M.B.A. DEGREE PROGRAMME
Curriculum & Syllabi – 2024

CONTENTS

BANNARI AMMAN INSTITUTE OF TECHNOLOGY

An Autonomous Institution Affiliated to Anna University – Chennai ● Approved by AICTE ● Accredited by NAAC with "A+" Grade

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Stay Ahead

VISION OF THE SCHOOL OF MANAGEMENT STUDIES

- To be a Center of Excellence for developing corporate leaders who make a difference in the globally competitive market through their professional competence blended with due social concern and a high value system.

MISSION OF THE SCHOOL OF MANAGEMENT STUDIES

- Offer quality management education through appropriate pedagogy.
- Equip students with strong analytical foundations for better decision making in a challenging environment.
- Expose the students to international best business practices evolved in the business world.

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

I. Graduates are bestowed with managerial, problem solving and decision-making skills applying appropriate management concepts, practices, and theories to handle business problems and challenges.

II. Acquire competitive edge with strong analytical skills, research acumen and the ability to apply the right management research tools to arrive at objective solutions for functional managerial situations.

III. Competence in contemporary business practices in the global scenarios enabling to take up managerial and entrepreneurial roles demanding the application of managerial skills in a global and cross-cultural scenario.

IV. Exhibit an ideal situational leadership style entwined by values, ethics, societal concern and imbedding inquisitiveness for continuous learning.

GRADUATE ATTRIBUTES

1. Profound Domain Knowledge
2. Research Competency
3. Critical, Creative and Innovative Thinking
4. Problem Solving
5. Effective Communication
6. Teamwork and Leadership
7. Cross Cultural and Global Adaptability
8. Societal Concern and Ethics
9. Entrepreneurship

PROGRAMME OUTCOMES

PO1: Business Environment and Domain Knowledge: Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.

PO2: Business Analysis: Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.

PO3: Critical Thinking: Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.

PO4: Problem Solving and Innovative Solutions: Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.

PO5: Effective Communication: Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.

PO6: Leadership and Teamwork: Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.

PO7: International Exposure and Cross-Cultural Understanding: Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.

PO8: Social Responsiveness and Ethics: Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.
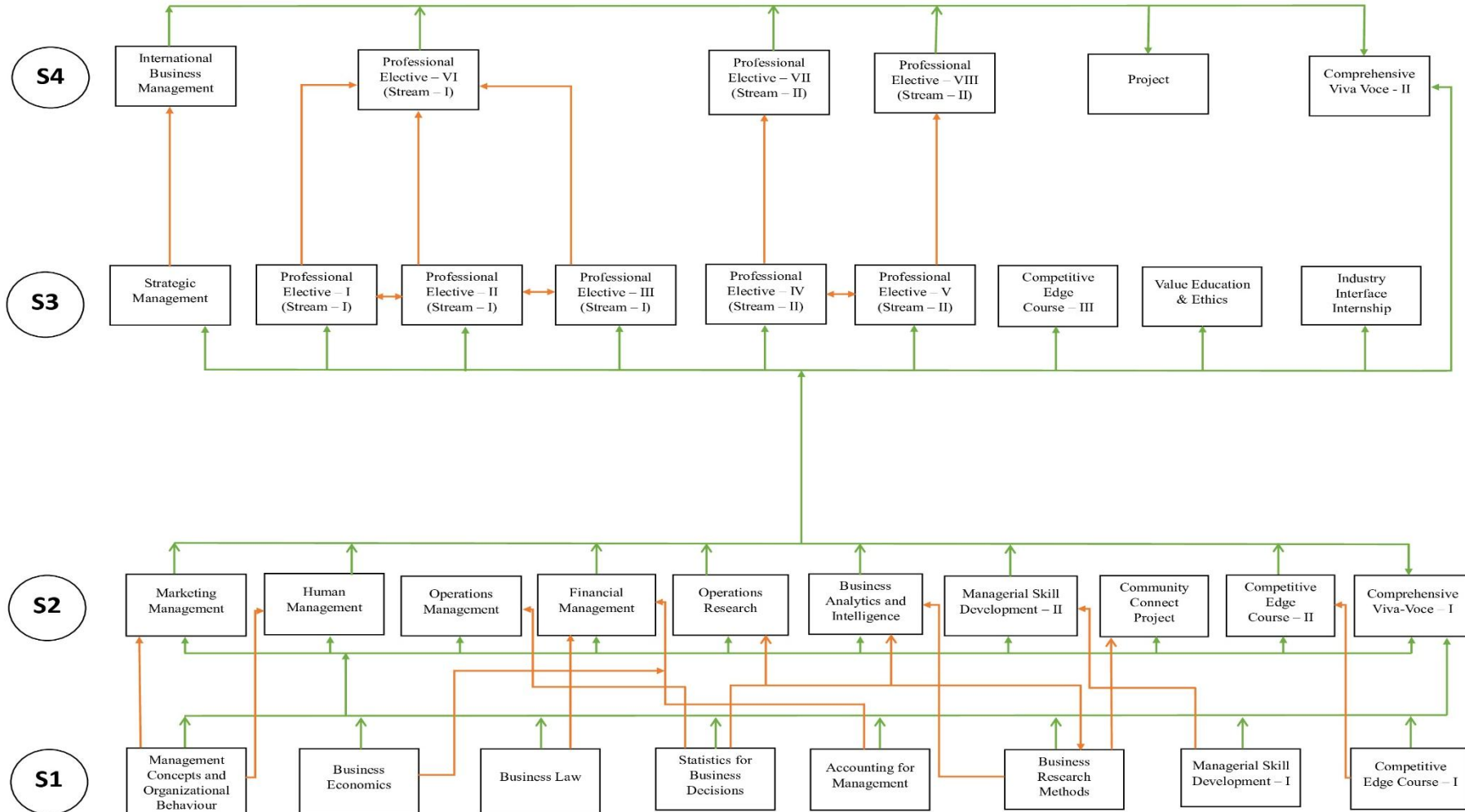
PO9: Entrepreneurship: Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

MAPPING OF PEOs AND POs

PEO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
I	3	2		3	2				
II		3	3		2				
III					2		3		3
IV					3	3		2	

CONNECTIVITY CHART

CURRICULUM OF M.B.A. PROGRAMME – INTERLINKING OF COURSES

S4

| International Business Management | Professional Elective – VI (Stream – I) | Professional Elective – VII (Stream – II) | Professional Elective – VIII (Stream – II) | Project | Comprehensive Viva Voce - II |

S3

| Strategic Management | Professional Elective – I (Stream – I) | Professional Elective – II (Stream – I) | Professional Elective – III (Stream – I) | Professional Elective – IV (Stream – II) | Professional Elective – V (Stream – II) | Competitive Edge Course – III | Value Education & Ethics | Industry Interface Internship |

S2

| Marketing Management | Human Management | Operations Management | Financial Management | Operations Research | Business Analytics and Intelligence | Managerial Skill Development – II | Community Connect Project | Competitive Edge Course – II | Comprehensive Viva-Voce – I |

S1

| Management Concepts and Organizational Behaviour | Business Economics | Business Law | Statistics for Business Decisions | Accounting for Management | Business Research Methods | Managerial Skill Development – I | Competitive Edge Course – I |

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LIST OF ABBREVIATIONS

Category	Abbreviation
Audit Course	AC
Competitive Edge Courses	CEC
Continuous Assessment	CA
Core Courses	CC
Course Outcomes	COs
Credits	C
Employment Enhancement Courses	EEC
Lecture hours per week	L
Practical, Project Work, Internship, Employment Enhancement Course	P
Professional Electives	PE
Programme Educational Objectives	PEOs
Programme Objectives	POs
Semester End Examinations	SEE
Social Science Course	SSC
Tutorial Hours Per Week	T
Value Added Courses	VAC

CURRICULUM BREAKDOWN STRUCTURE

Summary of Credit Distribution

Category	Credit Distribution				Total Credits
	I	**II**	**III**	**IV**	
Core Courses (CC)	24	24	04	04	56
Professional Electives (PE)	-	-	20	12	32
Social Science Course (SSC)	-	01	-	-	01
Employment Enhancement Courses (EEC)	01	02	03	07	13
Total	25	27	27	23	**102**

STREAMS OFFERED

1. Marketing
2. Finance
3. Human Resource
4. Operations
5. Business Analytics
6. Commercial Bank Management
7. Entrepreneurship Development
8. Systems

CURRICULUM OF M.B.A.
Minimum Credits to be Earned – 102

FIRST SEMESTER

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MB101	Management Concepts and Organizational Behaviour	I	1, 6, 9	3	1	0	4	4	40	60	100	CC
24MB102	Business Economics	I	1, 2, 3, 4, 8, 9	3	0	0	3	3	40	60	100	CC
24MB103	Business Law	I, IV	1, 8, 9	3	0	0	3	3	40	60	100	CC
24MB104	Statistics for Business Decisions	I, II	1, 2	3	1	0	4	4	40	60	100	CC
24MB105	Accounting for Management	I	1, 2	3	1	0	4	4	40	60	100	CC
24MB106	Business Research Methods	I, II	1, 2, 3, 4, 8, 9	3	0	2	4	5	50	50	100	CC
24MB107	Managerial Skill Development – I	III	1, 3, 4, 5, 6, 9	0	0	4	2	4	100	-	100	CC
	Competitive Edge Course-I	III	-	0	0	2	1	2	100	-	100	EEC
Total				**18**	**3**	**8**	**25**	**29**	**410**	**390**	**800**	**-**

SECOND SEMESTER

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MB201	Marketing Management	I	1, 7, 9	3	0	0	3	3	40	60	100	CC
24MB202	Human Resource Management	I	6, 8	3	0	0	3	3	40	60	100	CC
24MB203	Operations Management	I, II	3	3	1	0	4	4	40	60	100	CC
24MB204	Financial Management	I	1, 2, 3, 4, 5, 8	3	0	2	4	5	50	50	100	CC
24MB205	Operations Research	I	1, 2, 4	3	0	2	4	5	50	50	100	CC
24MB206	Business Analytics and Intelligence	I, II	1, 2, 3, 4, 5, 8	3	0	2	4	5	50	50	100	CC
24MB207	Managerial Skill Development – II	III	1, 2, 3, 4, 5, 8	0	0	4	2	4	100	-	100	CC
24MB208	Community Connect Project	IV	1, 4, 9	0	0	2	1	2	100	-	100	SSC
	Competitive Edge Course – II	III	-	0	0	2	1	2	100	-	100	EEC
24MB209	Comprehensive Viva Voce – I	I	1, 5, 9	-	2	-	1	2	100	-	100	EEC
Total				**18**	**3**	**14**	**27**	**35**	**630**	**370**	**1000**	**-**

THIRD SEMESTER

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MB301	Strategic Management	I	1, 4, 9	3	1	0	4	4	40	60	100	CC
	Professional Elective I (Stream I)	-	-	3	1	0	4	4	40	60	100	PE
	Professional Elective II (Stream I)	-	-	3	1	0	4	4	40	60	100	PE
	Professional Elective III (Stream I)	-	-	3	1	0	4	4	40	60	100	PE
	Professional Elective IV (Stream II)	-	-	3	1	0	4	4	40	60	100	PE
	Professional Elective V (Stream II)	-	-	3	1	0	4	4	40	60	100	PE
24MB302	Industry Interface Internship	III	1, 2, 9	-	-	4	2	4	100	-	100	EEC
24MB303	Value Education and Ethics	IV	3, 4, 9	1	0	0	-	1	100	-	100	SSC
	Competitive Edge Course – III	III	-	0	0	2	1	2	100	-	100	EEC
Total				**19**	**6**	**6**	**27**	**31**	**540**	**360**	**900**	**-**

FOURTH SEMESTER

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MB401	International Business Management	I, III	1, 7, 9	3	1	0	4	4	40	60	100	CC
	Professional Elective VI (Stream I)	-	-	3	1	0	4	4	40	60	100	PE
	Professional Elective VII (Stream II)	-	-	3	1	0	4	4	40	60	100	PE
	Professional Elective VIII (Stream II)	-	-	3	1	0	4	4	40	60	100	PE
24MB402	Project (Independent Study/ Problem Study/IDP based study)	III	1, 2, 9	-	-	12	6	12	60	40	100	EEC
24MB403	Comprehensive Viva Voce – II	I	1, 5	-	2	-	1	2	100	-	100	EEC
Total				**12**	**6**	**12**	**23**	**30**	**320**	**280**	**600**	**-**
Total Credits							**102**					

LIST OF PROFESSIONAL ELECTIVES

Stream / Specialization: **Marketing**

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MM001	Brand Management	I	1, 4, 9	3	1	0	4	4	40	60	100	PE
24MM002	Customer Relationship Management	I	1, 4, 7, 9	3	1	0	4	4	40	60	100	PE
24MM003	Digital Marketing	I	1, 3, 4, 9	3	1	0	4	4	40	60	100	PE
24MM004	Event Management and Marketing	I	1, 4, 9	3	1	0	4	4	40	60	100	PE
24MM005	Integrated Marketing Communications and Promotion	I	1, 5, 7, 9	3	1	0	4	4	40	60	100	PE
24MM006	Marketing Metrics and Analytics	I	1, 2, 4, 9	3	1	0	4	4	40	60	100	PE
24MM007	Neuromarketing	I	1, 4, 9	3	1	0	4	4	40	60	100	PE
24MM008	Omni Channel Retail Management and Analytics	I	1, 4, 9	3	1	0	4	4	40	60	100	PE
24MM009	Rural Marketing	I	1, 2, 4, 9	3	1	0	4	4	40	60	100	PE
24MM010	Sales and Distribution Management	I	1, 4, 9	3	1	0	4	4	40	60	100	PE
24MM011	Semiotics in Marketing Communications and Branding	I	1, 4, 9	3	1	0	4	4	40	60	100	PE
24MM012	Services Marketing	I	1, 4, 9	3	1	0	4	4	40	60	100	PE

Stream / Specialization: **Finance**

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MF001	Banking System and Practices	I	1, 7, 9	3	1	0	4	4	40	60	100	PE
24MF002	Equity Derivatives and Risk Management	I	1, 4, 9	3	1	0	4	4	40	60	100	PE
24MF003	Merchant Banking and Financial Services	I	1, 4, 9	3	1	0	4	4	40	60	100	PE
24MF004	Mergers, Acquisitions and Restructuring	I	1, 4	3	1	0	4	4	40	60	100	PE
24MF005	Project Finance	I	1, 4	3	1	0	4	4	40	60	100	PE
24MF006	Investment Analysis and Portfolio Management	I	1, 4	3	1	0	4	4	40	60	100	PE
24MF007	Goods and Services Tax	I	1, 8, 9	3	1	0	4	4	40	60	100	PE
24MF008	Financial Modeling	I	1, 2, 4	3	1	0	4	4	40	60	100	PE
24MF009	Behavioural Finance	I	1, 4, 9	3	1	0	4	4	40	60	100	PE
24MF010	Corporate Accounting	I	1, 4, 9	3	1	0	4	4	40	60	100	PE
24MF011	Corporate Valuation	I	1, 4	3	1	0	4	4	40	60	100	PE

Stream / Specialization: **Human Resource**

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MH001	Industrial Relations and Labour Laws	I	5, 7	3	1	0	4	4	40	60	100	PE
24MH002	Managerial Behaviour and Effectiveness	I, II	1, 6	3	1	0	4	4	40	60	100	PE
24MH003	Organisational Change and Intervention Strategy	I, II	6, 8	3	1	0	4	4	40	60	100	PE
24MH004	Performance Management	I	6, 8	3	1	0	4	4	40	60	100	PE
24MH005	Behaviour Modification and Management	I, II	6, 8	3	1	0	4	4	40	60	100	PE
24MH006	Learning and Development	I	1, 6	3	1	0	4	4	40	60	100	PE
24MH007	Competency Mapping and Development	I	1, 6	3	1	0	4	4	40	60	100	PE
24MH008	Social Psychology	I	6, 8	3	1	0	4	4	40	60	100	PE
24MH009	HR Analytics	I, II	1, 6	3	1	0	4	4	40	60	100	PE
24MH010	Political Behaviour and Impression Management	I	1, 6	3	1	0	4	4	40	60	100	PE

Stream / Specialization: **Operations**

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MO001	Business Process Reengineering			3	1	0	4	4	40	60	100	PE
24MO002	Advanced Maintenance Management			3	1	0	4	4	40	60	100	PE
24MO003	Lean Manufacturing			3	1	0	4	4	40	60	100	PE
24MO004	Purchase and Materials Management			3	1	0	4	4	40	60	100	PE
24MO005	Service and Operations Management			3	1	0	4	4	40	60	100	PE
24MO006	Supply chain and logistics Management			3	1	0	4	4	40	60	100	PE
24MO007	Total Quality Management			3	1	0	4	4	40	60	100	PE
24MO008	Six Sigma			3	1	0	4	4	40	60	100	PE

Stream / Specialization: **Business Analytics**

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MA001	Big Data Analytics	I, II	1, 2, 4	3	1	0	4	4	40	60	100	PE
24MA002	Data Mining for Business Intelligence	I, II, III	1, 2, 4	3	1	0	4	4	40	60	100	PE
24MA003	Deep Learning and Artificial Intelligence	I, II, III	1, 2, 4	3	1	0	4	4	40	60	100	PE

Course Code	Course Title	I, II	1, 2, 4	L	T	P	C	Hours / Week	CA	SEE	Total	Category
24MA004	Python Programming	I, II	1, 2, 4	3	1	0	4	4	40	60	100	PE
24MA005	R Programming	I, II	1, 2, 4	3	1	0	4	4	40	60	100	PE
24MA006	Social Media Web Analytics	I, II	1, 2, 4	3	1	0	4	4	40	60	100	PE
24MA007	Stochastic Modeling	I, II	1, 2, 4	3	1	0	4	4	40	60	100	PE
24MA008	Time Series Analysis	I, II	1, 2, 4	3	1	0	4	4	40	60	100	PE

Stream / Specialization: **Commercial Bank Management**

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MC001	Fundamentals of Commercial Bank Management			3	1	0	4	4	40	60	100	PE
24MC002	Resource Mobilization – Deposit			3	1	0	4	4	40	60	100	PE
24MC003	Resource Development – Small Loans			3	1	0	4	4	40	60	100	PE
24MC004	Resource Deployment – Commercial Advances			3	1	0	4	4	40	60	100	PE
24MC005	Export and Import Financing			3	1	0	4	4	40	60	100	PE
24MC006	Management of Non-performing Assets			3	1	0	4	4	40	60	100	PE
24MC007	Risk Management in Banks			3	1	0	4	4	40	60	100	PE

Stream / Specialization: **Entrepreneurship Development**

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24ME001	Entrepreneurship and Small Business Management			3	1	0	4	4	40	60	100	PE
24ME002	Creativity, Innovation and Entrepreneurship			3	1	0	4	4	40	60	100	PE
24ME003	Legal and Regulatory framework for Entrepreneurship			3	1	0	4	4	40	60	100	PE
24ME004	Soft Skills for Entrepreneurship			3	1	0	4	4	40	60	100	PE
24ME005	Business Plan			3	1	0	4	4	40	60	100	PE
24ME006	Building a Sustainable Enterprise			3	1	0	4	4	40	60	100	PE
24ME007	Intellectual Property Rights			3	1	0	4	4	40	60	100	PE

Stream / Specialization: **Systems**

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MS001	Information Systems Design and Development			3	1	0	4	4	40	60	100	PE

Course Code	Course Title			L	T	P	C	Hours/Week				Category
24MS002	Relational Database Management Systems			3	1	0	4	4	40	60	100	PE
24MS003	E-Business			3	1	0	4	4	40	60	100	PE
24MS004	Business Intelligence			3	1	0	4	4	40	60	100	PE
24MS005	Software Project Management			3	1	0	4	4	40	60	100	PE
24MS006	Artificial Intelligence for Managers			3	1	0	4	4	40	60	100	PE
24MS007	Enterprise Resource Planning			3	1	0	4	4	40	60	100	PE

COMPETITIVE EDGE COURSES

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours/ Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MX001	Power BI – I	III	1, 4, 9	0	0	2	1	2	100	-	100	EEC
24MX002	Power BI – II	III	1, 4, 9	0	0	2	1	2	100	-	100	EEC
24MX003	Python for Business Decision Making – I	III	2, 4, 9	0	0	2	1	2	100	-	100	EEC
24MX004	Python for Business Decision Making – II	III	1, 4, 9	0	0	2	1	2	100	-	100	EEC
24MX005	R Programming I	III	2, 4, 9	0	0	2	1	2	100	-	100	EEC
24MX006	R Programming II	III	2, 4, 9	0	0	2	1	2	100	-	100	EEC
24MX007	Visual Analytics I	III	1, 2, 4	0	0	2	1	2	100	-	100	EEC
24MX008	Visual Analytics II	III	1, 2, 4	0	0	2	1	2	100	-	100	EEC
24MX009	Digital Banking	III	1, 2	0	0	2	1	2	100	-	100	EEC
24MX010	FinTech	III	7, 9	0	0	2	1	2	100	-	100	EEC
24MX011	Wealth Management	III	7, 9	0	0	2	1	2	100	-	100	EEC
24MX012	E-Recruitment & Virtual Onboarding	III	5, 6	0	0	2	1	2	100	-	100	EEC
24MX013	Applied Psychology	III	5, 6, 9	0	0	2	1	2	100	-	100	EEC
24MX014	Creativity, Innovation and Design Thanking	I, II	3, 4, 9	0	0	2	1	2	100	-	100	EEC

AUDIT COURSE

1. 24MB303 Value Education and Ethics[*]

VALUE ADDED COURSES

1. 24MY001 Selling Skills[#]

2. 24MY002 Mutual Funds[#]

3. 24MY003 Principles of Insurance[#]

[*] - Categorized under "Social Science Courses (SSC)"

[#] - Categorized under "Employment Enhancement Courses (EEC)"

RECOMMENDED LIST OF NPTEL COURSES

1. AI in Marketing
2. Artificial Intelligence (AI) for Investments
3. Leadership for India Inc: Practical Concepts and Constructs
4. Talent Acquisition and Management
5. Multivariate Procedures with R
6. Marketing Research and Analysis-II
7. Trainer of Trainers
8. Advanced Business Decision Support System
9. Business to Business Marketing (B2B)
10. Data Analysis & Decision Making – III
11. Designing Work Organization
12. Human Factors Engineering
13. Organizational Behaviour - II
14. Quantitative Investment Management
15. Management Information System
16. Operations and Supply Chain Management

FIRST SEMESTER

24MB101	Management Concepts and Organizational Behaviour	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Understanding the need for Management	**Mode of Assessment**	**Weightage (%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To provide insights on the fundamental concepts and theories of management.
- To acquaint with the concepts required to manage individual behaviour in work settings.
- To give inputs on how individual's behaviour is influenced by group.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to:

CO1	Apply management concepts and underlying principles of management theories in taking better managerial decisions.
CO2	Design business process and organizational set-up with the understanding the functions of management.
CO3	Discover the factors influencing individual's behaviour in organizations and manage individual behaviour effectively.
CO4	Assess the people's behaviour and adopt suitable motivation strategies to contribute to organization's goals.
CO5	Choose appropriate conflict resolution strategy to resolve conflicts and reap the best results of group effort.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3								1
2	3								1
3						3			1
4						3			1
5						3			1

UNIT I	INTRODUCTION TO MANAGEMENT	8 Hours

Management: Meaning, Levels, Evolution – Management Theories – Manager: Roles, Functions, Skills, Changing Role of a Manager.

Gamification for experiential learning:

- Functions of Management – A game "Play with Cards" to learn about the functions of management.
- Roles of a Manager – The "Fast and Furious" activity to explore the roles of a manager.

UNIT II	FUNCTIONS OF MANAGEMENT	8 Hours

Planning: Importance, Types, Steps, Management by Objectives (MBO) – Organizing: Organizational Structure, Types, Span of Control – Decision Making: Process, Types of Decisions, Techniques.

Gamification for experiential learning:		
• Planning – The "Fish and Fisherman" activity to learn the planning process. • Decision Making – The "Balance Yourself" activity to grasp the intricacies of decision making. Yourself" activity to grasp the intricacies of decision making.		
UNIT III	**MANAGING INDIVIDUAL BEHAVIOUR**	**8 Hours**
Organizational Behaviour: Meaning, Importance – Personality: Types, Traits, Determinants – Values – Beliefs – Attitude: Components, Functions, Types (Job Related Attitudes). **Gamification for Experiential Learning:** • Personality – "Burst Your Anger" activity for identifying the one's personality • Attitude – Activity for understanding about attitude and realizing the importance of positive attitude.		
UNIT IV	**MOTIVATION, PERCEPTION & LEADERSHIP**	**8 Hours**
Motivation: Meaning, Theories, Motivation and Job Performance – Perception: Meaning, Importance, Process, Managing Perceptions – Leadership: Meaning, Traits, Styles & Leadership Theories. **Gamification for Experiential Learning:** • Motivation – "Sacrifice Game" activity aimed to enhance motivation among team members. • Leadership – "Blind Fall Activity" designed to bring out leadership qualities of the participants.		
UNIT V	**MANAGING GROUP BEHAVIOUR**	**8 Hours**
Groups: Types, Stages in formation, Group Dynamics, Group Cohesiveness – Conflict: Meaning, Sources, Types, Resolution Techniques – Introduction to Organizational Culture – Change Management: Types, Process. **Gamification for Experiential Learning:** • Performing in Groups – An activity "Fill the Empty" to unveil the importance of group cohesiveness for enhanced performance. • Change Management – "Board Game" to experience the nuances of change management in varied situations.		
Suggested Self-Study Topics:		
Line vs. Staff authority, Centralization vs. Decentralization in organizational structure, Strong vs. Weak organizational culture, John Holland's Theory of career choice, Emotions, Felt vs. Expressed emotions, Classical conditioning, Operant conditioning, Group Thinking		
	Tutorial	**10 Hours**
	Theory	**30 Hours**
	Total	**40 Hours**

References

1. Harold Koontz and Heinz Weihrich, Essentials of Management: An International, Innovation, And Leadership Perspective, 10th edition, Tata McGraw-Hill Education, 2020.
2. Stephen P Robbins, Timothy A Judge, Neharika Vohra, Organizational Behaviour, Pearson Education, 2022.
3. Steven L McShane, Mary Ann Von Glinow, Himanshu Rai, Organizational Behaviour, Tata McGraw Hill, Latest Edition, 2022.
4. Dr Neeru Vasishth, Dr Vibhuti Vasishth, Principles of Management, Texmann Publications Pvt Ltd, 2022.
5. J.S. Chandan, Organizational Behaviour, Vikas Publication, 3rd Edition, 2018.

Online Resources

1. https://onlinecourses.nptel.ac.in/noc23_mg33/preview
2. https://elearning.uou.ac.in/pluginfile.php/108550/mod_page/content/6/PrinciplesofManagement-OP_ulIS5L6.pdf
3. https://www.udemy.com/course/principles-of-management-j/
4. https://www.mygreatlearning.com/academy/learn-for-free/courses/principles-of-management
5. https://onlinecourses.nptel.ac.in/noc22_mg78/preview

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24MB102	Business Economics	L	T	P	C
		3	0	0	3

Pre-requisite	Assessment Pattern	

	Mode of Assessment	Weightage (%)
• Understanding of Economic Concepts and Frameworks. • Critical Thinking and Problem-Solving Skills and basic financial literacy.	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To provide basic knowledge of production, demand forecasting, supply, and demand.
- To give inputs of analysing different market conditions.
- To explicate the basic decision-making process and the role of psychology and behavioural approaches to studying economics.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to

CO1	Indicate the advantages of Internal Economies of Scale.
CO2	Assess the demand and supply functions for creating a favorable impact on business operations.
CO3	Integrate the different strategies of perfect and imperfect market.
CO4	Compare the role of monetary policy and fiscal policy to control inflation.
CO5	Illustrate the behavioural perspectives on economic rationality.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	1							
2	3	1	1	2				2	
3	2		1					2	
4	2								
5	1								3

UNIT I	INTRODUCTION TO BUSINESS ECONOMICS	4 Hours

Nature and Scope of Business Economics, Macro and Microeconomics, Basic problems of an Economy, Organization and Economy – Objectives of business, Production Possibility Curve, Production and Cost analysis Opportunity Cost principle, Economics of Information.

UNIT II	CONCEPT OF DEMAND AND SUPPLY	6 Hours

Different Concepts of Demand, Demand Curve, Determinants of Demand, Law of Demand, Demand Forecasting Methods, Market Equilibrium, Concepts of Elasticity. Concept of Supply, Supply Curve, Conditions of Supply, Elasticity of Supply, Economies of Scale.

UNIT III	MARKET STRUCTURE	6 Hours
Perfect Competition, Monopoly, Sources of Monopoly Power, Monopolistic Competition, Oligopoly, Oligopolistic Market, Price rigidity, Cartels and Price Leadership Models, Economic Inefficiency, Price Determination Under Perfect Competition, Monopolistic Competition and Monopoly.		
UNIT IV	MACRO-ECONOMIC INDICATORS	6 Hours
Price Indices, Inflation-Types of inflation, Deflation, Business Cycle and Stabilization Policies, Monetary and Fiscal Policy, National Income and its Components- GNP, NNP, GDP, NDP, Tax Regime.		
UNIT V	INTRODUCTION TO BEHAVIOURAL ECONOMICS	8 Hours
Origins of Behavioural Economics, Nature of Behavioural Economics, Principles of Behavioural Economics- Loss Aversion, Anchoring, Nudging, Discounting, Social Proof, Decision Fatigue.		
Suggested Self-Study Topics:		
Utility Analysis, Barometric Indicators, Price Discrimination, Economical aspects of taxation, Self-evaluation and projection bias.		
	Total	**30 Hours**
References		
1. N. Gregory Mankiw, Principles of Macroeconomics, 7th Edition, Cengage Learning, 2018.		
2. Geetika, Piyali Ghoshand, Purba Roy Chowdhury, Managerial Economics, 3rd Edition, Tata McGraw Hill, 2017.		
3. Nick Wilkinson, Matthias Klaes, An Introduction to Behavioural Economics, 3rd Edition, The Red Globe Press, 2018.		
4. Paul Krugman and Robin Wells, "Microeconomics" 5th Edition, Worth Publishers, 2018.		
5. R. Glenn Hubbard and Anthony P. O'Brien, "Microeconomics", 9th Edition, Pearson, 2021.		
Online Resources		
1. https://www.coursera.org/specializations/managerial-economics-business-analysis.		
2. https://www.coursera.org/learn/macroeconomics-for-business-management.		
3. Principles of Economics - Course (nptel.ac.in)		
4. An Introduction to Microeconomics - Course (nptel.ac.in)		
5. Principles of Macroeconomics - I - Course (swayam2.ac.in)		

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24MB103	Business Law			L	T	P	C
				3	0	0	3

Pre-requisite	Assessment Pattern	
• Basics in Business Administration and Economics.	**Mode of Assessment**	**Weightage (%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To instil in students an awareness of the legal framework of a Contract.
- To understand the basics of special contracts and Sale of Goods Act.
- To gain an insight into Negotiable Instruments Act and Companies Act.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to

CO1	Understand the fundamental aspects of a legal Contract.
CO2	Assess the need of Special Contracts and their implementation in Commercial Transaction.
CO3	Differentiate the Rights of Buyers and Sellers under the Sale of Goods Act.
CO4	Outline the functional aspects of Negotiable Instruments.
CO5	Show the various aspects involved in forming a Company.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3							2	2
2	3							2	3
3	3							2	2
4	3							2	2
5	3							2	3

UNIT I	LAW OF CONTRACT	6 Hours

Meaning and Essentials of a Valid Contract, Classification, Offer and Acceptance, Free Consent, Capacity, Consideration, Performance of Contract, Discharge and Remedies for Breach.

UNIT II	SPECIAL CONTRACTS	6 Hours

Indemnity and Guarantee, Bailment and Pledge, Contract of Agency, Partnership – Formation of Partnership, Registration of Firms, Relations of Partners, Dissolution of Partnership and Firm, Introduction to Cyber Law.

UNIT III	SALE OF GOODS	6 Hours

Formation of Contract of Sale of Goods, Conditions and Warranties, Transfer of Property, Performance of Contract, Rights of an Unpaid Seller, Sale by Auction, Introduction to Consumer Protection Act.

UNIT IV	NEGOTIABLE INSTRUMENTS	6 Hours

Features of Negotiable Instruments, Promissory Note, Cheque, Bill of Exchange, Holder in Due Course, Types of Negotiation, Presenting Negotiable Instruments.

UNIT V	COMPANIES ACT	6 Hours
Nature, Kinds, Formation, Articles and Memorandum of Association, Prospectus, Board of Directors – Appointment and Powers, Company Management.		
Suggested Self-Study Topics:		
Implication of Contract with Minor, Limited Liability Partnership, Caveat Emptor, Foreign Bills, One Man Company.		
	Total	**30 Hours**

References

1. Kapoor N D, Elements of Mercantile Law, Sultan Chand & Sons Pvt. Ltd, 2020.
2. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill, 2018.
3. P. C. Tulsian, Business and Corporate Law for CA PE – II, New Delhi: Tata McGraw Hill, 2017.
4. Padhi, P. K., Legal Aspects of Business, PHI Learning, 2015.
5. S. Yatindra, Cyber Laws, Universal Law Publishing Co, 2016.

Online Resources

1. https://www.edx.org/learn/business-law
2. https://onlinecourses.nptel.ac.in/noc22_mg52/preview
3. https://onlinecourses.swayam2.ac.in/nou22_cm16/preview
4. https://iica.nic.in/scl_about.aspx
5. https://iblronline.com/

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24MB104	Statistics for Business Decisions	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Basics of Statistics or Business Mathematics • Analytical skills	**Mode of Assessment**	**Weightage (%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable the students to have an insight into basic statistical techniques.
- To gain an understanding about hypothesis testing, using tools such as Z test, F test, ANOVA, chi-square tests, regression & correlation analysis, and non-parametric tests.
- To enable the students to draw conclusions from the analysis for better decision making.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilitiesin highly volatile business environment.
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.

Course Outcomes (COs)

The students will be able to

CO1	Analyze the collected information using descriptive and inferential statistics to interpret the collected data.
CO2	Generate Hypothesis to draw meaningful conclusions.
CO3	Analyze the collected data using univariate and bivariate statistical tools.
CO4	Produce the future sales / profit and other variables forecast using correlation and regression.
CO5	Apply non-parametric tests for drawing meaningful conclusions.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	1	3							
2	1	3							
3	1	3							
4	1	3							
5	1	3							

UNIT I	DESCRIPTIVE STATISTICS	8 Hours

Introduction to Statistics, Measures of Central Tendency - Mean, Median, Mode, Weighted Mean, Geometric Mean, Harmonic Mean, Measures of Position – Percentiles, Quartiles, Decile. Measures of Variability- Range, Inter-Quartile Range, Variance, Standard Deviation, Coefficient of Variation.

UNIT II	EXPERIMENTS AND SAMPLE SPACE	7 Hours

Basic Probability concepts –Events and Sample Spaces, Contingency Tables and Venn diagrams, Simple Probability, Joint Probability, Marginal Probability, General Additional Rule, Conditional Probability – Computing Conditional Probabilities, Independence, Multiplication rules, Bayes theorem.

UNIT III	COVARIANCE, CORRELATION AND REGRESSION	8 Hours

Dependent vs. Independent Variables, Covariance, Correlation Coefficient (Pearson and Spearman's Rank Correlation), Simple Linear Regression.

UNIT IV	DISTRIBUTION, ESTIMATION & PARAMETRIC TESTS	9 Hours

Distribution – Probability Distribution, Normal Distribution. Point Estimates, Interval Estimates and Confidence Intervals. Hypothesis Testing, Level of Significance, Type I, Type II Error, Z- Test, t-test (One Sample and Two Sample) and ANOVA (One Way) – Basic computation.

UNIT V	NON-PARAMETRIC TESTS	8 Hours
Chi-Square Test, Mann-Whitney U Test/Wilcoxon Rank Sum Test, Wilcoxon Rank Signed Test and Kruskal-Wallis Test, Friedman Test.		
Suggested Self-Study Topics		
Counting Rules, Binomial Distribution, Poisson distribution, Rectangular distribution, Triangular distribution		
	Tutorial	**10 Hours**
	Theory	**30 Hours**
	Total	**40 Hours**
References		
1. Mark L Berenson, David M. Levine, Kathryn A. Szabat, David F. Stephan, Basic Business Statistics: Concepts and Applications, 14th Edition, Pearson Education, 2019. 2. Andy P. Field, Discovering Statistics using IBM SPSS Statistics, Sage Publishers, 2019. 3. James T. McClave, P. George Benson, Terry Sincich, Statistics for Business and Economics, 13th Edition, Pearson Education, 2018. 4. Robert Stine, Dean Foster, Statistics for Business: Decision Making and Analysis, 3rd Edition, Pearson Education, 2020. 5. Bruce Bowerman, Richard O'Connell, Emilly Murphree, Business Statistics in Practice using Data, Modelling and Analytics, 8th Edition, Tata McGraw Hill, 2019.		
Online Resources		
1. https://archive.nptel.ac.in/courses/110/107/110107114/ 2. https://www.hbsp.harvard.edu/product/6007-HTM-ENG 3. https://iimbx.iimb.ac.in/statistics-for-business-i/ 4. https://www.edx.org/learn/statistics/indian-institute-of-management-bangalore-statistics-for-business-ii 5. https://www.managementconcepts.com/course/id/4680		

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24MB105	Accounting for Management	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Basic Accounting Environment	**Mode of Assessment**	**Weightage (%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To acquaint the students with the fundamental principles of accounting.
- To enable the students to read and understand financial statements.
- To enhance the knowledge of students in costing, budgeting and decision making.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to

CO1	Generate the financial statements by applying accounting principles.
CO2	Analyze and interpret the financial statements for effective decision making.
CO3	Describe the fundamental concepts of cost accounting and Analyze reports to makesound pricing decisions.
CO4	Evaluate the overheads and other costs across various products.
CO5	Gain insights about Break Even Analysis and applications of marginal costing.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3								2
2	3								2
3	3								3
4	3								1
5	3								2

UNIT I	INTRODUCTION TO FINANCIAL ACCOUNTING	8 Hours

Introduction, Meaning, Branches and Objectives of Accounting, Concepts and Conventions of Accounting, An Overview of Journal, Ledger and Trial Balance, Depreciation Accounting, Preparation of financial statements, Financial reporting (IGAAP and IFRS)

UNIT II	FINANCIAL STATEMENT ANALYSIS	8 Hours

Financial Statements, Characteristics, Limitations, Methodical Classification, Analysis offinancial statements with managerial perspective: Comparative Balance Sheet, Common Size Statement, Ratio Analysis, Trend Analysis, Fund Flow Statement and Cash Flow Statement (Basic problems)

UNIT III	COST ACCOUNTING	8 Hours

Cost Accounting, Meaning & Objectives, Classification & Elements of Costs, Cost Concepts, Preparation of Cost Sheet, Apportionment of Cost, An Overview of Activity Based Costing.

UNIT IV	BUDGET AND BUDGETARY CONTROL	8 Hours
Budget and Budgetary Control, Cash Budget, Functional Budgets and Flexible Budget.		

UNIT V	CVP AND ALTERNATIVE BUSINESS DECISIONS	8 Hours
Cost Volume Profit Analysis, Break Even Analysis, Application of Marginal Costing Techniques in Managerial Decision Making.		

Suggested Self-Study Topics

Ind AS (Indian Accounting Standards), Recent Developments in Management Accounting, Inventory Valuation Methods - FIFO, LIFO, Average Cost Method, Zero based budgeting, Multi product firm and BEP.

	Tutorial	10 Hours
	Theory	30 Hours
	Total	40 Hours

References

1. N. Ramachandran Ram Kumar Kakani, Financial Accounting for Management, 4th Edition, Tata McGraw Hill, 2017.
2. R. Narayanaswamy, Financial Accounting - A Managerial Perspective, 7th Edition, Prentice Hall India, 2016.
3. M.Y. Khan and P. K. Jain, Management Accounting- Text, Problems and Cases, 7th Edition, Tata McGraw Hill, 2016.
4. Godwin, Alderman, Sanyal, Financial ACCT - Financial Accounting, 2nd Edition, Cengage Learning Private Limited, 2016.
5. Sawyers, Jackson, Jenkins, Arora Jenkins, Arora, Managerial ACCT – Managerial Accounting, 2nd Edition, Cengage Learning Private Limited, 2016

Online Resources

1. https://onlinecourses.nptel.ac.in/noc20_mg65/preview
2. https://www.edx.org/learn/management-accounting/indian-institute-of-management-bangalore-management-accounting-for-decision-making
3. https://www.edx.org/learn/business-administration/acca-management-accounting
4. https://www.edx.org/executive-education/the-london-school-of-economics-and-political-science-financial-analysis-and-management-accounting
5. https://archive.nptel.ac.in/courses/110/101/110101003/

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24MB106	Business Research Methods	L	T	P	C
		3	0	2	4

Pre-requisite	Assessment Pattern	
• Basic of Statistics	**Mode of Assessment**	**Weightage (%)**
	Continuous Internal Assessment	50
	Semester End Examinations	50

Course Objectives

- To develop the research orientation among the students and to acquaint them with fundamentals of research methods.
- To introduce the students to the basic concepts used in research and to scientific social research methods and their approach.
- To develop the skills for preparing research-based business reports.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to:

CO1	Execute research on a scientific basis and select appropriate research design.
CO2	Develop measurement tools and test for its validity and reliability.
CO3	Use appropriate data collection method and sampling technique.
CO4	Organize data and choose the appropriate statistical tools for analysis.
CO5	Generate the research report adopting the right tools for enhancing the quality of presentation.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	2	1	1				1	1
2	1	3	1	3					
3	2	2		1				1	
4	1	3		2				1	1
5	1	1	1	2					2

UNIT I	INTRODUCTION	7 Hours

Business Research: Concepts, Process, Literature Review, Variable types, Hypothesis, Types of Research, Characteristics of Good research. Research Design- Exploratory, Descriptive and Causal Research Design.

UNIT II	SCALING AND MEASUREMENT	6 Hours

Measurement and Scaling- Different Scales, Scaling Techniques. Data Collection Tools, Guidelines for Questionnaire Design, Construction of questionnaire. Pilot Testing. Validity and Reliability Testing.

UNIT III	SAMPLING DESIGN AND DATA COLLECTION	6 Hours
Sampling Design – Population, Sample Unit, Sample Size, Sampling Frame, Sampling Techniques. Primary and Secondary Sources of Data. Formulation of Hypothesis, Interviews and Observation.		

UNIT IV	DATA PREPARATION AND ANALYSIS	6 Hours
Data Preparation- Editing, Coding, Data Entry. Tests of Significance. Parametric and Non-Parametric Tests, Univariate, Bivariate and Multivariate Statistical Techniques. Usage of statistical tool SPSS for Data analysis.		

UNIT V	REPORT PREPARATION	5 Hours
Techniques of Interpretation. Report writing – Steps, Layout, Types. Oral presentation. Executive Summary. Norms for using Tables, Charts, Diagrams, Index, Bibliography. Research Ethics. Plagiarism. Tools for Report writing.		

Suggested Self-Study Topics

Cross-Sectional and Longitudinal Studies, Qualitative Research, Post Facto Research, Format for Journal publication.

List of Laboratory Experiments

Experiment 1	
Transcribing data in SPSS	2 Hours

Experiment 2	
Exploring Data – Histogram, Box and Whisker Plot, Scatter Plot	2 Hours

Experiment 3	
Descriptive Statistics	2 Hours

Experiment 4	
Checking for Reliability, Normality and Homogeneity of Variance	2 Hours

Experiment 5	
Conducting Factor Analysis	2 Hours

Experiment 6	
Conducting Non-Parametric Tests	2 Hours

Experiment 7	
Conducting Parametric Tests	2 Hours

Experiment 8	
Conducting Discriminant Analysis	2 Hours

Experiment 9	
Correlation and Regression	2 Hours

Experiment 10	
Conducting Cluster Analysis	2 Hours
Laboratory	20 Hours
Theory	30 Hours
Total	50 Hours

References
1. William G. Zikmund, Business Research Methods, Thomson Learning, 8th Edition, 2018.
2. Naresh K. Malhotra, Marketing Research - An Applied Orientation, 7th Edition, Pearson Education, 2019.
3. Uma Sekaran, Research Methods for Business, Wiley India, 7th Edition, 2016.
4. Donald R. Cooper and Pamela S. Schindler, Business Research Methods, Tata McGraw Hill Publishing Company Limited, 11th Edition, 2018
5. Krishnaswamy, Appa Iyer Sivakumar, Mathirajan, Management Research Methodology, 1st Edition, Pearson, 2018.
Online Resources
1. https://onlinecourses.nptel.ac.in/noc24_mg42
2. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4178691
3. https://link.springer.com/book/10.1007/978-3-319-94153-0
4. https://guides.library.illinois.edu/c.php?g=347869&p=2345388
5. https://statistics.laerd.com/

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24MB107	Managerial Skill Development - I	L	T	P	C
		0	0	4	2

Pre-requisite	Assessment Pattern	
• Basic Communication Skills	**Mode of Assessment**	**Weightage (%)**
	Continuous Internal Assessment	60
	Semester End Examinations	40

Course Objectives

- To make the students to learn the various communication methods followed in the corporate world.
- To enhance competency in listening, speaking, and writing skills.
- To train the students in the preparation of various report, business presentations, resume, job applications and attending employment interviews.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to:

CO1	Understand the application of communication skills under different circumstances.
CO2	Demonstrate different forms of written communication required in a business context.
CO3	Apply the techniques required for effective speaking and listening skills.
CO4	Demonstrate techniques to enhance social networking skills.
CO5	Create professional covering letter and resume with necessary information to apply for interviews.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	1		1		3	2			2
2	2		3		3				3
3	2		3		3	2			3
4	1		1	1	1	2			3
5			2		2				1

List of Laboratory Experiments

Activity / Experiment 1	
Business Communication – Components, Types, Communication in Digital Era, Mistakes in Communication	**4 Hour**

Activity / Experiment 2	
Business Letters – Positive, Negative and Neutral, Sales Letters, Complaint Letters and Enquiry Letters.	**4 Hour**

Activity / Experiment 3 Letters related to HR – Offer letter, Warning letter, Transfer Letter, Promotion Letter	**4 Hours**
Activity / Experiment 4 Adapting E-Mail Correspondence and E-Mail Etiquettes	**4 Hours**
Activity / Experiment 5 Drafting Memos, Agenda and Minutes of Meeting	**4 Hours**
Activity / Experiment 6 Framing Advertisements, Slogans, Captions	**4 Hours**
Activity / Experiment 7 Preparing Press Releases, Business Proposals	**4 Hours**
Activity / Experiment 8 Non-Verbal Communication – Body Language, Business Etiquettes	**4 Hours**
Activity / Experiment 9 Managerial Speeches – Presentations, Extempore, Introduction, Thanking	**4 Hours**
Activity / Experiment 10 Preparing Resume, Job Applications, Preparing for Job Interviews	**4 Hours**
Total	**40 Hours**

References

1. Aruna Koneru, Professional Communication, Tata McGraw Hill, 2018.
2. Raymond V. Lesikar, Business Communication (SIE): Connecting in a Digital World, 13th Edition, McGraw Hill Education, 2018.
3. Rajendra Pal, J.S. Korlahalli, Essentials of Business Communication, 13th Edition, Sultan Chand & Sons, 2021.
4. Matthukutty M Monippally, Business Communication: From Principles to Practice, 1st Edition, Tata McGraw Hill, 2018
5. Neera Jain, Shoma Mukherji: Effective Business Communication," 2nd Edition, Tata McGraw Hill, 2020.

Online Resources

1. https://onlinecourses.swayam2.ac.in/nou24_cm10
2. https://onlinecourses.nptel.ac.in/noc24_hs58
3. https://www.coursera.org/learn/business-english-intro?specialization=business-english
4. https://www.coursera.org/learn/communication-strategies-virtual-age
5. https://www.coursera.org/learn/art-of-job-interview

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SECOND SEMESTER

24MB201	Marketing Management	L	T	P	C
		3	0	0	3

Pre-requisites	Assessment Pattern	
• Management Principles	Mode of Assessment	Weightage (%)
• Business Environment	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To provide insights on the basic concepts of marketing and the various marketing environment factors that impact formulation of marketing strategies.
- To disseminate clear understanding about STP in marketing and dynamics of consumer behaviour.
- To facilitate understanding about the element of marketing mix and the adoption of contemporary marketing practices.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to

CO1	Interpret the various marketing concepts, marketing philosophies and marketing environment factors.
CO2	Implement the concept of STP and examine the dynamics of buyer behavior in arriving at marketing decisions.
CO3	Outline the marketing strategies encompassing product development, marketing of services and pricing strategies.
CO4	Parse the marketing strategies that leverage marketing channels, sales management, and promotion techniques.
CO5	Integrate the contemporary marketing practices and adapt to the futuristic changes.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3								1
2									1
3							3		2
4	3						3		1
5							2		1

UNIT I	INTRODUCTION	6 Hours

Marketing: Definition, History, Importance – Marketing Management – Core Concepts: Needs, Wants, Demands – Philosophies / Orientations - Marketing Environment: Micro and Macro – Marketing Mix – Product, Price, Place and Promotion.

UNIT II	STP & BUYER BEHAVIOUR	6 Hours

Segmenting: Levels, Bases – Targeting: Strategies – Positioning: Differentiation, Positioning Strategies – Understanding and Influencing Buyer Behaviour.

UNIT III	ELEMENTS OF MARKETING MIX – PRODUCT AND PRICE	6 Hours

Product: Levels, New Product Development, Product Life Cycle, Product Decisions– Marketing of Services - Pricing: Methods, Responding to Price changes

UNIT IV	ELEMENTS OF MARKETING MIX – PLACE AND PROMOTION	6 Hours
Place: Marketing Channels, Levels, Channel Management, Rural Marketing, Sales Management, Sales Process – Promotion: Marketing Communication Process, Modes of Communication, Media – Advertising and Branding, Publicity		
UNIT V	CONTEMPORARY CONCEPTS	6 Hours
Retail Sales – Field Sales - Digital Marketing – Social Media Marketing – Neuro Marketing – Inbound and Outbound Marketing – Marketing Analytics – Marketing Information System, Green Marketing.		
Suggested Self-Study Topics		
Marketing Scenario Analysis, Above the line and below the line Marketing, Marketing Plan, Strategic Marketing, Recent Trends in Marketing Research, Branded Contents, Sensory Marketing.		
	Total	**30 Hours**
References		
1. Philip Kotler, Kevin Lane Kellar, Abraham Koshy, and Mithileswar Jha, Marketing Management: A South Asian Perspective, Pearson, 2020.		
2. Lamb, Hair, Sharma, McDaniel, MKTG: A South-Asian Perspective, Cengage Learning, New Delhi 2016.		
3. Rajan Saxena, Marketing Management, 6th Edition, Tata McGraw Hill, New Delhi, 2019.		
4. Gupta Prachi, Aggarwal Ashita, Marketing Management: Indian Cases , 1st Edition, Pearson, 2020.		
5. V. S. Ramaswamy, S. Namakumari, Marketing Management: Indian Context Global Perspective, 6th Edition, Sage Publications, 2018.		
Online Resources		
1. https://onlinecourses.nptel.ac.in/noc22_mg57/preview		
2. https://onlinecourses.nptel.ac.in/noc22_mg05/preview		
3. https://onlinecourses.nptel.ac.in/noc23_mg23/preview		
4. https://www.edx.org/learn/marketing-management/indian-institute-of-management-bangalore-marketing-management		
5. https://www.edx.org/learn/marketing/university-of-british-columbia-introduction-to marketing#!		

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24MB202	Human Resource Management	L	T	P	C
		3	0	0	3

Pre-requisites	Assessment Pattern	
• Management Principles	**Mode of Assessment**	**Weightage (%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable the students to understand the various HR functions in-depth.
- To familiarize students with contemporary practices.
- To equip the students with required competencies in the field of human resources.

Programme Outcomes (POs)

PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.

Course Outcomes (COs)

The students will be able to

CO1	Execute policies and systems for all HR sub-functions.
CO2	Analyze the factors to deal with multi-cultural workforce.
CO3	Implement training methods for developing workforce to meet dynamic environment.
CO4	Assess the performance of workforce in organization.
CO5	Comprehend the different methods of compensation.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1						3		2	
2						3		2	
3						3		2	
4						3		1	
5						3		1	

UNIT I	INTRODUCTION	6 Hours

HRM-Nature, Scope, Definition, Objectives and Functions of HRM, Models of HRM, HR policies, HRM in the changing environment, Role of AI in HRM.

UNIT II	STAFFING	6 Hours

Human Resource Planning, Job Analysis, Job Description, Job Specification, Job Design, Recruitment, Selection, Induction, Placement.

UNIT III	LEARNING AND DEVELOPMENT	6 Hours

Training and Development, Principles of Learning, Objectives, Training need Analysis, Training calendar, Training Methods, Training evaluation, Management Development: Meaning, Scope, Objectives and Methods.

UNIT IV	PERFORMANCE MANAGEMENT	6 Hours

Performance Appraisal: Introduction, Identification of issues in performance appraisal, Uses and limitations of Performance Appraisal, Methods of appraisal. Performance Management, Career Management, Grievances Redressal.

UNIT V	COMPENSATION MANAGEMENT	6 Hours
Compensation – Concepts and Principles, Influencing Factors, Current Trends in Compensation – Methods of Payment – Incentives and Rewards. Job Evaluation-Concepts and Methods.		
Suggested Self-Study Topics		
IHRM, HRIS, e-Learning, Changing roles of HR during the transition from Local to Global, Competencies required for International Managers.		
	Total	**30 Hours**

References

1. K. Aswathappa, Sadhana Dash, Human Resource and Personnel Management - Text and Cases, 10th Edition, Tata McGraw Hill, 2023.
2. Biswajeet Pattanayak, Human Resource Management, 5th Edition, Prentice Hall of India, 2020.
3. Gary Dessler and Biju Varkkey, Human Resource Management, 7th Edition, Pearson Education Limited, 2023.
4. Bernardin H John Human Resource Management-An Experiential Approach, Tata McGraw Hill, 2015.
5. Denisi, Griffin, Sarkar, Human Resource Management, 2nd edition, Cengage Learning, 2016.

Online Resources

1. https://www.mygreatlearning.com/academy/learn-for-free/courses/human-resource-management
2. https://www.edx.org/learn/economics/the-international-monetary-fund-vitara-human-resource-management
3. https://archive.nptel.ac.in/courses/110/105/110105069/
4. https://onlinecourses.nptel.ac.in/noc20_hs48/preview
5. http://acl.digimat.in/nptel/courses/video/122105020/L01.html

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24MB203	Operations Management	L	T	P	C
		3	1	0	4

Pre-requisites	Assessment Pattern	
• Management Principles • Basics of Statistics	**Mode of Assessment**	**Weightage (%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To acquaint with production terminology and concepts.
- To enable the students to comprehend the important aspects like production system, layout, production planning and inventory management.
- To enable the students to evaluate the utility of work measurement techniques.

Programme Outcomes (POs)

PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.

Course Outcomes (COs)

The students will be able to

CO1	Understanding of production system according to the nature of the product.
CO2	Interpret the factors influencing the selection of location and layout.
CO3	Design the process of strategic planning to meet out the production requirements.
CO4	Analyze the inventory requirements and management.
CO5	Evaluate the work measurement techniques to choose capacity and demand of service in operations.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1			2						
2			3						
3			2						
4			2						
5			3						

UNIT I	INTRODUCTION	8 Hours

Production Management: Evolution and Functions of Production Management. Production Systems: Job, Batch, Mass, Continuous Flow, Group technology, Line Balancing (Problems).

UNIT II	PRODUCTION LOCATION AND LAYOUT	9 Hours

Location Decision: Factors Affecting Location Decision. Facility Layout: Product, Process Layout, Cellular Layout, Fixed Position Layout. Operation Layout for service industries.

UNIT III	PROCESS PLANNING IN PRODUCTION AND SERVICE	7 Hours

Process Planning: Characteristics and Functions, Capacity Requirement Planning: Methodology Aggregate planning: Methodology. Master Production Schedule, Material Requirement Planning. Manufacturing Resource Planning (MRP) II. Managing capacity and demand in service, Service supply relationship, GANTT Chart.

UNIT IV	INVENTORY MANAGEMENT	8 Hours

Independent Demand model: Economic Order Quantity (EOQ) Model (Problems). Types of Inventory control - P System, Q System, and Techniques of Inventory control: ABC Analysis (Problems), Just in Time (JIT), KANBAN.

UNIT V	WORK MEASUREMENT TECHNIQUES AND LEAN MANUFACTURING	8 Hours

Work Measurement Techniques: Time Study, Method Study, Time Measurement (MTM), Work Sampling (Problems), Lean Manufacturing: 7 Wastes, KAIZEN, 5S.

Suggested Self-Study Topics

Cellular manufacturing, Centre of gravity model, Product tree, Andons and Motion study.

	Tutorial	10 Hours
	Theory	30 Hours
	Total	40 Hours

References

1. Norman Gaither and Greg Frazier., Operations Management, New Delhi: Cengage Learning, 2017.
2. KanishkaBedi, Production and Operations Management, 3rd Edition, Tata McGraw Hill Education India, 2016.
3. S.N.Chary, Production and Operations Management, 6th Edition, Tata McGraw Hill, 2019.
4. Byron J Finch, Operations Now, Tata McGraw Hill, 2016.
5. Chase Jacobs, Aquilano, and Agarwal, Operations Management for Competitive Advantage, special edition, Tata McGraw Hill, 2016.

Online Resources

1. https://learninglink.oup.com/access/jones-robinson2e-student-resources
2. https://www.edx.org/learn/operations-management
3. https://www.smartsheet.com/operations-management
4. https://om.utdallas.edu/program-resources/
5. https://www.coursera.org/courses?query=operations%20management

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24MB204	Financial Management	L	T	P	C
		3	0	2	4

Pre-requisite	Assessment Pattern	
• Management Principles • Knowledge in Financial and Management Accounting	Mode of Assessment	Weightage (%)
	Continuous Internal Assessment	50
	Semester End Examinations	50

Course Objectives

- To understand the fundamentals of Financial Management.
- To impart the skills on Investment, Financing and Dividend decisions.
- To estimate the requirements of working capital of an organization.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to:

CO1	Analyze the business decisions using Time Value of Money.
CO2	Evaluate alternative investments using Capital Budgeting Techniques.
CO3	Analyze the impact of long-term sources of financing.
CO4	Analyze the impact of dividend decisions on the value of the firm.
CO5	Analyze the working capital needs and use suitable sources.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1					1				3
2					1				3
3	1	3		2				1	2
4	1	3	1	2				1	2
5	1	2	2	2				1	2

UNIT I	FUNDAMENTALS OF FINANCIAL MANAGEMENT	6 Hours

Introduction: Evolution of Financial Management, Goals / Objectives of Financial Management, Financial Management Decisions, Forms of Business Organizations. Time Value of Money: Present Value and Future Value Concepts for different cashflow streams.

UNIT II	INVESTMENT DECISIONS	6 Hours

Capital Budgeting: Process, Project Classification – Discounted Cash flow Techniques: Net Present Value, Internal Rate of Return, Profitability Index, Discounted Payback Period – Non-Discounted Cash Flow Techniques: Payback Period, Accounting Rate of Return – Capital Rationing.

UNIT III	FINANCING DECISIONS	7 Hours
Cost of Capital: Cost of Debt, Preference Shares, Equity and Retained earnings, Weighted Average Cost of Capital (WACC). Capital Structure: Definition, Factors determining Capital Structure, EBIT – EPS Analysis, In-difference point. Leverage Analysis: Financial Leverage, Operating Leverage and Combined Leverage.		

UNIT IV	DIVIDEND DECISIONS	5 Hours
Dividend Policy: Dividend, Forms of Dividend, Determinants of Dividend Policy – Theories: Relevance and Irrelevance.		

UNIT V	WORKING CAPITAL DECISIONS	6 Hours
Meaning of Working Capital, Determinants, Estimation of working capital requirement, Current Assets Financing Policy, Operating Cycle and Cash Cycle. An overview of Cash, Receivables and Inventory Management.		

Suggested Self-Study Topics
Real and Nominal Interest Rate, Modified Internal Rate of Return (MIRR), EBIT-EPS Analysis, Share Split and Bonus shares, Tax aspects of dividend, Working capital committees.

List of Laboratory Experiments

Experiment 1 Calculating Present Value (PV) of different cashflow streams	**2 Hours**

Experiment 2 Calculating Future Value (FV) of different cashflow streams	**2 Hours**

Experiment 3 Analyzing alternative investment decisions using DCF Techniques	**2 Hours**

Experiment 4 Analyzing alternative investment decisions using Non-DCF Techniques	**2 Hours**

Experiment 5 Calculating Cost of Capital for various sources of funds	**2 Hours**

Experiment 6 EBIT – EPS Analysis using What-if Analysis	**2 Hours**

Experiment 7 Calculating Financial, Operating and Combined Leverages	**2 Hours**

Experiment 8 Analyze the impact of Dividend Decisions on Value of the Firm	**2 Hours**

Experiment 9 Calculating Operating Cycle	**2 Hours**

Experiment 10 Estimation of Working Capital Requirements	**2 Hours**

Laboratory	**20 Hours**
Theory	**30 Hours**
Total	**50 Hours**

References
1. I M. Pandey, Financial Management, 12th Edition, Vikas Publishing House Private Ltd, New Delhi, 2019.
2. Van Horne and John M Wachowicz, Fundamentals of Financial Management, 13th Edition, Pearson Education India, New Delhi, 2015.
3. Prasanna Chandra, Financial Management- Theory and Practice, 9th Edition, Tata McGraw-Hill Publishing Company Ltd, New Delhi, 2017.
4. M. Y. Khan and P. K. Jain, Financial Management- Text, Problems and Cases, 8th Edition, Tata McGraw Hill Publishing Company Ltd, New Delhi, 2018.
5. Brigham and Houston, Fundamentals of Financial Management, 13th Edition, Cengage Learning India Private Limited, New Delhi, 2015.

Online Resources
1. https://alison.com/tag/financial-management
2. https://www.mygreatlearning.com/academy/learn-for-free/courses/introduction-to-financial-management
3. https://www.coursera.org/courses?query=financial%20management
4. https://www.practicalmoneyskills.com/en/resources/free_materials.html
5. https://onlinecourses.nptel.ac.in/noc20_mg31/preview

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24MB205	Operations Research		L	T	P	C
			3	0	2	4

Pre-requisite	Assessment Pattern	
• Management Principles • Production, Operation, Facility, Logistics • Work Allocation, Time Study, Motion Study.	**Mode of Assessment**	**Weightage (%)**
	Continuous Internal Assessment	50
	Semester End Examinations	50

Course Objectives

- To enable the students to have insight into basic linear programming.
- To enable the students to analyse and understand operations research techniques in business operations.
- To enable the students to become more analytical for solving real life problems.

Programme Outcomes (POs

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.

Course Outcomes (COs)

The students will be able to:

CO1	Construct the Linear Programming for profit maximization and cost minimization.
CO2	Analyse the transportation and assignment technique for optimization.
CO3	Apply the tools and techniques of CPM and PERT to manage the projects.
CO4	Assess the risk and uncertainty and apply the decision making.
CO5	Evaluate the queuing model and replacement model for enhancing operational efficiency.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	2	1							
2	3	2		2					
3	2	2							
4	2	1		2					
5	3	1		2					

UNIT I	LINEAR PROGRAMMING	7 Hours

Linear Programming, Formulation, Solving LPP: Graphical method, Simplex method- Dual simplex method- Principles of Duality- Sensitivity Analysis.

UNIT II	TRANSPORTATION AND ASSIGNMENT	6 Hours

Transportation problems-North-West Corner Solution, least cost, Vogel's Approximation Method (VAM) – Test of optimality - MODI method, Assignment Problem: Hungarian method. Travelling Salesmen Algorithm.

UNIT III	NETWORK TECHNIQUES	6 Hours

Introduction- Phases of project management, Guidelines for network construction-Critical Path Method-CPM float calculations-PERT analysis.

UNIT IV	GAME THEORY	6 Hours
Game Theory-Two-person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination 20 (Averages)-Decision making under risk, Expected Monetary Value approach, Decision Trees- Monte-carlo simulation, Nash Equilibrium.		

UNIT V	QUEUING THEORY	5 Hours
Queuing Theory – Structure and Characteristics of Queuing System, Solution to the practical problems on Poisson – exponential, single server model infinite population. Waiting line models: Features and Terminologies.		

Suggested Self-Study Topics

Linear Programming Big M-Method and Two –Phase Method, Economic Interpretation of Dual, Unbalanced Transportation Problems, Prohibited Routes, Unique Vs. Multiple Optimal Solutions, Inventory Model with Planned Shortages, Solution of m x n Games –Formulation and Solution as an LPP, Multistage Decision-Making problems.

List of Laboratory Experiments

Experiment 1	
Construct a Linear Programming model using solver.	2 Hours

Experiment 2	
Solving Linear Programming with sensitivity analysis.	2 Hours

Experiment 3	
Solving Transportation Problem	2 Hours

Experiment 4	
Construct the Optimized solution for the Assignment.	2 Hours

Experiment 5	
Solve the Travelling Salesman Problem	2 Hours

Experiment 6	
Calculate the expected time using PERT	2 Hours

Experiment 7	
Find out the Critical Path	2 Hours

Experiment 8	
Decision Tree Analysis	2 Hours

Experiment 9	
Determine the value of the game using Game Theory.	2 Hours

Experiment 10	
Applying Single Server Queuing Model.	2 Hours
Laboratory	20 Hours
Theory	30 Hours
Total	50 Hours

References
1. Hamdy A. Taha, Operations Research - An Introduction, 10th Edition, Pearson Education, 2020.
2. G. Srinivasan, Operations Research: Principles and Applications, 3rd Edition, MacMillan India, 2019.
3. Frederick S. Hillier and Gerald J. Lieberman, Introduction to Operations Research, 10th Edition, Tata McGraw Hill, 2019.
4. J.K. Sharma, Operations Research: Techniques and Applications, 6th Edition, MacMillan India, 2019.
5. Wayne L. Winston, Operations Research: Algorithms and Applications, Pearson Education, 2019.
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2. https://nptel.ac.in/courses/110106062
3. https://www.edx.org/learn/operations-management/indian-institute-of-management-bangalore-operations-management
4. https://www.classcentral.com/course/swayam-operations-research-14219
5. https://om.utdallas.edu/program-resources/

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24MB206	Business Analytics and Intelligence	L	T	P	C
		3	0	2	4

Pre-requisite	Assessment Pattern	
• Management Principles	**Mode of Assessment**	**Weightage (%)**
• Business Environment	Continuous Internal Assessment	50
• Basic Computer Knowledge	Semester End Examinations	50

Course Objectives

- To acquaint the students with the basics of Business Intelligence.
- To enable the students to understand Data Integration and Multidimensional Data Modelling.
- To enhance the knowledge of students in Measures, Metrics, KPIs, Performance Management and Basics of Enterprise Reporting.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to:

CO1	Assess and handle the Structured and Semi Structured Data.
CO2	Apply appropriate Data Models for OLTP and OLAP.
CO3	Extract, Transform and Load the Data into the Data Model.
CO4	Construct Multidimensional Data Model.
CO5	Check and Measure Key Performance Indicators.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	2			2					1
2	3	3	2						1
3		2		1					
4		2	2	3				1	2
5		1	1	2				1	2

UNIT I	INTRODUCTION	6 Hours

IT in Business - Characteristics of Internet-Ready IT Applications - Information Users and their requirements. Types of Digital Data and their difference; Structured Data, Unstructured Data and Semi-Structured Data. Application of Analytics in Different Industries.

UNIT II	BASICS OF BUSINESS INTELLIGENCE	6 Hours

Introduction to On-Line Transaction Processing (OLTP), On-Line Analytical Processing (OLAP), Different OLAP Architectures, Data Models for OLTP and OLAP, Role of OLAP Tools in the BI Architecture. Evolution of Business Intelligence (BI) and Role of DSS, EIS, MIS and Digital Dashboard -Question About BI Where, When, and What? - Data from Many Perspective -BI Framework - BI Applications -BI Users.

UNIT III	BASICS OF DATA INTEGRATION	6 Hours
Data Warehouse and its need, Data Mart, Constitution of Data Warehouse, Extract-Transform-Load (ETL), Data Integration and its Technologies, Data Quality and Data Profiling.		
UNIT IV	MULTIDIMENSIONAL DATA MODELLING	6 Hours
Basics of Data Modeling, Types of Data Model, Data Modeling Techniques, Fact Table, Dimension Table, Typical Dimensional Models, Dimensional Modeling Life Cycle.		
UNIT V	MEASURES, METRICS AND KPIs	6 Hours
Basics of Measures and Performance, Measurement System Terminology, Role of Metrics and Metrics Supply Chain, Fact-Based Decision Making and KPIs, KPI usage in companies, Sources of Business Metrics and KPIs. Reporting Perspectives Common to All Levels of Enterprise, Report Standardization and Presentation Practices, Enterprise Reporting Characteristics in OLAP World, Balanced Scorecard and Dashboards.		

Suggested Self-Study Topics

Extracting Data, BI for Past, Present and Future, Common Approaches of Data Integration, Designing the Dimensional Model, Funnel and Distribution channel Analysis.

List of Laboratory Experiments

Experiment 1 Basic Report Preparation using Pivot Table	2 Hours
Experiment 2 Percentage Calculations in Pivot Table	2 Hours
Experiment 3 Calculations in Pivot Table	2 Hours
Experiment 4 Pivot Chart and Dashboard Preparation	2 Hours
Experiment 5 Extraction and Cleaning of Structured and Semi Structured Data from Spreadsheet	2 Hours
Experiment 6 Transformation of Structured and Semi Structured Data from Spreadsheet	2 Hours
Experiment 7 Data Modelling – Star Schema	2 Hours
Experiment 8 Data Modelling – Snowflake Schema	2 Hours
Experiment 9 Report Standardization and Presentation Practices	2 Hours
Experiment 10 Presenting the data and KPIs graphically	2 Hours
Laboratory	20 Hours
Theory	30 Hours
Total	50 Hours

References
1. R N Prasad and Seema Acharya, Fundamentals of Business Analytics, 2nd Edition, Willey, 2016.
2. Wayne L. Winston, Microsoft Excel 2019 - Data Analysis and Business Modelling, O'Reilly Media, Inc, California, 2019.
3. Rob Collie & Avichal Singh, Power Pivot and Power BI - The Excel User's Guide to the Data Revolution, Holy macro-Books, Merritt Island, USA, 2019.
4. Jesper Thorlund Gert H.N. Laursen, & Business Analytics for Managers: Taking Business Intelligence Beyond Reporting, Willey, 2017.
5. Evans James R, Business Analytics, 2nd Edition, Pearson, 2021.
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2. https://onlinecourses.nptel.ac.in/noc24_cs65
3. https://www.researchgate.net/publication/261483124_Business_analytics_Research_and_teaching_perspectives
4. https://support.microsoft.com/en-us/office/power-pivot-overview-and-learning-f9001958-7901-4caa-ad80-028a6d2432ed
5. https://www.mdpi.com/2071-1050/12/2/634

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24MB207	Managerial Skill Development - II	L	T	P	C
		0	0	4	2

Pre-requisite	Assessment Pattern	
• Management Principles	**Mode of Assessment**	**Weightage (%)**
	Continuous Internal Assessment	60
	Semester End Examinations	40

Course Objectives

- To familiarize students on the features of MS Word and MS PowerPoint.
- To enable the students to use MS Excel in critical evaluation.
- To enable the students to construct models using MS Excel.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to:

CO1	Prepare Work Document and Reports using various MS Work Features.
CO2	Prepare effective Business Presentations using MS PowerPoint.
CO3	Apply basic functions in MS Excel to analyse the day-to-day data.
CO4	Analyze data using Histogram and Descriptive Statistics.
CO5	Evaluate and take critical decisions in Production, Marketing, HR and Finance by constructing models.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1					1				3
2					1				3
3	1	3		2				1	2
4	1	3	1	2				1	2
5	1	2	2	2				1	2

List of Laboratory Experiments

Activity / Experiment 1	**4 Hour**
Prepare Business report using various MS Word Features	

Activity / Experiment 2	**3 Hour**
Application of Mail Merger for various Business Context	

Activity / Experiment 3 Create effective Presentations using various MS PowerPoint Features	**4 Hours**
Activity / Experiment 4 MS Excel Functions I – Math Function, Logical Function, Text Function and Date and Time Function	**4 Hours**
Activity / Experiment 5 MS Excel Functions II – Lookup and Reference Function, Database Function and Array Function	**4 Hours**
Activity / Experiment 6 Summarizing Data using Histogram and Descriptive Statistics	**4 Hours**
Activity / Experiment 7 Budget Template Preparation using Excel	**4 Hours**
Activity / Experiment 8 What If Analysis in Excel – Goal Seek and Sensitivity Analysis	**4 Hours**
Activity / Experiment 9 What If Analysis in Excel – Scenario Analysis	**4 Hours**
Activity / Experiment 10 Applications of Monte Carlo Simulation	**5 Hours**
Total	**40 Hours**

References
1. Joan Lambert, Microsoft Word 2019 Step by Step, 1st Edition, Microsoft Press, Washington, 2022.
2. Kevin Pitch, Microsoft PowerPoint Guide for Success, Top Notch International, 2022.
3. Curtis Frye, Microsoft Excel 2016, Step by Step, 1st Edition, Microsoft Press, Washington, 2015.
4. Wayne L. Winston, Microsoft Excel 2016 – Data Analysis and Business Modelling, O'Reilly Media, Inc., California, 2017.
5. Michael Alexander and Dick Kusleika, Excel 2019, BIBLE, John Wiley and Sons Inc, Indiana, 2018.

Online Resources
1. https://support.microsoft.com/en-us/word
2. https://support.microsoft.com/en-us/powerpoint
3. https://support.microsoft.com/en-us/excel
4. https://www.coursera.org/learn/excel-basics-data-analysis-ibm#modules
5. https://create.microsoft.com/en-us/excel-templates

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24MB208	Community Connect Project	L	T	P	C
		0	0	2	1

Pre-requisites	Assessment Pattern	
• Business and Social Environment • Basics of Research	**Mode: Continuous Internal Assessment (CIA) 100%**	
	Assessments	Weightage (%)
	Appropriateness / Social Relevance of the Project	20
	Report	20
	Video Presentation	20
	Impact on Society / Feasibility of Implementation	20
	Viva-Voce	20

Course Objectives

- To bring about an attitudinal change in the students and help them to develop societal consciousness, sensibility, responsibility, and accountability.
- To make students aware of their inner strength and help them to find new /out of box solutions to the social problems.
- To help students to initiate developmental activities in the community in coordination with public and government authorities.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO4	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to

CO1	Apply their learnings in the real world.
CO2	Improve social responsibility and citizenship skills.
CO3	Strengthen their involvement in community service.
CO4	Establish Connections with professionals and community members for learning and career opportunities.
CO5	Strengthen academic learning, leadership skills, and personal efficacy.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3				3				3
2	2				3				3
3	2				2				2
4	3				2				2
5	2				2				2

24MB209	Comprehensive Viva-Voce – I	L	T	P	C
		0	2	0	1

Pre-requisites	Assessment Pattern	
• Core Management Concepts	**Mode: Continuous Internal Assessment (CIA) 100%**	
	Assessments	**Weightage (%)**
	Comprehending Questions	20
	Ability to Answer all the questions	20
	Accuracy of Answers	20
	Answers with Relevant Examples	20
	Clarity in Communication	20

Course Objectives

- To reflect on their learning journey during the first year of an M.B.A. programme, identifying strengths, areas for improvement, and strategies for ongoing professional development.
- To actively receive and incorporate feedback to enhance the quality and accuracy of their responses, demonstrating a commitment to continuous improvement.
- To encourage continuous learning for sustainable development enabling them to confidently face interviews.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to

CO1	Demonstrate a comprehensive understanding of key theories, concepts, frameworks, and methodologies in management.
CO2	Synthesize information from multiple sources to develop well-structured arguments, supported by evidence and logical reasoning.
CO3	Critically analyze and evaluate complex business problems, integrating theoretical knowledge to propose effective solutions.
CO4	Demonstrate their understanding of current trends, issues, and debates within their field of study using appropriate tools, techniques, and methodologies.
CO5	Articulate their ideas clearly and persuasively, both orally and in writing, demonstrating effective communication skills suitable for professional settings.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3				3				3
2	2				3				3
3	2				2				2
4	3				2				2
5	2				2				2

THIRD SEMESTER

24MB301	Strategic Management	L	T	P	C
		3	1	0	4

Pre-requisites	Assessment Pattern	
• Basic Management Concepts	**Mode of Assessment**	**Weightage (%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To acquaint with production terminology and concepts.
- To enable the students to comprehend the important aspects like production system, layout, production planning and inventory management.
- To enable the students to evaluate the utility of work measurement techniques.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to

CO1	Understand the strategic management concepts.
CO2	Ability to apply the strategic management tools for doing environmental analysis.
CO3	Use conceptual, diagnostic and analytical and conceptual skills in strategy formulation.
CO4	Evaluate the strategic performance of a firm.
CO5	Use their skills to think and execute their ideas strategically for the benefits of the organization.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	2			2					1
2	3			2					1
3	3			3					1
4	2			2					1
5	3			2					1

UNIT I	INTRODUCTION TO STRATEGIC MANAGEMENT	8 Hours

Conceptual framework for Strategic Management, Importance of Strategic Management, Limitations of Strategic Management, Strategic Intent: Vision, Mission, Goals, Objectives. Strategic Management Model.

UNIT II	ENVIRONMENTAL ANALYSIS	8 Hours

Internal and External Environment Analysis: Core competence, Distinctive Competencies, SWOT Analysis, PESTAL Analysis, VRIO Framework, Competitive Profile Analysis - Porters Five Forces Model.

UNIT III	STRATEGY FORMULATION	8 Hours

Corporate Portfolio Analysis, Global and International Strategies, Strategy Formulation: Situation Analysis and Business Strategy, Corporate Strategy: Stability, Growth / Expansion, Retrenchment and Combination Strategies, Functional Strategy and Strategic Choice.

UNIT IV	STRATEGY IMPLEMENTATION	8 Hours
Stages of Corporate Development, Simple Organizational Structure, Advanced Organizational Structures, Organizational Life Cycle, Reengineering and Strategy Implementation, designing jobs to implement Strategy.		

UNIT V	STRATEGIC EVALUATION AND CONTROL	8 Hours
Primary measures of corporate performance, Primary measures of divisional and functional performance, Strategic control systems.		

Suggested Self-Study Topics

Strategic Decision Making, MoSCoW analysis, TOWS Matrix, International Issues in Strategy Implementation, Blue Ocean and Red Ocean Strategy

	Theory	30 Hours
	Tutorial	10 Hours
	Total	40 Hours

References

1. Norman Gaither and Greg Frazier, Operations Management, New Delhi: Cengage Learning, 2017.
2. KanishkaBedi, Production and Operations Management, 3rd Edition, Tata McGraw Hill Education India, 2016.
3. S.N. Chary, Production and Operations Management, 6th Edition, Tata McGraw Hill, 2019.
4. Byron J Finch, Operations Now, Tata McGraw Hill, 2016.
5. Chase Jacobs, Aquilano, and Agarwal, Operations Management for Competitive Advantage, Special Edition, Tata McGraw Hill, 2016.

Online Resources

1. https://pll.harvard.edu/subject/strategic-management
2. https://www.mygreatlearning.com/academy/learn-for-free/courses/strategic-management
3. https://www.edx.org/learn/strategic-management
4. https://www.oxfordhomestudy.com/courses/online-management-courses/strategic-planning-free-course
5. https://www.ed.youth4work.com/course/342-strategic-human-resource-management-online-course

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24MB302	Industry Interface Internship		L	T	P	C
			0	0	4	2

Pre-requisites	Assessment Pattern	
• Basic understanding of Management concepts	**Mode: Continuous Internal Assessment (CIA) 100%**	
	Assessments	Weightage (%)
	Mid - Review Presentation	20
	Review of Weekly Reports	20
	Industry Feedback	10
	Report	25
	Viva-Voce	25

Course Objectives

- To have experiential learning in each functional area of an organization.
- To gain professional skills through a supervised learning environment.
- To strengthen and align their profile towards the career opportunities.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to

CO1	Understand the various functional area in the organisation.
CO2	Understand the inter linkage among the various functional areas in the organisation.
CO3	Apply the professional skills learned through the internship in their career to gain competitive advantage.
CO4	Construct the network with industry personnels to stay updated about industrial practices
CO5	Equip themselves continuously in their area of interest to capture the opportunities in the external environment.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	2	1							2
2	3	2							3
3	3	3							2
4	2	2							2
5	2	2							3

AUDIT COURSE

24MB303	Value Education and Ethics	L	T	P	C
		1	0	0	-

Pre-requisite	Assessment Pattern	
• Nil	**Mode: Continuous Internal Assessment (CIA) 100%**	
	Assessments	Weightage (%)
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To provide an understanding of ethics.
- To gain insights about the role of value education in life.
- To create awareness about personal and social well-being.

Programme Outcomes (POs)

PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to:

CO1	Develop a comprehensive understanding of nature and life.
CO2	Deduct ways and means to regulate emotions.
CO3	Identify the requirement of social responsibility.
CO4	Make use of the culture and social norms to regulate the life.
CO5	Assess the impact of ethics in life.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1			3	1					2
2			3	1					2
3			3	3					2
4			1	3					2
5			1	3					2

Meaning, Philosophy and Purpose of Life, Duty of protecting nature, environment and universe, Regulating desires, anger and anxiety, Love and Charity for humanity, Social Responsibilities, Physical, Mental and Spiritual well-being, Indian Ethos, Understanding, respecting culture and social norms, Professional Ethics, Managing ethical dilemmas and being a law-abiding citizen

	Total	20 Hours

References

1. A.R. Mohapatra, BijayaMohapatra, Value Education: A Study in Human Values and Virtues, Readworthy Publications, 2015.
2. Dr. S. Arulsamy, Peace and Value Education, Neelkamal Publications, First edition (2016).
3. Dr. Kiruba Charles, V. Arul Selvi, Value Education, Neelkamal Publications, First edition (2016).
4. C.S.V. Murthy, Business Ethics Text & Cases, Himalaya Publishing House, 2018.
5. Andrew Crane, Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, Oxford University Press, 2020.

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FOURTH SEMESTER

24MB401	International Business Management	L	T	P	C
		3	1	0	4

Pre-requisites	Assessment Pattern	
• Business Environment	**Mode of Assessment**	**Weightage (%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable the students to understand the fundamentals of international business.
- To provide competence to the students on making international business decisions.
- To enable the students to understand the financial and promotional assistance available for exporters.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to

CO1	Understand the intricacies of external market and various trade theories.
CO2	Understand the various environments affecting global business.
CO3	Determine the suitable strategies with respect to international business.
CO4	Analyze the foreign exchange market.
CO5	Choose appropriate measures for export promotion and ethical issues.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3						2		2
2	3						3		2
3	3						3		2
4	3						2		2
5	3						2		2

Unit I	INTRODUCTION	8 Hours

Definition, Drivers of International Business, Domestic Vs. International Business, Trade and Investment Theories: Interventionist Theories, Free Trade Theories, Theories Explaining Trade Patterns: PLC Theory, The Porter Diamond, Factor Mobility Theory.

Unit II	GLOBALIZATION	9 Hours

Globalization: Implications, Challenges - Protectionism: Tariff Barriers, Non-Tariff Barriers- Forms of Integration, Role of WTO and IMF in International Business, Economic, Political, Cultural and Technological Environments.

Unit III	INTERNATIONAL BUSINESS STRATEGIES	8 Hours

Market Entry Strategies, Multinational Strategy, Production Strategy, Marketing Strategy, Human Resource Strategy.

Unit IV	FOREIGN EXCHANGE	8 Hours

Foreign Exchange Market – Functions, Theories of Exchange Rate Determination, Exchange Rate Forecasting, Convertibility of Currency, Risks associated with Foreign Exchange.

UNIT V	EXPORTS AND ETHICS IN INTERNATIONAL BUSINESS	7 Hours

Exports – Risks, Management of Exports, Regulatory frameworks, Export financing, Countertrade, Ethics – Issues, Dilemma and Theory.

Suggested Self-Study Topics

Liberalization, GATT, Standardization Vs. Differentiation, FEMA, EXIM Policy

	Theory	30 Hours
	Tutorial	10 Hours
	Total	40 Hours

References

1. Francis Cherunilam, International Business, New Delhi: Prentice Hall of India, 2020.
2. K. Aswathappa, International Business, New Delhi: Tata McGraw Hill, 2020.
3. John D Daniels, Lee H. Radebaugh, and Sullivan, International Business, New Delhi: Pearson Education, 2021.
4. Charles W L Hill and Arun Kumar Jain, International Business, New Delhi: Tata McGraw Hill, 2017.
5. Simon Collinson, Rajneesh Narula, Alan M. Rugman, International Business, New Delhi: Pearson Education, 2020.

Online Resources

1. https://www.emeraldgrouppublishing.com/archived/products/books/series.htm%3Fid%3D1876-066x
2. https://im.aom.org/resources/teaching-resources
3. https://onlinecourses.nptel.ac.in/noc20_mg54/preview
4. https://srmuniv.digimat.in/nptel/courses/video/110107145/L44.html
5. https://iimbx.iimb.ac.in/international-business-environment-and-global-strategy/

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24MB402	Project			L	T	P	C
				0	0	12	6

Pre-requisites	Assessment Pattern	
• Core Management Principles	**Mode of Assessment**	**Weightage (%)**
	Continuous Internal Assessment	60
	Semester End Examinations	40

Course Objectives

- To apply the business research process to identify the problems prevailing in the industry.
- To design / choose the appropriate data collection tools for the problem defined in line with research methodology.
- To analyze the data using appropriate research tools and present the findings and solutions in the research report.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to

CO1	Understand the business research process to carry out the research
CO2	Prepare a suitable research design for the defined problem.
CO3	Design a questionnaire / identify the appropriate secondary data source for collecting the data.
CO4	Analyze the data using suitable research tools.
CO5	Write the research report applying report writing principles for presenting the derived findings and solutions.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	2	1							2
2	3	2							3
3	3	3							2
4	2	2							2
5	2	2							3

24MB403	Comprehensive Viva-Voce – II		L	T	P	C
			0	2	0	1

Pre-requisites	Assessment Pattern	
• Basic Understanding of Management Principles and Professional Elective Courses	**Mode: Continuous Internal Assessment (CIA) 100%**	
	Assessments	**Weightage (%)**
	Comprehending Questions	20
	Ability to Answer all the questions	20
	Accuracy of Answers	20
	Answers with Relevant Examples	20
	Clarity in Communication	20

Course Objectives

- To reflect on their learning journey during the second year of an M.B.A. programme, identifying strengths, areas for improvement, and strategies for ongoing professional development.
- To actively receive and incorporate feedback to enhance the quality and accuracy of their responses, demonstrating a commitment to continuous improvement.
- To encourage continuous learning for sustainable development enabling them to confidently face interviews.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.

Course Outcomes (COs)

The students will be able to

CO1	Demonstrate a comprehensive understanding of key theories, concepts, frameworks, and methodologies in management.
CO2	Synthesize information from multiple sources to develop well-structured arguments, supported by evidence and logical reasoning.
CO3	Critically analyze and evaluate complex business problems, integrating theoretical knowledge with practical insights to propose effective solutions.
CO4	Demonstrate their understanding of current trends, issues, and debates within their field of study using appropriate tools, techniques, and methodologies.
CO5	Articulate their ideas clearly and persuasively, both orally and in writing, demonstrating effective communication skills suitable for professional settings.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3				2				
2	2				3				
3	3				2				
4	2				2				
5	2				3				

PROFESSIONAL ELECTIVES – MARKETING

24MM001	BRAND MANAGEMENT			L	T	P	C
				3	1	0	4

Pre-requisite	Assessment Pattern	
• Marketing Management	**Mode of Assessment**	**Weightage(%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable the students to understand the concept of brand and its value.
- To impart knowledge on brand extensions and brand positioning.
- To make the students understand the strategic issues in branding.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment

Course Outcomes (COs)

The students will be able to

CO1	Create a brand identity prism for any given brand.
CO2	Judge when to go for line extensions and brand extensions.
CO3	Execute branding decisions using appropriate strategies.
CO4	Demonstrate ways to position a brand.
CO5	Breakdown the myths and issues in brand management.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3			2					2
2	3			2					2
3	3			2					2
4	3			2					2
5	3			2					2

UNIT I	INTRODUCTION	7 Hours

Evolution, Products vs. Brands, Strategic Brand Management, Importance, Brand Management Framework. Brand Identity: Levels, Brand Identity Prism.

UNIT II	BRAND BUILDING	9 Hours

Building Brands: Tenets of Brand Building, Brand Communication: Brand Awareness, Brand Image, Brand Associations, Brand Personality. Brand Equity: David Aaker's Model, Kapferer's Model, CBBE Model, Love mark.

UNIT III	BRANDING DECISIONS	8 Hours

Brand Architecture, Designing Brand Architecture. Brand Name Decisions. Branding Strategies: Product Branding, Line Branding, Umbrella Branding, Double Branding, Range Branding, Endorsement Branding. Rebranding

UNIT IV	MANAGING BRANDS	10 Hours
Brand Positioning, Brand Positioning vs. Product Positioning, Brand Positioning Strategies. Creating Brand Positioning Statement: Guidelines, Components. Brand Re-positioning, Brand Revitalization. Brand Valuation: Methods. Brand audits, Brand Elimination. Brand Extensions		
UNIT V	CONTEMPORARY PRACTICES	6 Hours
Building Retail Brands, Emotional Branding, Green Branding, Digital Branding: ZMOT, Co-Creation of Brands. Packaging in building brands, Brand Experience.		
	Theory	30 Hours
	Tutorial	10 Hours
	Total	40 Hours
Self-Study Topics :		
Destination Branding, Lifestyle Branding, Brand Journalism, Personal Branding, Protecting Brands form Digital Piracy, Sensory Branding, Managing Brand Bashing, Branded Contents, Brand Bashing		
References		
1. Sharad Sarin, Strategic Brand Management for B2B Markets, Sage Publications, New Delhi, 2015. 2. Kirti Dutta, Brand Management Principles and Practices, Oxford University Press, New Delhi, 2016. 3. Kevin Lane Keller, Strategic Brand Management, Prentice Hall of India, New Delhi, 2016. 4. Jamesr Gregory, The Best of Branding, Tata McGraw Hill, New Delhi, 2013. 5. David A Aaker, Managing Brand Equity, Free press, USA, 1991.		
Online Resources		
1. https://onlinecourses.swayam2.ac.in/imb24_mg76/preview?user_email=senthilkumar@bitsathy.ac.in 2. https://onlinecourses.nptel.ac.in/noc24_mg89/preview 3. https://www.mygreatlearning.com/academy/learn-for-free/courses/brand-management 4. https://www.edx.org/learn/branding/indian-institute-of-management-bangalore-brand-management 5. https://www.coursera.org/learn/brand		

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24MM002	Customer Relationship Management	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Marketing Management	Mode of Assessment	Weightage(%)
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable the students to understand the fundamentals of Customer Relationship Management
- To impart knowledge on the process of CRM strategy development
- To acquaint the students with the issues and challenges in CRM implementation, tools of CRM in various sectors such as manufacturing and service oriented.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and scheme business decision making considering multicultural views and diversity
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment

Course Outcomes (COs)

The students will be able to

CO1	Apply the concept of CRM, the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented.
CO2	Implement various technological tools for data mining and also successful implementation of CRM in the organizations
CO3	Analyze how the technologies of CRM and its practices enhance the achievement of marketing, sales and service objectives throughout the customer life-cycle
CO4	Design customer relationship management strategies by understanding customer's preferences for the long-term sustainability of the organizations.
CO5	Develop CRM solutions for maintaining customer relationship ever long to meet market needs.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3			2			2		2
2	3			2			2		2
3	3			2			2		2
4	3			2			2		2
5	3			2			2		2

Unit I	Conceptual Foundation	7 Hours

Relationship Marketing: Evolution, Stages, Types, Purpose, Importance. Concepts of Customer Value. Strategic CRM: Emergence, Significance, Growth, Elements, Developing CRM Strategies.

Unit II	CRM Process and Implementation	8 Hours

Customer Retention Management, Customer Experience Management, Loyalty Programs: Design, Drivers, Issues. Campaign Management, CRM metrics and KPI, Customer Complaint Management, Role of Marketing Channels in CRM, Employee Factors in CRM. Customer Lifecycle

Unit III	CRM Analytics	10 Hours
Customer Acquisition Metrics, Customer Activity Metrics, Customer Based Value Metrics, Strategic Customer Based Value Metrics, Customer Selection Strategies, Sentiment Analysis.		
Unit IV	Information Technology and CRM	8 Hours
E-CRM: Introduction, Features, Advantages, Technologies. CRM Software Programs, Implementation, IT Tools in CRM: Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, EPOS, Sales Force Automation.		
UNIT V	CRM Dimensions	7 Hours
CRM in Different Markets and Sectors: B2B, B2C, Rural Markets, Services Sector: Banking, Insurance, Telecom, Hospitality and Aviation, CRM and Customer Privacy, Managing CRM Roadblocks, CRM in Social Media,		
	Theory	30 Hours
	Tutorial	10 Hours
	Total	40 Hours

Self-Study Topics :

Self Service CRM, IoT and CRM, Impact of Block chain in CRM, Mobile CRM, AR & VR in customer journey, Gen Z CRM

References	
1. G Shainesh & Jagdish N Sheth, Customer Relationship Management-A Strategic Approach, Trinity, New Delhi, 2014	
2. Alok Kumar Rai, Customer Relationship Management Concept & Cases, Prentice Hall of India Private Limited, New Delhi, 2012.	
3. V. Kumar & Werner J., Customer Relationship Management, Willey India Pvt Limited, 2012.	
4. Alok Kumar, Chhabi Sinha, Rakesh Sharma, Customer Relationship Management –Concepts and Application, Biztantra. Dreamtech Press, 2007.	
5. Judith W.Kincaid, Customer Relationship Management- Getting it Right, Pearson Education, 2007.	

Online Resources

1. https://www.mygreatlearning.com/academy/learn-for-free/courses/customer-relationship-management
2. https://iimbx.iimb.ac.in/catalog/customer-relationship-management/
3. https://onlinecourses.swayam2.ac.in/imb24_mg62/preview
4. https://www.coursera.org/learn/customer-relationship-management
5. https://www.udemy.com/course/crm-customer-relationship-management/

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24MM003	Digital Marketing	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Marketing Management	**Mode of Assessment**	**Weightage(%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To design various controllers and compensators to improve system performance
- To introduce the concept of Digital Marketing.
- To make the students explore the various online modes of reaching customers and market the Products and brand effectively.
- To analyze the online promotional media using appropriate analytical tools.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment

Course Outcomes (COs)

The students will be able to

CO1	Apply the basic concepts in digital marketing.
CO2	Ascertain the advantages and disadvantages of digital display advertising.
CO3	Use the various social media marketing platforms to reach consumers.
CO4	Analyze mobile marketing and SMS strategy.
CO5	Compare and choose among the various analytical tools to assess the performance of websites.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3		2	2					2
2	3		2	2					2
3	3		2	2					2
4	3		2	2					2
5	3		2	2					2

Unit I	Introduction	6 Hours

Digital Marketing: Need, Significance, Terminologies, Traditional vs Digital Marketing, 4 Cs of Digital Marketing, Process, Essential Ingredients, Designing Digital Marketing Plan.

Unit II	Online Presence	9 Hours

Online Presence: Modes, Website Planning and Development: Website Design and User Experience, Types of Websites, Keywords, Domain Name, Webhosting, Building Websites using CMS. Mobile Marketing and SMS strategy.

Unit III	Traffic	8 Hours

Display Advertising, Pay-Per-Click Advertising, Referral Traffic, Affiliate Marketing, E-mail Campaigns, Search Engine Marketing, Marketing Automation, Paid social media advertising strategies - Chatbots and Conversational marketing, Social Media Marketing, LinkedIn Marketing.

Unit IV	Insights	9 Hours
Search Engine Optimization: Introduction, Keyword Planner Tools, Website Indexing and Keyword Placement, Content Optimization, SEO strategies for local businesses, Off –Page SEO Techniques, Google Analytics. SEO audit.		
UNIT V	**Conversion**	**8 Hours**
Ad words, Landing Pages, Types of Campaign Goals, Bidding Strategies, Design of various Campaigns and Monitoring Traffic Behaviour.		
	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

Self-Study Topics :

WhatsApp Business API, Facebook Audience Insights, Video Marketing, Shoppable Contents, Geofencing, BERT, Vernacular SEO

References	

1. Seema Gupta, Digital Marketing, McGraw Hill, 3rd Edition, 2022.
2. Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson Education, 2019.
3. Ian Dodson (2016), The Art of Digital Marketing: The Definitive Guide to Creating Strategic, targeted and Measurable Online Campaigns, 1st Edition, John Wiley & Sons, 2016.
4. Vandana Ahuja, Digital Marketing, Oxford University Press, 2015.
5. Damian Ryan & Calvin Jones, Understanding Digital Marketing - Marketing Strategies for Engaging the Digital Generation", 3rd Edition, Kogan Page Ltd, 2018.

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4. https://kalladaacademy.com/masters-in-digital-marketing-online-course/
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21MM004	Event Management and Marketing		L	T	P	C
			3	1	0	4

Pre-requisite	Assessment Pattern	
• Marketing Management	**Mode of Assessment**	**Weightage(%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- Apply a systematic approach to the research, design, planning, implementation, and evaluation of an event marketing strategy Segment, target, and develop an event market
- Assess potential threats to an event's success and build clear competitive advantages within the total event design

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
PO9	Being able develops skills to be an entrepreneur and developing solutions to meet market needs.

Course Outcomes (COs)

The students will be able to

CO1	Analyse the overview of event marketing, its types and structure of event industry.
CO2	Apply the event marketing mix to events and show the key drivers of executing events.
CO3	Implement appropriate pricing strategies for the events and analyze the profits.
CO4	Organize various promotional events to market the brand and manage the public relations.
CO5	Evaluate the effectiveness of events after delivery and resolve the event related issues through proper market research.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3			2					2
2	3			2					2
3	3			2					2
4	3			2					2
5	3			2					2

Unit I	Basics	6 Hours

Events: Introduction, Scope, Types, Characteristics. Growth of Event Industry in India, Event Management Competencies, Role of Event Manager.

Unit II	Event planning	9 Hours

Marketing Research for Events, Sourcing and Understanding Clients, Feasibility Assessment, B-Plan Preparation, Risk Management, Sustainability, Bidding for Events: Components, Proposal. Event Management: Laws, Permits, Licenses, Contracts.

Unit III	Event Designing and Organizing	8 Hours
Event Design, Estimating Costs and Budget Preparation, Human Resource Planning, Logistics Planning, Organizing Events: Venue, Timelines, Protocols, Hospitality, Evaluation, Event Technology.		
Unit IV	**Event Marketing**	**9 Hours**
Marketing Mix for Events, Defining Target Markets, Event Media Relations, Events Life Cycle Analysis, Branding: Issues and Strategies, Pricing Decisions, Sponsorship Decisions.		
UNIT V	**Promoting Events**	**8 Hours**
Event Campaign Management, Event Advertising, Publicity and Public Relations, Promotion Tools, Media Tools.		
	Theory	30 Hours
	Tutorial	10 Hours
	Total	40 Hours

Self-Study Topics :

Event Apps, Experimental Marketing, Digital Swag Bags, Live Events, Event Planning Software's

References

1. Shannon Kilkenny, The complete guide to successful Event Planning: A guide book to producing Memorable Events, Atlantic Publishing Company, 2021.
2. Alex Genadinik, Event Planning: Management & Marketing for Successful Events, Create Space Independent Publishing Platform, 2015.
3. Julia Rutherford Silvers and Joe Goldblatt, Professional Event Coordination, 2nd Edition, John Wiley, 2012.
4. Judy Allen, Event Planning, 2nd Edition, Wiley, India, 2016.
5. Allison Saget, The Event Marketing Handbook: Beyond Logistics & planning, Kaplan Publishing, 2012.

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4. https://egyankosh.ac.in/bitstream/123456789/57044/3/Unit-18.pdf
5. https://www.uou.ac.in/sites/default/files/slm/HM-402.pdf

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21MM005	Integrated Marketing Communication and Promotion	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Marketing Management	Mode of Assessment	Weightage(%)
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable the students to understand the fundamentals of advertising and sales promotion.
- To familiarize the students about various media for advertising and media planning.
- To throw light on the various sales promotion techniques.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment

Course Outcomes (COs)

The students will be able to

CO1	Design an effective advertising campaign.
CO2	Carry out various advertising media strategies to reach customers.
CO3	Design and develop media specific advertisements and measure their effectiveness.
CO4	Construct result oriented innovative sales promotion techniques.
CO5	Organize effective promotional campaigns to increase customer base.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3			2	2				2
2	3			2	2				2
3	3			2	2				2
4	3			2	2				2
5	3			2	2				2

Unit I	Introduction and Advertising	6 Hours

IMC: Evolution of IMC, Role, IMC Model, IMC Mix - Advertising: Concept, Definition, Setting Objectives-DAGMAR Advertising Agencies: Structure, Functions – Advertising Campaigns.

Unit II	Media Planning	10 Hours

Advertising Media: Types, Pros and Cons, Measuring Reach, Deciding on Frequency, Measuring Impact, Cost Appraisal, Media Research, Media Strategy and Scheduling.

Unit III	Designing Marketing Communications	11 Hours
TV Commercials: Different Appeals, Story Board, Message Development. Print AD: Layout, Design, Appeal, Copy Structure. Ratio Advertising, Advertising in Digital Platforms. Testing Validity and Reliability of advertisements, Public Relations & IMC Integration.		

Unit IV	Promotion Management	7 Hours
Definition, Role, Objectives, Promotion Mix. Techniques: Trade Oriented, Customer Oriented. Point-of-Purchase Promotion, Measuring IMC Effectiveness.		

UNIT V	Planning Promotional Campaigns	6 Hours
Requirement Identification, Deciding on Promotion Campaigns. On-Line Sales Promotion.		
	Theory	30 Hours
	Tutorial	10 Hours
	Total	40 Hours

Self-Study Topics

Programmatic Advertising, Ad fatigue, Banner Blindness, Click Frauds, Advergames, In game advertising

References

1. George E Belch and Michael A Belch, Advertising and Promotion, 12th Edition, Tata McGraw Hill, New Delhi, 2021.
2. Larry Percy and Richard Rosenbaum - Elliott, Strategic Advertising Management, Oxford University Press, New Delhi, 2016.
3. Jaishri Jeth Waney and Shruti Jain, Advertising Management, 2nd Edition, Oxford University Press, New Delhi, 2012.
4. Thomas O'Guinn, Chris Allen , Angeline Close Scheinbaum, Richard J. Semenik, Advertising and Integrated Brand Promotion, 8th Edition, Thomson South Western, Singapore, 2018.
5. David A Aaker and John G Myers, Advertising Management, Prentice Hall of India, New Delhi, 2011.

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5. https://core.ac.uk/download/pdf/161426367.pdf

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24MM006	Marketing Metrics and Analytics	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Marketing Management • Visual Analytics	**Mode of Assessment**	**Weightage(%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To introduce to the key concepts of marketing performance management.
- To understand how marketing metrics can be used effectively within the business environment marketers.
- To develop the analytical understanding and skills needed to make fact-based decisions in managing marketing performance.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decisions making capabilities in highly volatile business environment.
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment

Course Outcomes (COs)

The students will be able to

CO1	Creation of opportunities, performance and accountability using marketing metrics.
CO2	Determine the profit margins through contribution analysis.
CO3	Construct product portfolio and brand equity metrics.
CO4	Choose appropriate sales force and logistics channel to reach out the customers.
CO5	Implement the right pricing strategy to increase return on investment.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	2		2					2
2	3	2		2					2
3	3	2		2					2
4	3	2		2					2
5	3	2		2					2

Unit I	Introduction	6 Hours

Marketing Metrics – Key Concepts, Importance, Utility. Opportunities, Performance and Accountability. Data availability, Sources of Data, Big Data, Key Marketing Metrics.

Unit II	Margins and Profits	10 Hours

Selling Price and Channel margins, Average price, Cost structures and profit, Contribution analysis, Target volume analysis.

Unit III	Product Portfolio Management	10 Hours

Customer Lifetime Value (CLTV), Trial, Repeat, Penetration and Volume projection, Brand Valuation, Brand Equity metrics, Conjoint analysis.

Unit IV	Sales Force Management	7 Hours

Setting Sales force-goals, Sales force productivity, Evaluating Results, Compensation plans, Pipeline analysis, Distribution coverage and logistics, Inventory turns. Recency, Frequency and Monetary (RFM) Value analysis

UNIT V	Pricing Strategy	7 Hours

Price premium, Reservation price, Optimal prices, Price elasticity and Demand, Customer segmentation and pricing, Purchase Behaviour Prediction Models

	Theory	30 Hours
	Tutorial	10 Hours
	Total	40 Hours

Self-Study Topics :

Ad Intel, CLV Modeling, Image Mining, Marketing Analytics Softwares, Customer Experience Analysis

References

1. Cesar A Brea, Marketing and Sales Analytics, Pearson Education (US) 2017.
2. Wayne L. Winston, Marketing Analytics: Data–Driven Techniques with Microsoft Excel, 1st Edition, Wiley, 2014.
3. Stephan Sorger, Marketing Analytics: Strategic Models and Metrics, Amazon Digital Services, 2013.
4. Paul W. Farris , Neil T. Bendle , Phillip E, Marketing Metrics, 2nd Edition, Pfeifer 2010.
5. Mark Jeffery, Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know, Wiley, 2010.

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24MM007	Neuromarketing		L	T	P	C
			3	1	0	4

Pre-requisite	Assessment Pattern	
• Marketing management	**Mode of Assessment**	**Weightage(%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable the students to understand the dynamic nature of Consumer Behaviour.
- To give insight on the various external and internal influences on Consumer Behaviour.
- To let them understand how individual consumers and organizational buyers differ in making purchase decisions.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment

Course Outcomes (COs)

The students will be able to

CO1	Summarize the basic concepts in consumer behaviour.
CO2	Indicate the attitude, perception and personality type of individual consumers and analyse the impact of these factors on the purchase decisions.
CO3	Analyze the external factors that influence a particular purchase decision.
CO4	Compute methods to influence the consumer decision making process.
CO5	Determine the organizational buyer behaviour and changing consumer behavior

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3			2					2
2	3			2					2
3	3			2					2
4	3			2					2
5	3			2					2

Unit I	Introduction	7 Hours

Neuro marketing: Meaning, Definition, Process, Challenges. Concepts of Consumer Behaviour. Approaches to the Study of Consumer Behaviour, Role of Neuro marketing in understanding consumer behavior

Unit II	Understanding Neuromarketing	9 Hours

Emergence: : Neuromarketing techniques, Neuroscience, Scientific background: fMRI, QEEG, Potential Impact on Advertisements, Product development, Design, Packaging and Distribution, Ethical Concerns – Hype and reality

Unit III	Internal Influences on Consumer Behaviour	9 Hours

Motivation, Personality, Perception- Dynamics of perception, Learning, Attitude-Formation, Changing Consumer Attitudes, Neuroscience of emotions, Neuroscience of memory.

Unit IV	External Influences on Consumer Behaviour	9 Hours
Reference Groups, Family, Social Class, Culture, Sub Culture, Marketing Communications, Personal Influence and Opinion Leadership, Neuro aesthetics and the impact of visuals on ad effectiveness. Neurolinguistics and the psychology of persuasive language in advertising.		
UNIT V	Decision Process and Post- Purchase Behaviour	6 Hours
Neuroscience of decision-making, Consumer Decision Making Process, Diffusion of Innovations. Post Purchase Behaviour: Post Purchase Dissonance, Product Use, Product Disposition, Purchase Evaluation and Consumer Satisfaction.		
	Theory	30 Hours
	Tutorial	10 Hours
	Total	40 Hours

Self-Study Topics :
Neuro Marketing Process, Consumer Behaviour Approaches, Neuroscience in Marketing, Ethical Concerns in Neuromarketing, Perception Dynamics, Neuro-aesthetics in Advertising, Consumer Decision Making Process, Post Purchase Behaviour Analysis

References	
1. G. Schiffman and Leslie Lazar Kanuk, Consumer Behaviour, New Delhi: Pearson Education, 2013.	
2. Jay D Lindquist and M Joseph Sirgy, Shopper, Buyer & Consumer Behaviour, New Delhi: Biztantra Publication, 2010.	
3. David L Loudon and Albert J Della Bitta, Consumer Behaviour, New Delhi: Tata McGraw Hill, 2017.	
4. Shetth and Mittal, Consumer Behaviour, A Managerial Perspective, Singapore: Thomson South Western, 2011.	
5. Tanusree Dutta, Manas Kumar Mandal, "Neuromarketing in India: Understanding the Indian Consumer", Taylor & Francis Books India Pvt. Ltd, 2018	

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4. https://www.classcentral.com/course/neuromarketing-toolbox-17148
5. https://professional.dce.harvard.edu/programs/consumer-behavior/

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24MM008	Omni Channel Retail Management and Analytics	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Marketing management	Mode of Assessment	Weightage(%)
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To give an understanding to the students about the significant role of retailing in the marketing system.
- To give inputs to gain insights on the issues involved in organizing and establishing a retail format.
- To enable the students to understand the merchandise management, pricing and promotion strategies in retailing.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment

Course Outcomes (COs)

The students will be able to

CO1	Understand the functions of retailing and the role of store manager
CO2	Implement effective segmentation for a proposed retail format.
CO3	Structure the length of product assortment based on the store format and shoppers' profile.
CO4	Outline the nuances of product and merchandise management
CO5	Execute various promotion and pricing strategies in the retail chain

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3			2					2
2	3			2					2
3	3			2					2
4	3			2					2
5	3			2					2

Unit I	Introduction	7 Hours

Retailing, Functions, Retail formats, Retailing in India, Functions of a Store Manager, Impact of FDI on retailing. Omni Channel Retail Strategy, Building Omni channel strategy, Managing Customer Experience in Omni Channel Strategy.

Unit II	Understanding Customers	8 Hours

Shopping Behavior, Profile of Indian Shoppers, Shopping Process, Influences on Shopping Behavior, Customer journey mapping, Retail market segmentation.

Unit III	Location and Space Management	9 Hours

Location Decision, Importance, Levels, Types, Trade Area Analysis, Site Analysis. Atmospherics: Role, Components, Space Management, Store design and visual merchandising, Retail Floor and Shelf Management, Retail Accounting and Cash Management.

Unit IV	Retail Marketing Mix	9 Hours
Product Management, Brand Management, Merchandise Management, Category Management. Pricing: Influences, Strategies. Promotion: Promotion Mix.		

UNIT V	Retail Analytics	7 Hours
Value chain in Retailing. Retail Analytics – Introduction, Big Data in Retailing, Retail Analysis Process, Software's for Retail Analytics, Retail Analytics Utility: Supply Chain Decisions, Pricing Decisions, Inventory Decisions, Customer Experience, Customer Analytics & Predictive Analytics.		
	Theory	30 Hours
	Tutorial	10 Hours
	Total	40 Hours

Self-Study Topics :

Emerging Trends in Global Retailing, Impact of E-commerce on Traditional Retail, Technological Innovations in Omni-Channel Retail, Customer Loyalty Programs in Omni-Channel Retail, Sustainable Retailing Practices, Artificial Intelligence in Retail Analytics, Future of Cashless Retail Transactions, Predictive Analytics in Retail

References

1. Chetan Bajaj, Rajni Tulsi and Nandhi V Srivastava, Retail Management, New Delhi: Oxford University Press, 2016.
2. Pradhan Swapna, Retailing Management, New Delhi: Tata McGraw Hill, 2012.
3. Barry Berman and Joel R Evans, Retail Management Strategic Approach, New Delhi: Prentice Hall of India, 2017.
4. Piyush Kumar Sinha and Dwarika Prasad Uniyal, Managing Retailing, New Delhi: Oxford University Press, 2018.
5. Andrew J Newman and Peter Cullen, Retailing Environment and Operations, New Delhi: Thomson Learning, 2009.

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4. https://www.udemy.com/course/master-retail-analytics-with-excel-and-python-part-1/
5. https://www.mygreatlearning.com/academy/learn-for-free/courses/marketing-and-retail-analytics

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24MM009	Rural Marketing		L	T	P	C
			3	1	0	4

Pre-requisite	Assessment Pattern	
• Marketing management	**Mode of Assessment**	**Weightage(%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable the students to get a comprehensive understanding of the distinct nature of Rural markets
- To make them understand the difference between Urban and Rural markets
- To understand about the rural specific marketing mix

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision- making capabilities in highly volatile business environment
PO2	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems
PO4	Exhibit a global perspective that fosters the ability to understand global business scenario and scheme business decision making considering multicultural views and diversity
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment

Course Outcomes (COs)

The students will be able to

CO1	Ability to analyze and sense the dynamic rural marketing environment
CO2	Ability to inculcate the complex and odd purchase behavior exhibited by rural consumers.
CO3	Ability to devise rural specific marketing strategies.
CO4	Identify the challenges and opportunities in the field of rural marketing for the budding managers
CO5	Apply adaptations to the rural marketing strategies to meet the needs of rural consumers by conducting research in the rural market

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	2		2					2
2	3	2		2					2
3	3	2		2					2
4	3	2		2					2
5	3	2		2					2

Unit I	Introduction	8 Hours

Rural Economy - Rural Marketing, Concepts, Scope, Opportunities and Challenges. Rural Market Profile: Rural Consumers, Characteristics.

Unit II	Segmentation, Targeting and Positioning	8 Hours

Segmentation: Concepts, Levels, Effective Segmentation, Basis for Segmentation. Targeting. Positioning.

Unit III	Market Research and Buyer Behaviour	8 Hours

Rural Market Research, New Research Tools. Rural Consumer Behavior: Challenges, Buyer characteristics, Buying decision Process, Influences.

Unit IV	Product and Pricing Strategies	9 Hours

Product Design and Adaptation for Rural Markets, Product Classifications, Product Mix Decision, Product Item Decision, Product Strategies. Pricing: Concepts, Policies, Strategies.

UNIT V	Promotion and Distribution Strategies	7 Hours

Media Choice, Target Audience Profile, Promotion Strategies. Distribution: Channels, New Approaches, Strategies. Role of Central, State Government and other Institutions in Rural Marketing. Integrated Marketing Communication in Rural Marketing.

	Theory	30 Hours
	Tutorial	10 Hours
	Total	40 Hours

Self-Study Topics :
Rural Economy Trends, Rural Marketing Campaigns, Distribution Challenges, Micro-Segmentation, Rural Market Research Tools, Cultural Influence on Buyer Behavior, Product Innovation for Rural Markets, Government Initiatives in Rural Marketing

References

1. Krishnamacharyulu, C S G, and Lalitha Ramakrishnan, Rural Marketing Text & Cases, Pearson Education Pvt Ltd, New Delhi.
2. Ruchika Ramakrishnan, Rural Marketing in India: Strategies and Challenges, New Century Publication, New Delhi
3. Singh, Awadhesh Kumar, and Satyaprakash Pandey, Rural marketing Indian Perspective, New age International Ltd, New Delhi
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5. Balram, and Dogra, Rural Marketing: Concepts and Practice, Tata McGraw Hill, New Delhi, 2007.

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24MM010	Sales and Distribution Management	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Marketing management	**Mode of Assessment**	**Weightage(%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To understand the professional sales process and sales force management
- Build awareness of current sales management practices and relevant managerial issues
- To gain how to manage and motivate a professional sales force thereby gaining insights into the multi-faceted nature of the sales person

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision- making capabilities in highly volatile business environment
PO4	Exhibit a global perspective that fosters the ability to understand global business scenario and scheme business decision making considering multicultural views and diversity
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment

Course Outcomes (COs)

The students will be able to

CO1	Understand roles & responsibilities of a sales manager
CO2	Recognize the importance of sales territories & quotas
CO3	Apply the ways to recruit, select and train the sales people
CO4	Understand how to motivate and compensate sales people
CO5	Apply the ways to control the sales persons.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3			2					2
2	3			2					2
3	3			2					2
4	3			2					2
5	3			2					2

Unit I	Nature of Sales Management	7 Hours

Introduction to Sales Management: Sales management: Its nature and responsibilities – Functions of a Sales manager, Sales management skills, Sales person to sales manager, Social, Ethical and legal responsibilities – Managing the sales team – ethical behavior. Strategic sales planning.

Unit II	Sales Organization	7 Hours

Sales organizational design, Sales organizational structure, Forecasting market demand, Forecasting process, Forecasting Methods, Sales Structure and Customer Segmentation, Sales budgets - Sales Force Budgeting Methods, Design and size of sales territories – Designing sales territories, Approaches, Sales objectives and quota - Types of quotas, Selling by Objectives.

Unit III	Planning and Recruiting Sales People	10 Hours

Job analysis, Job description, Recruitment, Selection and placement of sales personnel - Selection process, Evaluating selection and placement decisions, Management of sales training and development - Purpose of sales training, Methods, Sales training model, Contents of Sales Training Program – Sales knowledge development, Sales Skills Development, Sales process. Channel Design and Planning Process, Channel Management, Channel Information System

Unit IV	Motivating Sales People	9 Hours

Understanding Sales force motivation, Sales culture, needs of sales people, Salesperson's behavioral model, Sales Coaching and Mentoring, Personal side of motivation, Compensation for high performance - Designing a compensation program, Types of compensation plans, Fringe benefits, Leading the sales Team - Nature of leadership, Sales manager's behavior and activities.

UNIT V	Controlling the Sales Team	7 Hours

Controlling the sales Team - Analysis of sales and marketing costs - Marketing Audit, Sales force audit, Net sales volume analysis, Marketing Cost Analysis, Evaluation of salespeople's performance - Performance Appraisal - processes and procedures, Conducting the appraisal, Providing Feedback.

		Theory	30 Hours
		Tutorial	10 Hours
		Total	40 Hours

Self-Study Topics :
Emerging Trends in Sales Management, Impact of Technology on Sales Management, Advanced Sales Forecasting Techniques, Sales Budgeting and Financial Metrics, Innovative Recruitment Strategies for Sales Personnel, Sales Training Best Practices and Tools, Sales Force Motivation Techniques, Performance Metrics and Sales Team Evaluation.

References

1. Charles M. Futrell, "Fundamentals of Selling: Customers for life through service", (12th ed.), Tata McGraw Hill, New Delhi, 2014.
2. Edward W. Cundiff, Norman A.P. Govoni, Richard R. Still, "Sales Management: Decisions, Strategies and Cases", (5th ed.), Pearson Education India, 2007.
3. David Jobber and Geoffrey Lancaster, "Selling and Sales Management", (7th ed.), Pearson Education India, 2009.
4. David Lambert and Keith Dugdale, "Smarter Selling: How to grow sales by building trusted relationships", (2nded.), Pearson Education India, 2011.
5. William L. Cron, "Sales management: Concepts and Cases", (10th ed.), Wiley India, 2009.

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3. https://www.udemy.com/topic/sales-management/
4. https://training.sap.com/course/scm600-business-process-in-sales-and-distribution-classroom-015-g-en/
5. https://alison.com/course/diploma-in-sales-and-distribution-management

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24MM011	Semiotics in Marketing Communications and Branding	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Marketing management	**Mode of Assessment**	**Weightage(%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To understand the basic principles of semiotics as well as semiotic thinking thereby examining the role of semiotics in communicating the brand
- To provide an in-depth understanding the marketing communication concepts
- To evaluate an organization's marketing and promotional situation in order to develop effective communication strategies and programmes

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision- making capabilities in highly volatile business environment
PO4	Exhibit a global perspective that fosters the ability to understand global business scenario and scheme business decision making considering multicultural views and diversity
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment

Course Outcomes (COs)

The students will be able to

CO1	Understand an effective marketing communication plan to build brands
CO2	Select from various design thereby delivering value and create relationships in the marketplace
CO3	Understand the use of marketing communications to promote causes and deal with societal problems
CO4	Execute the theory and techniques applicable to the major marketing communication functions
CO5	Deepen the understanding of the need to influence consumers through marketing

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3			2					2
2	3			2					2
3	3			2					2
4	3			2					2
5	3			2					2

Unit I	Introduction to Communications & Branding	6 Hours

Evolution of Communications & Branding – past and present positioning, Brand Values – brand heritage, Brand Building

Unit II	Elements of Semiotics	9 Hours

Signifier and Signified, Redundancy and Noise, Polysemy and Synonymy, Symbolic and Semi Symbolic, Arbitrary and Convention, Single/Repeated signs, Semiotic Silence, Successive Signs.

Unit III	Role of Semiotics in Marketing	9 Hours
Reach to customers - Verbal, Visual and Performative actions, Touch Points – Logos, Rituals, Cultural symbols, Colors, Iconic individuals, text, advertisements, websites, Physical environments		
Unit IV	Techniques to Run Semiotic Analysis	10 Hours
Stages – Grouping, Independent Analysis of groups, Inclusive analysis of groups, Interdisciplinary Approaches, Comparison of independent and inclusive analysis of groups, Wrap-up of analysis; Techniques – Questions, probing, abstract questions, projective techniques, craft stationery.		
UNIT V	Apply Findings from Analysis	6 Hours
Semiotic-Based Marketing Strategies, Case Studies from Indian Companies and MNCs		
	Theory	30 Hours
	Tutorial	10 Hours
	Total	40 Hours

Self-Study Topics :
Evolution of Branding Strategies, Historical Perspectives on Marketing Communication, Advanced Semiotic Theories and Models, Impact of Semiotics on Consumer Perception, Innovative Applications of Semiotics in Branding,

References
1. Using Semiotics in Marketing: How to achieve Consumer Insight for brand Growth and Profits by Rachel Lawes published by Kogan Page, 3rd March 2020.
2. Creating Value: The Theory and Practice of Marketing Semiotics Research by Laura R. Oswald published by OUP Oxford, 22nd January 2015.
3. Marketing Semiotics: Signs, Strategies and Brand Value by Laura R. Oswald published by OUP Oxford, 16th February 2012.
4. Daniel Chandler, "Semiotics: The Basics", Taylor and Francis, 2007
5. Laura R. Oswald, "Doing Semiotics: A Research Guide for Marketers at the Edge of Culture", Oxford University Press, 2020

Online Resources
1. https://www.udemy.com/course/media-studies-semiotics-semiology/
2. https://cademy.co.uk/elearncollege/semiotics

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24MM012	Services Marketing			L	T	P	C
				3	1	0	4

Pre-requisite	Assessment Pattern	
• Marketing management	Mode of Assessment	Weightage(%)
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable the students to understand the differences between marketing of products and services.
- To give insight to them on various aspects of Services Marketing.
- To enable them to effectively design and deliver services.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision- making capabilities in highly volatile business environment
PO4	Exhibit a global perspective that fosters the ability to understand global business scenario and scheme business decision making considering multicultural views and diversity
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment

Course Outcomes (COs)

The students will be able to

CO1	Understand the customers through effective communication about the service concept
CO2	Summarize the influencing factors of customer expectations and perceptions
CO3	Select appropriate service recovery strategies to retain the customers
CO4	Design service development model with adequate customer standards
CO5	Execute effective delivery of services by closing the expectation gaps

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3			2					2
2	3			2					2
3	3			2					2
4	3			2					2
5	3			2					2

Unit I	Introduction to Services	6 Hours

Definition, Services vs. Goods, Characteristics, Service Marketing Mix, Current Trends, Gaps Model. Overview of marketing Different Service Sectors -Marketing of Banking Services -Marketing in Insurance Sector - Marketing of Education Services.

Unit II	Customer Expectations and Perceptions	9 Hours

Customer Expectations, Meaning, Types, Levels, Influencing Factors. Customer Perceptions: Influencing Factors, Satisfaction, Service Quality, Building Blocks.

Unit III	Customer Relations	9 Hours

Goals, Benefits, Life Time Value of a Customer, Factors, Estimation, Retention Strategies. Service Recovery: Impact of Service Failure, Response of Customers, Recovery Strategies, Service Guarantees.

Unit IV	Service Design	10 Hours

New service Development, Stages, Service Blueprinting, Service Redesign. Customer Defined Service Standards: Factors, Guidelines. Physical Evidence: Types, Role.

UNIT V	Delivering and Performing	6 Hours

Employee's Role, Customers' Role, Managing Demand and Capacity, Managing Service Promises, Closing the Gaps, Customer Experience Management

	Theory	30 Hours
	Tutorial	10 Hours
	Total	40 Hours

References

1. Valarie A Zei Thaml and Mary Jo Bitner, Service Marketing, New Delhi: Tata McGraw Hill, 2011.
2. Christopher Lovelock, Services Marketing People, Technology, Strategy, New Delhi: Pearson Education, 2010.
3. Govind Apte, Services Marketing, New Delhi: Oxford University Press, 2009.
4. Steve Baron, Service Marketing, New Delhi: Sage Publications, 2010.
5. R. Srinivasan, Services Marketing – The Indian Context, New Delhi: Prentice Hall of India, 2012.

Online Resources

1. https://onlinecourses.nptel.ac.in/noc23_mg115/preview
2. https://alison.com/course/diploma-in-services-marketing-integrating-people-technology-and-strategy
3. https://www.edx.org/learn/marketing/indian-institute-of-management-bangalore-services-marketing-concepts-applications
4. https://www.udemy.com/course/service-marketing-for-business-administration/

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PROFESSIONAL ELECTIVES – FINANCE

24MF001	Banking System and Practices	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
● Economics, Financial Management	**Mode of Assessment**	**Weightage(%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To introduce the concept of Banking and its growth in India
- To make the students understand various types of deposits & advances.
- To create awareness on the broad contours of export & import credit and expose the students to the recent developments in banking in India.

Programme Outcomes (POs)

PO 1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO 7	International Exposure and Cross-Cultural Understanding: Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.
PO 9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to

CO1	Understand Banking Process.
CO2	Evaluate a loan proposal submitted by the customer.
CO3	Analyze Non-Performing Assets.
CO4	Assist the customers to choose appropriate financial products.
CO5	Gain insight into the Electronic Payment System, Internet Banking and Mobile Banking.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3								1
CO 2	3								1
CO 3	3								1
CO 4	3						2		1
CO 5	3						2		1

UNIT I	INTRODUCTION TO BANKING	8 Hours

Role of banks, Evolution of Banking, Structure of banking sector in India, Rationale of Banking Sector Reforms, Basle Committee recommendations, An overview of Financial Statement of banks.

UNIT II	DEPOSITS AND ADVANCES	8 Hours

Deposits: Banker Customer Relationship, BCSBI, Various Types of Deposits, Advances: Principles of Sound Lending, Methods of Granting Advances, CIBIL, MCLR, Secured Advances, Modes of Creating Charges, Types of Advances. Bank Guarantees.

UNIT III	PRIORITY SECTOR LENDING & NPA NORMS	8 Hours

Rationale of Priority Sector Lending, Different Segments of Priority Sector Advances. CGTMSE, Classification of Advances: NPA Norms, SMA, Recovery of Advances.

UNIT IV	EXPORT CREDIT	8 Hours

Introduction to UCPDC, Exports – Pre-shipment and Post – Shipment Credit, Import Financing, RBI Role in Promoting Export Credit, EXIM Bank, ECGC.

UNIT V	RECENT DEVELOPMENTS IN BANKING	8 Hours

Suggested Self-Study Topics :
Retail Banking, ATM, EFT, Tele Banking, Credit Cards, Debit Cards, Smart Cards, e-banking, Cheque Truncation System, Ancillary Businesses: Drafts, Safe Custody, PARA Banking, CRM in banking.

	Tutorial	10 Hours
	Theory	30 Hours
	Total	40 Hours

References
1. Sukvinder Mishra, Banking Law and Practice, S. Chand Publishing, 2018
2. Kanhaiya Singh and Vinay Dutta, Commercial Bank Management, McGraw Hill, 2017.
3. Padmalatha Suresh and Justin Paul, Management of Banking, Pearson Education, 4th Edition, 2017.
4. JyostnaSethi and Nishwan Bhatia, Elements of Banking and Insurance, New Delhi: Prentice Hall of India, 2013.
5. Donald R Fraser, Benton E Gup and James W Kolari, Commercial Banking, The Management of Risk, Singapore: Wiley, 2010.

Online Resources
1. https://www.iibf.org.in/ELearning.asp
2. https://testbook.com/free-live-classes/bank-exams
3. https://www.practicemock.com/banking-video-course/
4. https://www.shiksha.com/online-courses/banking-courses-certification-training-st579
5. https://www.edubridgeindia.com/courses/NzEz/banking-101-a-guide-for-beginners-in-the-banking-sector

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24MF002	Equity Derivatives and Risk Management	L	T	P	C
		3	1	0	4

Prerequisite	Assessment Pattern	
• Financial Management, Investment Analysis and Portfolio Management	Mode of Assessment	Weightage(%)
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To know about the Derivative Instruments in the Financial Market and role of Stock Exchange
- To understand the concept of Forward and Futures Contract, Options and Swaps.
- To know about the Commodity Derivative Instruments in India.

Programme Outcomes (POs)

PO 1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO 4	Problem Solving and Innovative Solutions: Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.
PO 9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to

CO1	Use Forward Contract, Futures Contract, Options and Swap to hedge the unsystematic risk.
CO2	Analyze the Future and Forward Prices.
CO3	Calculate the intrinsic value and time value of options.
CO4	Estimate and decide the various Interest Rate Risks.
CO5	Ability to ensure the compliance of Derivative Markets.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3			2					1
CO 2	3			2					1
CO 3	3			2					1
CO 4	3			2					1
CO 5	3			2					1

UNIT I	INTRODUCTION TO EQUITY DERIVATIVES	8 Hours

Introduction to Financial Derivatives – Types of Derivatives – Forwards, Futures, Swaps, Options - Application of derivatives in Risk Management.

UNIT II	FORWARDS AND FUTURES	8 Hours

Forwards & Futures market - Mechanics of futures markets - Different categories of Forwards & Futures – Valuation - Determination of forward and futures prices - Risk management using Forwards and Futures.

UNIT III	OPTIONS	8 Hours

Basics of Options, Pay-off chart for options, Options pricing, Options spreads, Straddle, Strangle, Covered call, Protective put, Collar, Butterfly spread.

UNIT IV	SWAPS	8 Hours

Characteristics of Swaps- Categories of Swaps - Mechanics of interest rate swaps - Currency swaps – Application - Valuation - Usage of Swaps in Risk Management.

UNIT V	TRADING SYSTEMS AND REGULATORY ENVIRONMENT	8 Hours

Trading System, Clearing and Settlement Mechanism, Selection criteria of stocks for trading, Selection criteria of index for trading, Adjustments for Corporate Actions, Position limit, Regulations in Trading, Regulations in Clearing & Settlement and Risk Management.

	Tutorial	10 Hours
	Theory	30 Hours
	Total	40 Hours

References

1. Hull.c.John. and Sankarshan Basu, Options, Futures and Other Derivatives, 10th edition, Pearson Education, Chennai, 2018.
2. Gupta S L, Financial Derivatives: Theory, Concepts and Problems, 2nd edition, PHI learning, New Delhi, 2017.
3. Sundaram Das, Derivatives Principles and Practice, Tata McGraw Hill Education, 2017.
4. Don M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 10th edition, Cengage Learning, 2015.
5. Rajiv Srivatsava, Derivatives and Risk Management, Oxford University Press, 2015.

Online Resources

1. https://www.nseindia.com/products-services/equity-derivatives-risk-management
2. https://www.nism.ac.in/equity-derivatives/
3. https://www.nseix.com/markets/risk-management-equity-derivatives
4. https://www.nasdaq.com/derivatives-academy
5. https://archive.nptel.ac.in/courses/110/107/110107128/

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24MF003	Merchant Banking and Financial Services	L	T	P	C
		3	1	0	4

Prerequisite	Assessment Pattern	
● Financial Management	**Mode of Assessment**	**Weightage(%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To provide an understanding of various Financial Services.
- Make students understand the regulatory framework governing the Financial Services.
- Expose the procedures involved in handling Financial Services.

Programme Outcomes (POs)

PO 1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO 4	Problem Solving and Innovative Solutions: Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.
PO 9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to

CO1	Understand the regulations of SEBI while handling Financial Services.
CO2	Administer Pre and Post Issue activities.
CO3	Provide Fee Based Financial Services.
CO4	Evaluating the Leasing and Hire Purchasing and its Tax Implications.
CO5	Administer Fund Based Financial Services.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3			2					1
CO 2	3			2					1
CO 3	3			2					1
CO 4	3			2					1
CO 5	3			2					1

UNIT I	MERCHANT BANKING	8 Hours

Introduction, Definition, Functions, Legal and Regulatory framework - SEBI Regulations - Procedure for Inspection and Action in case of default, Code of Conduct, Registration and SEBI Guidelines.

UNIT II	ISSUE MANAGEMENT	8 Hours

Capital Market Instrument, Capital Structure Decisions, Public Issue Management, Marketing New Issue, Post Issue Activities, Prospectus, Underwriting of Securities, Role and Responsibilities of Intermediaries.

UNIT III	OTHER FEE BASED MANAGEMENT	8 Hours

Portfolio Management Services, Credit Syndication, Depository Receipts, Credit Rating, DEMAT Services, Mutual Funds, e-Stamp, e-KYC.

UNIT IV	FUND BASED FINANCIAL SERVICES	8 Hours

Leasing and Hire Purchasing - Basics, Financial Evaluation and Tax Implication.

UNIT V	OTHER FUND BASED FINANCIAL SERVICES	Hours

Consumer Finance, Real Estate Financing, Bills Discounting, Factoring and Forfeiting, Venture Capital

	Tutorial	10 Hours
	Theory	30 Hours
	Total	40 Hours

References

1. Dr S. Gurusamy, Merchant Banking and Financial Services, New Delhi: Tata McGraw Hill, 2019.
2. M.Y.Khan, Financial Services, New Delhi: Tata McGraw-Hill, 2019.
3. Frederic S.Mishkin and Tusli Jayakumar, Financial Markets and Institutions, New Delhi: Pearson, 2017.
4. Siddaiah, Financial Services, New Delhi, Pearson, 2016.
5. Mathews Sasidharan, Financial Services and System, Tata McGraw Hill, 2016.

Online Resources

1. https://www.swastika.co.in/investment-banking/merchant-banking-services
2. https://navi.com/blog/merchant-banking/
3. https://archive.nptel.ac.in/courses/110/105/110105121/
4. https://onlinecourses.swayam2.ac.in/imb20_mg17/preview
5. https://www.classcentral.com/course/youtube-noc-jan-2019-financial-institutions-and-markets-47358

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24MF004	Mergers, Acquisitions and Restructuring	L	T	P	C
		3	1	0	4

Prerequisite	Assessment Pattern	
● Financial Management, Strategic Management	**Mode of Assessment**	**Weightage(%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To understand Mergers and Acquisitions as a powerful tool to build new generation companies to compete successfully in the global markets
- To describe how Mergers and Acquisitions are financed.
- To know the corporate restructuring process in the business world.

Programme Outcomes (POs)

PO 1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO 4	Problem Solving and Innovative Solutions: Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.

Course Outcomes (COs)

The students will be able to

CO1	Apply SEBI Guidelines and legal frame works at the time of Mergers.
CO2	Decide the appropriate type of Merger.
CO3	Decide the appropriate source of financing for Merger and Acquisition.
CO4	Manage Pre and Post Merger Process.
CO5	Estimate the impact of restructuring on the value of the firm.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3			3					
CO 2	3			2					
CO 3	3			2					
CO 4	3			3					
CO 5	3			2					

UNIT I	INTRODUCTION TO MERGERS	8 Hours

Meaning, Need and Objectives of Mergers, Acquisitions, Basic Difference between Mergers and Acquisition, SEBI Guidelines, Legal framework

UNIT II	TYPES AND PROCESS	8 Hours

Types of Mergers, Acquisitions and Takeovers, Process of Mergers and Acquisitions, Value Creation.

UNIT III	FUNDING	8 Hours

Funding of Mergers and Acquisitions, Financing Techniques, Various sources of financing.

UNIT IV	PRE-MERGER AND POST-MERGER OF FIRMS	8 Hours

Determining Pre-Merger and Post Merger Values of the firms- Valuation of shares, Ascertaining the benefits to the Stakeholders of both the Firms out of Mergers and Acquisition, Problems Faced during the Mergers, Acquisitions and Takeovers.

UNIT V	INTRODUCTION TO RESTRUCTURING	8 Hours

Need and Objectives of restructuring, Process of restructuring, Impact of restructuring on the value of the firm.

	Tutorial	10 Hours
	Theory	30 Hours
	Total	40 Hours

References

1. S. Shiva Ramu, Corporate Growth through Mergers and Acquisitions, Virginia: Landmark Ltd, 2017.
2. Chandrashekar, Krishnamurti, and S.R.Vishwanath, Merger, Acquisitions and Corporate Restructuring, New Delhi: Sage publication, 2016.
3. Fred J Weston, Kwang S. Chung, and Susan E. Hoag, Mergers, Restructuring and Corporate Control, New Delhi: PHI Learning Private Ltd, 2016.
4. Enrique R. Arzac, Valuation for Mergers, Buyouts and Restructuring, New Delhi: Wiley India (P) Ltd, 2016.
5. A. Gaugham Patrick, Mergers, Acquisitions and Corporate Restructuring, Singapore: John Wiley, 2016.

Online Resources

1. https://www.classcentral.com/course/swayam-mergers-acquisitions-and-corporate-restructuring-119507
2. https://archive.nptel.ac.in/courses/110/105/110105165/
3. http://acl.digimat.in/nptel/courses/video/110105165/L01.html
4. https://onlinecourses.nptel.ac.in/noc23_mg58/preview
5. https://financialmanagement.pressbooks.tru.ca/chapter/module-8-merging-and-acquisitions-and-corporate-restructuring/

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24MF005	Project Finance	L	T	P	C
		3	1	0	4

Prerequisite	Assessment Pattern	
● Financial Management, Operations Research	Mode of Assessment	Weightage(%)
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- Introduce the students to the Purpose, Principles, Problems, Challenges, Concepts, Techniques, and Practice of Project Management and its various facets.
- Impart skills in Project Planning, Execution and Control Methods
- Introduce students to Project Management Software and its Applications.

Programme Outcomes (POs)

PO 1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO 4	Problem Solving and Innovative Solutions: Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.

Course Outcomes (COs)

The students will be able to

CO1	Generate and screen the Project Ideas.
CO2	Analyze the Market, Technical and Financial feasibility of Projects
CO3	Estimating the Project Cash Flows and Performing Risk Analysis using various tools.
CO4	Selecting appropriate sources of Project Financing.
CO5	Creating Work Breakdown Structure.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3			3					
CO 2	3			2					
CO 3	3			2					
CO 4	3			3					
CO 5	3			2					

UNIT I	INTRODUCTION	8 Hours

Project Management Concepts, Project Organizational Structures, Types of Capital Investments, Phase of Capital Budgeting, Levels of Decision Making, Facets of Project Analysis, Project Formulation: Generation and Screening of Project Ideas.

UNIT II	ANALYSIS OF PROJECTS	8 Hours

Feasibility Study, Market and Demand Analysis, Technical Analysis, Financial Estimates and Projections.

UNIT III	SELECTION OF PROJECTS	8 Hours

Basic Techniques - Investment Criteria and Project Cash Flows, Advanced Techniques Risk Analysis, Sensitivity Analysis, Scenario Analysis, Break-even Analysis, Simulation Analysis, Firm Risk and Market Risk.

UNIT IV	FINANCING	8 Hours

Financing of Projects, Financing Infrastructure Projects, Venture Capital, and Private Equity.

UNIT V	**IMPLEMENTATION AND REVIEW OF PROJECTS**	8 Hours

Planning and Sequencing of Project, Creating the Project Schedule (WBS), Resource Planning for Internal and External Resources, Executing the Project Plan and Keeping the Project on Track, Network Techniques for Project Management. (PERT and CPM), Project Review

	Tutorial	10 Hours
	Theory	30 Hours
	Total	40 Hours

References

1. Prasanna Chandra, Project Management, New Delhi: Tata McGraw Hill India Ltd, 2019.
2. P. Gopalakrishnan and V. E. Rama Moorthy, Project Management, New Delhi: Macmillan India Ltd, 2019.
3. Graham D. Vinter, Gareth Pierce, Project Finance, New Delhi: Thomson, 2019.
4. Tim Pyron, Using Microsoft Office Project 2016 – The only Project 2016 Book You Need, New Delhi: Que Edition – Techmedia, 2017.
5. Richman Larry, Project Management: Step by Step, New Delhi: Prentice Hall India (Microsoft Press Release), 2016.

Online Resources

1. https://www.projectfinanceinstitute.com/
2. https://www.wallstreetprep.com/knowledge/demystifying-project-finance/
3. https://corporatefinanceinstitute.com/resources/commercial-lending/project-finance-primer/
4. https://www.fitchlearning.com/fundamentals-project-finance-course-content
5. https://www.nseindia.com/learn/self-study-ncfm-modules-intermediate-project-finance-module

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24MF006	Investment Analysis and Portfolio Management	L	T	P	C
		3	1	0	4

Prerequisite	Assessment Pattern	
● Financial Management	Mode of Assessment	Weightage(%)
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To understand the functioning of Indian Capital Markets
- To understand the different forms of Investment and the relationship between risk and return
- To know the techniques available for analyzing the Securities and understand the management of a Portfolio.

Programme Outcomes (POs)

PO 1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO 4	Problem Solving and Innovative Solutions: Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.

Course Outcomes (COs)

The students will be able to

CO1	Make an appropriate Investment Decision.
CO2	Handle the activities related to the new issue market.
CO3	Prepare the report based on Economic, Industry and Company Analysis.
CO4	Perform Technical Analysis to make effective buy and sell decisions.
CO5	Construct and Maintain the Portfolios.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2			2					
CO 2	3			3					
CO 3	3			3					
CO 4	2			2					
CO 5	3			3					

UNIT I	INTRODUCTION	7 Hours

Investment, Speculation, Securities, Sources of Investment Information, Investment Alternatives, Securities and Exchange Board of India, Investor Protection measures of SEBI, Securities Contract (Regulation) Act.

UNIT II	OVERVIEW OF INDIAN CAPITAL MARKET	7 Hours

Primary Market, Secondary Market, Grey Market, Pricing of Securities, Listing of Securities, Stock Market Indices, Fundraising through Overseas Market.

UNIT III	FUNDAMENTAL ANALYSIS	9 Hours

Economic Analysis: Forecasting Techniques, Industry Analysis: Industry Classification, Industry life cycle. Company Analysis: Measuring Earnings, Forecasting Earnings, Applied Valuation Techniques.

UNIT IV	TECHNICAL ANALYSIS	9 Hours

Fundamental Analysis Vs Technical Analysis, Charting Methods, Market Indicators: Trend, Trend Reversals, Patterns, Simple Moving Average (SMA), Exponential Moving Average (EMA), MACD, Oscillators: ROC, RSI, Bollinger Bands and Fibonacci Retracement.

UNIT V	PORTFOLIO MANAGEMENT	8 Hours

Portfolio Theory, Portfolio Construction, Performance Evaluation, Portfolio Revision, SEBI Guidelines for Portfolio Management Services.

	Tutorial	10 Hours
	Theory	30 Hours
	Total	40 Hours

References

1. Prasanna Chandra, Investment Analysis and Portfolio Management, New Delhi: Tata McGraw Hill, 2017.
2. Dhanesh Kumar Khatri, Security Analysis and Portfolio Management, New Delhi: Macmillan, 2016.
3. Donald E Fischer and Ronald J Jordan, Security Analysis & Portfolio Management, New Delhi: Prentice Hall of India Private Ltd, 2016.
4. S. Kevin, Security Analysis & Portfolio Management, New Delhi: Prentice-hall of India Pvt Ltd, 2016.
5. Shalini Talwar, "Security Analysis and Portfolio Management", Cengage Learning, 2016.

Online Resources

1. https://www.nseindia.com/learn/self-study-ncfm-modules-intermediate-investment-analysis-and-portfolio-management
2. https://www.pw.live/exams/ca/investment-analysis/
3. https://www.edx.org/learn/portfolio-management
4. https://onlinecourses.nptel.ac.in/noc23_mg62/preview
5. https://onlinecourses.nptel.ac.in/noc21_mg99/preview

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24MF007	Goods and Services Tax	L	T	P	C
		3	1	0	4

Prerequisite	Assessment Pattern	
● Accounting for Management ● Financial Management	**Mode of Assessment**	**Weightage(%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable the students to understand the basics of Supply of Goods and Services.
- To understand the Payment of GST Mechanism.
- To enrich the knowledge of Input Tax Credit and IGST in GST.

Programme Outcomes (POs)

PO 1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO 8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.
PO 9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to

CO1	Understand the GST Network and Council.
CO2	Register, File Monthly Returns and apply Revisions.
CO3	Make a payment of GST.
CO4	Calculate the Input Tax Credit.
CO5	Determine the Place of Supply of Goods and Services in the Inter State Sales.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	2							1	3
CO 2	3							1	3
CO 3	3							1	3
CO 4	2							1	3
CO 5	3							1	3

UNIT I	OVERVIEW OF GOODS AND SERVICES TAX	7 Hours

Overview of GST, Implementation of GST, Liability of the Taxpayer, GST Network, G S T Council. Levy of an Exemption from Tax - Levy of GST – Introduction, Composition Scheme, Remission of Tax / Duty. Registration – Introduction, Registration Procedure, Important Points, Special Persons, Cancellation.

UNIT II	SUPPLY	7 Hours

Meaning and Scope of Supply - Taxable Supply, Supply of Goods and Supply of Services, Course or Furtherance of Business, Special Transactions. Time of Supply - Time of Supply–Goods, Time of Supply –Services, Other Points. Valuation in GST - Transaction Value.

UNIT III	PAYMENT OF GST	9 Hours

E waybill generation. Payment of GST - Introduction, Time of GST Payment, how to make payment, Challan Generation & CPIN, TDS & TCS. Electronic Commerce – Introduction, Tax Collected at Source (TCS), Procedures for E-commerce Operator, Reverse Charge Mechanism.

UNIT IV	INPUT TAX CREDIT	9 Hours

Input Tax Credit – Introduction, Important Points, Job Worker. Input Service Distributors - Concept of Input Service Distributor, Legal Formalities for an ISD, Distribution of Credit. Matching of Input Tax Credit -Returns, GSTR 1, 2A, 2B, and 3B, Other Taxable Persons

UNIT V	IGST	8 Hours

Overview of the IGST Act – Overview, Other Provisions, Place of Supply of Goods & Services – Introduction, Registered and Unregistered Persons. GST Portal -Introduction, GST Eco-system, GST Suvidha Provider (GSP).

	Tutorial	10 Hours
	Theory	30 Hours
	Total	40 Hours

References

1. Vashishtha Chaudhary Ashu Dalmia Shaifaly Girdharwal, Taxmann's GST - A Practical Approach, 3rd Edition 2020,
2. CA Alok Pareek, A Practitioner's Guide to Input Tax Credit under GST, Bloomsbury India, 2020.
3. Nitya Tax Associates, Basics of GST, Edition: August 2019, Taxmann Technologies, New Delhi.
4. Jayaram Hiregange, Deepak Rao, India GST for Beginners, White Falcon Publishing, 2nd Edition, 2019.
5. Frequently Asked Question by Central Board of Excise &Customs, New Delhi

Online Resources

1. https://cbic-gst.gov.in/
2. https://www.gstzen.in/a/resources.html
3. https://cleartax.in/s/gst-guide-introduction
4. https://gstcouncil.gov.in/gst-council
5. https://taxinformation.cbic.gov.in/

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24MF008	Financial Modeling	L	T	P	C
		3	1	0	4

Prerequisite	Assessment Pattern	
● Accounting for Management, Financial Management	Mode of Assessment	Weightage(%)
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To acquaint the students with the Excel Tools for Financial Modeling.
- To enable the students to do the Descriptive Analysis
- To enhance the knowledge of students in the Financial Modeling

Programme Outcomes (POs)

PO 1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO 2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
PO 4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.

Course Outcomes (COs)

The students will be able to

CO1	Choose appropriate Excel Tool for Financial Modeling.
CO2	Analyze the Data using Charts.
CO3	Choose appropriate Finance Functions to construct models.
CO4	Apply Descriptive Statistics in Financial Analysis.
CO5	Apply Linear Programming and Simulation in Financial Analysis.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3	2		3					
CO 2	3	2		3					
CO 3	3	2		3					
CO 4	3	2		3					
CO 5	3	2		3					

UNIT I	PROJECTING INCOME STATEMENT	8 Hours

Estimation Income Statement Line Items: Revenue, Cost of Goods Sold, Operating Expenses, Other Income, Depreciation and Amortization, Interest, Taxes, Non-Recurring and Extraordinary items, Distributions. Preparation of Income Statement and Cashflow Statement.

UNIT II	PROJECTING BALANCE SHEET	10 Hours

Working Capital Projection, Projecting Balance Sheet, Analyzing key performance ratios – Operating Performance, Operating Efficiency, Short-term and Long-term solvency, Debt Service Coverage Ratio. Sensitivity Analysis.

UNIT III	ANALYSIS TOOLPAK	6 Hours

Descriptive Statistics, Histograms, Correlation and Covariance, Regression Analysis, Hypothesis Testing.

UNIT IV	MATRIX ALGEBRA AND RELATED FUNCTIONS IN EXCEL	8 Hours

Array Handling, Adding Matrices, Multiplying Matrices, Transposing a Matrix, Matrix Inversion Array Functions in Excel – MMULT, TRANSPOSE, MINVERSE, FREQUENCY, LINEST.

UNIT V	OPTIMIZATION USING SOLVER	8 Hours

Linear Programming using Solver, Portfolio Optimization, Optimization using Matrix Functions, Generating Efficient Frontier, Monte Carlo Simulation.

Suggested Self-Study Topics :
SEBI amendments, International Stock Market Indices, P/E Ratio, Bollinger bands, Efficient Frontier.

	Tutorial	10 Hours
	Theory	30 Hours
	Total	40 Hours

References

1. Paul Pignataro, Financial Modeling and Valuation, Wiley, 1st Edition, 2015.
2. Wayne L Winston, "Microsoft Excel 2019 – Data Analysis and Business Modeling", Microsoft Press, O'Reilly Media, Inc. California, 2019.
3. John S. Tjia, "Building Financial Models", Mc Graw Hill, New York, 2019.
4. Danielle Stein Fairhurst, "Using Excel for Business Analysis: A Fundamental Approach to Financial Modelling", Wiley Finance, April 2020.
5. "Financial Modelling Fundamentals", Best Practice Modelling, Australia, 2020.

Online Resources

1. https://corporatefinanceinstitute.com/topic/financial-modeling/
2. https://financialmodelling.mazars.com/financial-modelling-resources/
3. https://iimskills.com/financial-modeling-courses-online-free/
4. https://www.wallstreetprep.com/free-resources/
5. http://www.digimat.in/nptel/courses/video/110107073/L01.html

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24MF009	Behavioural Finance	L	T	P	C
		3	1	0	4

Prerequisite	Assessment Pattern	
● Accounting for Management ● Financial Management	**Mode of Assessment**	**Weightage(%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To acquaint the students with the Fundamentals of Behavioral Finance.
- To enable the students to understand Cognitive Psychology.
- To enhance the knowledge of students in Corporate Behavioral Finance.

Programme Outcomes (POs)

PO 1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO 4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.
PO 9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to

CO1	Apply Behavioral Finance in Market Strategies.
CO2	Apply Behavioral Finance Theories in Decision Making Process.
CO3	Analyze the Rationality from Economics Perspective.
CO4	Analyze the Investor Behavior.
CO5	Apply Behavior Corporate Finance.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3			2					1
CO 2	3			2					1
CO 3	3			2					1
CO 4	3			2					1
CO 5	3			2					1

UNIT I	INTRODUCTION	8 Hours

Behavioral Finance: Nature, Scope, Objectives and Significance & Application, History of Behavioral Finance. Psychology: Concept, Nature, Importance, The Psychology of Financial Markets, The Psychology of Investor Behavior, Behavioral Finance Market Strategies, Prospect Theory, Loss Aversion Theory under Prospect Theory and Mental Accounting.

UNIT II	BUILDING BLOCK OF BEHAVIOURAL FINANCE	8 Hours

Cognitive Psychology and Limits to Arbitrage. Demand by Arbitrageurs: Definition of Arbitrageur, Long-Short Trades, Risk vs. Horizon, Transaction Costs and Short Selling Costs, Fundamental Risk, Noise-Trader Risk, Professional Arbitrage, Destabilizing Informed Trading (Positive Feedback, Predation), Expected Utility as a Basis for Decision-Making.

UNIT III	THEORIES	8 Hours

Ellsberg's Paradoxes, Rationality from an Economics and Evolutionary Prospective. Different Ways to Define Rationality: Dependence on Time Horizon, Individual or Group Rationality, Herbert Simon and Bounded Rationality. Demand by Average Investors: Definition of Average Investor, Belief Biases, Limited Attention and Categorization, Non-Traditional Preferences – Prospect Theory and Loss Aversion.

UNIT IV	EXTERNAL FACTORS AND INVESTOR BEHAVIOUR	8 Hours

Fear & Greed in Financial Market, Emotions and Financial Markets: Geomagnetic Storm, Statistical Methodology for Capturing the Effects of External Influence on the Stock Market Returns

UNIT V	BEHAVIOURAL CORPORATE FINANCE	8 Hours

Empirical Data on Dividend Presence or Absence, Ex-Dividend Day Behaviour, Timing of Good and Bad Corporate News Announcement. Systematic Approach of Using Behavioral Factors in Corporate Decision-Making. Neurophysiology of Risk-Taking. Personality Traits

	Tutorial	10 Hours
	Theory	30 Hours
	Total	40 Hours

References

1. Singh Ranjit, Behavioural Finance, PHI Learning Private Limited, Delhi, 2020.
2. Prasanna Chandra, Behavioural Finance, Mc Graw Hill, Delhi, 2020.
3. Shuchita Singh, Shilpa Bahl, Behavioural Finance, Vikas Publishing House Pvt Ltd, Noida, Delhi, 2019.
4. M. M. Sulphey, Behavioural Finance, PHI Learning Private Limited, Delhi, 2019.
5. William Forbes, Behavioural Finance, Wiley & Sons Ltd, 2019.

Online Resources

1. https://archive.nptel.ac.in/courses/110/105/110105144/
2. https://onlinecourses.nptel.ac.in/noc20_mg33/preview
3. https://www.classcentral.com/course/swayam-behavioural-finance-272829
4. http://www.digimat.in/nptel/courses/video/110105144/110105144.html
5. https://www.coursera.org/learn/duke-behavioral-finance

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24MF010	Corporate Accounting	L	T	P	C
		3	1	0	4

Prerequisite	Assessment Pattern	
● Financial Management, Accounting for Management	Mode of Assessment	Weightage(%)
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

● To give an insight of accounting procedures followed by the corporates.
● To provide adequate knowledge about the financial statements prepared by corporates.
● To understand about the liquidation procedures of corporates.

Programme Outcomes (POs)

PO 1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO 4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.
PO 9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to

CO1	Assess the accounting procedures for the issue, forfeiture and reissue of shares.
CO2	Analyze the accounting procedure of redemption of shares and debentures.
CO3	Examine the financial statements prepared by corporates.
CO4	Evaluate the different shares and goodwill of the corporates.
CO5	Apply the knowledge of accounting on the liquidation of corporates.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3			2					1
CO 2	3			2					1
CO 3	3			2					1
CO 4	3			2					1
CO 5	3			2					1

UNIT I	INTRODUCTION	8 Hours

Issue of shares: Par, Premium and Discount - Forfeiture - Reissue – Surrender of Shares – Right Issue – Underwriting.

UNIT II	SECURITIES REDEMPTION	8 Hours

Redemption of Preference Shares - Debentures – Issue – Redemption: Sinking Fund Method.

UNIT III	ACCOUNTING FOR COMPANIES	8 Hours
Final Accounts of Companies (new format) - Calculation of Managerial Remuneration.		
UNIT IV	VALUATION	8 Hours
Valuation of Goodwill and Shares – Need – Methods of valuation of Goodwill and Shares.		
UNIT V	LIQUIDATION	8 Hours
Liquidation of Companies - Statement of Affairs -Deficiency Account.		

Suggested Self-Study Topics

Accounting for issue of securities, Non-cumulative preference shares, Managerial Remuneration under companies act 2013, Valuation of tangible and intangible assets, Liquidation process.

	Tutorial	10 Hours
	Theory	30 Hours
	Total	40 Hours

References

1. Dr. M.A. Arulanandam, Dr. K.S. Raman, Advanced Accountancy, Part-I, Himalaya Publications, New Delhi, 2019.
2. Maheshwari S N, Suneel K Maheshwari and Sharad K Maheshwari, Financial Accounting, 6th Edition, Vikas Publishing House, New Delhi, 2018.
3. Gupta R.L. & Radhaswamy M, Corporate Accounts- Theory Method and Application, Sultan Chand & Co., New Delhi, 2018.
4. S.P. Jain & K.L. Narang, Advanced Accountancy Principles of Accounting, Kalyani Publications, New Delhi, 2016.
5. Shukla M.C., Grewal T.S. & Gupta S.L., Advanced Accountancy – Volume II, 19th Edition, S. Chand & Co., New Delhi, 2016.

Online Resources

1. https://corporatefinanceinstitute.com/topic/accounting/
2. https://www.classcentral.com/course/swayam-corporate-accounting-269674
3. https://corporatefinanceinstitute.com/course/learn-accounting-fundamentals-corporate-finance/
4. https://academyofaccounts.org/course/corporate-accounting/
5. https://onlinecourses.swayam2.ac.in/cec24_mg11/preview

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24MF011	Corporate Valuation	L	T	P	C
		3	1	0	4

Prerequisite	Assessment Pattern	
● Financial Management, Accounting for Management	**Mode of Assessment**	**Weightage(%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To acquaint the students with the Fundamentals of Behavioral Finance.
- To enable the students to understand Cognitive Psychology.
- To enhance the knowledge of students in Corporate Behavioral Finance.

Programme Outcomes (POs)

PO 1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO 4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.

Course Outcomes (COs)

The students will be able to

CO1	Know the valuation procedures used for business valuation.
CO2	Analyze the business valuation by using enterprise discounted cash flow models.
CO3	Examine the securities issued by the organization using discounted cash flow models.
CO4	Evaluate the business using non-discounted cash flow models.
CO5	Analyze the intangible assets of an organization by using appropriate models.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3			2					
CO 2	3			2					
CO 3	3			2					
CO 4	3			2					
CO 5	3			2					

UNIT I	INTRODUCTION	8 Hours

Context of valuation, Approaches to valuation, Features of the valuation process, information needed for valuation, refinements in valuation, intrinsic value and the stock market, importance of knowing intrinsic value.

UNIT II	ENTERPRISE DCF MODEL	8 Hours

Analyzing historical performance, forecasting performance, Estimating the continuing value, calculating and interpreting results Enterprise DCF Valuation Models: Two Stage and Three Stage Growth Models, Relative Valuation.

UNIT III	OTHER DCF MODELS	8 Hours

Valuation of Debentures, Valuation of Equity Shares, Valuation of Preference Shares, Models for Enterprise Valuation: Dividend Discount Model, FCFE Model, Adjusted Present Value (APV).

UNIT IV	NON-DCF MODELS	8 Hours

Book value approach, stock and debt approach, strategic approach to valuation, Guidelines for corporate valuation.

UNIT V	VALUATION OF INTANGIBLE ASSETS	8 Hours

Definition and classification of Intangible Assets, Purpose and Bases of Valuation, Identification of Key Information Requirements, Risk Analysis, Verification of valuation data, valuation of Goodwill, valuation reporting.

Suggested Self-Study Topics : Income Approach, Option valuation, Economic Profit Model, Expected present value, Issues in valuation.

	Tutorial	10 Hours
	Theory	30 Hours
	Total	40 Hours

References

1. Vikash Goel, Business Valuation: A Practitioner's Guide to Valuation of Companies, Bloomsbury Professional India, 1st Edition, 2021.
2. Prasanna Chandra, Corporate Valuation: Text and Cases, McGraw-Hill Education Private Limited, 2nd Edition, 2020.
3. Stephen Ross, Randolph Westerfield, Jeffrey Jaffe, Bradford Jordan, Corporate Finance, McGraw-Hill Education Private Limited, 2nd Edition, 2020.
4. Patrick A. Gaughan, Mergers, Acquisitions, and Corporate Restructurings, Wiley India Private Ltd, 7th Edition, 2018.
5. Pradip Kumar Sinha, Mergers, Acquisitions and Corporate Restructuring, Himalaya Publishing House, 1st Edition, 2016.

Online Resources

1. https://corporatefinanceinstitute.com/topic/valuation/
2. https://execed.business.columbia.edu/programs/corporate-valuation-online
3. https://www.bvresources.com/
4. https://onlinecourses.nptel.ac.in/noc22_mg92/preview
5. http://acl.digimat.in/nptel/courses/video/110105156/L01.html

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PROFESSIONAL ELECTIVES – HUMAN RESOURCE

24MH001	Industrial Relations and Labour Laws	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Basics of Management principles • Introduction to HRM	**Mode of Assessment**	**Weightage(%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To provide basic knowledge in industrial relations.
- To enable the students to understand the various provisions of Trade Unions.
- To impart knowledge on Labour Laws.

Programme Outcomes (POs)

PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and scheme business decision making considering multicultural views and diversity

Course Outcomes (COs)

The students will be able to

CO1	Apply statutory measures to settle Industrial Relation issues.
CO2	Analyze the trade union problems based on legal provisions.
CO3	Capable to understand the provisions relating to safety measures.
CO4	Analyze the various provisions of social security measures.
CO5	Evaluate the various benefits available to the employees in the organization.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1					3		2		
2					3		2		
3					3		2		
4					3		2		
5					3		2		

Unit I	INDUSTRIAL RELATIONS	8 Hours

Concepts, Importance, Objectives, Scope, Approach to Industrial Relations, Evolution, Conditions for Successful Industrial Relations, Causes of Poor Industrial Relations.

Unit II	TRADE UNION	9 Hours

Objectives, Applicability, Evolution, Theories, Provisions of the Act, 1926, Registration of Trade Union, Duties and Liabilities of Registered Trade Union, Rights and Privileges of Registered Trade Unions, Amalgamation and Dissolution, Submission of Returns, Penalties and Fines, Power to Make Regulations.

Unit III	LABOUR LEGISLATION–I	7 Hours
Factories Act 1948 ("The Factories (Amendment) Act, 2016", The Factories (Tamil Nadu Amendment) Act, 2023), Contract Labour (Regulation and Abolition) Act, 1970, Industrial Disputes Act 1947 with amendment in 2009, 2010, 2012, Industrial Employment (Standing Orders) Act, 1946.		
Unit IV	LABOUR LEGISLATION – II	8 Hours
Minimum Wages Act 1948, Payment of wages Act, 1936, Payment of Bonus Act, 1965, Maternity Benefit Act 1961, Child labour Act 1986, The Unorganised Workers' Social Security Act, 2008		
UNIT V	LABOUR LEGISLATION – III	8 Hours
Employees' Provident Funds and Miscellaneous Provisions Act, 1952, 2024 Employees State Insurance Act, 1948. Payment of Gratuity Act, 1972, Workmen Compensation Act, 1923.		

Suggested Self-Study Topics

Indian Constitution, Industrial Relations in Government and Private Sector, Industrial Relations in service sector, Trade Union in Indian Scenario, Paternity Benefit, Social Security Measures, Recent amendments pertaining to above acts.

	Theory	30 Hours
	Tutorial	10 Hours
	Total	40 Hours

References

1. P.R.N. Sinha, Sinha Indu Bala, Shekhar Seema Priyadharshini, Industrial Relations, Trade Unions and Labour Legislation, Fourth Edition, Pearson, 2021.
2. Sharma R.C., Industrial Relations and Labour Legislation, Second Edition, PHI Learning, 2019.
3. S C Srivastava, Industrial Relations and Labour Laws, Eighth Edition, Vikas Publishing House, 2023.
4. C.S. Venkata Ratnam & Manoranjan Dhal, Industrial Relations, Second Edition, Oxford University Press, 2020.
5. Parul Gupta, Industrial Relations and Labour Laws for Managers, Second Edition, Sage Publications, 2021.

Online Resources

1. https://labour.gov.in/industrial-relations
2. https://ncib.in/pdf/ncib_pdf/Labour%20Act.pdf
3. http://www.ilo.org/global/lang--en/index.htm
4. https://nptel.ac.in/courses/129105006
5. https://baou.edu.in/assets/pdf/PGDHR_201_slm.pdf

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24MH002	Managerial Behaviour and Effectiveness	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Basics of Management principles • Basics of Organisational Behaviour • Introduction to HRM	**Mode of Assessment**	**Weightage(%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

• To understand the dimensions of managerial job.

• To enable the students to become effective managers.

• To develop the winning ability among the students.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams

Course Outcomes (COs)

The students will be able to

CO1	Analyse the issues of managerial jobs.
CO2	Able to apply an appropriate style of managerial behaviour and approach to manage people.
CO3	Capable to apply different managerial style in work environment.
CO4	Determine the personality attributes of employees to enhance the competence.
CO5	Apply winning attitude, competitive spirit and creativity for success.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	1					3			
2	1					3			
3	1					3			
4	1					3			
5	1					3			

Unit I	INTRODUCTION	8 Hours

Descriptive Dimensions of Managerial Jobs, Methods, Model, Time Dimensions in Managerial Jobs, Effective and Ineffective Job Behaviour, Functional and Level Differences in Managerial Job Behaviour.

Unit II	DESIGNING THE MANAGERIAL JOB	8 Hours

Identifying Managerial Talent, Managerial Skills Development, Pay and Rewards, Managerial Motivation, Effective Management Criteria, Balanced Scorecard, Feedback, Career Management, Current Practices.

Unit III	**MANAGERIAL EFFECTIVENESS**	**8 Hours**

Definition, The Person, Process, Product Approaches, Bridging the Gap, Measuring Managerial Effectiveness, Current Industrial and Government practices in the Management of Managerial Effectiveness - the Effective Manager as an Optimizer.

Unit IV	**ENVIRONMENTAL ISSUES**	**8 Hours**

Organizational Processes, Organizational Climate, Leader, Group Influences, Job Challenge, Competition, Managerial Styles.

UNIT V	**DEVELOPING THE WINNING EDGE**	**8 Hours**

Organizational and Managerial Efforts, Self-Development, Negotiation Skills, Development of the Competitive Spirit, Knowledge Management, Fostering Creativity.

Suggested Self-Study Topics

Changing role of Managers, Workforce Diversity, Talent Management, Managerial Effectiveness in Government and Private Sector, Leadership Styles, Personality Attributes, Cross Cultural Management.

	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

References

1. K Minraj ,Managerial Behaviour and Effectiveness, 2020.
2. Senyo Adjibolosoo, The Human Factor Approach to Managerial and Organizational Efficiency and Effectiveness Paperback – Import, 17 May 2018.
3. Milkovich and Newman, Compensation, New Delhi: McGraw-Hill International, 2015.
4. Blanchard and Thacker, Effective Training Systems, Strategies and Practices, New Delhi: Pearson Education, 2010.
5. Mathis Jackson, Human Resource Management, 17th edition, Mason: Thomson South-western, 2023

Online Resources

1. https://www.academia.edu/37018852/A_Course_Material_on_MANAGERIAL_BEHAVIOR_AND_EFFECTIVENESS
2. https://www.researchgate.net/publication/229702546_Studies_of_Managerial_Jobs_and_Behaviour_The_Ways_Forward
3. https://cde.annauniv.edu/mbamqpp/pdf/Elective/DBA1743/MBA1725.pdf
4. https://jconsortium.com/index.php/scholar/article/view/144
5. https://www.academia.edu/5972460/MANAGERIAL_BEHAVIOUR_AND_EFFECTIVENESS

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24MH003	Organizational Change and Intervention Strategy	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Basics of Management principles	**Mode of Assessment**	**Weightage(%)**
• Basics of Organisational Behaviour	Continuous Internal Assessment	40
• Introduction to HRM	Semester End Examinations	60

Course Objectives

1. To facilitate students to understand the organizational change process.
2. To enable students to understand organization development and Interventions.
3. To help students understand Change Management Strategies.

Programme Outcomes (POs)

PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.

Course Outcomes (COs)

The students will be able to

CO1	Analyze the environment that forces the change.
CO2	Apply the various change models during the change process.
CO3	Understand the need of intervention strategy.
CO4	Capable of applying the strategic change.
CO5	Able to act as change agents.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1						3		1	
2						3		1	
3						3		1	
4						3		1	
5						3		1	

Unit I	ORGANIZATIONAL CHANGE	8 Hours

Meaning, Forces, Types, Frameworks, Process. Resistance to Change, Overcoming Resistance, Organizational ethics and change. - Redefining Organizational Boundaries - Digital Transformation and Change

Unit II	PERSPECTIVES ON ORGANIZATIONAL CHANGE	8 Hours

Models, Integration, Need for Change - Environmental Pressures, Organizational Pressures – Organizational Culture and Change, Change Management Process.

Unit III	CHANGE MANAGEMENT	8 Hours
Diagnosis for Change, Modelling Organizations, Component Analysis, Diagnosing Readiness, - Change Leadership - Stakeholder Analysis and Engagement		

Unit IV	OD INTERVENTION	8 Hours
Types: Human Process, Techno Structural, Strategic Change, Designing Interventions, Future of OD. - Agile Methodologies in OD - Ethical Considerations in OD Interventions		

UNIT V	IMPLEMENTING CHANGE	8 Hours
Strategies for Communicating, Implementation Process: Approaches, Managing Skills, Consolidating Change, Evaluation. - Utilizing Technology for Change Implementation		

Suggested Self-Study Topics

Fear of Change, Formal Culture, Unfreezing change, Manipulation, Managing Transformation in a Non-Profit Organization Implication of Technical Changes, Perspective on changes, Role and style of Consultant, Role of Communication in change and OD.

	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

References

1. Donald L. Anderson, Organization Development: The Process of Leading Organizational Change, 6th Edition, SAGE Publications, 2024.
2. Darren McCabe, Changing Change Management: Strategy, Power and Resistance (Routledge Studies in Organizational Change & Development), 1st Edition, Routledge, 2020.
3. Ruth Tearle, How to Change Business Paradigms: 10 Organizational Development Interventions: (Organizational Development Interventions Library), 1st Edition, 2021.
4. William J. Rothwell, Sohel M. Imroz, et al., Organization Development Interventions: Executing Effective Organizational Change, 1st Edition, Productivity Press, 2021.
5. Ian Palmer, Richard Dunford, Gide Akin, Managing Organizational Change, Tata McGraw Hill, 2012.

Online Resources :

1. onlinecourses.nptel.ac.in/noc24_mg32
2. www.timespro.com/leadership-and-change-management-programme/iim-lucknow
3. www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/a-model-for-effective-change-management
4. ocw.mit.edu/courses/sloan-school-of-management/15-311-organizational-processes-fall-2004/
5. hbr.org/topic/change-management

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24MH004	Performance Management		L	T	P	C
			3	1	0	4

Pre-requisite		Assessment Pattern	
• Basics of Management principles		Mode of Assessment	Weightage(%)
• Basics of Organisational Behaviour		Continuous Internal Assessment	40
• Introduction to HRM		Semester End Examinations	60

Course Objectives

To understand the concept and importance of Performance Management.
To comprehend the process of Performance Management System and its evaluation.
To expose the various methods of measuring and monitoring performance.

Programme Outcomes (POs)

PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.

Course Outcomes (COs)

The students will be able to

CO1	To synthesize a Performance Management Process.
CO2	To develop an effective performance measurement tool.
CO3	To analyze and evaluate a Performance Management System.
CO4	Capable to understand the need of monitoring and feedback.
CO5	Gain insight on rewards and pays.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1						3		1	
2						3		2	
3						3		2	
4						3		1	
5						3		1	

Unit I	INTRODUCTION	8 Hours

Definition, Importance of performance management, Purpose, Performance appraisal Vs Performance Management.

Unit II	PROCESS	8 Hours

Performance Management Process, Performance Planning, Performance Dimensions, Feedback Management in Performance management - Types, delivery methods, Performance Counselling

Unit III	MEASURING PERFORMANCE	9 Hours

Approaches in Measuring Performance, Methods of Measuring Results, Methods of Measuring, Behaviours, Developing Appraisal forms, challenges and limitations in performance management

Unit IV	IMPLEMENTATION AND MONITORING	7 Hours

Pilot Study, Monitoring, Methods of Monitoring, Giving Feedback, Development Plans, Counseling and Coaching in managing performance

UNIT V	REWARDS AND EVALUATION	8 Hours

Rewards and Recognitions, Traditional pay plans, Contingent pay plans, Areas of Evaluation, role of non-monetary rewards

Suggested Self-Study Topics

Ideal Characteristics of Performance Management System, Rater Biases, Communication Plan, Methods of Evaluation, Performance Agreements, Ethics in Performance Management

	Theory	30 Hours
	Tutorial	10 Hours
	Total	40 Hours

References

1. T V Rao, Performance Management: Toward Organizational Excellence, 2nd Edition, New Delhi: SAGE Publications, 2015.
2. A S Kohli, Deb T, Performance Management, 2nd Edition, New Delhi: Oxford University Press, 2010.
3. Robert Bacal, Performance Management, 2nd Edition, New Delhi: McGraw-Hill, 2011.
4. Franklin Hartle, Transforming the Performance Management Process, 2nd Edition, London: Kogan Page Limited, 2012.
5. Herman Aguinis, Performance Management, 3rd Edition, New Delhi: Pearson International, 2012.

Online Resources :

1. https://www.bimkadapa.in/materials/PM-BALAJI%20MBA%20COLLEGE_KADAPA.pdf
2. https://sim.edu.in/wp-content/uploads/2016/10/Perfromance-management-counselling.pdf
3. https://nptel.ac.in/courses/109105127
4. https://srmuniv.digimat.in/nptel/courses/video/110105137/L03.html
5. https://www.coursehero.com/file/93841400/W4A1pdf/

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24MH005	Behaviour Modification and Management	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Basics of Management principles	**Mode of Assessment**	**Weightage(%)**
• Basics of Organisational Behaviour	Continuous Internal Assessment	40
• Introduction to HRM	Semester End Examinations	60

Course Objectives

- To understand the basic concepts in Spiritual Intelligence, Emotional Intelligence and Transaction Analysis.
- To know the types and benefits of yoga.
- To comprehend the reasons for stress and the methods to relieve it.

Programme Outcomes (POs)

PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.

Course Outcomes (COs)

The students will be able to

CO1	Able to differentiate Spirituality and Religion.
CO2	Suggest strategies to develop a spiritually inclined organization and overcome stress.
CO3	Able to develop emotional intelligence.
CO4	Capable to understand the quality of life in workplace.
CO5	Analyze the importance spiritual and emotional intelligence in organization.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1						3		1	
2						3		1	
3						3		1	
4						3		1	
5						3		1	

Unit I	YOGA	8 Hours

Purpose, Properties of Yoga, Eight Limbs of Yoga, Seven Chakras and their Characteristics, Types of Yoga, Importance of Breath and Quality of Life

Unit II	SPIRITUAL INTELLIGENCE	8 Hours

Definition, Spirituality Vs Religion, Goals of Life, Strategies to Develop a Spiritually Inclined Organization

Unit III	EMOTIONAL INTELLIGENCE	9 Hours

Definition, Factors of Emotional Intelligence, Analysis of Thoughts, Basing of Desires, Neutralization of Anger, Eradication of Worries, Overcoming Fear, Harmony and Happiness in Life, Attachment, Detachment, and Moderation in Enjoyment

Unit IV	STRESS	7 Hours
Understanding Stress: Meaning, Individual Stress, Work-Related Stress, Strategies to Cope-up with Stress, Importance of Work-Life Balance, dual career families and stress management		
UNIT V	TRANSACTION ANALYSIS AND GOAL SETTING	8 Hours
Transaction Analysis, Kinds of Transactions, Strokes, Types of Scripts, Time Structuring, Achieving Goals		

Suggested Self-Study Topics

Influence of EI & SI in Workforce, Benefits of Yoga in workplace, Spiritual Inclination, Importance of EI in Workplace, Symptoms of stress, Setting Goals, Strengthening Behaviors through Reinforcement, Measurement of Behavior and Behavior Change and Reinforcement, Behavioral Skills Training.

	Theory	30 Hours
	Tutorial	10 Hours
	Total	40 Hours

References

1. Garry Martin, Joseph Pear - Behavior Modification, Taylor & Francis Group, 2nd Edition, 2014.
2. Raymond Miltenberger - Behavior Modification: Principles and Procedures, Wadsworth Publishing Co Inc, 6th Edition, 2015.
3. R. Nandagopal and R. N. Ajith Sankar - Indian Ethos and Values in Management, Tata McGraw-Hill, 2011.
4. Guru - Stress Simplified: A Guide to Controlling and Reducing Stress Effectively, Paperback – 16 July 2021.
5. Yogiraj Vethathiri Maharishi - Journey of Consciousness, Vethathiri Publications, 2015.

Online Resources :

1. https://www.ekhartyoga.com/articles/philosophy/the-8-limbs-of-yoga-explained
2. https://srisrischoolofyoga.org/na/blog/8-limbs-of-yoga-ashtanga-yoga/
3. http://acl.digimat.in/nptel/courses/video/109105116/lec35.pdf
4. https://www.medicalnewstoday.com/articles/323324#chronic-stress
5. https://www.matrrix.in/blogs/transactional-analysis

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24MH006	Learning and Development		L	T	P	C
			3	1	0	4

Pre-requisite	Assessment Pattern	
• Basic knowledge in Human Resource Management • Basic understanding on the Concept of learning.	Mode of Assessment	Weightage(%)
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable the students to identify needs of learning.
- To help the students in understanding training methods.
- To familiarize the students in pedagogical approaches for Management Development.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment.
PO6	Understand the inescapable role of right leadership for the success of any business entity collaborate with teams by being a contributing members and lead teams.

Course Outcomes (COs)

The students will be able to

CO1	Able to understand the need of Learning.
CO2	Design a Training program.
CO3	Execute a Training program.
CO4	Evaluate a training program.
CO5	Apply the different training methods for development of individuals and organization.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	1					3			
2	1					3			
3	1					3			
4	1					3			
5	1					3			

Unit I	LEARNING	8 Hours

Learning, Meaning and significance, The Forces Influencing Working and Learning, classification of learning capabilities, learning theories.

Unit II	TRAINING	8 Hours

Scope, Objectives, Importance, Training Process, benefits, Need Assessment Process, Organizational Analysis, Person Analysis and Task Analysis

Unit III	TRAINING DESIGN AND IMPLEMENTATION	8 Hours

Designing Training Programmes, Training Methods, e-learning, Developing Effective Trainers

Unit IV	Approaches to Management Development	8 Hours
Methods of Executive Development, Designing Development Programme, Team Building Exercises, Methods of Executive Development		
UNIT V	EVALUATION OF TRAINING AND DEVELOPMENT	8 Hours
Overview, Evaluation process, Outcome, Evaluation design, Challenges in Training and Development		
Self Study Topics: Learning Environment, Learning Process, Learning Cycle, Importance of need analysis, Outsourcing, Management Games, Return on Investment		

	Theory	**30 Hours**
	Tutorial	**10 Hours**
	Total	**40 Hours**

References	
1. Raymond A Noe, Amitabh Deo Kodwani Employee Training and Development, New Delhi: Tata McGraw Hill Education Private Limited, 8e,2021. 2. Steven A. Beebe, Timothy P. Mottet, et al.,Training & Development : Communicating for Success ,Second Edition , By Pearson ,2019 3. Dr Arpita Kaul Sunita Chhabra,Training and Development, JSR Publishing House LLP; First edition ,2019 4. Dr. Pawan Kumar Sharma,Training and Development , Galgotia Publishing Company,2016 5. Randy L Desimone and John M Werner, *Human Resource Development*, New Delhi: ThomsonPublishing, 2011.	
Online Resources:	
1. Training and Development - Course (nptel.ac.in) 2. Training Of Trainers - Course (nptel.ac.in) 3. Human resource development - Course (nptel.ac.in) 4. https://sscbs.du.ac.in/course/training-and-management-development/	

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24MH007	Competency Mapping and Developing	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Basic knowledge in Human Resource Management • Basic understanding on the Concept of skills and competencies	**Mode of Assessment**	**Weightage(%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To make the students comprehend the basic concepts in competency mapping.
- To understand the role and importance of competency mapping in the development of an organization
- To figure out the steps involved in developing a competency mapping model.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment.
PO6	Understand the inescapable role of right leadership for the success of any business entity collaborate with teams by being a contributing members and lead teams.

Course Outcomes (COs)

The students will be able to

CO1	Enable the students to use competency mapping as a tool for improving the efficiency of the workforce.
CO2	Analyze competency mapping model
CO3	Apply the competency mapping model
CO4	Evaluate the resistance for adopting competence model.
CO5	Create competency based assessment in an organization.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	1					3			
2	1					3			
3	1					3			
4	1					3			
5	1					3			

Unit I	Introduction	8 Hours

Definitions, Competence, Competency, Capability, Skill, Knowledge and Motive, Trait, Need of Competencies, Competency Mapping

Unit II	Competency Categories	8 Hours

Threshold Competencies, Differentiating Competencies, Functional or Technical Competencies, Leadership or Managerial Competencies, Organizational Competencies.

Unit III	Developing Competency Model	8 Hours
Identifying Core Competencies, Developing Assessment Instrument, Performance Effectiveness Criteria, Base Competency Map, Competency Grading, Competency Assessment, Finalizing and Validating Competency Model		

Unit IV	Competency Models	8 Hours
Leadership and Managerial Competency Models, Recommended Actions to address resistance, Competencies and Generic Indicators, HR Generic Competency Model, Supervisory Generic Competency Model		

UNIT V	Implementation and Development	8 Hours
Communication & Implementation of Competency Mapping, Strategies to Address the Gaps, Evaluate ROI, Reassess Competencies and Development		

Self Study Topics: Uses of competency mapping, Generic or Key Competencies, Data Gathering, Causes for Resistance against Competency mapping, Competency based Pay, Challenges in Implementation of Competency Mapping, Competency Based Career & Succession Planning

	Theory	30 Hours
	Tutorial	10 Hours
	Total	40 Hours

References

1. Sudhir Warier ,Competency Management – A Practitioner's Handbook: Develop Self, Businesses, Communities & Societies ,Notion Press; 1st edition, 2019
2. Sharma, 360 Degree Feedback, Competency Mapping and Assessment Centres for Personal & Business, Mc Graw Hill Education (India), 2011.
3. Sumati Ray Anindya Basu Roy,Competency Based Human Resource Management, SAGE Publications India Pvt Ltd; First edition ,2019
4. Seema Sanghi ,The Handbook Of Competency Mapping: Understanding, Designing And Implementing Competency Models In Organizations , Sage Publications India Private Limited; Third edition,2016
5. Shyam Bhatawdekar ,Dr Kalpana Bhatawdekar -Competency Management: Competency Matrix and Competencies, Createspace Independent Publication, 2015

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1. https://onlinecourses.nptel.ac.in/noc21_mg49/preview
2. Managerial skills and competencies - Course (nptel.ac.in)
3. Human resource development - Course (nptel.ac.in)
4. http://www.ndl.gov.in/he_document/nptel/nptel/courses_109_105_109105121_video_lec40

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24MH008	Social Psychology	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Basic knowledge in Human Resource Management • Basic understanding on the Concept of social psychology.	**Mode of Assessment**	**Weightage(%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To study social interaction and social influence.
- To understand the behavior and mental processes and enhances the ability to apply empiricalknowledge to improve the lives of people.
- To create awareness about influence of social Psychology in business.

Programme Outcomes (POs)

PO6	Understand the inescapable role of right leadership for the success of any business entity collaborate with teams by being a contributing members and lead teams.
PO8	Being observant to social issues, exploring solutions to solve issues, discriminating ethical and unethical decisions, have a commitment to take ethical decisions

Course Outcomes (COs)

The students will be able to

CO1	Gain insight about development of social behaviour and social thoughts.
CO2	Ability to perceive and understand other in the society
CO3	Organize the role of cognition in social world.
CO4	Apply Interpersonal relationship to have higher interdependence in the social environment.
CO5	Analyze the compliance and social issues..

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1						3		1	
2						3		1	
3						3		1	
4						3		1	
5						3		1	

Unit I	Introduction	8 Hours

Social Psychology – Origin and development – Social behaviour and social thought -Applications in society and business.

Unit II	Perceiving and Understanding Others	8 Hours

 Social perception – Nonverbal communication – Attribution – Impression formation- Impression management.

Unit III	Cognition in the Social World	8 Hours

Social cognition – Schemas – Heuristics – Errors – Attitudes - Factors leading to success or failure of attitude change & Behaviour – Persuasion – Cognitive dissonance – Self, Self Esteem

Unit IV	Interpersonal Relations	8 Hours
Self & Social identity – Prejudice – Discrimination – Aggression – Interpersonal attraction.		
UNIT V	Applied Social Psychology	8 Hours
Social Influence – Conformity – Compliance – Social Influence - Prosocial behaviour – Groups – Social issues.		

Self Study Topics: Evaluating the Applications of Social Psychology, Prosocial Behavior, Micro Expressions, Social Comparison, Workplace Interplace Relationship, Social Tension

	Theory	30 Hours
	Tutorial	10 Hours
	Total	40 Hours

References

1. Elliot Aronson, Timothy D. Wilson , Samuel R. Sommers, Veena Tucker ,Social Psychology, 12th Edition, By Pearson,2022
2. Arun Kumar Singh, Social Psychology , PHI Learning Pvt. Ltd.; 4th edition, 2021
3. R. Branscombe Nyla, A. Baron Robert, Kapur Preeti,Social Psychology Fifteenth Edition By Pearson , 2021
4. Richard J. Crisp and Rhiannon N. Turner ,Essential Social Psychology (India) , SAGE Publications India Pvt Ltd; Fourth edition,2021
5. Frank W (Author), Schneider,Applied Social Psychology: Understanding and Addressing Social and Practical Problems , SAGE South Asia; Third Edition,2021

Online Resources:

1. https://onlinecourses.nptel.ac.in/noc23_hs82/preview
2. https://www.coursera.org/learn/social-psychology
3. https://www.my-mooc.com/en/mooc/social-psychology-coursera/
4. https://onlinecourses.swayam2.ac.in/cec21_hs30/preview
5. http://www.ndl.gov.in/he_document/nptel/nptel/courses_109_105_109105121

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24MH009	HR Analytics	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Basic knowledge in Human Resource Management • Basic understanding on the Concept of HR Analytics	**Mode of Assessment**	**Weightage(%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To enable the students to identify need of HR metrics and Analytics.
- To help the students in understanding staffing utility.
- To estimating pay offs from learning and development.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment.
PO6	Understand the inescapable role of right leadership for the success of any business entity collaborate with teams by being a contributing members and lead teams.

Course Outcomes (COs)

The students will be able to

CO1	Differentiate Traditional versus contemporary HR measures..
CO2	Evaluate the influence of employee's absenteeism and turnover in the organization.
CO3	Assess the cost and benefits of employee well-being.
CO4	Impact of Employees attitude and behavior in financial outcome.
CO5	Measure the Benefits of HR Development program

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	1					3			
2	1					3			
3	1					3			
4	1					3			
5	1					3			

Unit I	Strategic Role of HR Metrics	8 Hours

Connecting measures and organizational effectiveness- HR measurement approaches - Traditional versus contemporary HR measures.

Unit II	Absenteeism and Separation	8 Hours

Employee Absenteeism- how absenteeism creates costs – analytics and measures for Employee Absenteeism- Employee separation: Turnover, separation and acquisition – computation of turnover rates– Analytics – handling turnover costs.

Unit III	Employee Assistance and Workplace Health	8 Hours

Assessment of cost and benefit of health, wellness and promotions – Analytics for decision making.

Unit IV	The Employee Attitude and Engagement	8 Hours
The logic connecting attitude, behavior and financial outcome- employee engagement and service climate – Estimating the financial impact of employee attitude.		
UNIT V	Staffing Utility and Benefits of HR Utility Programs	8 Hours
The concept and measurement: staffing measurement - staffing decisions through utility analysis- Cost and benefit of HR Development program: Estimating pay offs from learning and development.		
Self Study Topics: HR Analytics Function, HR dashboard, Workplace counseling, Machine Impact in HR Analytics, Recruitment utility analysis, Statistical analysis for HR.		

	Theory	30 Hours
	Tutorial	10 Hours
	Total	40 Hours

References

1. Dr. Michael Walsh ,HR Analytics Essentials You Always Wanted To Know (Self-Learning Management Series), Vibrant Publishers,2021
2. Shonna D. Waters PhD, Valerie Streets, et al. ,The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions, Society For Human Resource Management,2020
3. Manish Gupta Pratyush Banerjee, Jatin Pandey,Practical Applications of HR Analytics: A Step-by-Step Guide ,SAGE Publications India Pvt Ltd; First edition,2019
4. Dr Martin Edwards , Kirsten Edwards,Predictive HR Analytics: Mastering the HR Metric ,Kogan Page; 2nd edition, 2019
5. Jac FITZ-ENZ ,The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments , Amacom ,2018

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1. https://archive.nptel.ac.in/content/syllabus_pdf/110107492.pdf
2. https://onlinecourses.nptel.ac.in/noc24_hs126/preview
3. https://onlinecourses.nptel.ac.in/noc23_mg64/preview
4. https://onlinecourses.swayam2.ac.in/imb24_mg56/preview
5. https://onlinecourses.swayam2.ac.in/cec21_hs30/preview

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24MH010	Political Behaviour and Impression Management	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Basic knowledge in Human Resource Management • Basic understanding on the Concept of political behaviour and impression management	**Mode of Assessment**	**Weightage(%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To provide basic knowledge in organizational politics and Impression Management.
- To enable the students to understand the tactics to deal politics.
- To impart knowledge on social networking.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision making capabilities in highly volatile business environment.
PO6	Understand the inescapable role of right leadership for the success of any business entity collaborate with teams by being a contributing members and lead teams.

Course Outcomes (COs)

The students will be able to

CO1	Able to understand the influence of organization politics.
CO2	Suggest strategies to deal organizational politics.
CO3	Able to develop tactics to overcome the organizational politics.
CO4	Capable to understand the dysfunctional politics.
CO5	Analyze the importance social networking in the organisation.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	1					3			
2	1					3			
3	1					3			
4	1					3			
5	1					3			

Unit I	Introduction	8 Hours

Impression Management, Power and Politics in organizational Life, Framework for Effective Use of organizational Politics, Ethics of Organizational Politics, Ethical Lobbying.

Unit II	Strategies and Tactics of Politics	8 Hours

Initiatives for Acquiring Power-Power Dynamics in Negotiations, Development and Transfer of Power across Organizational Levels. Upward Relations-The politics of Impression Management in Organizations: Contextual Effects, Managing Your Boss.Lateral Relations-Political Tactics to Enhance Team Play, Protective Impression

Management, Relationship Quality & Relationship Context, Building a Savvy Team. Downward Relations-The Symbiosis of Organizational Politics and Democracy, Team Trust/Competence Grid, Antecedents, Processes and Outcomes of Collective Politics in Organizations.

Unit III	Influence Tactics	8 Hours

Organizational Politics: Building Positive Political Strategies in Turbulent Times, Influence Tactics Used by Subordinates, The Impact of Political Skill on Impression Management Effectiveness, Role of Subordinate Political Skill on Supervisor's Impressions.

Unit IV	Social Networks within the Organization	8 Hours

Social Network Theory, Weaving a Safety Network, Capabilities of the Consummate Net-worker, Competent Jerks, Lovable Fools and the Formation of Social Networks.

UNIT V	Managing Dysfunctional Politics	8 Hours

Negative Tactics & Blunders-Negative Political Tactics, Detecting Power Dynamics, Agendas and Unwritten Rules, Rethinking Political Correctness. Controlling Dysfunctional Politics-Consequences of Dysfunctional Impression Management, Forging a High Integrity Politics Culture, The Bigger Picture: A Societal Wake-Up Call.

Self Study Topics: Understanding Office Politics & Your Tendency to Play Organizational Politics, Impression Management through Story Telling, Creating an Impression of Power, Engaging in Effective Flattery, High-Quality Exchanges with Co-worker's, Effective Downward Relations: Appropriate Mix of Humanistic and Politically Astute Impressions, HBR Simulation, Building Your Network Blunder Recovery and Damage Control, Confronting a Backstabber

	Theory	30 Hours
	Tutorial	10 Hours
	Total	40 Hours

References

1. Gerald R. Ferris , Darren C. Treadway, Politics in Organizations: Theory and Research Considerations (SIOP Organizational Frontiers Series), December 2017
2. Eran Vigoda-Gadot , Amos Drory ,Handbook of Organizational Politics:2nd edition ,29 September 2017
3. Karen Dillon,HBR Guide to Office Politics (HBR Guide Series), Harvard Business Review Press ,2014
4. Jeffery Pfeffer ,Power: Why Some People Have It—and Others Don't, HarperCollins e-books; 1st edition , 2010
5. Marie G. McIntyre, Secrets to Winning at Office Politics: How to Achieve Your Goals and Increase Your Influence at Work , St. Martin's Griffin; 1st edition , 2005

Online Resources:
1. https://onlinecourses.nptel.ac.in/noc21_hs18/preview
2. http://www.ndl.iitkgp.ac.in/he_document/nptel/nptel/110105154_b6cezp44t5a
3. https://archive.nptel.ac.in/courses/110/105/110105154/
4. Introduction to Political Theory - Course (nptel.ac.in)

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PROFESSIONAL ELECTIVES – BUSINESS ANALYTICS

24MA001	Big Data Analytics	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Basic Computing Knowledge • Basics of Database Management and Statistics	**Mode of Assessment**	**Weightage (%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To understand the computational approaches to big data analytics.
- To understand the various search methods and visualization techniques.
- To learn how to use various techniques for mining data stream and understand the applications using Map Reduce Concepts.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems

Course Outcomes (COs)

The students will be able to

CO1	Understand what constitutes Big Data, including its characteristics, sources, and challenges.
CO2	Apply various applications in Mining Data Streams.
CO3	Apply Hadoop in storage and processing of large amounts of data for applications.
CO4	Apply Pig and Hive while doing Big Data Analytics.
CO5	Develop a Predictive Models and Construct Visualizations.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	3		1					
2	3	3		2					
3	3	3		2					
4	3	3		2					
5	3	3		1					

UNIT I	INTRODUCTION TO BIG DATA	8 Hours

Introduction to Big Data Platform – Challenges of Conventional Systems – Intelligent data analysis – Nature of Data - Analytic Processes and Tools - Analysis vs Reporting

UNIT II	**MINING DATA STREAMS**	**8 Hours**

Introduction To Streams Concepts – Stream Data Model and Architecture – Stream Computing - Sampling Data in a Stream – Filtering Streams – Counting Distinct Elements in a Stream – Estimating Moments – Counting Oneness in a Window – Decaying Window - Real Time Analytics Platform (RTAP) Applications - Case Studies - Real Time Sentiment Analysis- Stock Market Predictions

UNIT III	**HADOOP**	**8 Hours**

History of Hadoop- the Hadoop Distributed File System – Components of Hadoop Analyzing the Data with Hadoop- Scaling Out- Hadoop Streaming- Design of HDFS Java Interfaces to HDFS Basics- Developing a Map Reduce Application-How Map Reduce Works-Anatomy of a Map Reduce Job Run-Failures-Job Scheduling-Shuffle and Sort – Task Execution - Map Reduce Types and Formats- Map Reduce Features Hadoop Environment.

UNIT IV	**FRAMEWORKS**	**8 Hours**

Applications on Big Data Using Pig and Hive – Data processing operators in Pig – Hive services – HiveQL – Querying Data in Hive - Fundamentals of HBase and Zoo Keeper - IBM Info Sphere Big Insights and Streams

UNIT V	**VISUALIZATION TECHNIQUES**	**8 Hours**

Predictive Analytics- Simple Linear Regression- Multiple Linear Regression- Interpretation of Regression Coefficients. Visualizations - Visual data analysis techniques- interaction techniques - Systems and applications

Suggested Self-Study Topics

Hybrid Cloud, Application of Artificial Intelligence in Big Data Analytics, Generative AI, Quantum Computing

	Tutorial	**10 Hours**
	Theory	**30 Hours**
	Total	**40 Hours**

References

1. Frank J Ohlhorst, "Big Data Analytics: Turning Big Data into Big Money", Wiley and SAS Business Series, 2013.
2. Colleen Mccue, "Data Mining and Predictive Analysis: Intelligence Gathering and Crime Analysis", Elsevier, Second Edition, 2015.
3. Michael Berthold, David J. Hand, "Intelligent Data Analysis", Springer, Second Edition, 2007.
4. AnandRajaraman and Jeffrey David Ullman, "Mining of Massive Datasets", Cambridge University Press, 2014.
5. Bill Franks, "Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics", Wiley and SAS Business Series, 2012.
6. Mark Talabis, Robert McPherson, I Miyamoto and Jason Martin, "Information Security Analytics: Finding Security Insights, Patterns, and Anomalies in Big Data",Syngress Media, U.S., 2014.

Online Resources

1. https://onlinecourses.swayam2.ac.in/cec24_cs12/preview
2. https://onlinecourses.nptel.ac.in/noc24_cs130/preview
3. https://www.udemy.com/course/big-data-and-hadoop-essentials-free-tutorial
4. https://www.coursera.org/learn/big-data-introduction#about
5. https://www.mygreatlearning.com/academy/learn-for-free/courses/introduction-to-big-data-and-hadoop

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24MA002	Data Mining for Business Intelligence	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Basic Computing Knowledge • Basics of Data Base Management and Statistics	**Mode of Assessment**	**Weightage (%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To understand how to derive meaning from huge volume of data and information.
- To understand how knowledge discovering process is used in business decision making.
- To acquire the knowledge for doing advanced Multivariate Analysis.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems

Course Outcomes (COs)

The students will be able to

CO1	Learn to apply various data Mining Techniques into various areas of different domains.
CO2	Perform the Data Mining Process.
CO3	Apply various Prediction Techniques.
CO4	Apply Supervised and Unsupervised Learning Technique.
CO5	Develop and implement a basic Trainable Neural Network (or) a Fuzzy Logic System to design and manufacturing.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	3		1					
2	3	3		2					
3	3	3		2					
4	3	3		2					
5	3	3		1					

UNIT I	INTRODUCTION	8 Hours

Data Mining, Text Mining, Web mining, Spatial Mining, Process Mining, Data Warehouse and Data Marts.

UNIT II	DATA MINING PROCESS	8 Hours
Data mining process – KDD, CRISP-DM, SEMMA and Domain-Specific, Classification and Prediction Performance Measures - RSME, MAD, MAP, MAPE, Confusion Matrix, Receiver Operating Characteristic Curve & AUC; Validation Techniques - Hold-Out, k-Fold Cross-Validation, LOOCV, Random Subsampling, and Bootstrapping		
UNIT III	PREDICTION TECHNIQUES	8 Hours
Data Visualization, Time Series – ARIMA, Winter Holts, Vector Autoregressive Analysis, Multivariate Regression Analysis		
UNIT IV	CLASSIFICATION AND CLUSTERING TECHNIQUES	8 Hours
Classification- Decision Trees, k Nearest Neighbour, Logistic Regression, Discriminant Analysis; Clustering; Market Basket Analysis.		
UNIT V	MACHINE LEARNING AND AI	8 Hours
Genetic Algorithms, Neural Network, Fuzzy Logic, Support Vector Machine, Optimization Techniques – Ant Colony, Particle Swarm, Data Envelopment Analysis (DEA).		
Suggested Self-Study Topics		
Different Types of Graphs to Visualize Data, Multidimensional Analysis, Conjoint Analysis.		
	Tutorial	10 Hours
	Theory	30 Hours
	Total	40 Hours
References		
1. Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers, 2006 2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2008. 3. W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt. Ltd. 2005. 4. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 3rd edition, 2013. 5. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc, 2nd Edition, 2011		
Online Resources		
1. https://onlinecourses.swayam2.ac.in/cec24_cs12/preview 2. https://onlinecourses.nptel.ac.in/noc24_mg70/preview 3. https://www.udemy.com/course/data-mining-fundamentals-for-beginners 4. https://www.coursera.org/learn/intro-business-analytics?specialization=analytics 5. https://olympus.mygreatlearning.com/courses/40967		

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24MA003	Deep Learning and Artificial Intelligence	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Basic Computing Knowledge • Basics of Database Management and Statistics	Mode of Assessment	Weightage (%)
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To expose various algorithms related to Deep Learning and Artificial Intelligence.
- To prepare students to apply suitable algorithm for the specified applications.
- To equip the students in the area of Knowledge Representation.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems

Course Outcomes (COs)

The students will be able to

CO1	Know Algorithms of Deep Learning & Artificial Intelligence.
CO2	Apply Algorithm to specified applications.
CO3	Understand Intelligent Systems and Heuristic Search Techniques.
CO4	Understanding of Knowledge Representation, Semantic Networks and Frames.
CO5	Analyze the Expert Systems and Machine Learning.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	3		1					
2	3	3		2					
3	3	3		2					
4	3	3		2					
5	3	3		1					

UNIT I	DEEP NETWORKS	8 Hours

Deep Networks: Modern Practices: Deep Forward Networks: Example: Learning XOR - Gradient-Based Learning - Hidden Units - Architecture Design - Regularization for Deep Learning.

UNIT II	MODELS	8 Hours

Optimization for Training Deep Models: How Learning Differs from Pure Optimization - Challenges in Neural Network Optimization - Basic Algorithms - Parameter Initialization Strategies - Algorithms with Adaptive Learning Rates - Approximate Second-Order Methods - Optimization Strategies and Meta-Algorithms.

UNIT III	INTELLIGENT SYSTEMS	8 Hours

Introduction to Artificial Intelligence: Intelligent Systems - Foundations of AI - Applications - Tic-Tac-Toe Game Playing - Problem Solving: State-Space Search and Control Strategies: Introduction – General Problem Solving - Exhaustive Searches - Heuristic Search Techniques.

UNIT IV	KNOWLEDGE REPRESENTATION	8 Hours

Advanced Problem-Solving Paradigm: Planning: Introduction - Types of Planning Systems – Knowledge Representation: Introduction - Approaches to Knowledge Representation - Knowledge Representation using Semantic Network - Knowledge Representation using Frames.

UNIT V	APPLICATIONS	8 Hours

Expert Systems and Applications: Blackboard Systems - Truth Maintenance Systems - Applications of Expert Systems - Machine-Learning Paradigms: Machine-Learning Systems - Supervised and Unsupervised Learnings.

Suggested Self-Study Topics

Auto Encoder, Self-Organizing Map, Boltzmann Machines, Convolutional neural networks (CNNs)

Tutorial	**10 Hours**
Theory	**30 Hours**
Total	**40 Hours**

References

1. Ian Goodfellow, YoshuaBengio, Aaron Courville, "Deep Learning", MIT Press, 2016.
2. Li Deng and Dong Yu, "Deep Learning Methods and Applications", Foundations and Trends in Signal Processing.
3. YoshuaBengio, "Learning Deep Architectures for AI", Foundations and Trends in Machine Learning.
4. SarojKaushik, "Artificial Intelligence", Cengage Learning India Pvt. Ltd.
5. Deepak Khemani, "A First Course in Artificial Intelligence", McGraw Hill Education(India) Private Limited, NewDelhi.

Online Resources

1. https://www.deeplearning.ai/resources/
2. https://www.reddit.com/r/learnpython/comments/163pblq/good_resources_to_learn_mldeep_learning_in_python/
3. https://www.mltut.com/best-resources-to-learn-deep-learning/

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24MA004	Python Programming	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Basic Computing Knowledge • Basics of Statistics and Database Management	**Mode of Assessment**	**Weightage (%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- Preparing the students to use Python Programming for decision making.
- Groom the students to apply appropriate packages and generate solution.
- To learn the Object and Classes.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems

Course Outcomes (COs)

The students will be able to

CO1	Understand the use of Python Programming and generate solutions
CO2	Apply data collections and language components.
CO3	Apply functions and modules in Python.
CO4	Handle object and classes.
CO5	To do the Error Handling.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	3		1					
2	3	3		2					
3	3	3		2					
4	3	3		2					
5	3	3		1					

UNIT I	INTRODUCTION	8 Hours

Introduction to Computer Systems – Computer Hardware – Computer Software – Programming Languages – Algorithmic Problem Solving – Building Blocks of a Program – Fundamentals of Python Programming – Syntax and Styles: Data types – Literals – Variable – Operators and Expressions

UNIT II	DATA COLLECTIONS AND LANGUAGE COMPONENT	8 Hours

Control Flow: If, While, For, Break, Continue, Pass Statements – Entry Controlled Loop – Exit Controlled Loop – Counter Controlled Loop – Condition Controlled Loop – Nested Loops – Sample Programs – Sequences– Lists – Tuples: Need of Tuple – Sequence Unpacking - Methods

UNIT III	FUNCTIONS AND MODULES	8 Hours

Dictionaries: Making a Dictionary – Basic Operations – Dictionary Operations – Sets – Iterators and Generators – Functions: Introduction – Defining Functions – Calling Functions – Passing Arguments – Keyword Arguments – Default Arguments – Required Arguments – Variable –length Arguments – Return Statement – Nesting of Passing Arguments – Anonymous Functions – Recursive Function – Scope of Local and Global Variable – Sample Programs – Modules

UNIT IV	OBJECT AND CLASSES	8 Hours

Object Oriented Programming Principles: Class Statement – Class Body – Objects – Class Methods – Self Variable – Class Properties and Instance Properties – Static Method – Data Hiding – Deleting an Object – Constructor – Method Overriding – Inheritance – Packages – Strings and Regular Expressions

UNIT V	I/O, ERROR HANDLING AND THREADS	8 Hours

Files and Directory Access: Files and Streams – Opening a File – Reading/Writing Operations on a File – Other File Operations – Iterating through Files – Splitting Words – Serialization and De-serialization – Hash files – Directory Access – Errors and Exceptions – Multithreading: Introduction to Thread – Differences between Process and Thread – Threading Module – Thread Synchronization

Suggested Self-Study Topics

NumPy, Pandas, Matplotlib, Seaborn, Scikit-learn, TensorFlow, SQLAlchemy.

	Tutorial	10 Hours
	Theory	30 Hours
	Total	40 Hours

References

1. ChSatyanarayana, M Radhika Mani, B N Jagadesh, "Python Programming", Universities Press (India) Private Ltd 2018.
2. Kenneth A. Lambert, B.L. Juneja, M. Arunachalam, G. Balakrishnan, "Problem Solving and Python Programming", Cengage Learning India Pvt. Ltd.
3. Allen B. Downey, "Think Python: How to Think Like a Computer Scientist", II edition, Updated for Python 3, Shroff/O'Reilly Publishers, 2016 (http://greenteapress.com/wp/thinkpython/)
4. Robert Sedgewick, Kevin Wayne, Robert Dondero, ―Introduction to Programming in Python: An Inter-disciplinary Approach, Pearson India Education Services Pvt. Ltd., 2016.
5. Timothy A. Budd, - Exploring Python, Mc-Graw Hill Education (India) Private Ltd., 2015.
6. Kenneth A. Lambert, - Fundamentals of Python: First Programs, CENGAGE Learning, 2012.

Online Resources

1. https://onlinecourses.nptel.ac.in/noc24_cs78/preview
2. https://onlinecourses.swayam2.ac.in/cec24_cs11/preview
3. https://onlinecourses.nptel.ac.in/noc24_cs113/preview
4. https://www.coursera.org/learn/python-crash-course
5. https://www.udemy.com/course/python-for-absolute-beginners-u

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24MA005	R Programming	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Basic Computing Knowledge	**Mode of Assessment**	**Weightage (%)**
• Basics of Statistics and Database Management	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To study the fundamentals of R programming to apply in quantitative analysis.
- To familiarise with R Packages and its applications.
- To equip the students to do the Statistical Analysis and construct Graphs.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems

Course Outcomes (COs)

The students will be able to

CO1	Understand the R and R Studio Environment and do the basics.
CO2	Write R functions.
CO3	Do the Data Reshaping / Melting.
CO4	Apply Linear Models.
CO5	Apply Non-Linear Models.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	3		1					
2	3	3		2					
3	3	3		2					
4	3	3		2					
5	3	3		1					

UNIT I	GETTING STARTED WITH R	8 Hours

Installing R - The R environment - R packages - Basics of R - Data Structures – Reading data into R - Graphics in R

UNIT II	FUNCTIONS AND STATEMENTS	8 Hours

Writing R functions - Control Statements (if and else, switch, if else, compound tests) - Loops in R (for, while, controlling loops) - Applications using the functions and loops

UNIT III	DATA MANIPULATION AND ANALYSIS	8 Hours
Group manipulation - Data Reshaping - Manipulating Strings - Basic Statistics using R (Summaries, Correlation, t-tests, ANOVA)		

UNIT IV	LINEAR MODELS USING R	8 Hours
Linear Models - Simple and Multiple regression, GLM - Logit Regression, Model diagnostics - Residuals, Cross validation, Boot strapping		

UNIT V	NON-LINEAR MODELS, TIME SERIES AND CLUSTERING USING R	8 Hours
Nonlinear Models - Non-Linear least square, Splines, Generalised Additive Models, Decision trees, Random forests. Time Series - Autoregressive moving average, VAR, GARCH. Clustering - K means, PAM and Hierarchical Clustering		

Suggested Self-Study Topics

tidyverse - Meta R package for data analysis, dplyr - Data wrangling and manipulation, ggplot2 - Data visualization, tidyr - Data wrangling and manipulation, timetk - Time series analysis, readr - Data import, tidymodels - Machine learning.

	Tutorial	10 Hours
	Theory	30 Hours
	Total	40 Hours

References

1. Robert Kabacoff, R in Action: Data Analysis and Graphics with R, Manning Publications Co. Third Edition, 2022.
2. SandipRakshit, R Programming for Beginners, McGraw Hill Education, 2017.
3. Jared P.L., R for Everyone - Advanced Analytics and Graphics, Addison Wesley Data and Analytics series, 2015.
4. Andrie de Vries Joris Meys, R for Dummies, John Wiley & Sons, Ltd. 2022.
5. Andy Field, Jeremy Miles & Zoe Field, Discovering Statistics Using R, Sage Publication, 2022

Online Resources

1. https://www.coursera.org/learn/data-analysis-r
2. https://www.coursera.org/learn/introducton-r-programming-data-science
3. https://www.udemy.com/course/r-for-absolute-beginners
4. https://www.udemy.com/course/r-for-buddies
5. https://alison.com/course/r-programming-for-data-science

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24MA006	Social Media Web Analytics	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Basic Computing Knowledge • Basics Knowledge of Social Media Platforms and Statistics.	**Mode of Assessment**	**Weightage (%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To showcase the opportunities that exist today to leverage the power of the web and social media.
- Preparing the students to develop mass communication strategy and campaign.
- Learn the social media polices and web analytics.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems

Course Outcomes (COs)

The students will be able to

CO1	The students will be able to enhance the social media skills.
CO2	The students will be able to develop a mass communication strategy and guide campaigns.
CO3	Understand the social media policies.
CO4	Understand the fundamentals and concepts of web analytics.
CO5	Apply the insights of the learning to support website design decisions and campaign.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	3		1					
2	3	3		2					
3	3	3		2					
4	3	3		2					
5	3	3		1					

UNIT I	INTRODUCTION	8 Hours

Evolution of online communities - History and evolution of social media- Social media vs. traditional media - Social media audience and goals for using social media - Understanding social media: Strong and weak ties – Influencers - How ideas travel – Viralness - Social theory and social media - technological determinism in popular discourse on social media technologies.

UNIT II	COMMUNITY BUILDING AND MANAGEMENT	8 Hours

Science of social media - Keys to Community Building - Promoting Social Media Pages- Linking Social Media Accounts-The Viral Impact of Social Media-Digital PR-Encourage Positive Chatter in Social Media - Identity in social media: formation of identities, communities, activist movements, and consumer markets - Social Media as business.

UNIT III	SOCIAL MEDIA POLICIES AND MEASUREMENTS	8 Hours

Social Media Policies-Etiquette, Privacy- ethical problems posed by emerging social media technologies - The road ahead in social media- The Basics of Tracking social media - social media analytics- Insights Gained From Social Media- Customized Campaign Performance Reports - Observations of social media use

UNIT IV	WEB ANALYTICS	8 Hours

Web Analytics - Present and Future, Data Collection - Importance and Options, Overview of Qualitative Analysis, Business Analysis, KPI and Planning, Critical Components of a Successful Web Analytics Strategy, Web Analytics Fundamentals, Concepts, Proposals & Reports, Web Data Analysis

UNIT V	SEARCH ANALYTICS	8 Hours

Search engine optimization (SEO), non-linear media consumption, user engagement, user generated content, web traffic analysis, navigation, usability, eye tracking, online security, online ethics, content management system, data visualization, RSS feeds, Mobile platforms, User centered design, Understanding search behaviors

Suggested Self-Study Topics

Sentiment Analysis, Rival IQ, Audience Analysis, Buffer.

	Tutorial	10 Hours
	Theory	30 Hours
	Total	40 Hours

References

1. K. M. Shrivastava, Social Media in Business and Governance, Sterling Publishers Private Limited, 2013
2. Christian Fuchs, Social Media a critical introduction, SAGE Publications Ltd, 2014
3. Bittu Kumar, Social Networking, V & S Publishers, 2013
4. Avinash Kaushik, Web Analytics - An Hour a Day, Wiley Publishing, 2007
5. Eric T. Peterson, Web Analytics Demystified, Celilo Group Media and Café Press, 2004
6. Takeshi Moriguchi, Web Analytics Consultant Official Textbook, 7th Edition, 2016

Online Resources

1. https://www.upgrad.com/web-analytics-free-course/
2. https://www.coursera.org/learn/introduction-to-data-analytics
3. https://www.coursera.org/learn/digital-marketing-analytics
4. https://www.mygreatlearning.com/academy/learn-for-free/courses/web-analytics-for-beginners
5. https://www.udemy.com/course/digital-marketing-analytics-fundamentals-and-process

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24MA007	Stochastic Modeling	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Basic Computing Knowledge • Basics of Mathematics and Statistics	**Mode of Assessment**	**Weightage (%)**
	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- To learn the applications of stochastic modelling
- To understand the techniques of stochastic modelling
- Make the students to choose the appropriate models for the business decision making process.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems

Course Outcomes (COs)

The students will be able to

CO1	Understand the Stochastic Modeling and its application in business decision making.
CO2	Apply Discrete Time Markov Chains in complex business decision making process.
CO3	Apply Continuous-Time Markov Chains in Business Models.
CO4	Apply Brownian Motion in the complex business decision.
CO5	Appropriately choose the Renewal Process in context of business decision making process.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	3		1					
2	3	3		2					
3	3	3		2					
4	3	3		2					
5	3	3		1					

UNIT I	INTRODUCTION TO STOCHASTIC PROCESSES	8 Hours

Basics of probability- random variables and distributions -sequence of random variables; Stochastic process-Definition, classification, Simple stochastic processes

UNIT II	DISCRETE-TIME MARKOV CHAINS	8 Hours

Introduction, Definition and Transition Probability Matrix, Chapman-Kolmogorov Equations, Classification of States and Limiting Distributions: Limiting and Stationary Distributions, Limiting Distributions, Ergodicity and stationary distributions-Time Reversible Markov Chain, Application of Irreducible Markov chains in Queueing Models- Reducible Markov Chains

UNIT III	CONTINUOUS-TIME MARKOV CHAINS	8 Hours

Definition, Kolmogrov Differential Equation and, Infinitesimal Generator Matrix, Limiting and Stationary Distributions, Birth Death Processes, Poisson processes: M/M/1 Queuing model, Simple Markovian Queueing Models: Applications of CTMC- Queuing networks, Communication systems, Stochastic Petri Nets.

UNIT IV	BROWNIAN MOTION	8 Hours

Definition and Properties, Processes Derived from Brownian Motion, Stochastic Differential Equation: Martingales: Conditional Expectation and filtration, Definition and simple examples.

UNIT V	RENEWAL PROCESSES	8 Hours

Renewal Function and Equation, Generalized Renewal Processes , and Renewal Limit Theorems, Markov Renewal and Markov Regenerative Processes, Non Markovian Queues, Application of Markov Regenerative Processes: Branching Processes, Stationary and Autoregressive Processes

Suggested Self-Study Topics

Metric spaces and topology, Large deviations theory Cramér's theorem, Large deviations for i.i.d. random variables.

	Tutorial	10 Hours
	Theory	30 Hours
	Total	40 Hours

References

1. J Medhi, Stochastic Processes, 3rd edition, New Age International Publishers, 2009
2. Liliana Blanco Castaneda, Viswanathan Arunachalam, Selvamuthu Dharmaraja, Introduction to Probability and Stochastic Processes with Applications, Wiley, 2012.
3. Kishor S. Trivedi, Probability and Statistics with Reliability, Queuing, and Computer Science Applications, 2nd Edition, Wiley, 2002.
4. Introduction to Probability Models, Sheldon M. Ross, Academic Press, tenth edition, 2009

Online Resources

1. https://www.tandfonline.com/journals/lstm20
2. https://www.maplesoft.com/ns/math/stochastic-modeling.aspx
3. https://appliedmath.arizona.edu/sites/default/files/0f04d86a836182cbf608dfc86c7a70f5e5f6_0.pdf
4. https://www.mirabilisdesign.com/stochastic-modeling/
5. https://corporatefinanceinstitute.com/resources/data-science/stochastic-modeling/

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24MA008	Time Series Analysis	L	T	P	C
		3	1	0	4

Pre-requisite	Assessment Pattern	
• Basic Computing Knowledge	**Mode of Assessment**	**Weightage (%)**
• Basics of Mathematics and Statistics.	Continuous Internal Assessment	40
	Semester End Examinations	60

Course Objectives

- It familiarizes the learners and researchers to the theory and practice of time series analysis.
- Learn the Univariate Stationary and Non-Stationary Process.
- Learn to apply Multivariate Stationary and Non-Stationary Process.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems

Course Outcomes (COs)

The students will be able to

CO1	Learners will be able to understand the techniques of using Time series data for decision making
CO2	Apply Univariate Non-Stationary Process.
CO3	Develop the appropriate models to support the business decision.
CO4	Apply Multivariate Stationary Process.
CO5	Apply Multivariate Non-Stationary Process.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	3		1					
2	3	3		2					
3	3	3		2					
4	3	3		2					
5	3	3		1					

UNIT I	UNIVARIATE STATIONARY TIME-SERIES MODELS	8 Hours

Introduction to stochastic process, stationary processes, Wold's representation theorem, autocovariance functions, autocorrelation and partial autocorrelation, auto regressive and moving average models, conditions for stationary and invertible process, Box- Jenkins approach, forecasting.

UNIT II	UNIVARIATE NONSTATIONARY PROCESSES	8 Hours

Nonstationary process, deterministic and stochastic trends, Integrated process and random walk, random walk with drift, Unit root process-, test for unit root- Dicky Fuller tests, ARIMA process. Fractional integrated process

UNIT III	MODELING VOLATILITY CLUSTERING	8 Hours
Volatility-Meaning and measurement, Volatility clustering, Econometric models of volatility, ARCH model, GARCH model and its various extensions, testing for ARCH/GARCH effects		

UNIT IV	MULTIVARIATE STATIONARY AND NON-STATIONARY PROCESSES	8 Hours
Vector autoregressive model, Granger causality, impulse response function, variance decomposition		

UNIT V	MULTIVARIATE NON-STATIONARY PROCESSES	8 Hours
Introduction to cointegration, testing for cointegration: Single-equation approaches: Engle Granger method, Johansen test for cointegration, Vector error correction model		

Suggested Self-Study Topics

Time Series Clustering, Anomaly Detection, Traffic Prediction, Data Preprocessing.

	Tutorial	**10 Hours**
	Theory	**30 Hours**
	Total	**40 Hours**

References

1. Brooks, C., Introductory Econometrics for Finance, 3rd Edition, Cambridge University Press, 2014.
2. Enders, W., Applied Econometric Time Series, second edition, John Wiley and Sons, 2006.
3. Hamilton, J. D., Time Series Analysis, Princeton University Press, 1994.
4. Johnston J. and DiNardo, J. Econometric Methods. 4th Ed. McGraw-Hill 1997.
5. Maddala G.S. and In-Moo Kim, Unit Roots, Cointegration, and Structural Change, 1998

Online Resources

1. https://www.coursera.org/projects/googlecloud-understand-explore-and-visualize-a-time-series-dataset-4ghdl.
2. https://www.coursera.org/projects/intro-time-series-analysis-in-r
3. https://www.udemy.com/course/forecasting-python
4. https://www.coursera.org/projects/time-series-analysis-arima-with-r
5. https://www.intel.com/content/www/us/en/developer/topic-technology/artificial-intelligence/training/course-time-series-analysis.html

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COMPETITIVE EDGE COURSES

24MX001	**Power BI – I**	**L**	**T**	**P**	**C**
		0	**0**	**2**	**1**

Pre-requisite	**Assessment Pattern**	
• Basic computer knowledge	**Mode: Continuous Internal Assessment (CIA) 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To identify the primary components of the Power BI interface, reports, data, and model views.
- To learn how to Import Excel data and build basic visuals and publish a desktop report to the Power BI Service.
- To enable them to understand common challenges in Power BI data models, implement smart solutions, and avoid common mistakes

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices for continuously solving business problems
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to:

CO1	Get the most out of Microsoft's Power BI for analysing data and extracting business insights.
CO2	Master the development of dashboards from published reports, discover greater insights from your data with Quick Insights, and learn practical applications for Power BI.
CO3	Learn valuable Power BI troubleshooting tips.
CO4	Outline the various features available for students in Power BI applications.
CO5	Understand how to use Power BI tools and create customized visuals with Power BI developer tools.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3			2					1
2	3			2					1
3	3			2					1
4	3			2					1
5	3			2					1

Power BI history, Traditional BI, Self-service BI, Data Visualization, Business Intelligence (BI), Reporting, Power BI Products, Power BI Desktop, Flow of Work, Cloud-based BI, On-premise BI, Power BI Report Server, Power BI Service, Power BI Mobile Flow, Of work in Power BI, Power BI architecture		
	Total	**20 Hours**

References
1. Greg Deckler and Brett Powell, Mastering Microsoft Power BI, PACKT, 2nd Edition, 2022
2. Cole Nussbaumer Knaflic, Storytelling with Data: A Data Visualization Guide for Business Professionals, John Wiley & Sons, Inc., Hoboken, New Jersey, 2015.
3. Marco Russo and Albero Ferrari, The definitive guide to DAX, Microsoft, 2nd Edition, 2019.
4. Matt Allington, Supercharge Power BI, 3rd Edition, 2021.
5. Brian Larson, Data Analysis with Microsoft Power BI, McGraw Hill, 2020.

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24MX002	Power BI – II	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
• Power BI – I	**Mode: Continuous Internal Assessment (CIA) 100%**	
	Assessments	Weightage (%)
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To equip the students to add dynamic elements to report visuals that are user-controlled.
- To make them learn how to develop a sleek, modern user experience around visuals.
- To enable them to create advanced queries using custom functions, list functions, and complex columns.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices for continuously solving business problems.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to:

CO1	Understand Power BI concepts like Microsoft Power BI desktop layouts and BI reports.
CO2	Create dashboards, and Power BI DAX commands and functions.
CO3	Gain a competitive edge in creating customized visuals and deliver a reliable analysis of the vast amount of data using Power BI.
CO4	Learn how to experiment, fix, prepare and present data quickly and easily.
CO5	Create a sales analysis report and a project management report.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3			2					1
2	3			2					1
3	3			2					1
4	3			2					1
5	3			2					1

Power Query, Power Functions, DAX Functions, Modeling with Power BI, Publishing, and Sharing, Power BI cloud components and use, Power BI Desktop and Service Visualization Tools, Refreshing data, Power BI and Excel together, Filtering data, Basic reports in Power BI.

	Total	20 Hours

References

1. Greg Deckler and Brett Powell, Mastering Microsoft Power BI, PACKT, 2nd Edition, 2022.
2. Cole Nussbaumer Knaflic, Storytelling with Data: A Data Visualization Guide for Business Professionals, John Wiley & Sons, Inc., Hoboken, New Jersey, 2015.
3. Marco Russo and Albero Ferrari, The definitive guide to DAX, Microsoft, 2nd Edition, 2019.
4. Matt Allington, Supercharge Power BI", Third Edition, 2021.
5. Brian Larson, Data Analysis with Microsoft Power BI, McGraw Hill, 2020.

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24MX003	Python for Business Decision Making – I	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
• Basic Computer Knowledge	**Mode: Continuous Internal Assessment (CIA) 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To familiarize the students with the basics of Python.
- To enable the students to develop the algorithmic thinking of using Python.
- To facilitate the students to use of various data types and data structures in Python.

Programme Outcomes (POs)

PO2	Utilize research methods to investigate, and solve business problems by planning, and executing research solution-seeking assignments in the various functional areas of management
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices for continuously solving business problems
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to:

CO1	Explore Python, a strong and popular open-source programming language.
CO2	Develop algorithmic thinking.
CO3	Utilize and understand Basic Data Structures.
CO4	Utilize and understand data types and data assembly.
CO5	Create functions in Python.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1		3		2					1
2		3		2					1
3		3		2					1
4		3		2					1
5		3		2					1

The basics – Installation, Python packages, set directory, Opening, Saving, and Closing of script files, using Spyder, Data types, Variables, statements, and conditional execution, Stings, files, and inbuilt functions, Lists and dictionaries, Input and Output, and Iterations, Pandas data frame basics and data structure, Descriptive statistical analysis using Numpy and Pandas, Inferential statistical analysis using Numpy and Pandas.

	Total	20 Hours

References

1. David Beazley, Python Essential Reference, Developers Library, England, 4th Edition, 2020.
2. Wes Mckinney, Python for Data analysis: Data wrangling with Pandas, Numpy and Python, O'Reilly, 2nd Edition, 2020.
3. Mark Lutz, "O'Reilly Media Inc, England, 5th Edition, 2020.
4. Luciano Ramalho, Fluent Python: Clear, Concise and Effective Programming, O'Reilly Media Inc, England, 2nd Edition, 2019.
5. Fabrizio Romano, Learn to Code like Professional with Python, PACKT open source, England, 5th Edition, 2019.

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24MX004	Python for Business Decision Making – II	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
• Knowledge in Python Basics	**Mode: Continuous Internal Assessment (CIA) 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To familiarize the students with the basics of Python.
- To enable the students to develop the algorithmic thinking of using Python.
- To facilitate the students to use of various data types and data structures in Python.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in a highly volatile business environment
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices for continuously solving business problems
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to:

CO1	Understand the various features available for data analysis.
CO2	Use the Pandas and Jupyter library for working with dictionaries.
CO3	Carry out various tasks using various data types and structures in use.
CO4	Design a proper Python programming web framework.
CO5	Apply the various features available in Python packages.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3			2					1
2	3			2					1
3	3			2					1
4	3			2					1
5	3			2					1

The database uses for data analysis and data visualization using Seaborn, Data analysis and data visualization using Matplotlib, Introduction to plotting, Django web framework in Python, Tidy data, Missing data, Text data, Pandas, apply and group by operations, Case study problem analysis using Python		
	Total	**20 Hours**

References

1. David Beazley, Python Essential Reference, Developers Library, England, 4th Edition, 2020.
2. Wes Mckinney, Python for Data Analysis: Data wrangling with Pandas, Numpy and Python, O'Reilly, 2nd Edition, 2020.
3. Mark Lutz, Learning Python, O'Reilly Media Inc, England, 5th Edition, 2020.
4. Luciano Ramalho, Fluent Python: Clear, Concise and Effective Programming, O'Reilly Media Inc, England, 2nd Edition, 2019.
5. Fabrizio Romano, Learn to Code like Professional with Python, PACKT open source, England, 5th Edition, 2019.

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24MX005	R Programming – I	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
• Basic computer knowledge	**Mode: Continuous Internal Assessment (CIA) 100%**	
	Assessments	Weightage (%)
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To familiarize the students on the Basics of R Programming.
- To enable the students to use the Scalar and Vectors.
- To facilitate the students to use the Matrix and Data Frame.

Programme Outcomes (POs)

PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices for continuously solving business problems
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to:

CO1	Open an R Studio, create and save the script files.
CO2	Define the Scalar variables.
CO3	Define the Vector and use the variable for analysis.
CO4	Create Matrix and appropriately use for the analysis.
CO5	Create a Data Frame for data analysis.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1		3		2					1
2		3		2					1
3		3		2					1
4		3		2					1
5		3		2					1

The Basics – Installation, R Environments, Set Directory, Opening, Saving and Closing of Script Files, Scalars and Vectors, Vector Functions, Indexing Vectors, Matrices and Data Frames, Matrices and Data Frames Functions, Importing, Saving and Managing Data.	
Total	**20 Hours**

References

1. Michael J. Crawley, The R Book, Wiley India Pvt. Ltd., New Delhi, 2nd Edition,2018.
2. Andy Field, Jeremy Miles and Zoe Field, Discovering Statistics Using R, Sage Publication, New Delhi, 2018.
3. Gareth James, Daniela Witten, Trevor Hastie and Robert Tibshirani, An Introduction to Statistical Learning with Applications in R, Springer, New York, 2018.
4. Andrie de Vries and Joris Meys, R for Dummies, John Wiley & Sons, Ltd., England,2018.
5. Joseph Schmuller, Statistical Analysis with R for Dummies, John Wiley & Sons, Ltd, New Jersey, 2017.

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24MX006	R Programming – II	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
• Knowledge in R Programming Basics	Mode: Continuous Internal Assessment (CIA) 100%	
	Assessments	Weightage (%)
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	100

Course Objective

- To familiarize the students on the Advanced Data Frame.
- To facilitate the students to use the graphical presentation.
- To enable the students to apply basic statistical tools.

Programme Outcomes (POs)

PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices for continuously solving business problems.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to:

CO1	Sort and combine the data frame.
CO2	Plot the data into the various graphical tools.
CO3	Perform the Hypothesis Test.
CO4	Carryout the Analysis of Variance Test.
CO5	Construct the Regression Model.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1		3		2					1
2		3		2					1
3		3		2					1
4		3		2					1
5		3		2					1

- Advanced Data Frame.
- Plotting.
- Hypothesis Testing.
- ANOVA.
- Regression.

	Total	20 Hours

References

1. Michael J. Crawley, The R Book, Wiley India Pvt. Ltd., New Delhi, 2nd Edition,2018.
2. Andy Field, Jeremy Miles and Zoe Field, Discovering Statistics Using R, Sage Publication, New Delhi, 2018.
3. Gareth James, Daniela Witten, Trevor Hastie and Robert Tibshirani, An Introduction to Statistical Learning with Applications in R, Springer, New York, 2018.
4. Andrie de Vries and Joris Meys, R for Dummies, John Wiley & Sons, Ltd., England,2018.
5. Joseph Schmuller, Statistical Analysis with R for Dummies, John Wiley & Sons, Ltd, New Jersey, 2017.

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24MX007	Visual Analytics – I	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
• Basic computer knowledge	**Mode: Continuous Internal Assessment (CIA) 100%**	
	Assessments	Weightage (%)
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

To familiarize the students on the Basics of Tableau Public.
To enable them Preparing and Shaping Data for Visual Analytics.
To equip them to construct Basic Charts.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO2	Utilize research methods to investigate, solve business problems by planning, executingresearch solution seeking assignments in the various functional areas of management.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices for continuously solving business problems.

Course Outcomes (COs)

The students will be able to:

CO1	Open Tableau Public, Create and Save the files in Cloud Storage.
CO2	Connect the data in Tableau.
CO3	Shape the data for use with Tableau.
CO4	Differentiate and apply dimension, Measure, discrete and Continuous Variables.
CO5	Aggregate & Tabulate the Data and presenting them in simple charts.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	2	2		3					
2	2	2		3					
3	2	2		3					
4	2	2		3					
5	2	2		3					

Installing Tableau Public, Tableau Environment, Opening and saving the files in theCloud Storage, An Introduction to connecting to Data in Tableau, Shaping Data for use with Tableau, Getting a Lay of the Land, Dimension versus Measure, Discrete Vs Continuous, Introduction to Aggregation, Simple Charts.

	Total	20 Hours

References
1. Ryan Sleeper, Practical Tableau, 100 Tips, Tutorials, and Strategies from a Tableau ZenMaster, O'Reilly, Sebastopol, USA, 2018.
2. Molly Monsey and Paul Sochan, Tableau for Dummies, John Wiley & Sons, Inc., NewJersey, USA, 2016.
3. Seema Acharya and Subhashini Chellappan, Pro Tableau, A Step-by-Step Guide, A press,India, 2017.
4. Ben Jones, Communicating Data with Tableau, Designing, Developing, and Delivering Data Visualizations, O'Reilly, USA, 2015.
5. Ashley Ohmann and Matt Floyd, Creating Data Stories with Tableau Public, PACKT Publishing, Mumbai, 2015.

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24MX008	Visual Analytics – II	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern		
• Basic knowledge in Tableau Public	Mode: Continuous Internal Assessment (CIA) 100%		
	Assessments	Weightage (%)	
	Mid-Course Evaluation	50	
	End Course Evaluation	50	
	Total	100	

Course Objective

- To familiarize the students on the Hierarchies and Marks Cards.
- To enable them to create calculated fields and table calculations.
- To equip them to use parameters, sets and Dashboards.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO2	Utilize research methods to investigate, solve business problems by planning, executingresearch solution seeking assignments in the various functional areas of management.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices for continuously solving business problems.

Course Outcomes (COs)

The students will be able to:

CO1	Create Hierarchies and apply Marks Cards.
CO2	Prepare Calculated fields and Table Calculations.
CO3	Use Parameters and Sets in the Visual Analytics.
CO4	Presenting the data with more granular details.
CO5	Construct Dashboards.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	2	2		3					
2	2	2		3					
3	2	2		3					
4	2	2		3					
5	2	2		3					

Hierarchies, Marks Cards, Encoding, and Level of Detail, Calculated Fields and Table, Calculations, Parameters and Sets, Level of Detail Expression, Dashboards.	
Total	**20 Hours**

References

1. Ryan Sleeper, Practical Tableau, 100 Tips, Tutorials, and Strategies from a Tableau ZenMaster, O'Reilly, Sebastopol, USA, 2018.
2. Molly Monsey and Paul Sochan, Tableau for Dummies, John Wiley & Sons, Inc., New Jersey, USA, 2016.
3. Seema Acharya and Subhashini Chellappan, Pro Tableau, A Step-by-Step Guide, APRESS, India, 2017.
4. Ben Jones, Communicating Data with Tableau, Designing, Developing, and Delivering DataVisualizations, O'Reilly, USA, 2015.
5. Ashley Ohmann and Matt Floyd, Creating Data Stories with Tableau Public, PACKT Publishing, Mumbai, 2015.

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24MX009	Digital Banking	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
• Basic knowledge in Banking	Mode: Continuous Internal Assessment (CIA) 100%	
	Assessments	Weightage (%)
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	100

Course Objective

- To understand the changing face of the banking industry and prepare them for the challengesthat lie ahead.
- To help students assimilates knowledge of various digital products in Banking Sector anddifferent Payment Systems in India.
- To understand the New Technologies and Digital Disruptions taking place in transformationof Business Models.

Programme Outcomes (POs)

PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.
PO2	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.

Course Outcomes (COs)

The students will be able to:

CO1	Develop an understanding of the digital banking sector and the challenges it faces.
CO2	Gain insights on the changing trends in innovations in payment system.
CO3	Become aware of the digital payment systems.
CO4	Analyse the digital transformation in financial services.
CO5	Acquire knowledge on various Digital banking products.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	2							
2	1	3							
3	2	3							
4	1	3							
5	3	3							

Introduction to Digital banking, Digital Payment Systems in India, Payment Gateways, Risk management in Digital payment systems, New Trends in Digital banking.		
	Total	20 Hours

References
1. Wewege, L., & Thomsett, M. C. The Digital Banking Revolution: How Fintech Companies are Transforming the Retail Banking Industry Through Disruptive Financial Innovation, Walter de Gruyter GmbH & Co KG, 2019.
2. Skinner, C. Digital bank: Strategies to launch or become a digital bank, Marshall Cavendish International Asia Pte Ltd, 2014.
3. McMillan, J. The end of banking: money, credit, and the digital revolution, Book Baby, 2015.
4. Lipton, A., Shrier, D., & Pentland, A. Digital banking manifesto: the end of banks?, Massachusetts Institute of Technology, 2016.
5. Samet, O. Introduction to online payments risk management. O'Reilly Media, Inc., 2013.

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24MX010	FinTech	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
• Basic knowledge in Financial System	**Mode: Continuous Internal Assessment (CIA) 100%**	
	Assessments	Weightage (%)
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	100

Course Objective

- To understand the fundamental concepts of FinTech.

- To know the regulatory framework for FinTech India.

- To help the students to identify the innovative business models in FinTech.

Programme Outcomes (POs)

PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to:

CO1	Comprehend the transformation of FinTech from 1.0 to 3.5.
CO2	Describe the FinTech regulations in India.
CO3	Gain insights on the concept of crypto currency.
CO4	Explain the concept of block chain and role of block chain in financial services.
CO5	Visualize the future of financial data driven in the area of finance.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1							1		1
2							2		2
3							2		1
4							1		1
5							1		1

FinTech Transformation (FinTech 1.0, 2.0, 3.0 and 3.5), FinTech Topology, FinTech regulations (FinTech laws in India), Crypto-currencies, Block Chain in Financial Services, Crowd funding, Peer to peer (P2P) Lending, Marketplace Lending, Initial Coin Offering (ICO), The Future of Data-Driven Finance

	Total	20 Hours

References
1. Steven O'Hanlon, Susanne Chishti, FinTech for dummies, Wiley India Pvt Ltd, 2021.
2. Kartik Swaminathan, Future Fintech Framework, Notion Press Publishing, 2021.
3. Paolo Sironi, FinTech Innovation, Wiley India Pvt Ltd, 2016.
4. Stefan Loesch, A Guide to Financial Regulation for Fintech Entrepreneurs,Wiley India Pvt Ltd, 2018.
5. Yoshitaka Kitao, Learning Practical FinTech from Successful Companies, Wiley India Pvt Ltd, 2018.

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24MX011	Wealth Management	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
• Basic knowledge in Financial Markets and Products	**Mode: Continuous Internal Assessment (CIA) 100%**	
	Assessments	Weightage (%)
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

• To acquire the conceptual knowledge and technical skills to prepare them for advanced studies in wealth management and financial planning.
• To gain comprehensive knowledge on risk, return and asset allocation.
• To apply the tools and skills learned in the subject to related knowledge areas.

Programme Outcomes (POs)

PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to:

CO1	Comprehend the concept of financial planning and wealth management.
CO2	Identify the risk and associated with various financial products.
CO3	Gain insights on the investment products and services for safe investing.
CO4	Apply the risk evaluation tools for effective asset allocation.
CO5	Explain the risk management through insurance and estate planning.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1							3		1
2							2		2
3							2		1
4							3		1
5							2		1

Introduction to financial planning, Wealth management and economy, Investment and risk management – Equity, Investment and risk management – Debt, Investing in Gold & Real estate, Investment products and services, Investment evaluation framework, Risk profiling and asset allocation, Risk management through insurance, Estate planning

	Total	20 Hours

References
1. Workbook for wealth management module by National Stock Exchange Ltd, 2016. 2. Dun and Bradstreet, Wealth Management, New Delhi: McGraw Hill Education, 2017. 3. Sinha, Financial Planning: A Ready Reckoner, New Delhi: McGraw Hill Education,2017. 4. Amar Pandit, The only Financial Planning Book, Mumbai: Network 18 Publications Ltd, 2015. 5. Monika Halen, Let's Talk Money, Nodia: Haper Business publishing, 2018.

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24MX012	E-Recruitment and Virtual Onboarding	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
• Basic knowledge in recruitment process	**Mode: Continuous Internal Assessment (CIA) 100%**	
	Assessments	Weightage (%)
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To familiarize the students on the basics of E-Recruitment & Virtual Onboarding.
- To enable the students to use the e-recruitment portals.
- To facilitate the students to know the process in virtual onboarding.

Programme Outcomes (POs)

PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.

Course Outcomes (COs)

The students will be able to:

CO1	Understand the importance of e-recruitment.
CO2	Ability to analyse the e-recruitment strategies.
CO3	Able to plan and use technology in recruitment.
CO4	Gain insights about the use of virtual onboarding.
CO5	Optimize the resources by adapting technology in virtual onboarding.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1						3			
2					1	3			
3					1	3			
4						3			
5						3			

Introduction to e-recruitment, e-recruitment Strategies & Channels , AI enabled recruitment, Virtual Onboarding, Preparation for Virtual Onboarding Programme

	Total	**20 Hours**

References

1. Gerardus Blokdyk, E-HRM Second Edition Paperback – Import, 5starcooks, 2nd edition, 2019.

2. Arash Mashhady, Investigating the Effectiveness of E-HRM: A Case Study, LAPLAMBERT Academic Publishing, 2018.
3. James H. Dulebohn , Dianna L. Stone ,The Brave New World of eHRM 2.0 (Research in Human Resource Management), Information Age Publishing, 2018
4. Tanya Bondarouk, Dr. Huub Ruel, Emma Parry ,Electronic HRM in the Smart Era (The Changing Context of Managing People), Emerald Publishing, 2017.

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24MX013	Applied Psychology	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
• Basic knowledge in HRM	**Mode: Continuous Internal Assessment (CIA) 100%**	
	Assessments	Weightage (%)
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- Gain understanding of the rationale behind human behaviours.
- Acquaint with the wider scope of applied psychology.
- Aid in understanding the applications of applied psychology in various facets of business management.

Programme Outcomes (POs)

PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to:

CO1	Predict about how people think and behave.
CO2	Use appropriate psychometric tests to assess the behaviour of people.
CO3	Use the knowledge of applied psychology in behaviour intervention and modification.
CO4	Identify the factors influencing individual behaviour in groups.
CO5	Formulate management strategies considering the underlying philosophies of applied psychology.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1					2				1
2					2				1
3						3			1
4					1	3			1
5									2

Psychology vs Applied Psychology, Scope of Applied Psychology, Psychometric Testing, Understanding Life Span Development, Applied social psychology, Positive psychology, Social Gerontology and Health, Organizational psychology, Applied Psychology – Applications in Marketing, Applied Psychology – Applications in Economics

	Total	20 Hours

References
1. Rowan Bayne, Gordon Jinks, Applied Psychology: Research, Training and Practice, Sage Publications, Ltd, 2017.
2. Robert B Cialdini, Influence: The Psychology of Persuasion, Harper Business, 2021.
3. Kieran C. O'Doherty, Darrin Hodgetts, Handbook of Applied Social Psychology, Sage Publications, 2019.
4. Paul Levy, Industrial/Organizational Psychology: Understanding the Workplace,Worth, 2016.
5. Carol Dweck, Mindset - The Way You think To Fulfil Your Potential, 6th edition, 2017.

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24MX014	Creativity, Innovation and Design Thinking	L	T	P	C
		0	0	2	1

Pre-requisite	Assessment Pattern	
• Basic knowledge in Business Environment	**Mode: Continuous Internal Assessment (CIA) 100%**	
	Assessments	Weightage (%)
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To emphasize the significance and necessity of creativity and innovation for individuals and organizations.
- To learn about methods and techniques to be creative and innovative.
- To introduce the concept of Design Thinking.

Programme Outcomes (POs)

PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to:

CO1	Interpret the significance of creativity in survival and sustainability of today's organisations.
CO2	Discover and cultivate creativity in self, others, and organisation.
CO3	Develop a comprehensive understanding about being innovative.
CO4	Respond to business problems with design thinking.
CO5	Build a business model in a structured way.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1			3	1					2
2			3	1					2
3			3	3					2
4			1	3					2
5			1	3					2

Creativity in Business, Innovation in Business, Six Thinking Hats, Ideation Methods, Design Thinking Approach to Problem Solving, Customer Journey Mapping.

	Total	20 Hours

References
1. Floyd Hurt, Rousing Creativity: Think New Now, ISBN 1560525479, Crisp Publications Inc, 2018.
2. Geoffrey Petty, How to be better at Creativity, The Industrial Society, 2018.
3. Dr. Bala Ramadurai, Karmic Design Thinking - A Buddhism-Inspired Method to Help Create Human-Centered Products & Services, 2020.
4. CSG Krishnamacharyalu, Lalitha R Innovation management, Himalaya Publishing House, 2018.
5. Clayton M. Christensen Michael E. Raynor, The Innovator's Solution, Harvard Publishing, 2018.

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VALUE ADDED COURSES

24MY001			Selling Skills		L	T	P	C
					1	0	0	-

Pre-requisite	Assessment Pattern	
• Management Principles	**Mode: Continuous Internal Assessment (CIA) 100%**	
	Assessments	**Weightage (%)**
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To understand the prospective customers.
- To identify the customers.
- To plan and prepare for sales meeting.

Programme Outcomes (POs)

PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to:

CO1	Apply the knowledge of customers.
CO2	Execute the sales presentation.
CO3	Apply the selling skills to complete sales.
CO4	Make use of social media for increasing the sales.
CO5	Use the selling skills in the real time environment.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1			3	1					2
2			3	1					2
3			3	3					2
4			1	3					2
5			1	3					2

Can you sell? Identify your customers, selling in-house (B2C), Selling outhouse (B2B) Planning and preparations – Need and problem identification, Selling Expertise-The Classic Presentation, Objections to reassurance (resolving customer concern) Negotiation, Closing the sale, Follow-up, Social Media Selling, Activity – Selling products at real time shop.

	Total	**20 Hours**

References
1. Zig Ziglar, The Art of Selling, Jaico Publishing House, First edition, 2021.
2. Zig Ziglar, Secrets of Closing the Sale, Magna Publishing Co Ltd, 2020.
3. Ziglar, Selling, Jaico Publishing House; First edition, 2016.
4. Brian Tracy, The Psychology of Selling: 10 Keys to Success in Selling, Jaico Publishing House; First Edition, 2021.
5. Brian Tracy, Be a Sales Superstar, Magna Publishing Co Ltd, 2020.

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24MY002		Mutual Funds	L	T	P	C
			1	0	0	-

Pre-requisite	Assessment Pattern	
• Management Principles	**Mode: Continuous Internal Assessment (CIA) 100%**	
	Assessments	Weightage (%)
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To enable the students to understand the concept, types of mutual funds and legal aspects of mutual funds.
- To make them acquainted with financial planning as an approach to investing in mutual funds.
- To acquire knowledge on accounting, valuation, taxation of mutual funds and enables the students to measure and evaluate mutual fund performance.

Programme Outcomes (POs)

PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to:

CO1	Explain the role, structure, and different schemes of Mutual Funds and their features.
CO2	Gain knowledge on distribution and evaluation of schemes.
CO3	Give recommendation of suitable products and services to investors.
CO4	Get oriented to the legalities in Mutual Funds.
CO5	Know accounting, valuation and taxation aspects underlying Mutual Funds

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1			3	1					2
2			3	1					2
3			3	3					2
4			1	3					2
5			1	3					2

Concept, Fund Structure and Constituent, Investment Restrictions and Related Regulation – Investors' Rights and Obligations. Fund Distribution and Sales Practices Regulatory Aspects of an Offer– Distribution Channels for Mutual Funds – Sales Practices and Commission Structure. Accounting, Valuation and Taxation - Computation of NAV – Factors Affecting the NAV – Identification and Charging of Expenses – Valuation process – Applicability of Various Taxes. Risk, Return and Performance of Funds - Concept of Return on Investment – Risks in Fund Investing –Benchmarking of Performance – Fund Manager Performance. Investor Services - DEMAT Account – Process relating to Purchase and Redemption – Investment Plans and Service – Scheme Selection – Selecting the Right Investment Products for Investors - Helping Investors with Financial Planning – Recommending Model Portfolios and Financial Plans.

Total		**20 Hours**

References
1. Sahadevan and Thiripalraju, Mutual Funds: Data, Interpretation and Analysis, New Delhi: Prentice Hall of India, 2020.
2. Jeffrey Laderman, Business Week's Guide to Mutual Funds, New Delhi: Tata Mcgraw Hill, 2020.
3. Sundar and Sandaran, Indian Mutual Funds Handbook, New Delhi: Vision books, 2020.
4. Workbook for NISM-Series-V – A: Mutual Fund Distributors Certification Examination, July 2020.
5. Vivek K Negi, Mutual Funds-Ladder to Wealth Creation, Diamond Books, Noida, 2018.

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24MY003		Principles of Insurance		L	T	P	C
				1	0	0	-

Pre-requisite	Assessment Pattern	
• Management Principles	**Mode: Continuous Internal Assessment (CIA) 100%**	
	Assessments	Weightage (%)
	Mid-Course Evaluation	50
	End Course Evaluation	50
	Total	**100**

Course Objective

- To enable the students to understand the basic concepts and legal aspects of insurance.
- To make them acquainted insurance products and its functional benefits to the insurer.
- To acquire knowledge on reinsurance, banc assurance, insurance premium and claim settlement

Programme Outcomes (POs)

PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

Course Outcomes (COs)

The students will be able to:

CO1	Demonstrate the knowledge of insurance contracts and provisions.
CO2	Expedite in Life Insurance products for Risk management decisions.
CO3	Expedite in non-life insurance product marketing and distribution.
CO4	Execute the process of Reinsurance, bancassurance and documentation in insurance companies.
CO5	Get oriented to the Insurance payment and their claim settlement.

Articulation Matrix

CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1			3	1					2
2			3	1					2
3			3	3					2
4			1	3					2
5			1	3					2

Introduction to Principles of Insurance - Insurance Regulatory and Development Act (IRDA) - Indemnity and Insurable interest - Personal and Non-Personal Contracts - Introduction to Life Insurance - Appointment of Agent - Plans of Life Insurance - Risk Management - Managing Risk Retention - Introduction to Non-Life Insurance - Non-Life Insurance Products - Functions performed by Insurers - Individual and Corporate Agents - Investment and Reinsurance - Functions of Reinsurance Broker - Bancassurance - Banker's Indemnity Policy - Claim settlement - Days of Grace - Lapse - Paid Up Policy - Surrender Value - Nomination

	Total	**20 Hours**

References
1. Dr. C.L. Tyagi, Dr. (Mrs.) Madhu Tyagi, Insurance Law and Practice, Atlantic Publishers and Distributors (P) Ltd; 3rd Revised & Enlarged Edition, 2022.
2. M.N. Srinivasan & K. Kannan, Principles of Insurance Law, Generic, 2020.
3. Beik, J. I., & Pepper. J, Health Insurance Today-E-Book: A Practical Approach. Elsevier Health Sciences, 2020.
4. David Whetten, Dr. Kim Cameron, Principles of Risk Management and Insurance, 13th edition, Pearson Education, 2017.
5. Gupta L.P, General Insurance Guide, Dr. L. P. Gupta Publications, 2017.

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Signature with date