –Hall, International Publication 2nd Edition

Reference Books

1. Business Marketing Frank G Bingham Tata McGraw Hill Publication Latest Edition

2. Industrial Marketing Mukherjee H S Excel Books Publication Latest Edition

3. Business Marketing Management Michael D Hutt, Thomas W Speh Cengage Learning Publication Latest Edition

Semester: III

Course Name: TOURISM MARKETING

Course Code	23MBAMM306	CIE Marks	50
Teaching Hours/Week (L:T:P)	2:0:2	SEE Marks	50
Credits	03	Exam Hours	03
Total Hours of Pedagogy	40	Max Marks	100

Module 1: Basics of Tourism Marketing (6 Hours)

Evolution of Marketing – The Tourism Product – Features of Tourism Marketing – Marketing Functions – Market Research – Tourism Marketing Mix.

Module 2: Tourism Consumer (8 Hours)

Understanding the Market and the Consumer – Marketing Environment – Consumer Behavior – Buyer Decision Process – Demand Forecasting - Market Segmentation – Targeting – Market Positioning.

Module 3: Tourism Product Mix (10 Hours)

Product Designing – Branding and Packaging – New Product Development – Product Life Cycle. Tourism Pricing: Factors Influencing Pricing – Pricing Objectives – Procedure – Policies – Methods. Tourism Place: Logistics of tourism products – Place of ambience of site in tourism marketing – Accommodation of tourists – Online services in tourism.

Module 4: Tourism Promotion (8 Hours)

Advertising: Meaning – Objectives – Deciding Advertising Budget – Advertising Copy/Layout – Media Planning, Selection, and Scheduling – Measuring Advertising Effectiveness – Personal Selling: Meaning – Personal Selling Process – Sales Promotion: Methods and Strategies – Direct Marketing – Telemarketing – Event Marketing – Public Relations – Promotion through Internet.

Module 5: Physical Evidence and Process in Tourism (8 Hours)

Tourism planner – Tourism arrangement process – Procedure involved in tourism. People in Tourism: Employee behavior in tourism organizations – Tourists orientation – Trends in Tourism Marketing – Marketing of Destinations, Airlines, Hotels, Resorts, and Travel Agencies, Events and other Tourism sub-sectors and products.

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

CO1: Apply the concepts of marketing with an overview of customer behavior towards the tourism industry.
CO2: Analyse tourism customer expectations using appropriate tools and frameworks for devising tourism marketing strategies.
CO3: Evaluate and develop product mix strategies for tourism businesses and organizations.
CO4: Design promotional strategies through advertising, sales promotion, and manage the sales force for efficient marketing.
CO5: Communicate the appropriate elements of tourism infrastructure by overviewing the physical evidence and process.

Suggested Learning Resources:
Textbooks
1. Marketing for Hospitality and Tourism Philip Kotler, Jon Bower, James Maken Pearson Education 7th Edition
2. Tourism Marketing & Management Handbook - Stephen F. Wilt and Luiz Mountinho Stephen F. Wilt and Luiz Mountinho Abhijeet publications 1st Edition
Reference Books
1. Tourism Marketing (English, Hardcover Badan B.S, Harish Bhat Commonwealth Publishers Latest Edition
2 .Tourism Marketing Dasgupta Devashish Pearson Education Latest Edition

Semester: III

Course Name: Talent Acquisition

Course Code	**23MBAHR301**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module 1: Recruitment Analytics (8 Hours)

Concept of Work, Organization's Work and Jobs; Remote Work, Hybrid work, and Work from Office; Millennials at the workplace; Key Characteristics of Millennials; Types of Millennial; The Evolution of Work Structure; Organizing the Work; Strategic Job Redesign and Its Benefits; Strategic Issues in Recruitment; What makes Bad Recruitment; Overview of the Hiring Process; Recruitment Metrics; Factors Affecting Recruitment; Recruitment Strategy: An Internal Approach; An External Approach; Legal and Ethical Considerations; Organizational Best Practices.

Module 2: Job Analysis & Job Evaluation (8 Hours)

Identify the Job to Examine; Determine Appropriate Sources of Information, Collection of Job-Related Data; Job Description; Competency and Competency Iceberg Model; Why Competency-Based Recruitment; Sources of Recruitment; Employer Branding – Meaning and Significance; Social Media- Use of Social Media in Recruitment & Selection; Job Design.

The Job Evaluation Process; Obtain Job KSAOs, Qualifications, Working Conditions, and Essential Duties; Examine Compensable Factors Using the Rating/Weighting Evaluation Method; Determine Overall Job Value; Hay Group—Pioneer in Job Evaluation; Determining Compensation using Job Evaluation Data; Legal and Ethical Considerations for Job Evaluation.

Module 3: Selection and Interview Strategy (8 Hours)

Interview Strategy and Process; Millennials Shaping the Recruitment Landscape in the Organizations; Strategies for Recruiting and Selecting Generation Y into the Workforce. Interviewers; Interviewing Techniques; Legal and Ethical Considerations in the Interview Process; The Overall BEI Process; Assessment Centers; Simulations.

Module 4: Testing and Assessment (8 Hours)

Test related to Assessment of Knowledge, Skills, and Abilities; Personality Assessment; The Birkman Method and MBTI® comparison; Honesty and Integrity Assessment; Various Non-Interviewing Methods- Meaning and Significance; Graphology; Skills Assessment; Games and Group Activity for Leadership Assessment; Administration of Tests and Assessments; Key Interviewer Skills. Recent Trends in Recruitment and Talent Acquisition, Use of Technology in Recruitment & Selection.

Module 5: Final Assessment & Placement (8 Hours)

Unique Recruitment Strategies; Resume, CV, and Application Forms; Implications of Using Social Media Content in Hiring Decisions; Background Checks; Reference Checks; Pre-employment Testing; Job Offer; Transitioning from Job Candidate to Employee; Induction; Placement.

Course Outcomes:

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

CO1: Apply the knowledge of recruitment metrics and recruitment analytics in manpower planning of an organization.

CO2: Apply the knowledge of job analysis and various techniques of job analysis in recruitment and selection processes.

CO3: Evaluate various selection and interview strategies.

CO4: Construct various selection tests to evaluate the ability of candidates in the selection process.

CO5: Design various documentations to execute the selection process.

Suggested Learning Resources:

Textbooks

1 How to Recruit, Incentives and Retain Millennials. Rohtak Sage Publications 2019

2 Recruitment and Selection- Strategies for Workforce Planning & Assessment Carrie A. Picardi Sage Publication 2019

3 Human Resource Management R. C. Sharma Sage Publication 2019

Reference Books

1. Human Resource Management: AmitabhaSengupta Sage Publication 2018

2. Leadership: Theory and Practices Peter G. Northouse Sage Publication India Pvt. Ltd 7/e, 2016

3. Performance Management and Appraisal System T. V Rao

Semester: III

Course Name: Human Resource Analytics

Course Code	**23MBAHR302**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module 1: Introduction to HR Analytics (8 Hours)

Concept and Definition of Analytics; HRM and Strategy; Reinforcement of HR Strategy factors with HR Analytics; HRM as a Process & System; Transition of HRM to HCM; Sustainable Competitive Advantage through Human Capital; Importance & Benefits of HR Analytics, HR Decision making and HR Analytics; Aligning HR to Business through HR Analytics; Steps for Alignment of HR Analytics with Business Goals and Strategies; Challenges to HR Analysts.

Module 2: HR Analytics and Data (8 Hours)

HR Data and Data Quality, Employee Data sources; HRIS for HR Decision Making; Levels of HR Analysis, Conducting HR Analytics; HR Data collection; Transforming HR Data into HR Information; Process of Data collection for HR Analytics & Effective HR Measurement; Analytics Frameworks: LAMP, HCM:21 Model.

Module 3: HR Metrics and its Application (8 Hours)

HR Metrics: Meaning, Types: Recruitment Metrics; Training & Development Metrics; Staffing Metrics; HR Dashboards; HR Scorecard; Dashboards: Few Key Excel Add-ins/Functions to Help Create Dashboards, Name Range, The Developer Tab, Form Controls, Important Excel Formulas Useful for Creating Dashboards, VLOOKUP, INDEX, SUMIF, AVERAGEIF, and COUNTIF.

Module 4: HR Analytics Applications (8 Hours)

Correlation & Regression: Correlation Analysis, Simple Linear & Multiple Regression Analysis, Interaction Effects. Comparison of Means and ANOVA, One-Sample T-test, Null and Alternate Hypotheses, Paired Sample T-Test, Independent-Sample T-Test, Analysis of Variance, Factor Analysis; Cluster Analysis Software for Statistical Analysis: MS-Excel, IBM-SPSS, IBM-AMOS, SAS, and R programming and data visualization tools such as Tableau, Plotly, Click view, and Fusion Charts.

Module 5: HR Predictive (RBT Modeling) (8 Hours)

Case study: HR Predictive Modeling; Predictive Analytics Tools & Techniques, Conducting Hypotheses testing using Statistical Software.

Course Outcomes:

CO1: Apply the concepts of Analytics in HR processes.

CO2: Interpret conceptual knowledge of HRA frameworks, models, and approaches.

CO3: Elaborate the use of employees' data sets, considering the various concepts and functions of HR facilitating decision making in the business context.

CO4: Discuss the application of datafication of HR, by using analytics tools and techniques.

CO5: Analyse HR analytics and predictive modeling used in HR functions.

Suggested Learning Resources:

Textbooks

1 Practical Applications of HR Analytics Pratyush, Banerjee; Jatin Pandey; Manish Gupta SAGE Texts, India 201

Semester: III

Course Name: Organizational Change Management

Course Code	**23MBAHR303**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module 1: Changing Organizations – Introduction (8 Hours)

Nature of 21st Century Organization, Defining Organizational Change, The Roots of Organization Change, Environmental Forces, Driving Change Today, The Implications of Worldwide Trends for Change Management, Four Types of Organizational Change, Planned Changes and Intended Results, Organization Change Roles, Change Initiators, Change Implementers, Change Facilitators, Change Recipients. Concept of OD, OD in India, OD Activities, Values, Beliefs and Assumptions of OD, Laboratory Training and T-Groups Action Research and Survey Feedback, Employee Involvement, Organizational Culture, Reengineering Organizational Learning, Organizational Effectiveness and Employee Engagement, Defining Values, Values Important to the OD Practitioner, Core Values of OD, Changes to OD Values, Values Statement of OD, Ethical Issues of OD.

Module 2: The Need for Change (7 Hours)

Building and Energizing the Need for Change: Organizations as Systems, Levels and Characteristics of Organizational Change, Models of Organizational Change, Systems Theory and Social Construction Approaches, Developing Knowledge for the Need for Change, Seek Out and Make Sense of Internal - External Data, The Organization's Readiness for Change, Creating Awareness of the Need for Change, Factors That Block People From Recognizing the Need for Change, Creating a Powerful Vision for Change, The Difference Between an Organizational Vision and a Change Vision.

Module 3: Measuring the Change (7 Hours)

Designing Effective Control Systems for Measuring the Change: Using Control Processes to Facilitate Change, Selecting and Deploying Measures, Use Measures that Lead to Challenging but Achievable Goals, Use Measures and Controls that are Perceived as Fair and Appropriate, Ensure Accurate Data, Control Systems and Change Management, Controls During Design and Early Stages of the Change Project, Measurement Tools to use in Change Process, Strategy Maps, The Balanced Scorecard, Risk Exposure Calculator, Organizational Change Agent, Orienting Yourself to Organization Change, Data Gathering, Diagnosis and Feedback.

Module 4: Models of Change (10 Hours)

Models of Change, Comparison and Critical Analysis of Change Models Plan the Work, Selecting the Correct Path, Engage Others in Action Planning, Working the Plan Ethically and Adaptively, Developing a Communication Plan, Key Principles in Communicating for Change, Transition Management. Ensure Alignment in Your Action Planning, Action Planning Tools: 1) To-Do Lists; 2) Responsibility Charting; 3) Contingency Planning; 4) Surveys and Survey Feedback; 5) Project Planning and Critical Path Methods; 6) Force Field and Stakeholder Analysis; 7) Leverage Analysis and 8) Other Change-Management Tools.

Module 5: Master Change Agent (8 Hours)

Factors That Influence Change Agent Success, The Interplay of Personal Attributes, Situation, and Vision, Change Leaders and Their Essential Characteristics, Developing into a Change Leader-Intention. Education, Self-Discipline, and Experience, Developmental Stages of Change Leaders, Four Types of Change Leaders, Internal Consultants: Specialists in Change, External Consultants: Specialized, Paid Change Agents, Provide Subject-Matter Expertise, Bring Fresh Perspectives from ideas that have worked elsewhere, provide independent, trustworthy Support, Limitations of External Consultants, Change Teams, Change from the Middle: Everyone Needs to Be a Change Agent, Rules of Thumb for Change Agents. Types of Consulting, Consulting Model, OD Practitioners, The Organization Development Consulting Profession, The OD Consulting Process and Action Research.

Course Outcomes:

CO1: Apply the understanding of OD aspects in private and public sectors in India.

CO2: Analyse the need for change in an organization.

CO3: Analyse the tools and techniques available to implement changes in an organization.

CO4: Evaluate various models of change to manage an organization in a changing environment.

CO5: Design a plan for Organization Change Management.

Suggested Learning Resources:

Textbooks

1 Change Management and Organisational Development Ratan Raina SAGE Texts 2018

2 Organisational Change- An Action-Oriented Toolkit Gene Deszca, Cynthia Ingols, Tupper F. Cawsey SAGE Publications, Inc 2019

3 Organisation Development: The process of Leading Organisational Change Donald L. Anderson Sage Publication India Pvt. Ltd. 2/e, 2012

Reference Books

1 Organisation Development Donald L. Anderson SAGE South Asia 2013

2 Toolkit for Organisational Change T. F. Cawsey, Gene Deszca SAGE Text 2007

3 Organisation Development and Organisational Change Donald L. Anderson and Tupper F. Cawsey SAGE Publications 1/e, 2014

Semester: III

Course Name: Learning and Development

Course Code	**23MBAHR304**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module 1: Introduction to Learning (8 Hours)

Learning: Meaning and significance, The Forces Influencing Working and Learning, classification of learning capabilities, learning theories- Reinforcement Theory, Social Learning Theory, Goal Theories, Expectancy Theory, Adult Learning Theory, pedagogy, and andragogy; The basic principles of learning, The Learning Process, Mental and Physical Processes, The Learning Cycle.

Module 2: Training Strategies and Designing Training (8 Hours)

Strategic Training and development Process, Training needs in different strategies, Models of Training Department. Training needs Assessment, Reasons for planned training. Designing the training program, developing the group and the climate, Trainers and training styles, evaluating training and Follow-on support.

Module 3: Training methods (8 Hours)

Traditional methods- Presentation methods, Hands-on methods, Group Building Methods, e-learning and use of technology in training- Technology influence on training and learning, Technology and multimedia, computer-based training, 360-degree training, Immersive Training, developing effective online learning, blended learning, mobile technology and training methods, technologies for training Administration, Learning Management Systems (LMSs), Choosing New Technology Training Methods.

Module 4: Training Evaluations (8 Hours)

Meaning, Reasons for Evaluating Training and significance of training evaluation, Donald Kirkpatrick's Evaluation Model, Return on investment in Training, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, data collection for training evaluation, Threats to Validity, Determining Costs, Evaluation Practices in different organizations.

Module 5: Contemporary Issues in Training and Development (8 Hours)

Career Management: Need, Increased Use of New Technologies for Learning, Increased Demand for Learning for Virtual Work Arrangements, Increased Use of Training Partnerships & Outsourcing Training. Orientation training, diversity training, sexual harassment training, team-training, cross-functional teams, cross-cultural training, training for talent management and competency mapping. Career Management: A Model of Career Development (Career Stages)

Course Outcomes:

CO1: Apply the fundamentals of learning theories in training programs in organizations.

CO2: Analyse the training strategies and need assessment in an organization.

CO3: Design and implement various contemporary methods of training and development.

CO4: Evaluate training evaluation practices in different organizations.

CO5: Create various career management systems using new technologies in achieving organizational goals.

Suggested Learning Resources:

Textbooks

1. Effective Training P. Nick and Blanchard Pearson Education/PHI 2nd Edition, 2005
2. Training & Development Dr. B. Janakiraman Biztantra/Wiley Dreamtech 2005
3. Employee Training & Development Noe A Raymond McGraw Hill Publication 2e, 2011
4. Management Training and Development Gupta B.L Vrinda Publications 1st Edition, 2011
5. Training and Development Methods Dr. Rishipal S. Chand 1st Edition, 2011

Reference Books

1. Effective HR Training Development Strategy Ratan Reddy Pearson 4e,2012
2. Training for Development Rolf Lynton, Uday Pareek Sage Publication 2012
3. Training and Development G. Pandu Naik Excel Books 2011.

Semester: III

Course Name: Employee Relations & Labour Laws

Course Code	**23MBAHR305**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module 1: Fundamental Aspect of Industrial Relations (8 Hours)

Introduction, Nature of Industrial Relations, Approaches to Industrial Relations, Trade Unions: The Participants of Industrial Relation Activities, State and Employer/Management. Evolution of Labour Legislation in India - History of Labour Legislation in India, Objectives of Labour Legislation, Types of Labour Legislations in India, Constitutional Provisions for the Protection of Labour Workforce in India, Rights of Woman Workers; The Present Labour Laws and Codes.

Module 2: Factories Act, 1948 (8 Hours)

Introduction, Objectives, Scope and Important Definitions, Approval, Licensing and Registration of Factories, Health and Safety of Workers, Provisions Related to Working Conditions, Hazardous Processes, Employee Welfare and Working Hours, Employment of Young Persons and Women, Annual Leaves with Wages, Penalties and Contingence of Offences.

Module 3: Social Security Act (8 Hours)

The Employees' Compensation Act, 1923, the Employees' State Insurance Act, 1948

The Maternity Benefit Act, 1961. The Employees' Provident Funds and Miscellaneous Provisions Act, 1952.The Payment of Gratuity Act, 1972

Module 4: Wages Act (8 Hours)

The Payment of Wages Act, 1936.The Minimum Wages Act, 1948.The Payment of Bonus Act, 1965.

Module 5: Regulating Employer-Employee Relations Act (8 Hours)

The Industrial Disputes Act, 1947, the Industrial Employment (Standing Orders) Act, 1946.

The Trade Unions Act, 1926

Course Outcomes:

CO1: Acquire conceptual knowledge of Industrial relations and labour laws followed within industries.

CO2: Develop the greater understanding of IR concepts and its application in solving various issues in IR.

CO3: Analyze IR and labour laws concepts in various industries in India.

CO4: Interpret the application of Labour Legislations.

CO5: Develop practical experience related to labour legislations in India across various sectors.

Suggested Learning Resources:

Textbooks

1. Industrial Relations and Labour Laws for Managers Parul Gupta Sage Publication India Pvt. Ltd 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 2017

Reference Books

1. Bare Acts, Ministry of Labour GOI GOI 2019
2. The Idea of Labour Law Guy Davidov, Brian Langille The Oxford University Press 2011
3. Labour and Industrial Laws PADHI, P. K PHI Learning Pvt. Ltd 2019

SEMESTER: III

Course Name: Human Resource Audit

Course Code	**23MBAHR306**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module 1: Introduction (8 Hours)

HRD-Strategies and Systems; HR as Strategic Partner; HR Policies and Practices, Understanding HR system, Role of HR Manager in HRD, Elements of good HRD, Identifying HR competencies Meaning and Importance of HR Auditing, Benefits, Scope of Human Resource Audit, Components of HRD Audit.

Module 2: Conceptual Understanding of HR Audit (8 Hours)

Conceptualizing Human Resource Audit, The Audit system, Advantages and challenges, Identifying the Human Resource Audit Goal, Defining the Audit Team, Approaches to measuring HR Audit, Benefits, Competencies required for HR conducting HR Audit, HR Audit strategies, Strategic Alignment of HR audit.

Module 3: HR Audit Process (8 Hours)

Methodology of HR Audit: Introduction, Conducting a Human Resource Audit, Preliminary Steps, Planning questions; Interview; Observation; Questionnaire; Collecting Audit data; Analyzing and interpreting data; Assessing organization ability to change; Credibility building of HR Dept; Internal - External Audit, Issues in HR Audit, Post Audit steps-Action Plan; HR Audit Report: Purpose, Report Design – Preparation of report, Use of HR Audit report for business improvement.

Module 4: Areas of HR Audit & HR Score Card (8 Hours)

Audit of HR Planning; Training and Development; Industrial & Employee Relations; HR Audit as Intervention: Introduction, Effectiveness of Human Resource Development Audit as an Intervention, Human Resource Audit and Business Linkages; HR Scorecard: Introduction, Components of HR Scorecard, Framework of HR Scorecard, Usage of HR Scorecard in HR auditing, Human Resource Scorecard Design, Measuring Human Resource Effectiveness through HR Scorecard, Balanced Scorecard.

Module 5: HR Audit for Legal Compliance and Safe Business Practices (8 Hours)

Using a scorecard approach in formulating workplace policies; Recruitment and Selection: Formulating FIR Audit for Start-up companies; HR Audit in practice: Cases in the manufacturing industry, Service industry.

Course Outcomes:

CO1: To Gain conceptual knowledge and practical experience in understanding HR Audit.

CO2: Analyse the strategic approaches to HR Audit aspects.

CO3: Develop knowledge and apply the concepts of HR Audit in the organization.

CO4: Elaborate better understanding of HR Audit concepts, policies, and practices applied in the organization.

CO5: Critically analyse the impact of HR Audit on the contemporary issues in the organization.

Suggested Learning Resources:

Textbooks

1. HRD Audit: Evaluating the Human Resource Function for Business Improvement TV Rao Sage Response 2/e, 2014
2. HR Audit, DurdanaOvais RajniGyanchandani Everest Publishing House 2017
3. The HR Scorecard: Linking People, Strategy and Performance Harvard Business Review Press 1/e, 2001

Reference Books

1. Auditing your Human Resource Department John McConnell AMACOM 2/e, 2011
2. HRD Score Card 2500: Based on HRD Audit, TV Rao Sage Response 1/e, 2005
3. 7 Easy Steps to Conduct a Human Resources Audit and Protect Your Company! Vanessa Nelson Lulu Publication 2016

GUIDELINES FOR INTERNSHIP 23MBAIN307
(BETWEEN 2ND AND 3RD SEMESTER)

INTERNSHIP			
Course Code	**23MBAIN307**	CIE Marks	**50**
Teaching Hours/Week (L:T:P)	**0:0:8**	SEE Marks	**50**
Credits	**04**	Exam Hours	**00**

COURSE OBJECTIVE:

1. To expose the students to understand the working culture of the organization and apply theoretical concepts in real life situation at the work place for various functions of the organization.
2. To build the ability in the student to identify the challenges faced by various organizations.
3. To make them understand the workflow models and the structure of the organization.
4. To help them implement various strategic marketing models on the organizational operations.
5. To gain the knowledge of overall organizational strategic & financial performance in tandem withsocietal benefits.

STRUCTURE:

The Internship shall consist of study of an organization for 4 credits for 4 weeks.

GENERAL GUIDELINES:

- The Internship shall be for a period of 4 weeks immediately after the completion of 2nd Semester Examinations but before the commencement of the 3rd semester classes. Copies of the Internship report should be sent to the concerned DEAN Office, Kishkinda University, Ballari.
- The Course code of the Internship shall be 23MBAIN307 and shall be compulsory for all the students.
- No two students of an institute shall work on the same organization.
- The student shall seek the 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. Student need to identify an external guide (Working in the organization) and seek guidance from him/her.

Submission of Report:

Students shall submit one hardcopy of the report to the college with hard bound colour of royal blue and a softcopy in PDF file (Un-editable Format).

Evaluation:

Internal evaluation will be done by the internal guide.

Viva-Voce/Presentation:

A viva-voce examination shall be conducted at the respective institution where a student is expected to givea presentation of his/ her work. The viva –voce examination will be conducted by the respective Chairman or Senior Professor or Internal Guide of the department and an external evaluator drawn from industry. In case of non-availability of industry professional, a senior professor or a faculty with more than 10years of experience may be invited to conduct the viva-voce examination. Internship carries 100 marks consisting of 50 marks for Internship report (evaluated by internal guide) and 50 marks for viva-voce examination (evaluated by guide & external examiner).

Contents of the Internship Report:

- Cover page
- Certificate from the Organization (scanned copy)
- Certificate from the guide, HOD and Head of the Institution (scanned copy) indicating bonfide performance of Internship by the student.
- Declaration by the student (scanned copy)
- Acknowledgement
- Table of contents
- List of tables and graphs

Executive summary

Chapter1: Introduction about the Organization & Industry.

Chapter2: Organization Profile

I. Background,
II. Nature of business,
III. Vision mission, quality policy
IV. Workflow model
V. Product/service profile
VI. Ownership pattern
VII. Achievements/awards if any
VIII. Future growth and prospects

Chapter3: Mckensy's7S framework and Porter's Five Force Model with special reference to Organization under study.

Chapter4: SWOT Analysis

Chapter5: Analysis of financial statements

Chapter 6: Learning Experience

Bibliography:

Annexure relevant to the Internship such as figures, graphs, photographs, financial statements etc.

Format of the Internship:

1. Report shall be prepared using the word processor viz., MS Word.
2. Times New Roman font sized 12
3. Page layout of A4 size with 1" margin all sides (1.5" on left side due to binding) and 1.5line spacing
4. The Internship report shall not exceed 60 pages

Rubrics for Internship 23MBAIN307 Marks

SN		Particulars	Marks
1	CIE	Assessment by the Guide-Interaction with the student by seminar, etc.	25
2	CIE	Report Evaluation by the Guide	25
3	SEE	Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/Institute	50
		Total	**100**

KISHKINDA UNIVERSITY BALLARI

(Established under the Karnataka state Act no. 20 of 2023)

Mark sheet for Viva-Voce Examination (SEE)
Name of the Institution Name of the Department
Course Code: 23MBAIN307

Course Title: Internship

SN	Aspects	Marks
1	Introduction and understanding the industry	05
2	Understanding the Corporate Functions/Company profile	10
3	McKenzie’s 7S framework and Porter's Five Force Model	10
4	SWOT/SWOC analysis justification	10
5	Financial statement analysis	05
6	Learning experience	10
	Total	**50**

Marks Sheet for Viva Voce examination

SN	USN	1	2	3	4	5	6	7	Total
1									
2									
3									
4									
5									
	Total								**50**

Signature of Internal Examiner

Signature of External Examiner:

Name and Designation with affiliation

Name and Designation with affiliation:

Course Name: Aptitude Skill (Mandatory Non-Credit Course)

Course Code	**23MBAAT308**	**CIE Marks**	**100**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**-**
Credits	**---**	**Exam Hours**	**01**
Total Hours of Pedagogy	**30**	**Max Marks**	**100**

Module – 1: Numerical Ability (6 Hours)
Squares and square roots, Cubes and cube roots, Ratio and proportion, Percentages, Averages, Profit and Loss, Simple Interest (SI), Compound Interest (CI)

Module – 2: Time-Based and Permutation-Based Problem Solving (6 Hours)
Time and distance, Trains, Boats and streams, Time and work, Pipes and cisterns, Permutations, Combinations, Probability

Module – 3: Analytical & Verbal Reasoning (6 Hours)
Clocks & Calendars, Number series, Letter series, Directions, Coding and decoding, Blood relations, Venn diagrams, Classification, Syllogism, Analogy

Module – 4: Data Analysis (6 Hours)
Data interpretation, Data sufficiency, Mensuration, Grammar for spotting errors and sentence correction, Concepts for Sentence completion and passage completion

Module – 5: Communicative English (6 Hours)
Vocabulary for Synonyms, Antonyms, and one-word substitutions, Effective structures (for email writing and essay writing), Reading comprehension and sentence rearrangement / Para jumbles.

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

- CO1: Apply skills related to Numerical Ability.
- CO2: Analyse and solve problems related to Time-Based and Permutation-Based Problem Solving.
- CO3: Apply analytical and verbal reasoning skills.
- CO4: Analyse data effectively.
- CO5: Demonstrate proficiency in communicative English.

Course Name: R Programming For Managers

Course Code	**23MBADA401**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**

Module – 1: Hadoop (8 Hours)

Hadoop Distributed File System Basics, Running example programs and benchmarks, Hadoop MapReduce Framework, MapReduce programming.

Module – 2: introduction to R (8Hours)

Numeric, arithmetic, assignment and vectors: R for basic maths, Arithmetic, variables, functions, vectors, expressions and assignments and logical expressions.

Matrices: Define a matrix, sub setting, matrix operations, applying functions on matrix row and columns. Conditions and looping: if statement, looping with for, looping with while, vector based programming.

Module – 3: HDA (8 Hours)

Higher Dimensional arrays: lists- creating lists, general list operations- accessing list components and values applying functions to lists, recursive lists. Creating data frames, merging data frames, applying functions to data frames, factors and tables, factors and levels, common functions used with factors.

Module – 4: control statements (8 Hours)

Control statements: Arithmetic and Boolean operations and values, default values for arguments, returning Boolean values, and functions are objects, environment and scope issues.

Recursion: replacement functions, tools for composing functions code, math and simulations in R Creating graphs, customizing graphs.

Module – 5: Interfacing R (8 Hours)

Interfacing R to other languages, parallel R, basic Statistics, linear model, generalised linear models- nonlinear models, time series and auto, correlation, clustering.

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

CO1: Illustrate the basics of Hadoop file system.

CO2: Demonstrate the importance of data mining techniques in business objectives.

CO3: Analyze the importance of business analytics and its applications using R programming.

CO4: Interpret data manipulation techniques using R programming.

CO5: Apply data visualization techniques in business objectives.

Suggested Learning Resources:

SN Title of the Book Name of the Author/s Name of the Publisher Edition and Year

Textbooks

1. "Hadoop 2 Quick-Start Guide: Learn the Essentials of Big Data Computing in the Apache Hadoop 2 Ecosystem" Douglas Eadline Pearson.. 1st Edition

2. The art of R programming: A Tour of statistical software design. Norman matoff, no starch press, 2011.

Reference Books

1. Hadoop: The Definitive Guide Tom White O'Reilly Media 4th Edition.

2. R for everyone: Advanced analytics and graphics, jared P.lander, addison, Wesley analytics series, 2013.

3. Beginning R- the statistical programming language, mark gardener, wiley,2013

Semester: IV

Course Name: Project Management

Course Code	**23MBADA402**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**

Module – 1: Introduction to Project Management (8 Hours)

What is Project Management? Projects and Strategic Planning Relationship Between Project Management, Operations Management, and Organizational Strategy. Operations and Project Management. Organizations and Project Management. Role of the Project Manager. Responsibilities and Competencies of the Project Manager. Interpersonal Skills of a Project Manager.

Module – 2: Organization Influence & Project Life Cycle (8 Hours)

Organizational Cultures and Styles. Organizational Structures. Composition of Project Teams. Project Life Cycle: Characteristics of the Project Life Cycle. Project Phases. Project Management Process Groups. Planning Process Group. Executing Process Group. Monitoring and Controlling Process Group Closing Process Group.

Module – 3: Project Time Management (8 Hours)

Schedule Management: Inputs, Tools and Techniques & output. Define activities: Inputs, Tools and Techniques & output. Sequence Activities: Inputs, Tools and Techniques & output. Estimate Activity resources: Inputs, Tools and Techniques & output. Estimate Activity Duration: Inputs, Tools and Techniques & output. Develop Schedule: Inputs, Tools and Techniques & output. Control Schedule: Inputs, Tools and Techniques & output.

Module – 4: Project Cost & Quality Management (8 Hours)

Cost Management: Inputs, Tools and Techniques & output. Estimate Cost: Inputs, Tools and Techniques & output. Determine Budget: Inputs, Tools and Techniques & output. Control Costs: Inputs, Tools and Techniques & output. Project Quality Management: Inputs, Tools and Techniques & output. Performance Quality Assurance: Inputs, Tools and Techniques & output. Control Quality: Inputs, Tools and Techniques & output.

Module – 5: Project Stakeholder Management (8 Hours)

Identify Stakeholders: Inputs, Tools and Techniques & output. Plan Stakeholders Management: Inputs, Tools and Techniques & output. Manage Stakeholders Engagement: Inputs, Tools and Techniques & output. Control Stakeholders engagement: Inputs, Tools and Techniques & output.

Course Outcomes:

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

CO1: Define the high professional standards of practice for project manager

CO2: Identify the key activities in the project life cycle.

CO3: Explore appropriate methods to initiate, plan and execute projects

CO4: Examine the scope, time, cost and quality of projects.

CO5: Analyze the stakeholder expectations and engagement using suitable techniques.

Suggested Learning Resources:

Textbooks

1. A Guide to the Project Management Body of Knowledge Project Management Institute Global Edition 5-7

Semester: IV

Course Name: Enterprise Resource Planning

Course Code	**23MBADA403**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**

Module – 1 ERP – A Curtain Raiser (8 Hours)

An Overview, Accommodating variety, Integrated Management Information, Seamless Integration, Supply Chain Management, Resource Management, Integrated Data Model, Scope, Technology, Benefits of ERP. Evolution, ERP Revisited, ERP & the Modern Enterprise, Problems.

Module –2 Business Engineering & ERP (8 Hours)

An Overview, What is Business Engineering, Significance of Business Engineering, Principles of Business Engineering, BPR, ERP and IT, Business Engineering with Information Technology, ERP & Management Concerns, Business Modelling for ERP- Building the Business Model, Problems.

Module – 3 ERP Implementation (8 Hours)

Role of Consultants, Vendors & Users, Customization, Precautions, ERP Post Implementation Options, ERP Implementation Methodology, Guidelines for ERP Implementation, Problems.

Module – 4 ERP Domain (8 Hours)

The ERP Domain- MFG/PRO, IFS/ Avalon- Industrial & Financial Systems, Baan IV, SAP 82, SAP R/3 Applications, Example of an Indian ERP Package, The Arrival of ERP III, Problems.

Module – 5 ERP and Competitive Advantage (8 Hours)

ERP and the Competitive Strategy, Problems.

Marketing of ERP- Market Dynamics and Competitive Strategy, Problems.

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

CO1: Ability to understand and analyse various components of ERP

CO2: Develop ERP model to solve business problems.

CO3: Apply ERP implementation techniques to create solutions for business.

CO4: Demonstrate various packages related to different areas of business.

CO5: Analyse the strategic options for ERP identification and adoption.

Suggested Learning Resources:

Textbooks

1. Enterprise Resource Planning Vinod Kumar Garg, N.K Venkitakrishnan Prentice hall of India. 2nd edition 2004.

Semester: IV

Course Name: Peoples Analytics

Course Code	**23MBADA404**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**

Module – 1: Introduction to People Analytics (8 Hours)

Introduction to People Management, Application of Analytics in Managing HR, Important definitions, Genesis of People analytics, importance, benefits, and skills needed for people analytics, future of people analytics, alignment of HR Analytics with business goals and strategy, application of People Analytics to critical HRM functions for decision making, People Analytics framework, and models.

Module – 2: People Analytics and Data (8 Hours)

HR Data and Data Quality, HR Data Collection, Big Data for HR, Transforming HR Data into HR Information, Process of Data Collection for HR Analytics, Data collection for effective HR Measurement, Levels of HR Analysis, Meaning of HR value Proposition, Measuring HR value proposition with People Analytics: Value proposition and HR decisions, Performing Root cause analysis, Datafication of Human Resources.

Module – 3: HR Metrics and its Application (8 Hours)

HR Metrics: Meaning, Types: Recruitment & Selection Metrics; Training & Development Metrics; Staffing Metrics; usage of Analytics in Performance appraisal, Talent Management & Compensation Management, Expatriate Management, Performance Metrics at Organizational level, HR Dashboards; HR Scorecard.

Module – 4: Application of Analytics in Data Visualization (8 Hours)

Dashboards: Few Key Excel Add-ins/Functions to Help Create Dashboards, Name Range, The Developer Tab, Form Controls, Important Excel Formulas Useful for Creating Dashboards, VLOOKUP, INDEX, SUMIF, AVERAGEIF, and COUNTIF.

Introduction of Data visualization tools such as Tableau, Plotly, Click view, and Fusion Charts. Application of Tableau in HR Data Visualization: Tableau Desktop, Tableau for Academicians, Menu options, Toolbar Description, Dimensions & Measures, Creating Dashboards in Tableau.

Module – 5: HR Predictive Modelling (8 Hours)

Correlation & Regression: Correlation Analysis, Simple Linear & Multiple Regression Analysis, Interaction Effects. Comparison of Means and ANOVA, One-Sample T-test, Null and Alternate Hypotheses, Paired Sample T-Test, Independent-Sample T-Test, Analysis of Variance, Factor Analysis; Cluster Analysis. Software for Statistical Analysis: MS-Excel, IBM-SPSS, IBM-AMOS, SAS, and R programming Case study: HR Predictive Modeling; Predictive Analytics Tools & Techniques, Conducting Hypotheses testing using Statistical Software.

Course Outcomes:

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

CO1: Demonstrate data-driven decisions using statistical techniques

CO2: Interpret the basic analytical frameworks to aid strategic business decisions.

CO3: Analyse the people data to facilitate soft skill decisions about hiring & talent development.

CO4: Make use of data analysis & visualization tools to deliver informed decisions.

CO5: Identify potential business opportunities and risks using data patterns.

Suggested Learning Resources:

Textbooks

1. HR Analytics- Connecting Data and Theory Rama Shankar Yadav Sunil Maheshwari WILEY, India 2021

2. Practical Applications of HR Analytics 2019 Pratyush, Banerjee; Jatin Pandey; Manish Gupta SAGE Texts, India 2019

3. HR Analytics- Understanding Theories and Applications Bhattacharya, Dipak Kumar SAGE Texts, India 2017

Reference Books

1. Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives and Improving Collaboration Sesil James, C Pearson, New Jersey 2017

2. Predictive Analytics- Mastering the HR Matrix, Martin Edwards and Kirsten Edwards, Kogan Page, 2019

3. Fundamentals of HR Analytics: A Manual on Becoming HR Analytical FerminDiez, Mark Bussin, Venessa Lee, Emerald Publishing Limited 2019

Semester: IV

Course Name: Business Intelligence

Course Code	**23MBADA405**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**

Module – 1: Business Intelligence from the Business Side (8 Hours)

Business Intelligence by other names. How Business Intelligence provides business value. The Business Intelligence market. Operational and source systems. Data transfer from operational to data warehouse. The data warehouse, data warehouse tables. The data warehouse technology platforms. Best practices for successful business intelligence.

Module – 2: The Business Intelligence Front-End (8 Hours)

Business query and reporting. Production reporting. Online Analytical Processing (OLAP) Microsoft office Dashboards, Scoreboards, Performance Management, Analytic applications, Emerging BI modules. Success and business impact. How to measure Success? Return on Investment.

Module – 3: The LOFT Effect (8 Hours)

The LOFT effect. Role of Luck. Opportunity. Frustration. Threat. The role of time. If there is no LOFT effect, Is successful BI still possible? Best practices for successful business intelligence. D is for data. Data quality. Successful data architectures. Master data management (MDM). Right-time data. Data quality’s chicken and egg.

Module – 4: The Right BI Tool for the Right User (8 Hours)

The importance of BI tools. The role of BI standardization. The Right BI tool for the right user. The most successful BI module. Best practices for successful Business intelligence.

Module – 5: Secrets to Success & the Future of Business Intelligence (8 Hours)

The role of Culture. Promoting your BI capabilities. Training. A picture is worth a thousand numbers. Emerging technologies. Predicting the future. BI search & Text Analytics. Advanced visualization. Rich Report lets. The Future beyond technology. Words of wisdom.

Course Outcomes:

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

CO1: Apply various concepts of BI to provide solutions to the business.

CO2: Demonstrate various analytical tools on the data to solve business problems.

CO3: Demonstrate the best practices for successful implementation of BI.

CO4: Choose appropriate BI tools to solve the business problems.

CO5: Elucidate the BI capabilities to perform analysis and reporting of data.

Suggested Learning Resources:

Textbooks

1. Successful Business Intelligence: Secrets to Making BI a Killer App Cindi Howson Mc Grew hill 2007

Reference Books

1 Business Intelligence Road Map Larissa T.Moss Shaku Atre Addison Wesley 2003

Semester: IV

Course Name: Corporate Social and Web Analytics

Course Code	**23MBADA406**	**CIE Marks**	**50**
Teaching.Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Total Marks**	**100**

Module – 1: Social Media Data (8 Hours)

Foundation for Analytics: Evolution of Data and the Digital Gap, Social Media Data Sources: Off line and online, Defining Social Media Data, data sources in social media channel, estimated vs factual data sources, Data Collection Methods, API (Application Programming Interface).

From Data to Insights: Shaping Data to work for us, creating a Plan for Insights, Analysis Process and the process of comparison.

Analytics in Social Media: Types of Analytics, Dedicated Vs. Hybrid Tools, Data Integration.

Module – 2: The Analytics Process (8 Hours)

Elements of Data Insights, Analysis Cycle: time periods as the first key to comparison. Armando terribili.

Metrics, dashboards and reports: Metrics, The Basis for Analysis, Metrics and Strategy: Selecting the Best Metrics for the Job. Dashboards, More Than a Collection of Metrics, Dashboard Purpose, Default vs. Custom Dashboards, The Essence of a Good Dashboard, Reports, The Key to Analytics Success, Reporting Approaches, Animation and Effects in Reporting, Reporting with Teams, The Report as a Key to Success.

Module – 3: Web Analytics: Present and Future (8 Hours)

History of Web Analytics, Data Collection Methods, Challenges, what Web Analytics should do? Data collection: understanding data landscape, clickstream data, outcomes data, research data, competitive data.

Module – 4: Overview of Qualitative Analysis (8 Hours)

Lab Usability Testing, Heuristic Evaluations, Surveys, Focus on Customer Centricity. Solve for business questions, follow the 10/90 rule.

Module – 5: Web Analytics Fundamentals (8 Hours)

Capturing Data, Selecting Web Analytics Tools, Clickstream Data Quality, Best Practices.

Course Outcomes:

CO1: Utilize API services to collect data from different social media sources.

CO2: Derive insights from processed data using suitable metrics and reporting methods.

CO3: Explain the role of web analytics in digital marketing.

CO4: Apply heuristic evaluation and web intelligence to solve business problems.

CO5: Demonstrate best practices in web analytics for potential business growth.

Suggested Learning Resources:

Textbooks

1. Social Media Analytics Strategy: Using Data to Optimize Business Performance by Alex Goncalves, Springer Science, New York, 2017.
2. Web Analytics: An Hour A Day by Avinash Kaushik, Wiley Publications, May 2007.

Semester: IV

Course Name: Port and Airport Management for Logistics

Course Code	**23MBALS401**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**50**	**Max Marks**	**100**

Module 1 – Port Structure & Airports Shipment -10 Hours

Port Structure and Functions: Definition - Types and Layout of the Ports – Organizational structure - Fundamental observations. Main functions and features of ports: Infrastructure and connectivity Administrative functions - Operational functions.

Air Ports and Shipment: Ground Handling Agencies - Air Craft - Advantage of Air shipment - Economics of Air Shipment -Sensitive Cargo by Air shipment - Do's and Don'ts in Air Cargo Business.

Module 2 – Port Operations & Air Cargo -10 Hours

Port Operations: Berths and Terminals - Berth Facilities and Equipment - ship Operation – Pre-shipment planning, the stowage plan and on-board stowage - cargo positioning and stowage on the terminal – Developments in cargo/container handling and terminal operation - Safety of cargo Operations - Cargo security: Measuring and evaluating performance and productivity.

Air Cargo: Air Cargo Console - Freighting of Air Cargo - Volume based Calculation of Freight - Weight based Calculation of Freight - Import Documentation - Export Documentation

Module 3 – Port Development & Airway Bills- 10 Hours

Port Development: Phases of port development - Growth in word trade - Changes in growth Development in terminal operation. Shipping technology and port: Ship knowledge Ship development and port development - Port time and ship speed.

Airway Bills - FIATA - IATA - History of IATA - Mission of IATA - Price setting by IATA - Licensing of Agencies.

Module 4 – Port Administration Owner- 10 Hours

Port Administration Ownership and Management Port ownership structure- Types of port ownership and administration – Organizations concerning ports - Boards governing the ports - Port management development Rise and fall of Ports - information technology in ports. Port ownership in Indian context: Acts governing the Ports in India – Port ownership structure in India.

Module 5 – Air Transportation & DG Air Cargo- 10 Hours

Air Transport: Introduction to Air Transport – Air Freight – IATA – Cargo Handling at Goods at Air Port – Information Management of Air Cargo – System and Modules – Distribution of Goods.

DG Cargo by Air - Classification and labeling - Types of Labels according Cargo - Samples of Labels - Packing and Transportation of DG Goods by Air.

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

CO1: Application of process of Port and Air Management for Logistics operations.

CO2: Analyse the various activities involved in port operations and air cargo for the appropriate shipping of goods.

CO3: Evaluate the port management system for integrating the various logistics operations.

CO4: Comprehend the various port facilities and structures for better shipment of goods & services.

CO5: Communicate the different processes and documentations by air and cargo transportation for optimized handling of goods and services.

Suggested Learning Resources:

Textbooks

1, Port Management and Operations. Patrick M.Alderton Information Law Category, U.K. 2008

2. Air Cargo Management Yoon Seok Chang CRC Press 2015

Reference Books

1. Port Reform Tool Kit WORLD BANK World Bank, Washington 2007

2 .Air cargo distributions: a management analysis of its economic and marketing

benefits Paul Jackson and William Brackenridge (Gower Press), 1988.

3 Port Management and Operations MARIA G.BURNS CRS Press, U.K. 2014

Semester: IV

Course Name: Global Supply Chain Management

Course Code	**23MBALS402**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module 1 – Distribution Management & Global Logistics -08 Hours

Need for physical distribution – functions of distribution –marketing forces affecting distribution. Global purchasing trends. Purchasing in global supply chain – critical success factors.

Global Logistics: Introduction – Global Logistics Meaning and Definition and Importance – Global market forces – Factors Influencing Global Market Forces – Factors Influencing Technological Forces– Global Cost Forces – Political and Economic Forces.

Module 2 – Distribution Channel & Risk Management in Global Scenario-08 Hours

Channels of distribution: role of marketing channels – channel functions – channel structure – designing distribution channel – choice of distribution channels – factors affecting. Intermediaries: functions of intermediaries – types of intermediaries – variables in selecting channel members – motivating – training – evaluating channel members – modifying channel arrangements.

Risk Management – Meaning and Definition, Introduction to Global Risks-Global Risks – Managing Global Risks.

Module 3 - Distribution control & Evaluation -08 Hours

Distribution control – stages of control process – standards & goals– performance report - measurement – monitoring – corrective action. Organization for Distribution: Distribution Organization structure – Private & Public organizations - conflict resolution – rising costs& need for control –complexities of physical distribution.

Module 4 –International SCM & Material Handling in Logistics 08 Hours

International Supply Chain Management: Introduction to International Supply chain – Issues in International Supply Chain Management, International versus Regional Product.

Role of Material Handling in Logistics – Material Handling Guidelines – Material Handling Equipment and Systems – Automated Material Handling, Benefits of Logistics Outsourcing – Third Party Logistics – Fourth Party Logistics – Value Added Services.

Module 5–Performance Evaluation & Global Strategy Implementation 08 Hours

Performance Expectation &Evaluation: Regional differences in Logistics – Cultural differences in different places – Geographic information Systems- Infrastructure – Performance Expectation and Evaluation.

Global Strategy Implementation: Requirements for Global Strategy – Global Strategy implementation – Miscellaneous Dangers Information system Availability – Human Resources – role – significance.

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

CO1: Apply the strategic role of Logistics and Supply chain Management in global operations.

CO2: Analyse the different distribution networks of the firms with global perspective.

CO3: Evaluate the varied distribution process to predict the control operations in SCM.

CO4: Comprehend the global SCM and suggest material handling systems for appropriate industries.

CO5: Communicate the cultural and global strategy of SCM in implementation and performance review.

Suggested Learning Resources:

Textbooks

1 .Basics of Distribution Management: A Logistical Approach KapoorSatish K., and KansalPurva Prentice Hall of India Latest Edition

2. Global Logistics & Supply Chain Management John Mangan, Chandra Lalwani Tim

Butcher John Wiley & Sons 2nd Edition, 2011

Reference Books

1. Designing & Managing the Supply Chain David Simchi, Levi, Philip Kaminsky, Ravi Shankar Tata McGraw Hill 14th Edition, 2010.

2 .Distribution and Logistics Management: A Strategic Marketing Approach

D K Agrawal Macmillan publishers India Latest Edition

3. International Logistics: The Management of International Trade Operations Pierre David Paperback – Import 1 Dec 2013

Semester: IV

Course Name: Export Import Management

Course Code:	**23MBALS403**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module – 1 Export-Import Trade: Introduction to Regulatory Framework -8 Hours

Introduction, trade policy, foreign trade, simplification in documentation (developments in august, 2005), DGFT related documentation at a single place, reduction of documents to five for customs purposes. ESTABLISHING A BUSINESS FIRM: Selection of Name of Firm, Approval to Name of Firm, Registration of Organization, Opening of Bank Account, Obtaining Permanent Account Number, Registration with Sales Tax Authorities, Importer-Exporter Code number, Registration cum Membership Certificate, Registration with ECGC, Registration under Central Excise Law, Registration with other Authorities, Registration for Business Identification Number, Export Licensing

Module – 2 Documentation Framework-Aligned Documentation System(ADS)- 8 Hours

Objective, advantages of aligned documentation system, situation today, Commercial documents: principal export documents, Auxiliary export documents, Regulatory documents. Classification of commercial and regulatory documents: documents related to goods, Documents related to shipment documents related to payment,

Module – 3 International Business Contracts -8 Hours

Introduction: Distinction between domestic sales contract and export sales contract conflict of laws, Constructed contract, Incoterms 2000, Types of contracts: Major laws having bearing on export contracts elements in export contracts.

Module – 4 Legal dimensions and Terms of Payment -8 Hours

Legal dimensions: Relating to export-import contracts, relating to relationships between exporter and Agents/distributors: relating to products relating to letters of credit.

Introduction to Terms of Payment: What factors determine terms of payment, Methods of receiving payment, Payment in advance documentary bills, Documentary credit under letters of credit,

Module – 5Instruments of Payment & Methods of Financing Exports- 8 Hours

Introduction: Instruments of payment, Pre-shipment finance: Packing credit, advances against incentives receivable from government, pre-shipment credit in foreign currency. Post shipment: finance, negotiation of export documents under letters of credit, Purchase/discount of foreign bills, advance against export bills sent on collection.

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

CO1: Apply the concepts domestic and foreign trade process for appropriate firms.

CO2: Analyse the different documentation for Export and imports trade process.

CO3: Evaluate the different kind of contractual agreement for the appropriate trade.

CO4: Design appropriate legal aspects and Terms of Payment in Exim trade.

CO5: Communicate the appropriate instruments and financing for export process.

Suggested Learning Resources:

Textbooks

1 Export and Import Procedures Documentation and Logistics C Ram Gopal New age International Ltd Publishers 2008 latest edition

2. Export Import: Procedure and Documentation ,Sultan Ahmad ,Sultan Chand & Sons Ist Edition2021

Reference Books

1 Export/Import Procedures and Documentation ,Thomas E. Johnson Amacom Amacom; 4th edition April2010

2 Export Procedures and Documentation SudhirKochhar ,Gullybaba Publishing House • 2015

Semester: IV

Course Name: International Logistics Management

Course Code:	**23MBALS404**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module – 1 Foundation Concepts in International Logistics -8 Hours

Overview of International Logistics- Components, Importance, Objectives; Barrier to Internal Integration. Managing the Supply Pipeline for Global Trade Flows, The Global Logistics Operators, Comparison between National (Domestic) and International Logistics, International Transport, Globalization and International Trade Environment. Factors Driving Global Supply Chain Management, Customs and Global Supply Chain Management.

Module – 2 Export Sales Contract in International Logistics- 8 Hours

Constituents of the Export Sales Contract, Contract of Affreightment: Terms of Delivery &Incoterms standards. International Purchasing Systems, Constituents/Strategy and its Interface with the Management of the Global Supply Chain, Negotiating the Contract, Selecting the International Logistics Operator, Criteria of Selecting the Third-Party Logistics Operator.

Module – 3Integrating International Logistics with Supply Chain- 8 Hours

Trade-Offs in International Logistics, Multi-Modalism, Key Factors in a Transport Mode(s) & Trade-Off. Considerations of Speed, Frequency, Packing and Insurance in International Transportation. Warehousing & Benchmarking in Global Supply Chain Management, Supply Chain Cycle Time Reduction, and Demand-Driven Supply Network in International Logistics.

Module – 4 International Transport Systems- 8 Hours

Introduction to International Transport System- Basic Terms, Characteristics and Relations, Significance of Transportation Services, Characteristics of Modes of Transports –Road Transportation, Rail Transportation, Maritime Transport, Air Transport. Intermodal Transportation, Technical performance & Transport Economic Indicators, Maritime Routing Patterns, The Containerization of Commodities, Transcontinental Bridges.

Module – 5 Cost and Economy of International Logistics -8 Hours

International Transport and Economic Development, Transportation and Commercial Geography International Transport Costs, International Transport Supply and Demand, Location Analysis, Market Area Analysis, The Nature of International Transport Policy, International Transport Planning, International Transport Safety and Security, Traffic Counts and Traffic Surveys, Cost /Benefit Analysis.

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

CO1: Apply the concepts of principles of international logistics Operation in appropriate sectors.

CO2: analyse in different Export Sales Contract in Logistics operations

CO3: Evaluate the parameters for integrating the international Logistics and supply chain management

CO4: Design suitable modes of International logistic Transport system in the appropriate industry

CO5: Communicate the appropriate components of cost factors and Economic Development steps for the International Logistics

Suggested Learning Resources:

Textbooks

1. International Logistics, Pierre David Wiley; 1st edition

2. International Logistics Management, Robert Chira, Author house, 25 July 2016

Reference Books

1 “The Geography ofTransport Systems” Jean-Paul Rodrigue, Claude Comtois and Brian Slack Routledge, (2009), New York:

2 “Intermodal Freight Requirements,” LaLonde, Bernard J. Macmillan 8th Edition,

3 International Logistics: The Management of International Trade Operations, Pierre David Cicero 1 Dec 2013 4th edition

Semester: IV

Course Name: Containerization and Multimodal Transport

Course Code:	**23MBALS405**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module – 1 Basic Concepts of Containerization- 8 Hours

Meaning - Major Container Trades - Container Operators - Container Ships - Terminal-Consideration of Container Terminal Planning - Container Distribution – Container types - ISO Container Dimension by types - Non- Container sable cargo - Features of Containerization - Equipment for non-container sable cargo.

Module – 2 Cargo- 8 Hours

International Trade Distribution - Stowage: Meaning - Stowage of cargo – Factor Consideration - Types of cargo - Characteristics - Cargo and Container handling equipment - Types of Packing- Marking of cargo - Dangerous Cargo - IMDG Code –Classes.

Module – 3 Multi Modalism -8 Hours

Multi-modal Trade Routes - Evolution – Basic Intermodal System - Modal Interface Factors outline why shippers favor Multi-modalism - Factors in Development Features -Multi-Modalism Strategy – Components.

Module – 4 Physical Multi Modal Operations -8 Hours

Liners - Tramps - Specialized Vessels - Terms - Road transport vehicle – Road Transport Weight and Measurement - Rail Transport Vehicle and Equipment – Air Transport - Ports - LCL - FCL - NVOCC - Freight forwarders - Consolidator – ICD CFS- Free Trade Area - SEZ - Factors affecting mode and route choice.

Module – 5 Contract- 8 Hours

International contract of sale-Bill of Lading-Clauses-Way bills-Identity of Carrier-Liability and Insurance-Paperless Trading, Indian Multimodal Act- 1993,Conventions related Multi modal transport-Cargo liability conventions, Conventions relating Dangerous Goods-Cusms conventions-Statutory Regulations and Restrictions-National and International restrictions on the movement of goods.

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

CO1: Apply the concepts of containerization in the logistics process.

CO2: analyse the different International Trade Distributions in Logistics management.

CO3: Evaluate the various Multi-modal Trade Routes in the logistic system.

CO4: Design appropriate designs for multi-modal operations.

CO5: Communicate the appropriate contractual agreement in the Shipping Process

Suggested Learning Resources:

Textbooks

1. Containerization, Multimodal Transport & Infrastructure Development In India, K. V. Hariharan, Shroff Publishers & Distributors Private Limited - Mumbai 1st edition.

2. Supply Chain Management- Strategy, Planning and Operation Sunil Chopra, Peter Meindl, D.V.Kalra Pearson Latest edition

Reference Books

1. Transportation Engineering: An Introduction, JotinKhisty C and Kent Lall B, Prentice Hall International 3rd edition 2002.

2. Principles of Urban Transport Systems Planning, Hutchinson B.G, McGraw-Hill Book Company (Latest edition), 2013.

3 .Branch's Elements of Shipping. Alan E Branch & Michael Robarts (2014) Routledge Publication. 9th Edition,

4. Logistics and Multi-modal Transport. Claus, Hyldager (2013) Institute of Chartered Shipbrokers. 2013 Edition.

Semester: IV

Course Name: Supply Chain Information System

Course Code:	**23MBALS406**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module – 1 Electronic SCM, Communication Networks- 8 Hours

Introduction eSCM- eSCM Framework - Key Success Factors for eSCM - Benefits of eSCM- Positioning Information in Logistics - Strategic Information Linkage - Supply Chain Communication Networks - Role of Communication Networks in Supply Chains - Overview of Telecommunication Networks –EDI - Data Security in Supply Chain Networks

Module – 2 Enterprise Information Systems- 8 Hours

Overview of Enterprise Information Systems - Information Functionality and Principles - Introduction Enterprise Information Systems - Classification of Enterprise Information Systems - Information Architecture - Framework for Managing Supply Chain Information - Description on Popular Enterprise Application Packages - Benefits of Enterprise Information Systems

Module – 3 SCM Systems Development -8 Hours

Stakeholders in Supply Chain Information Systems - Stakeholders in SCM - Stakeholders in Supply Chain Information Systems - Information Systems Development - Logistics Information Systems Design - Defining Enterprise Architecture - Choosing Appropriate System Development Methodologies - Adopting Relevant Systems Development Model

Teaching-Learning Process:

Pedagogy: Lecture, Case Study, Video Clippings, Group Discussion, Experiential Learning.

Module – 4 Deployment and Management -8 Hours

Information Systems Deployment - IT Operations and Infrastructure Management - Portfolio, Program and Project Management - Management of Risk - Management of Value

Teaching-Learning Process:

Pedagogy: Lecture, Case Study, Video Clippings, Group Discussion, Experiential Learning.

Module – 5 Information Integration -8 Hours

Enterprise Application Integration and Supply Chain Visibility - Enterprise Application Integration - Supply Chain Visibility - Supply Chain Event Management - Supply Chain Performance - Planning and Design Methodology - Problem Definition and Planning - Data Collection and Analysis - Recommendations and Implementation - Decision Support Systems.

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

CO1: Apply the concepts of Supply Chain Management Communication Networks to solve the business problems.

CO2: analyse Enterprise Information Systems.

CO3: Evaluate various information systems development methodologies.

CO4: Design various information system deployment methods.

CO5: Create new set of information for business decision making.

Suggested Learning Resources:

Textbooks

1. Business Logistics Management R.H. Ballou, and Samir Pearson Education 5th Edition 2014

Reference Books

1. E-Marketing Strauss, Alexa & Frost Routledge Taylor & Francis Group 8th New edition 2018
2. Statistics for Managers Using MS Excel Levine & David Pearson Education 8th Edition, 2017
3. Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management David B. Grant & Chee Yew Wong Kogan Page Edition 2, 2017

Semester: IV

Course Name: Risk Management& Insurance

Course Code	**23MBAFM401**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module – 1 Introduction to Risk Management and Risk Identification- 8 Hours

Risk – Risk and Uncertainty – Types of Risk – Burden of Risk – Sources of Risk- Methods of handling Risk – Degree of Risk- Management of Risk.

Risk Identification- Business Risk Exposures – Individual Exposures – Exposures of Physical Assets – Exposure of Financial Assets – Exposures of Human Assets – Exposures to Legal Liability- Exposure to Work-Related Injury.

Module – 2 Risk Management Techniques- 8 Hours

Risk Management – Evaluating the Frequency and Severity of Losses – Risk Control – Risk Financing Techniques – Risk Management Decision Methods – The changing scope of Risk Management –Insurance Market Dynamics – Loss Forecasting – Financial Analysis in Risk Management-Decision Making – Other Risk Management Tools.

Module – 3 Basics of Insurance- 8 Hours

Introduction to Insurance Risk and Insurance – Definition and Basic Characteristics of Insurance – Requirements of an Insurable Risk – Adverse Selection and Insurance – Insurance Vs Gambling, Insurance Vs Hedging – Types of Insurance – Essentials of Insurance Contracts. Indian Insurance Industry – Historical Framework of Insurance, Insurance sector Reforms in India. IRDA – Duties and powers of IRDA – IRDA Act 1999.

Module – 4 Life Insurance -8 Hours

Life Insurance – Basics of Life Insurance – Growth of Actuarial Science – Features of Life Insurance – Life Insurance Contract – Life Insurance Documents –Life Insurance Classification – Classification on the Basis – Duration – Premium Payment – Participation in Profit – Number of Persons Assured – Payment of Policy Amount – Money Back Policies – Unit Linked Planned Plans – Annuity Vs Life Insurance – Classification of Annuities.

Module-5 General Insurance -8 Hours

General Insurance Contract – General Insurance Corporation (GIC) – Health Insurance – Individual Medical Expense Insurance – Long Term Care Coverage –Disability Income Insurance – Medi-claim Policy – Group Medi-claim Policy – Personal Accident Policy – Employee Group Insurance – Features of Group Health Insurance – Fire Insurance – Essentials of Fire Insurance Contracts – Types of Fire Insurance Policies – Marine Insurance – Types of Marine Insurance – Marine Insurance principles- Motor Vehicles Insurance – Need for Motor Insurance – Types of Motor Insurance – Factors to be considered for Premium Fixing

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

CO1: Analyse the various types of risks and their exposures.

CO2: Apply the tools and techniques of risk management.

CO3: Apply the rules and regulations of IRDA to insurance business.

CO4: Evaluate the different life insurance policies.

CO5: Evaluate the types of general insurance policies.

Suggested Learning Resources:

Textbooks

1. Principles of Risk Management and Insurance George E Rejda Pearson 12th Edition,,2009

2. Insurance and Risk Management P.K.Gupta Himalaya Publishing House 1st Edition, 2010

3. Introduction to Risk Management and Insurance Dorfman, ,Mark S Prentice Hall India 10th Edition, 2008

Reference Books

1. Risk Management and Insurance Scott. E. Harrington ,Gregory R Niehaus Tata McGraw Hill Publishing Company Limited 2nd Edition, 2007
2. Principles and Practice of Insurance P. Periasamy Himalaya Publishing House 2nd Edition ,2009
3. Risk Management and Insurance C. Arthur Williams ,Jr. Peter Young Michael Smith Tata McGraw Hill Publishing Company Limited 8th Edition ,2007

Semester: IV

Course Name: Financial Derivatives

Course Code	**23MBAFM402**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module – 1 Foundation of Financial Derivatives- 08 Hours

Meaning, benefits, types (both exchange traded and OTC traded) and features of financial derivatives-Factors causing growth of derivatives-functions of derivatives market-Derivative market players (Hedgers, speculators, and arbitragers)-Derivatives market in India. Commodity Derivative Market: Meaning of commodity derivatives-Commodity derivative exchanges (with commodities traded) in India-Trading and settlement system of commodity derivatives-SEBI Guidelines for the commodity market-commodities traded.

Module – 2 Futures and Forwards-08 Hours

Meaning, features, and types of futures/forwards-Futures vs Forwards-Mechanics of buying and selling futures/forwards-Hedging through futures/forwards-Marking-to-market process-contract specifications of stock, index, and commodity futures–valuation of futures/forwards using the cost of carry model-Arbitrage process-Interest Rate Futures & options. (Numerical problems on MTM and valuation of futures/forwards).

Module – 3 Option Contracts -08 Hours

Meaning, features, and types of option contracts-Options vs futures/forwards-Mechanics of buying and selling option contracts-contract specifications of stock, index, and commodity options-Option pricing-factors affecting option pricing-Valuation of option contracts using Black Scholes model and Binomial model-Put-call parity theory-Option Greeks-Option Trading strategies

Module – 4 Financial Swaps -08 Hours

Meaning, features, and advantages of financial swaps-Types of financial swaps (Interest rate swap, currency swap, equity swap, and commodity swap)-Mechanics of interest rate swaps–Triangular swap (Numerical problems only on interest rate swap including triangular swap)-valuation of interest rate swaps- Only theory.

Module – 5 emerging trends in risk Management -08 Hours

Exotic Options, Interest rate derivatives, Weather derivatives, Energy derivatives, Insurance derivatives. Credit Derivatives-Total Return Swap (TRS)-Credit Default Swap (CDS)-Types of CDS-Asset Backed Securities (ABS)-Collateralized Debt Obligation (CDO)-Sub-Prime Crisis-2007-Credit Spread Options.

Value-at-Risk-Meaning, VaR Models-Historical simulation-Stress testing and back-testing – Model building approach, Linear Model Monte Carlo simulation – (Numerical problems on model building approach only)

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

CO1: Apply the principles and concepts of financial derivatives in derivative markets.

CO2: Apply the mechanism of forwards, futures, options, and financial swaps.

CO3: Evaluate the financial derivatives using valuation models

CO4: Assess the commodity derivatives market in India

CO5: Evaluate various credit derivatives and VaR

Suggested Learning Resources:

Textbooks

1 Options, Futures & Other Derivatives John C. Hull, Pearson Education, 8/e and 2013

2. Options & Futures, Vohra & Bagri, TMH, 2/e

3 Financial Derivatives-Text & Cases Prakash B Yaragol Vikas Publishing 1/e and 2019

Reference Books

1. Derivatives-Principles and Practice Sundaram & Das,McGraw Hill, 4th Edition

2. Derivatives and Risk Management,Rajiv Srivastava, Oxford University 2010

3 .Financial Derivatives Modeling ChristianEkstrand 1) Springer

Semester: IV

Course Name: Indirect Taxation

Course Code	**23MBAFM403**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module – 1 Introduction to GST -8Hours

Goods and Services Tax Act: Definitions, Need for GST in India, Dual GST Model.

Scope of Supply; Types/ Classification of Supplies Composite and Mixed Supplies

Levy of GST: Chargeability of GST on Supplies, aggregate turnover

Module – 2 Time and Value of Supply -8Hours

Time of Supply, Change in Rate of Tax in respect of Supply of Goods or Services, Place of Supply and Value of Supply. Simple problems on Time of supply and value of supply

Module – 3 Registrations & Assessment in GST- 8 Hours

Registration under GST: Persons not liable for Registration, Compulsory Registration in Certain Cases, Procedure for Registration, Deemed Registration.

Returns under GST: Furnishing of Returns, First Return, Revision of Returns and Penalty/Late Fee.

Module – 4 Customs Duty -8 Hours

Introduction to Custom duty, Definitions of Assessable value, types of duties, rates of custom duty and other duties including cess, Valuation of Imported Goods.

Assessment of Customs; determination of value of goods and tax liability of imported goods. Simple numerical problems on customs. (Theory and Problems).

Module – 5 Baggage & Introduction to FTP- 8 Hours

General Free Allowance. Penalties under Customs, Seizure of Goods, Confiscation of Goods. Baggage principles, limit on clothing, laptops, electronics, liquor and alcohol.

Limit applicable to people travel from Bhutan, Myanmar, China and Nepal. Limit applicable to people travel from other countries other than who travel from Bhutan, Myanmar, China and Nepal. Determination of baggage value; simple problems. (Theory & Problems).

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

CO1: Apply theoretical knowledge of GST for determination of GST levy.

CO2: Analyse the Time, Place & Value of supply

CO3: Evaluation of assessment and returns in GST

CO4: Determine the custom duty liability

CO5: Prepare the statement showing the value of baggage

Suggested Learning Resources:

Textbooks

1. Indirect Taxes Law and practices VS Datey Taxman's Latest Edition

2 .GST & Customs Law (University Edition) K.M Bansal Taxman's Latest Edition

3 .Goods and Services Tax Dr B Mariyappa HPH Latest

Reference Books

1. Principles of GST & Customs Law V.S. Datey and Dr. Krishnan Sachdeva Taxman's Latest Edition

2. Goods & Services Tax (GST) in India B. Viswanathan UBS Publishers Latest Edition

3. Indirect Taxation Raj K Agrawal & Shivangi Agrawal Bharat Law House Pvt. Ltd Latest Edition

Semester: IV

Course Name: Wealth Management

Course Code	**23MBAFM404**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module – 1 Introduction: Financial Planning -8 Hours

Background- Role of Financial Planner- Financial Planning Process - Contract and Documentation- Client Data Collection- Client Data Analysis - Life Cycle - Wealth Cycle- Risk Profiling and Asset Allocation- Systematic Approach to Investing: Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP), Systematic Transfer Plan (STP)- Financial Plan-Goal-based Financial Plan, Comprehensive Financial Plan- Financial Blood-Test Report (FBR) - Financial Planning in India.

Module – 2 Wealth Management & the Economy - 8 Hours

Wealth management philosophy, process, Financial Planning to Wealth Management, Financial Planning Vs Wealth Management, Economic Cycles and Indicators- Lag Indicators, Co-incident Indicators, Lead Indicators- Interest Rate Views- Currency Exchange Rate- The Deficits: Revenue Deficit and Fiscal Deficit, Current Account Deficit

Module-3 Investment & Risk Management: Equity & Debt -8 Hours

Role of Equity- Active and Passive Exposures – Returns from Passive Exposure to S&P CNX Nifty - Sector Exposure and Diversification- Fundamental and Technical Analysis-Fundamental Valuation Approaches- Investment and Speculation-Leveraging

Role of Debt - Deposits and Debt Securities- Valuation of Debt Securities-Yields and Interest Rate Risk-Interest Rate and Debt Investments-Credit Exposure and Debt Investments-Concentration Risk-Passive Investments in Debt

Module-4 Investment & Risk Management: Alternate Assets -8 Hours

Gold: Role of Gold - Gold Investment Routes- Rupee returns from Gold

Real Estate- Role of Real Estate- Real Estate Investment Routes - Real Estate Indices

Financial derivatives – meaning- need- benefits and types of derivatives

Module-5 Risk Profiling & Asset Allocation- 8 Hours

Risk Profiling - Why Asset Allocation - Strategic Asset Allocation- Tactical Asset Allocation- Fixed Asset Allocation - Flexible Asset Allocation - Asset Allocation Returns in Equity and Debt: Fixed Asset Allocation with Annual Re-balancing, Flexible Asset Allocation - Asset Allocation Returns in Equity, Debt and Gold: Fixed Asset Allocation with Annual Re-balancing, Flexible Asset Allocation- Allocation to Speculation- Diversification in Perspective

Course Outcomes:

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

CO1: Apply the concepts of financial planning.

CO2: Analyse the process, phases and growth of Indian wealth management market

CO3: Analyse the ability to invest and understand the time of investment in equity & debt.

CO4: Evaluate the types of alternate asset classes.

CO5: Communicate the role of Asset Allocation and wealth management strategies

Suggested Learning Resources:

Textbooks

1. Wealth Management Dun & Bradstreet Tata McGraw Hills Publications 2009
2. Wealth Management & Financial Planning, Concepts & Practices Balaji Rao D.G. Partridge Publishing India 2015
3. Wealth Engine: Indian Financial Planning & Wealth Management Handbook, SundarSankaran Vision Books 2012

Reference Books

1. Wealth Management in the New Economy: Investor Strategies for Growing, Protecting and Transferring Wealth. Norbert M. Mindel&Sarah E. Sleight & Wiley 1st edition, February, 2010

Semester: IV

Course Name: Behavioral Finance

Course Code	**23MBAFM405**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module – 1 Foundation of Rational Finance -08 Hours

Expected utility theory, Modern portfolio theory, Capital asset pricing model (CAPM); efficient markets hypothesis; Agency theory; the influence of psychology. Efficient Markets versus Irrational Markets.

Module – 2 Foundations of Behavioral Finance- 08 Hours

Introduction to Behavioral finance – Nature, scope, objectives, and application; Investment Decision Cycle: Judgment under Uncertainty, debates of Standard Finance Versus Behavioral Finance, the three themes of Behavioral Finance.

Module – 3 Behavioral Finance from Micro Level-08 Hours

Define individual investor's biases, The Irrational Influence: heuristics Driven Biases(Representativeness, Overconfidence, Anchoring, Confirmation, Illusion of Control, Affect heuristic, Regret aversion, Aversion to ambiguity, and Innumeracy), Frame Dependence(Prospect Theory, Mental Accounting, Narrow Framing, Behavioral Portfolio). Strategies for Overcoming Psychological Biases.

Module – 4 Behavioral Finance from Macro Level -08 Hours

Define anomalies, types of Market anomalies: Fundamental Anomalies, Technical Anomalies, and Calendar Anomalies.

Module – 5 Advance Behavioral Finance- 08 Hours

Market Bubbles: Identification and causes, investor behavior during bubbles, case study of prominent market bubbles/scams. Introduction to Behavioral Corporate Finance, Introduction to Neuro Finance.

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

CO1: Gain knowledge of behavioral finance and its importance in investment decisions

CO2: Analyse investor behavior during market bubbles

CO3: Comprehend and apply the behavioral models for investment decision-making.

CO4: Evaluate investor behavioral bias and its implications

CO5: Identify the various developments in market behavior..

Suggested Learning Resources:

Textbooks

1. Behavioral Finance and Wealth Management Michael M.Pompian Wiley Publisher 2/e and 2012

2. Investment Analysis and Portfolio Management Prasanna Chandra McGraw Hill 4/e and 2014

3. Beyond Greed and Fear HershShefrin Publisher Oxford University Press 2007

Reference Books

1. The Psychology of Investing John R. Nofsinger Pearson Prentice Hall 4th Edition

2. The psychology of judgment and decision-making Plous, S McGrawHill.

3. Inefficient Markets: An Introduction to Behavioral Finance Shleifer, Andrei Oxford University Press, Oxford.,2000

4 The Scam ,Debashis Basu , Sucheta Dalal, Kensource, 4th Edition

Semester: IV

Course Name: International Financial Management

Course Code	**23MBAFM406**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module – 1 International Financial Environment- 8 Hours

Importance, rewards & Risk of international finance- Goals of MNC- International Business methods. Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Equilibrium & Disequilibrium, International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

Module – 2 Foreign Exchange Market- 8 Hours

Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behavior-Cross Rates- - Bid – Ask – Spread (Theory & Problems).

Module – 3 International Financial Markets and Instruments- 8 Hours

Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets, International Banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements. (Only Theory).

Module – 4 forecasting Foreign Exchange rate-8 Hours

International Parity Relationships, measuring exchange rate Movements-Exchange rate equilibrium –Factors affecting foreign exchange rate- Forecasting foreign exchange rates. Interest Rate Parity, Purchasing Power Parity &International Fisher effects, Arbitrage, Types of Arbitrage – Locational, Triangular, and Covered Interest Arbitrage. (Theory & Problems).

Module – 5 Foreign Exchange exposure- 8 Hours

Foreign Exchange exposure: Management of Transaction Exposure-Management of Translation Exposure Management of Economic Exposure-Management of political Exposure-Management of Interest rate exposure. (Theory & Problems).

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

CO1: Apply the fundamentals of the balance of payments in the International Financial Environment

CO2: Analyse the foreign exchange market, participants, and transactions.

CO3: Evaluate International Financial Markets and Instruments

CO4: Forecast the Foreign Exchange rate

CO5: Evaluate manage the foreign Exchange exposure

Suggested Learning Resources:

Textbooks

1. International Corporate Finance Jeff madura Cengage Learning 10/e 2012

2. International Finance Management Eun&Resnick Tata McGraw Hill 4/e, 2014

3. Financing International Trade: Banking Theories and Applications GargiSanati Sage Publication 1/e, 2017

Reference Books

1. International Financial Management Apte P. G Tata McGraw Hill 6/e, 2011

2. International Financial Management MadhuVij Excel Books 2010

3. International Financial Management ThummuluriSiddaiah Pearson India 1/e, 2009

Semester: IV

Course Name: Sales Management

Course Code	**23MBAMM401**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module – 1 Introduction to Sales Management (08 Hours)

Meaning, Evaluation, Importance, Personal Selling, Emerging Trends in Sales Management, elementary study of sales organizations, qualities and responsibilities of sales manager. Types of sales organizations. Sales as a career, changing role of sales force, Revolution in Technology, Customer Relationship Management (CRM), and Sales force Diversity, Team Selling Approach, and Managing Multi-channels.

Module – 2 Selling Skills & Selling Strategies (06 Hours)

Selling and buying Styles, selling skills, situations, selling process, sales presentation, Handling customer objections, Follow-up action.

Management of Sales Territory & Sales Quota: Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting quota

Module – 3 Management of Sales Territory & Sales Quota (10 Hours)

Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting quota. Standard sales management process-international sales management -international market selection market survey approach or strategy.

Module – 4 Sales Force Recruitment. And Selection (08 Hours)

Recruitment and selection of sales force, Training of sales force. Sales force motivation and compensation Nature of motivation, Importance, Process and factors in the motivation, Compensation-Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process.

Module – 5 Sales Managers and Sales Person (08 Hours)

Role of sales manager and sales people; functions of sales manager, functions of sales person, types and characteristics of sales manager and sales people-Time management for sales manager and sales person. Selling on the internet: Selling agents for internet trading-net selling, advertising in net trading, payment system in internet trading-smart card, credit card, debit card- payment by card: advantages and disadvantages; How to make internet selling safe-

Digital signature, biometric method and legal or regulatory environment; Growth of internet trading in India.

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

CO1: To apply the fundamental principles of sales management, used in appropriate selling situations in the selling process

CO2: To analyze the various selling skills and techniques to develop effective sales administration through sales territories.

CO3: To evaluate the use of various plans of compensation and control techniques.

CO4: To communicate various motivation concepts for effective implementation of sales management plans.

CO5: To design and monitor the effective sales Process with the use of human and IT trails.

Suggested Learning Resources:

Textbooks

1. Sales Management Charles, Futrell Thomson South Western 6/e, 2003.

2. Sales & Distribution Management, Tapan K. Panda & Sunil Sahadev, Oxford University Press. 6/e

3. Managing of Sales Force Spiro Stanton Rich TMH 11/e, 2003.

Reference Books

1 .Sales & Retail Management, an Indian perspective Dr.S.L Gupta, Excel Books 1/e, 2007.

2 .Salesmanship and Sales Management P.K Sahu& K C Raut Vikas Publishing House 3/e,

3 .Sales Management- - Douglas J Dalrymple, William L Crowe John Wiley & Co Latest edition

Semester: IV

Course Name: Integrated Marketing Communication& Advertising

Course Code	**23MBAMM402**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module 1 – Role of IMC in Marketing Process- 08 Hours

Role of IMC in the marketing process, IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications Purpose, Role, Functions, Types, Advertising V/s Marketing mix, Advertising appeal in various stages of PLC.

Module 2 - Advertising Agency and Communication Process- 08 Hours

Types of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation. Advertising copy, Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used, AIDA model.

Module 3 - Media Planning- 08 Hours

Developing a Media plan, Problems encountered, Media Evaluation Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.

Module 4 – Advertisement Monitoring, Evaluation, and Control- 08 Hours

Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing. International Advertising: Global environment in advertising, Decision areas in international advertising. Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising.

Module 5 - Traditional & Digital Media in Advertising-- 08 Hours

Features, Functions, Growth, Advantages/ Disadvantages, And Direct Marketing Strategies. Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push-pull strategies, Co-operative advertising, Integration with advertising and publicity. Public relation/ Publicity:- Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR V/s Publicity. E-Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR. Retailer Promotions-Consumer Promotions (Coupons, Rebates, and Loyalty Programs, Online, and Special Event Promotions)

Course Outcomes:

CO1: Apply comprehensive IMC framework models and principles of advertising programs.

CO2: Evaluate the components of IMC for strategic advantage and effective advertising.

CO3: Analyze various components of IMC and make appropriate media planning.

CO4: Create and measure effective advertisements with strategic intent.

CO5: Design the advertising program by considering the global scenario using technology.

Suggested Learning Resources:

Textbooks

1. Advertising and Promotions IMC Perspectives Belch and Belch Tata McGraw Hill 9/e, 2012.

2. Advertising & Integrated Brand Promotion O'Guinn, Allen, Semenik Cenage Learning New edition

Reference Books

1. Integrated Advertising, Promotion, and Marketing Communications Clow, Baack Pearson Education, 2007. 3/e

2. Advertising an IMC perspective S.N.Murthy& U Bhojanna Excel Books Latest edition

3. Sales Promotion: Concepts, Methods, and Strategies Robert C. Blattberg& Scott A. Neslin Prentice- Hall Latest edition

Semester: IV

Course Name: Digital and Social Media Marketing

Course Code	**23MBAMM403**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module – 1: Introduction to Digital Marketing- 8 hours

In this module, students will explore the foundations of digital marketing, including its framework, strategy, and role in modern business practices. They will learn about the differences between traditional and digital marketing, the responsibilities of a digital marketing manager, and the basics of various types of digital marketing such as email, social media, mobile, influencer, and viral marketing. Additionally, students will gain insights into the importance of digital marketing strategy, ROI comparison between digital and traditional marketing, and the process of creating an e-marketing plan.

Module – 2: E-Marketing Research-8 hours

This module focuses on the importance of research in digital marketing and its impact on strategy formulation and decision-making. Students will learn about data-driven strategies, marketing knowledge management, social media monitoring, and various approaches to e-marketing research. They will explore consumer behavior online, segmentation, targeting, and differentiation strategies, along with the fundamentals of data analytics and its application in setting objectives, tracking, and analyzing data.

Module – 3: Marketing Management-8 hours

In this module, students will delve into various aspects of marketing management in the digital era. They will explore product development, pricing strategies, distribution channels, and the role of search engine optimization (SEO) and content development in online marketing. Additionally, students will learn about social media platforms, content creation, and effective communication strategies to engage with target audiences.

Module – 4: Customer Acquisition and Retention-8 hours

This module focuses on building and maintaining customer relationships in the digital landscape. Students will learn about consumer profiles, browsing behavior models, social media strategies, and customer relationship management (CRM) techniques. They will explore the pillars of relationship marketing, stakeholder engagement, and CRM success factors.

Module – 5: Social Media Channels-8 hours

In this module, students will explore various social media channels and their role in digital marketing. They will learn about content creation, bookmarking, aggregation, and location-based marketing strategies. Additionally, students will gain insights into display advertising, video marketing, and the metrics used to track social media campaigns.

Course Outcomes:

CO1: Recognize appropriate digital marketing objectives.

CO2: Identify the role and implications of different Marketing Research.

CO3: Identify about SEO and online advertising.

CO4: Comprehend the role of E-CRM.

CO5: Analyze the role of Social media and its channels.

Suggested Learning Resources:

Textbooks

1. Digital Marketing: Strategy, Implementation and Practice Chaffey D & Ellis-Chadwick Pearson publishers 5th Edition, 2012

2 .E-Marketing Judy Strauss and Raymond Frost Prentice Hall 6th Edition, 2013

3 Internet Marketing: Integrating Online and Offline Strategies M. L. Roberts and Debra Zahay, Cengage Publishing 3rd edition, 2013

Reference Books

1 .E-Commerce: An Indian Perspective P. T. Joseph Prentice Hall, 4th edition

2. Up and out of poverty: the social marketing solution Kotler, P. and Lee, N. Pearson Education.

3 How Social marketing works in Healthcare' Evans BMJ, BMJ Publishing Group Ltd. 2006, Edition

Semester: IV

Course Name: Strategic Brand Management

Course Code	**23MBAMM404**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module 1 - Introduction to the Concept of Brand Management- 8 hours

In this module, students will explore the foundational concepts of brand management, including the meaning, definition, and evolution of brands. They will learn about the functions and advantages of brands to consumers, as well as the role of branding in various contexts such as goods, services, organizations, and online platforms. Additionally, students will gain insights into the challenges faced by brand builders and the strategic brand management process.

Module 2 - Customer Based Brand Equity- 8 hours

In this module, students will delve into the concept of customer-based brand equity (CBBE) and its significance in brand management. They will learn about the model of CBBE, sources of brand equity, and the steps involved in building strong brands. Additionally, students will explore brand identity, positioning, and the dimensions of brand equity, including resonance, judgments, feelings, performance, and imagery.

Module 3 - Choosing Brand Elements to Build Brand Equity- 8 hours

This module focuses on the selection and management of brand elements to enhance brand equity. Students will learn about the criteria for choosing brand elements, including brand name, logos, symbols, characters, and slogans. They will explore the benefits of different brand elements and the process of leveraging brand knowledge to create strong brand associations.

Module 4 - Designing and Sustaining Branding Strategies- 8 hours

In this module, students will explore advanced branding strategies, including brand hierarchy, brand extension, and brand transfer. They will learn about the challenges of brand imitation and the strategies for managing brands over time. Additionally, students will gain insights into brand architecture, consolidation, and the role of brand extensions in leveraging brand equity.

Module 5 – Luxury Brand Management & Making Global Branding- 8 hours

This module focuses on luxury brand management and the challenges of global branding. Students will explore the sources of opportunities for global brands, as well as the barriers and managerial blockages to globalization. Additionally, students will learn about luxury marketing phenomena and the strategies for marketing luxury brands in the global marketplace.

Course Outcomes:

CO1: Apply the fundamental concepts of strategic brand management in the global scenario.

CO2: Analyse the role of brands, the concept of brand equity, and the advantages of creating strong brands.

CO3: Evaluate the elements of products, services, and brand management and equity.

CO4: To develop familiarity and competence with strategies involved in building, leveraging, and defending strong brands.

CO5: Design the strategies to enter into the global market with global brand and sustain.

Suggested Learning Resources:

Textbooks

1. Strategic Brand Management, Building Measuring & Managing Brand Equity Kevin Lane Keller Pearson Education 2nd Ed Phi

2. Brand Management -The Indian Context Y L R Moorthi Vikas Publication New edition

Reference Books

1 .Strategic Brand Management Jean, Noel, Kapferer Kogan Page India Latest edition

2 .Strategic Brand Management Richard Elliott & Larry Perclu Oxford Press 1/e

3. Strategic Brand Management Jean, Noel, Kapferer Kogan Page India Latest edition

Semester: IV

Course Name: Rural Marketing

Course Code	**23MBAMM405**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module 1 - Introduction to Indian Rural Marketing- 8 hours

This module provides an overview of rural marketing, including its definition, scope, and classification in comparison to urban markets. Students will explore the rural marketing environment, including population demographics, occupation patterns, income levels, and infrastructure facilities. Additionally, they will learn about rural demand, market indices, and the challenges faced in rural marketing.

Module 2 - Rural Consumer Behaviour- 8 hours

In this module, students will delve into rural consumer behavior, including the factors influencing purchasing decisions. They will learn about consumer buying behavior models, social, technological, economic, and political factors affecting rural consumers. Additionally, students will explore characteristics such as age, occupation, income, lifestyle, and brand beliefs of rural consumers.

Module 3 - Rural Marketing Strategies & Marketing of Agricultural Inputs- 8 hours

This module focuses on rural marketing strategies and the marketing of agricultural inputs. Students will learn about product strategy, competitive product strategies, and marketing strategies for the Indian tractor and fertilizer industries. Additionally, they will explore challenges and opportunities in marketing agricultural inputs in rural areas.

Module 4 - The Rural Pricing Strategies & Agricultural Product Marketing- 8 hours

This module explores pricing strategies, promotion strategies, and the marketing of agricultural products in rural areas. Students will learn about innovative pricing methods, promotion mix, and promotional campaigns suitable for rural markets. Additionally, they will explore marketing strategies for rural artisan products and financial services.

Module 5 - Rural Distribution & Communication Strategy & Recent Trends- 8 hours

This module focuses on rural distribution, communication strategy, and recent trends in rural marketing. Students will explore distribution channels, logistics management, and the selection of appropriate channels for rural markets. Additionally, they will learn about rural media, recent trends such as e-commerce, information technology, and the role of online marketers in rural marketing.

Course Outcomes:

CO1: Apply the fundamental rural marketing concepts in real-world scenarios.

CO2: Analyse the various characteristics of Indian rural market consumers in comparison with the urban economy.

CO3: Evaluate the roadblocks of the Indian rural market and advocate solutions for rural market problems.

CO4: Design marketing strategies for agricultural inputs to be adopted by Indian companies for rural development.

CO5: Communicate various distribution and communication strategies to implement for the success of rural products/services brands.

Suggested Learning Resources:

Textbooks

1. Rural Marketing Pradeep Kashyap & Siddhartha Raut Biztantra Latest Edition

2. Rural Marketing Gopal Swamy T.P Vikas Publishing House 3/e

Reference Books

1 .Rural Marketing Mathur U. C Excel Books I/e

2. Rural Marketing Krishnamacharyulu C. G & Lalitha Ramakrishnan Pearson Education Latest Edition

3 .Agricultural Marketing In India Acharya Oxford I B H Latest Edition

Semester: IV

Course Name: International Marketing Management

Course Code	**23MBAMM406**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module – 1: Introduction to Global Marketing 8 Hours

The different meanings of 'global marketing' (globalization and globalization) The meaning of the value chain in international marketing. The Importance of Global Marketing, Forces Affecting Global Integration and Global Marketing the Scope and Challenge of International Marketing.

Motives for firms going international; Three theories explaining firms' internationalization process.

Module – 2: Product Decisions in Global Marketing 8 Hours

Global Market segmentation, Assessing Market potential and choosing Target Markets, Targeting and Target Market strategy options, Positioning. Product decisions Standardization or adaptation of products, International service strategies, PLC and IPLC Product communication alternatives, Branding decisions (sensory branding) Environmental strategies 'Long tail' strategies

Module – 3: Pricing Decisions in Global Market8 Hours

Global Pricing Objectives and Strategies; Factors influencing international pricing, Price escalation, Currency markets and pricing, dumping and antidumping,countertrade,Crudeoilpricedetermination,International logistics price determination, Tariffs, crypto currencies, International insurance management.

Module – 4: Global Distribution Decision8 Hours

Structure of the channel (intensive, selective and exclusive) Managing and controlling distribution channels Managing Logistics Most common export documents Transportation Internationalization of retailing Grey market.

Global Marketing Communications Decisions: Global Advertising, Advertising Agencies: Organizations and Brands, Creating Global Advertising, Global Media Decisions, Public Relations and Publicity. Sales Promotion, Personal Selling, and Special Forms of Marketing.

Module – 5: Export Documentations 8 Hours

Performa Invoice, Customs Packing List. Country of Origin or COO Certificate. Commercial Invoice. Bill of exchange, Export License, Warehouse Receipt, Health Certificates, Bill of Entry, Import License, Insurance certificate, RCMC Registration cum Membership Certificate, GATT/DGFT declaration, Technical write up, literature, Industrial License, Dangerous Goods certifications.

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

CO1: Recognize the environment of international marketing management its process, theories and challenges.

CO2: Identify the role of product decisions in international marketing.

CO3: Identification of pricing decisions in global marketing.

CO4: Comprehend the role of global distribution and global marketing communication decisions

CO5: Analyse about logistics and procurement Management.

Suggested Learning Resources:

Textbooks

1. International marketing, Rakesh Mohan Joshi,Oxford 2004

2. International marketing, Michael Czinkota, Ilka A. Romaine, Cengage Learning 2004

3. International Marketing, Caterora. P, Gilly .M & Graham. J, Tata McGraw-Hill Publications 2011, 15th Edition

4. International marketing: analysis and strategy, SakOnkvisit, Johnshaw,Biztantra4/e

Reference Books

1. Global Marketing Hollensen, Svend Pearson Education 7thEdition, 2017

2. Global Marketing Management Warren J. Keegan & Mark C. Green Pearson Education 9thEdition, 2018

3. International Marketing Catero, Graham. 15/e, TMH.2012

Semester: IV

Course Name: Leadership & Building Organization

Course Code	**23MBAHR401**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module – 1 Introduction-4 Hours

Concept of Leadership, Ways of Conceptualizing Leadership, Definition and Components, Leadership Described, Trait Versus Process Leadership, Assigned Versus Emergent Leadership. Leadership and Power, Leadership and Coercion, Leadership and Management. Indian Business Leaders.

Module – 2 Leadership Approaches-8 Hours

Trait Approach: Intelligence, Self-Confidence, Determination, Integrity, Sociability, Five-Factor Personality Model and Leadership, Emotional Intelligence.

Skills Approach: Three-Skill Approach, Technical Skill, Human Skill, Conceptual Skill, Skills Model, Competencies, Individual Attributes, Leadership, Outcomes, Career Experiences, Environmental Influences.

Behavioral Approach: The Ohio State Studies, The University of Michigan Studies, Blake and Mouton's Managerial (Leadership) Grid, Authority–Compliance (9,1), Country-Club Management (1,9) Impoverished Management (1,1), Middle-of-the-Road Management (5,5), Team Management (9,9), Paternalism/Maternalism, Opportunism.

Situational Approach: Description, Leadership Styles, Development Levels.

Module – 3 Leadership Theories-10 Hours

Path–Goal Theory: Leader Behaviours,Directive Leadership, Supportive Leadership, Participative Leadership, Achievement-Oriented Leadership, Follower Characteristics, Merits and Demerits

LMX Theory: Early Studies, Later Studies, Leadership Making, Merits and Demerits.

Transformational Leadership: Definition, Transformational Leadership and Charisma, A Model of Transformational Leadership, Transformational Leadership Factors, Transactional

Leadership Factors, Non-leadership Factor, Other Transformational Perspectives Bennis and Nanus, Kouzes and Posner.Merits and Demerits.

Authentic Leadership: Definition, Approaches to Authentic Leadership, Practical Approach, Theoretical Approach, Merits and Demerits.

Psychodynamic Approach: The Clinical Paradigm, History of the Psychodynamic Approach, Key Concepts and Dynamics Within the Psychodynamic Approach, Focus on the Inner Theatre,

Focus on the Leader-Follower Relationships- Social Defence Mechanisms, Mirroring and Idealizing, Identification with the Aggressor. Focus on the Shadow Side of Leadership Narcissism. Merits and Demerits of Psychodynamic Approach.

Module – 4 Leadership Instrument - 9 Hours

Culture Definition, Related Concepts, Ethnocentrism, Prejudice, Dimensions of Culture, Uncertainty Avoidance, Power Distance, Institutional Collectivism, In-Group, Collectivism, Gender Egalitarianism, Assertiveness, Future Orientation, Performance Orientation, Humane Orientation, Leadership Behavior and Culture, Clusters, Eastern Europe Leadership Profile, Latin America Leadership Profile, Latin Europe Leadership Profile, Confucian Asia Leadership Profile, Nordic Europe Leadership Profile, Anglo Leadership Profile, Sub-Saharan Africa Leadership Profile, Southern Asia Leadership Profile, Germanic Europe Leadership Profile, Middle East Leadership Profile, Universally Desirable and Undesirable Leadership Attributes.

Module – 5 Ethical Leadership -9 Hours

Ethics Definition. 3 Levels- Preconvention Morality; Conventional Morality; Post conventional Morality; Ethical Theories, Centrality of Ethics to Leadership, Heifetz's Perspective on Ethical Leadership; Burns's Perspective on Ethical Leadership, The Dark Side of Leadership, Principles of Ethical Leadership, Ethical Leaders Respect Others, Ethical Leaders Serve Others, Ethical Leaders Are Just, Ethical Leaders Are Honest, Ethical Leaders Build Community. Case Studies on Ethical Leadership.

Leadership Code: Five Rules to lead - Shape the Future, Make Things Happen, Engage Today's Talent, Build the Next Generation and Invest in Yourself.

Leadership and Crisis Management.

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

CO1: Apply the fundamental concepts of leadership in an organization.

CO2: Apply the knowledge of leadership theories and traits in real world situations.

CO3: Analyse the impact of organizational leadership styles, theories and traits on the followers.

CO4: Evaluate the relationship between culture and leadership profile.

CO5: Design ethical leadership practices in an organization.

Suggested Learning Resources:

Textbooks

1 .Leadership: Theory and Practices Leadership for Organizations Peter G. North house Sage Publication 7/e, 2016

2 .Management: Leading People and Organisations in the 21st Century Gary Dessler Prentice Hall 2001

3 .Charismatic Leadership in Organisations Jay A. Conger, Rabindra N. Kanungo Sage Publications 1998

Reference Books

1 .Leadership: Theory and Practice Peter G. North house Sage 2010

2 .Management: Leading People and Organisations in the 21st Century Gary Dessler Prentice Hall 2001

3 .The Leadership Code: Five Rules to Lead Dave Ulrich, Norm Smallwood, Kate Sweetman Harvard Business Pres 2008

4 .Leadership for Organisations David A. Waldman, Charles O'Reilly Sage Publications -2019

Semester: IV

Course Name: Personal Growth and Interpersonal Effectiveness

Course Code	**23MBAHR402**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module 1 - Introduction to Personal Growth-8 HOURS

Introduction to personal growth: meaning, nature, and scope of personal growth. Self-awareness, self-esteem, life roles, and organizational roles. Ego states (Id, ego, and super ego), defence mechanisms, and how to develop a self-improvement plan. Interpersonal trust, self-disclosure, seeking feedback, and self-reflection, the Johari Window exercise.

Module 2 - Understanding Human Personality and Neuro Functioning-8 HOURS

Personality theories: Carl Jung's theory of personality types and the Myers Briggs Type Indicator (MBTI) test. Trait theories, emotional intelligence, creativity and innovation. blocks to creativity, creativity processes, Neuro Linguistic Programming (NLP).

Module 3 - Self-Management and its Effectiveness-8 HOURS

This module focuses on personal change, understanding self-management, social adjustments, and habit formation. Students will explore the concept of locus of control and habits of personal effectiveness, including Stephen Covey's Seven Habits of Highly Effective People. Recent trends in self-management will also be discussed.

Module 4 - Interpersonal Relations and Personal Growth-8 HOURS

Interpersonal relations and their impact on personal growth: interpersonal needs, conflict resolution, negotiation, time management, and honouring commitments will be discussed. Students will also discover their interpersonal orientation through the Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B) model.

Module 5 - Transactional Analysis-8 HOURS

Transactional analysis: ego states, types of transactions, time structuring, life positions, scripts, and games. T-group sensitivity training, encounter groups, appreciative inquiry, and group relations conferences.

Course Outcomes:

CO1: Apply various personality traits that promote personal growth.

CO2: Analyse the concepts of human personality, behavior, and functioning of the mind.

CO3: Learn and apply psychometric tests to understand personality traits.

CO4: Develop greater insight into self and others through various theories and prepare a developmental plan for interpersonal effectiveness.

CO5: Demonstrate individual ego states through T-group sensitivity training analysis.

Suggested Learning Resources:

Textbooks

1 .Organizational Behavior: Human Behavior at Work John W. Newstrom and Keith Davis Tata McGraw Hill 11/e, 2003

2 .Human Relations in Organizations Robert N. Lussier McGraw Hill Education 6/e

3 .Development of Management Skills Whetten & Cameron PHI 7/e

4. Competency Mapping Assessment and Growth Naik G. P IIHRM 2010

Reference Books

1. Understanding OB Udai Pareek Oxford University Press

2 .Theories of Personality Calvin S Hall Wiley India Pvt. Ltd 4/e

3. Seven Habits of Highly Effective People Stephen R Covey Pocket Books

4 .Training in Interpersonal Skills Stephen Robbins Pearson Education

Semester: IV

Course Name: International Human Resource Management

Course Code	**23MBAHR403**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module 1 - Introduction to International Human Resource Management (IHRM) - 8 hours

Overview of IHRM: Meaning, evolution, challenges, and objectives, differences between IHRM and single nation-centric HRM, various approaches to IHRM. Culture, cross-cultural management, and the emergence of global HR managers, Roles of parent country nationals (PCNs), third country nationals (TCNs), and host country nationals (HCNs).

Module 2 - Managing Knowledge in Multinational Firms- 8 hours

Knowledge management in multinational firms: types of knowledge, factors influencing knowledge sharing, and strategies to stimulate knowledge sharing, gaining access to external knowledge, knowledge retention, and the role of technology in international training management. Additionally, leadership training and development in international organizations.

Module 3 - Global Performance Management & Rewards- 8 hours

Global performance management systems: key components, factors affecting performance management, and cultural influences. Total rewards in the international context, complexities faced by IHR managers, and approaches to international compensation. Repatriation issues and international trends in global total rewards.

Module 4 - International Assignments and Employment Practices- 8 hours

This module covers international assignments and employment practices: staffing policies, motives for international transfers, and newer forms of international assignments. The international assignment process, dimensions of international assignment success, and the importance of regulation and political context. Human resource management in cross-border mergers and acquisitions.

Module 5 - Diversity Management- 8 hours

Diversity management in international organizations: Equal opportunities, diversity management, and various models of organizational culture. Cultural dimensions such as Hofstede's Four Cultural Dimensions, Trompenaar's Seven Cultural Dimensions, and Edgar

Schein's Model of Culture. The profile of organizational culture in international organizations and strategies for managing international culture.

Course Outcomes:

CO1: Apply conceptual knowledge and practical experience in understanding HR concepts globally.

CO2: Analyse and comprehend the strategic approaches of HR aspects among PCNs, TCNs, and HCNs.

CO3: Evaluate the knowledge of IHRM and apply the concepts in a global perspective.

CO4: Develop a better insight into HR policies and practices by critically analyzing the impact of contemporary issues globally.

CO5: Elaborate on the understanding of the influence of culture on global work environments.

Suggested Learning Resources:

Textbooks

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. Diversity at Work Arthur P Brief Cambridge University Press 2008

Reference Books

1. Strategic Human Resource Management: An International Perspective Gary Rees, Paul E. Smith Sage Publication India Pvt. Ltd. 2014

2 .Global Talent Management: An Integrated Approach Sonal Minocha and Dean Hristov Sage Publication India Pvt. Ltd. 2019

3. International Human Resource Management Anne-Wil Harzing, Ashly Pinnington Sage Publication India Pvt. Ltd. 2011

Semester: IV

Course Name: Public Relations

Course Code	**23MBAHR404**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module 1: Introduction to Public Relations- 8 hours

Understanding of public relations (PR): Meaning, definition, and importance. Conceptual and operational perspectives of PR proactive and reactive strategies. The roles of public relation officers and various models of PR, the PR process.

Module 2: Theoretical Understanding of Public Relations - 8 hours

the theoretical underpinnings of PR: The Behavioural Public Relations Model, Persuasion Model, and Two-way Symmetrical Communications Model, theories of persuasion, social influence, and mass communication. Practical applications of these theories in handling PR.

Module 3: Employee Relations- 8 hours

Employee relations within the context of PR: Importance of effective communication and organizational culture. Types of publics, employee communication policies, organization culture, and change management, media channels for employee communications and rules for fostering effective employee relations.

Module 4: Community and Media Relations- 8 hours

Community and media relations in PR: corporate social responsibility, philanthropy, and the role of media in PR. the community relations process, media relations programs, and the impact of social media on PR. The role of technology in enhancing PR efforts.

Module 5: Crisis Management and PR- 8 hours

Crisis management in PR: including the types of crises and fundamental guidelines for effective crisis communication. Public relations challenges, people's reactions during crises, and the role of communication in crisis management.

Course Outcomes:

CO1: Apply fundamental tools of Public Relations practices

CO2: Analyse various emerging trends in the field of Public Relations

CO3: Analyse the importance of Employee communication and Organization change

CO4: Evaluate the importance of Community & Media Relations

CO5: Create fundamental guidelines for handling issues and crisis Management plans in organizations

Suggested Learning Resources:

Textbooks:

1. "Public Relations: The Profession and Practice" by Lattimore, Laskin, Heiman, & Toth (Tata McGraw Hill, Third edition, 2012)
2. "Public Relations Practices – Managerial Case Studies and Problems" by Center, Jackson, Smith, and Stansbury (Prentice Hall of India, Seventh Edition, 2008)
3. "Public Relations" by Paul Baines, John Egan, Frank Jefkins (Routledge, 3rd edition, 2007)

Reference Books:

1. "Strategic Planning for Public Relations" by Ronald D. Smith (Taylor & Francis, revised edition 2004)
2. "Public Relations: A Practical Guide to the Basics" by Philip Henslowe (Kogan Page Publishers, 2003)
3. "Public Relations Practices, Managerial Case Studies, and Problems" by Allen H Center, Patrick Jackson, Stacey Smith, Frank R Stansberry (7th Edition)

Semester: IV

Course Name: Compensation Management & Reward System

Course Code	**23MBAHR405**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module 1: Conceptual Framework of Compensation- 8 Hours

Foundational concepts of compensation: Meaning, components, and types. The importance of adopting a total compensation, wages, salaries, compensation strategy, and policy. Legal issues in compensation management and factors influencing employee compensation.

Module 2: Compensation Management- 8 Hours

Compensation management: Meaning and essentials. Types of compensation management, strategic pay policies and decisions, the national wage policy in India and wage-related issues, providing insights into divergent systems and institutions for wage fixation.

Module 3: Wage Determination Practices in India- 8 Hours

Wage determination practices in India: reward policy, management strategy, and reward management procedures. Internal audit of compensation and benefits, fringe benefits, and various types of direct and indirect compensation. Trends in boardroom pay and management strategy.

Module 4: Contingent Pay, Pay for Performance, Competence- 8 Hours

Contingent pay, pay for performance, and competence-based compensation models. Competency-based pay, skill-based pay, and team-based rewards. Managerial compensation and rewards, sales force incentive programs, and challenges in designing pay for performance systems.

Module 5: Administration & Controlling Salary Costs and Salary Review- 8 Hours

Salary administration, salary planning, and salary control. Salary survey data, salary budgets, and guidelines for the salary review process. Methods of paying salary, flexibility in wage and salary fixation, and the process of wage and salary review.

Course Outcomes:

CO1: Apply various conceptual aspects of Compensation and Benefits to achieve organizational goals.

CO2: Analyse the strategic perspectives of pay for business excellence.

CO3: Evaluate wage determination practices in organizations in framing wage structure.

CO4: Design compensation strategies for attraction, motivation, and retaining high-quality workforce.

CO5: Communicate Legal & Administrative Issues in global compensation to prepare compensation plan, CTC, wage survey, and calculate various bonuses.

Suggested Learning Resources:

Textbooks:

1. "Compensation Management" by R. C. Sharma, Sulabh (Sage Publication India Pvt. Ltd, 2019)
2. "Compensation and Benefit Design" by Biswas, Bashker, D (Pearson, 2013)
3. "Understanding Wage Systems in India" by Sharma, A.M (Himalaya Publishing House, 2009)

Reference Books:

1. "Human Resource Information Systems: Basics, Applications, and Future Directions" by Michael J. Kavanagh, Mohan Thite, Richard D. Johnson (Sage Publication India Pvt. Ltd, 3/e, 2015)
2. "Competency-Based Human Resource Management" by Anindya Basu Roy, Sumati Ray (Sage Publication India Pvt. Ltd, 2019)
3. "Compensation and Reward Management" by Singh, B D (Excel Books, 2007)

Semester: IV

Course Name: Talent Management

Course Code	**23MBAHR406**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**2:0:2**	**SEE Marks**	**50**
Credits	**03**	**Exam Hours**	**03**
Total Hours of Pedagogy	**40**	**Max Marks**	**100**

Module 1: Talent Management – Introduction - 8hours

Talent-Engine of New Economy, Difference between Talents and Knowledge Workers, Leveraging Talent, The Talent Value Chain, Elements of Talent Friendly Organizations, Talent Management Process, Talent Management System - Components and Benefits of Talent Management System; Creating TMS, Challenges of TMS, Building Blocks of Talent Management. Competencies - Performance Management, Conducting Performance Reviews, Appraising Executive Talent, Selecting the Right Appraisal.

Module 2: Talent Planning- 8hours

Concept, Succession Management Process, Integrating Succession Planning and Career Planning, Designing Succession Planning Program, Strategic Accountability Approach in Developing the Workforce, Balanced Scorecard, Talent Development Budget, Contingency Plan for Talent, Building a Reservoir of Talent, Compensation Management within the Context of Talent Management, CEO Succession Planning.

Module 3: Talent Development and Retention- 8hours

Potential Identification and Development. Coaching for Sustained & Desired Change, Integrating Coaching. Training and Development with Talent Management, Employee Retention- Motivation and Engagement. Return on Talent, Age of Analytics, Making Outplacement as a part of Talent Strategy, Developing Talent Management

Module 4: Competency Mapping- 8hours

Concepts and Definition of Competency; Types of Competencies, Competency based HR Systems, Competency and Performance, 5 Level Competency Model, Developing Various Competency Models, How Competencies Relate to Career Development and Organizational Goals.

Module 5: Performance Assessment- 8hours

Competency Mapping & Performance Assessment: Meaning, Definition, Background and Approaches to Performance Assessment, Competency based Performance Assessment, Diagnosing Reasons for Performance Problems, Designing an Effective Performance Management System, Sources of Errors in Performance Measurement. Assessments Centre: Concepts, Importance and Uses of Assessments Centre in Selecting Employees, Assessment Centre Approach to Competence Building.

Course Outcomes:

CO1: Apply the basics of TMS to formulate HR policies and practices in the corporate sector.

CO2: Analyse various strategies for developing and retaining the best talents for the competitive advantage of the organization.

CO3: Evaluate various competency models to relate career development and organizational goals.

CO4: Analyse various methods of competency mapping to evaluate a person’s ability.

CO5: Develop a competency-based performance management system.

Suggested Learning Resources:

Textbooks:

1. "Organizational Behaviour: Human Behavior at Work" by John W. Newstrom and Keith Davis, Tata McGraw Hill, 11/e, 2003.
2. "Human Relations in Organizations" by Robert N. Lussier, Mc-Graw Hill Education, 6/e.
3. "Development of Management Skills" by Whetten & Cameron, PHI, 7/e.

Reference Books:

1. "Understanding OB" by Udai Pareek, Oxford University Press.
2. "Theories of Personality" by Calvin S. Hall, Wiley India Pvt. Ltd., 4/e.
3. "Seven Habits of Highly Effective People" by Stephen R. Covey, Pocket Books.

GUIDELINES FOR 6 WEEK PROJECT WORK 22MBAPR407

(BETWEEN 3RD AND 4TH SEMESTER MBA)

Course Code	**23MBAPR408**	**CIE Marks**	**50**
Teaching Hours/Week (L:T:P)	**0:0:16**	**SEE Marks**	**50**
Credits	**08**	**Exam Hours**	**00**

Objective

To expose the students to understand the working of the organization/company / industry and take upon in- depth study of an issue / problem in the area of specialization.

General Guidelines

- The project work shall be for a period of 6 weeks immediately after the completion of 3^{rd} SEE but before the commencement of the 4^{the} semester classes.
- The Course code of the project report shall be **23MBAPR407** and shall be compulsory for all the students opting for all specializations.
- The University shall receive 2 copies of project reports prior to the commencement of the 4th semester examination. Copies of the project report should be sent to the concerned COE Office, Ballari Institute of Technology and Management, Ballari with intimation to the COE.
- By keeping the business trend in the present scenario, university has given an option to the students to select the research problem either from business organization or they can carry out the project on freelance basis subject to the approval of department committee.
- It is the total responsibility of the internal guide to monitor the freelance project.
- In case, business problem selected from a Company, no two students of an institute shall work on the same problem in the same organization.
- The student shall seek the 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.
- On completion of the project work, student shall prepare a report with the following format.
- The Project report shall be prepared using word processor viz. MS Word with New Times Roman, 12 font size.
- All the reports shall be printed in the A4 size 1" margin on all the sides.
- The report shall be hard bound facing sheet of royal blue color indicating the title of college and month &year of admission (spiral binding not permitted).
- 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.

- The certificate from the organization if applicable (if its Freelance project, certificate is not required and internal guide can issue a certificate for successful completion).
- Acknowledgement
- Executive Summary.

Schedule to be followed before commencement of Project		
Activity	**Timeline**	**Remarks**
Identifying the organization Problem identification	First week	Student individually identifies an organization OR identifies Problem for his/her study, according to his/her interest.
Problem statement Research Design	Second week	His/ Her interests are discussed with project guides. Discussion with Internal Guide to decide on suitable design for the research
Synopsis Preparation	Third week	Preparation of Synopsis* & formulating the objectives
Presentation of Synopsis	Fourth Week	The student will present the synopsis with the detailed execution plan to the Internal Guide and HOD who will review and may: a. Approve b. Approve with modification or c. Reject for fresh synopsis
Approval Status	Fifth & Sixth week	The approval status is submitted to HOD who will officially give concurrence for the execution of the Project

Synopsis: Three page hard copy to be submitted to the HOD with the signatures of the Guide and the student

Page 1	Title, Contact Address of student- with details of Internal and External Guide (if applicable).
Page 2	Short introduction with objectives and summary (300 words). Review of Articles / Literature about the topic with source of information.
Page 3	Time Activity Chart.

Schedule to be followed during Project work

Activity	Time Line	Remarks
Understanding Structure, Culture and functions of the organization /identifying of business problem from the Industry from the literature study	First week of Project	Student should understand products/services and the problems of the organization.
Preparation of Research design and Research instrument for data collection	2nd week of Project	Discussion with the guide for finalization of research design and instrument in his/her domain and present the same to the guide. (First Presentation).
Data collection	3rd week of Project	Data collected to be edited, coded, tabulated and presented to the guide for suggestions for analysis. (Second Presentation).
Analysis and finalization of report	4th & 5th week of project	Students must use appropriate and latest statistical tools and techniques for analyzing the data. (It is must to use of Statistical Package whose result should be shown in the report) (Third Presentation).
Submission of Report	6th week of Project	Final Report should be submitted to the University before one week of the commencement of theory examination.

Project Report Evaluation:

- Internal evaluation will be done by the internal guide.
- External valuation shall be done by a faculty member of other institute drawn from other institutes with minimum of 10 years' experience.
- Viva-Voce / Presentation: A viva-voce examination shall be conducted at the respective Institution where a student is expected to give a presentation of his/ her work.
- The viva –voce examination will be conducted by the respective HOD / Senior Professor of the department and an expert drawn from the other institutes with minimum of 10 years of experience as appointed by the University.
- Project work carries 100 marks consisting of 40 marks for internal marks by the internal guide, average of 30 marks from both internal and external evaluation and 30 marks for viva-voce examination. Minimum passing marks of the Project work is 50% in each of the components such as Internal Marks, report evaluation and viva-voce examination.
- Format of the project report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1inch margin all sides (1.5inch on left side) and 1.5-line spacing. The Project report shall not exceed 100 pages.
- Submission of Report: Students should submit the Project Report in electronic data form only, in PDF file (Un-editable Format) to the Institute. The Institute in turn shall submit all the CD's of their students along with a consolidated master list as per specialization containing USN, Name of the student, and Title of the Report to COE) one week before the commencement of the Theory Examinations or as per notification given for this purpose.
- Plagiarism: Plagiarism is considered as academically fraudulent, and an offence against University academic discipline. The University considers plagiarism to be a major offence, and subject to the corrective procedures. It is compulsory for the student to get the plagiarism check done before submission of the project report. Plagiarism of up to 25% is allowed in the project work and report should consist 75% of original content/work.
- Publication of Research Findings: Students are expected to present their research findings in Seminars/ Conferences/ Technical/ Management Fests or publish their research work in Journals in association with their Internal Guide. Appropriate Weightage should be given to this in the internal evaluation as well as in the viva voce examination of the project report.

Contents of the Project Report

- Cover page
- Certificate from the Organization (scanned copy if applicable)
- Certificate from the guide, HOD and Head of the Institution (scanned copy) indicating bonafide performance of Project by the student
- Declaration by the student (scanned copy)
- Acknowledgement
- Table of contents
- List of tables and graphs
- Executive summary

Chapter 1: Introduction

Introduction, Industry profile and company profile: Promoters, vision, Mission & Quality Policy.

Products / services profile areas of operation, infrastructure facilities, competitor's information,

SWOT Analysis, Future growth and prospects and Financial Statement

Chapter 2: Conceptual background and Literature review

Theoretical background of the study, Literature review with research gap (with minimum 20 literature reviews).

Chapter 3: Research Design

Statement of the problem, Need for the study, Objectives, Scope of the study, Research methodology,

Hypotheses, Limitations, Chapter scheme.

Chapter 4: Analysis and Interpretation

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

obtained by the using statistical tools must be included.

Chapter 5: Findings, Conclusion and Suggestions Summary

of findings, Conclusion and Suggestions / Recommendations

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

per APA style. **Annexure:** Relevant to the project such as

figures, graphs, photographs etc.

Rubrics for Project Work (Common to core and Dual Specializations)

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

Rubrics for Project Evaluation and Viva voce Examination

A. Internal Assessment by the Guide- Based on three Presentations by Students

SL No	Aspects	Marks Allotted
1	Introduction and Methodology	5
2	Industry and Company Profile	5
3	Theoretical background of study	5
4	Data analysis and interpretation	5
5	Summary of findings, suggestions and conclusion	5
	Total	25

B. Report Evaluation by the Guide & External Examiner. Average of the marks awarded by the two Examiners shall be the final evaluation marks for the Dissertation.

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

C. Viva-Voce Examination to be conducted by the HOD/ Guide and an External examiner from the Industry/ Institute (Joint Evaluation)

SL No	Aspects	Marks Allotted
1	Presentation skills	5
2	Communication skills	5
3	Subject knowledge	10
4	Objectives of the study and Methodology	10
5	Analysis using statistical tools and statistical packages	10
6	Findings and appropriate suggestions	10
	Total	**50**

Formats for Project Report and Evaluation

- Format of Cover Page
- Format of certificate by Company/Institution or from both
- Format of Declaration Page
- Format of Contents
- Format of List of Tables and Charts
- Format of Bibliography
- Format for Internal Evaluation, External Evaluation and Viva voce

(Student name)

(USN)

Submitted to

Kishkinda university, Ballari

(Established under the Karnataka state Act no. 20 of 2023)

In partial fulfillment of the requirements for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

<u>INTERNAL GUIDE</u> **<u>EXTERNAL GUIDE</u>**

(Name & Designation) **(Name & Designation) (Institute Logo)**

Department of MBA

KISHKINDA UNIVERSITY

(Established under the Karnataka state Act no. 20 of 2023)

(Month & Year of submission)

\

CERTIFICATE

This is to certify that (Name of the Student) bearing USN (xxxx), is a bonafide student of Master of Business Administration Programme of Ballari Institute of Technology and Management, (Autonomous Under Visvesvaraya Technological University).Project report on "(Title of Report)"is prepared by Him/her under the guidance of (Name of the Guide), in partial fulfillment of the requirements for the award of the degree of Master of Business Administration

Signature of Internal Guide **Signature of COE** **Signature of Principal**

DECLARATION

I, (Student Name), hereby declare that the Project report entitled "(Title)" with reference to Organization with place) prepared by me under the guidance of (Guide Name), faculty of M.B.A Department, (Institute name) and external assistance by (External Guide Name, Designation and Organization). I also declare that this Project work is towards the partial fulfillment of the university Regulations for the award of degree of Master of Business Administration by Ballari Institute of Technology and Management, Ballari (Autonomous under VTU). I have undergone a summer project for a period of Twelve weeks. I further declare that this Project is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place: **Signature of the Student**

Date:

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List of Tables

List of Figures/ Charts/ Graphs

BIBLIOGRAPHY

BOOKS
:

Name of the Author, Title of the Book, Name of the Publisher, Edition, year of Publication.

ARTICLES:

Name of the Author, Title of the article, Name of the Journal, Volume/Issue Number, Year, Page Number (pp).

WEBLIOGRAPHY

Name of the Author, Title of the article. Retrieved on dd/mm/yyyy from URL

MARKS SHEET FORMATS

1. Internal Assessment by the Guide- Based on three Presentations by Students

Kishkinda University, Ballari

(Established under the Karnataka state Act no. 20 of 2023)

Marks Sheet for MBA Project Work

(23MBAPR407)

Internal Marks Allocation for Project Work (23MBAPR407)

SL No	Aspects	Marks Allotted
1	Introduction and Methodology	5
2	Industry and Company Profile	5
3	Theoretical background of study	5
4	Data analysis and interpretation	5
5	Summary of findings, suggestions and conclusion	5
	Total	**25**

Marks Sheet

Sl.No	USN	1	2	3	4	5	Total
1							
2							
3							
4							
5							

Signature of the Internal Guide with Name, Address & Date

Note:

1. Total Internal Evaluation Marks of the Project report should be sent along with the other subject internal marks and the above marks sheet should be maintained by the Department/Institution for verification on demand.
2. Total Internal Evaluation Marks of the Project report should be uploaded to COE Office by the Internal guide after thorough evaluation of the project report and the copy of the mark sheet downloaded after the entry must be maintained in the department as well as sent to COE Office along with the remuneration bill.

2. Report Evaluation by the Guide & External Examiner. Average of the marks awarded by the two Examiners shall be the final evaluation marks for the Dissertation.

Kishkinda University , Ballari

(Established under the Karnataka state Act no. 20 of 2023)

Marks Sheet for MBA Project Work

(23MBAPR407)

External Evaluation Marks Allocation for Project Work (23MBAPR407)

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

Marks Sheet

Sl.No	USN	1	2	3	4	5	Total
1							
2							
3							
4							
5							

Signature of External Examiner with affiliation

Note:

1. Total External Evaluation Marks of the Project report should be uploaded to COE Office by the External examiner appointed by COE Office after thorough evaluation of the project report and the copy of the mark sheet downloaded after the entry must be sent to COE Office along with the remuneration bill.

3. Viva-Voce Examination to be conducted by the COE/ Guide and an External examiner from the Industry/Institute (Joint Evaluation)

Viva voce Marks Allocation for Project Work (23MBAPR407)

(Viva voce conducted by COE/Internal Guide and an Expert from other institutes.)

SL No	Aspects	Marks Allotted
1	Presentation skills	5
2	Communication skills	5
3	Subject knowledge	10
4	Objectives of the study and Methodology	10
5	Analysis using statistical tools and statistical packages	10
6	Findings and appropriate suggestions	10
	Total	**50**

Marks Sheet

Sl. No	USN	1	2	3	4	5	6	Total
1								
2								
3								
4								
5								

Signature of Internal Exam **Signature of External Examiner with affiliation**

Note: Marks may be finalized based on the joint evaluation by internal examiner and External examiner.