

# **DEPARTMENT OF MANAGEMENT STUDIES SCHOOL OF MANAGEMENT PONDICHERRY UNIVERSITY**

**CURRICULUM AND SYLLABI** (2023 ONWARDS) OUTCOME BASED EDUCATION



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# DEPARTMENT OF MANAGEMENT STUDIES SCHOOL OF MANAGEMENT PONDICHERRY UNIVERSITY



**MBA** (Business Administration)

Course Structure & Syllabi 2023-24

Approved in Board of Studies held on 3<sup>rd</sup> May 2023

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2	PROJECT MANAGEMENT	82
3	QUALITY MANAGEMENT	86
4	MANAGEMENT CONTROL SYSTEMS	89

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2	ENTREPRENEURSHIP	99	
3	BUSINESS ETHICS AND CORPORATE GOVERNANCE	102	
4	BUSINESS VALUATION LAB	105	
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2	APPLIED ECONOMETRICS	119		
3	BANK FINANCIAL MANAGEMENT	122		
4	BANKING AND INDIAN FINANCIAL SYSTEMS	125		
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30	NGO MANAGEMENT	208
31	CORPORATE REPORTING AND DISCLOSURE	211

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2	COMPENSATION MANAGEMENT	219
3	CROSS CULTURE BUSINESS MANAGEMENT	222
4	GLOBAL HR PRACTICES	225
5	HR ANALYTICS	228
6	HRIS [Human Resources Information System]	231
7	HRM IN KNOWLEDGE BASED ORGANIZATIONS	234
8	INDUSTRIAL RELATIONS & LABOUR LEGISLATION	237
9	KNOWLEDGE MANAGEMENT	240
10	MANAGEMENT OF CHANGE & DEVELOPMENT	242
11	QUALITY PERFORMANCE MANAGEMENT	245
12	STRATEGIC HUMAN RESOURCE DEVELOPMENT	248
13	STRESS MANAGEMENT	251
14	TECHNOLOGY FOR PERSONNEL PRODUCTIVITY MANAGEMENT	254
15	TRAINING AND DEVELOPMENT	257
16	INTERPERSONAL RELATIONSHIP MANAGEMENT	260

17	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	263
18	TALENT PLANNING AND ACQUISITION	266
	ELECTIVES (SEMESTER III AND SEMESTER IV)	
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S.No	Course Name	Pg No
1	BRAND MANAGEMENT	270
2	CONSUMER BEHAVIOUR	273
3	CUSTOMER RELATIONSHIP MANAGEMENT	276
4	INDUSTRIAL MARKETING	279
5	INTEGRATED MARKETING COMMUNICATION	282
6	INTERNATIONAL MARKETING	285
7	INTERNET MARKETING	288
8	MARKETING ANALYTICS-I4	291
9	MARKETING ANALYTICS-II	294
10	MARKETING FOR NON-PROFIT ORGANIZATIONS	297
11	MARKETING OF FINANCIAL SERVICES	300
12	MARKETING OF HIGH-TECH PRODUCTS & INNOVATIONS	303
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15	RETAIL MANAGEMENT	312
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17	SERVICES MARKETING	318
18	SOCIAL MARKETING	321
19	SOCIAL MEDIA MARKETING	324
20	STRATEGIC MARKETING	327
21	CREATIVITY AND INNOVATION MANAGEMENT	330
22	CONSUMER NEUROSCIENCE AND NEUROMARKETING	334
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24	RURAL MARKETING	341
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2	ADVANCED OPERATIONS RESEARCH	348
3	ADVANCED PRODUCTION MANAGEMENT	351
4	COMPUTER INTEGRATED MANUFACTURING SYSTEMS	354
5	COMPUTER SIMULATION	358
6	FUNDAMENTALS OF SIX SIGMA	361
7	INNOVATION AND PRODUCT DEVELOPMENT	364
8	SERVICE OPERATIONS MANAGEMENT	369
9	SUPPLY CHAIN ANALYTICS	372
10	SUPPLY CHAIN MANAGEMENT	375
11	TOTAL QUALITY MANAGEMENT	378
	ELECTIVES (SEMESTER III AND SEMESTER IV)	
	SYSTEMS ELECTIVES	
S.No	Course Name	Pg No
1	BUSINESS INTELLIGENCE	382
2	DATABASE MANAGEMENT SYSTEMS	385
3	DECISION SUPPORT SYSTEMS	388
4	E -COMMERCE	391
5	OBJECT-ORIENTED PROGRAMMING WITH C++	394
6	SOFTWARE ENGINEERING	397
7	SOFTWARE PROJECT MANAGEMENT	400
8	SYSTEMS ANALYSIS AND DESIGN	403
9	VISUAL BASIC FOR BUSINESS APPLICATIONS	406
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#### **VISION & MISSION**

#### **VISION**

To serve as an enabler of societal transformation through management education and research that match global benchmarks by providing access, resources and opportunities with a pan-Indian appeal and global relevance.

#### **MISSION**

To deploy globally competent resources in terms of people, infrastructure and partners in order to develop trained management executives and entrepreneurs who will serve as agents of societal transformation in various spheres of life through management education, research, training and cultural integration

## PROGRAM OUTCOMES (POs) & PROGRAM SPECIFIC OUTCOMES (PSOs) OF MBA PROGRAMME

#### **PROGRAM OUTCOMES (POs)**

PO1	Application of Management Theories and Practices
	Ability to conceptualize, organize and resolve complex business or corporate issues by
	applying Management Theories and Practices.
PO2	Critical Thinking and Communication Skills
	Analyze problems in business by applying research tools to solve its complexities and
	express them with clarity through all means of communications.
PO3	Leadership and Ethics
	Exhibit leadership with ethical code of conduct and social responsibility by involving in
	internships, consultancy, fieldwork, projects, etc. that are beneficial to peers, business
	communities and public.
PO4	Environment and Sustainability
	Understand and analyze global, economic and legal aspects of Business and evolve
	professional management solutions to ensure sustainable development.
PO5	Contribution in Team Environment
	Ability to lead themselves and contribute in team-based environment to achieve
	Organizational goals effectively.

#### PROGRAM SPECIFIC OUTCOMES (PSOs)

PSO1	Knowledge in Managerial functions: Graduates will analyze and decide on the functional
	perspectives of management.
PSO2	Social Responsibility: Graduates will apply the management techniques as socially
	responsible managers.

# COURSE STRUCTURE OF MBA PROGRAMME IN PONDICHERRY UNIVERSITY

SEMESTER – I			SEMESTER – II			
Subject	Subject Credit Marks		Subject	Credit	Marks	
Management Processes	3	100	Financial Management	3	100	
Organisational Behaviour	3	100	Marketing Management	3	100	
Managerial Economics	3	100	Operations Management	3	100	
Accounting for Managers	3	100	Human ResourcesManagement	3	100	
Business Law	3	100	Research Methodology	3	100	
Business Environment	3	100	Management Information Systems	3	100	
Business Analytics Lab	2	50	Selling & Negotiation Skills Workshop	2	50	
Communication Skills Workshop	2	50	Operations Research Lab	2	50	
Spreadsheet for Managers Lab	2	50	Career Development Workshop		50	
Personality Development Workshop	2	50	Minor Project (2 Weeks)	2	50	
			Industry Interface Program-1	2	50	
Total	26	800	Total	28	850	
SEMESTER – III			SEMESTER – IV			
Subject	Credit	Marks	Subject	Credit	Marks	
Strategic Management	3	100	Public SystemsManagement	3	100	
Project Management	3	100	Entrepreneurship	3	100	
Quality Management	3	100	Business Ethics & Corporate Governance	3	100	
Management ControlSystems	3	100	Business Valuation Lab	2	50	
Functional Electives (4)	12	400	Functional Electives (4)	12	400	
Summer Projects (8 Weeks) (80 Marks for Report + 20 Marks for Midterm Review + 50 Marks for Viva)	4	150	Industry Interface Program- II	2	50	
Total	28	950	Total	25	800	

Total Number of Credits	107
Total Marks	3400
Total Number of theory papers	28
Total Number of Skills development workshop	3
Total Number of Lab	4
Total Number of Industry Interface Programs	2
Number of Projects	2

#### MBA DEGREE PROGRAMME

### REGULATIONS FOR THE MBA PROGRAMME OFFERED IN THE UNIVERSITY DEPARTMENT

- 1. Eligibility for the Programme: Bachelor's degree in any discipline with a minimum of 50 % of marks. All SC/ST candidates who have passed the qualifying examination are eligible to apply for PG admission, irrespective of the percentage of marks obtained in the qualifying examination when except otherwise specified.
- **2. Admission Procedure**: Admission will be based on the Central Universities Entrance Test (CUET) with the CUET Test Paper code COQP12.
- 3. Duration of the Course: 2 Years
- **4. Examination**: End semester examination is under CBCS Scheme. The complete evaluation is made 100% internal. The faculty member who teaches the subject will set the question paper and evaluate the answer scripts, enter the marks in SAMS takes the print out and brings to the Programme Committee meeting for approval.

Since it is single valuation, re-valuation system is being introduced. Within 7 days of announcing the provisional results, the students, if deemed necessary may apply for re-valuation along with the challan for prescribed re-valuation fee. After receiving the applications, their answer scripts will be photocopied, dummy number is given and sent to Dean's office for further processing. Dean will send those scripts to external examiner for re-valuation. The marks awarded by the external examiner is final.

- 5. Proportion of marks between internal assessment and end-semester evaluation for courses is 40:60 respectively, while it is fully internal for the workshop and lab courses.
- 6. Guidelines for awarding mark for project works:
  - a. Minor Project (2 WEEKS):

It will be done during the winter vacation after first semester.

Marks for Project Viva awarded by the Guide & Co-examiner: 50 Marks [The co-examiner is one of the faculty members of thedepartment]

#### b. Summer Project (8 Weeks)

There will be a mid-term review after 4 weeks

Marks for Project awarded by Guide 80 Marks
Marks for Project in the Mid-Term Review 20 Marks
Marks for Project viva awarded by the Guide & Co50 Marks
examiner: [The co-examiner is one of the faculty

#### members of the department]

- **7. Passing Requirement**: The student should have a minimum of 40% marks in End Semester Examination and a minimum total of 50 % marks in Internal and End Semester Examination put together in theory subjects. Wherever there is no internal component, the student should have a minimum of 50% marks in the University Examination.
- 8. Question paper pattern:

Time: 3 Hours Maximum Marks: 60

#### PART A: 15 Marks

Answer All Questions (No choice)

The number of questions to be announced is decided by the course teacher

**PART B:**  $5 \times 7 = 35$  Marks

Question 6A or Question 6B Question 7A or Question 7B Question 8A or Question 8B Question 9A or Question 9B Question 10A or Question 10B

PART C  $(1 \times 10 = 10 \text{ Marks})$ 

Question 11: COMPULSORY (Case/Problem depending upon the course)

- 9. Maximum number of years permitted after completion of Semester IV towrite arrear subjects:
  - a. Two years
  - b. Old Regulation Students: Two years
- 10. Guidelines to deal with attendance shortage of the students:

The students are permitted to proceed to the succeeding semesters without break. Under this scheme, the students should repeat the semester in which shortage occurred after completing the last semester (Semester-IV).

# COURSE STRUCTURE OF MBA PROGRAMME IN AFFILIATED COLLEGES

SEMESTER – I			SEMESTER – II		
Subject	Subject Credit Marks Subject		Subject	Credit	Marks
Management Processes	3	100	Financial Management	3	100
Organisational Behaviour	3	100	Marketing Management	3	100
Managerial Economics	3	100	Operations Management	3	100
Accounting for Managers	3	100	Human ResourcesManagement	3	100
Business Law	3	100	Research Methodology	3	100
Business Environment	3	100	Management Information Systems	3	100
Business Analytics Lab	2	50	Selling & Negotiation Skills Workshop	2	50
Communication Skills Workshop	2	50	Operations Research Lab	2	50
Spreadsheet for Managers Lab	2	50	Career Development Workshop	2	50
Personality Development Workshop	2	50	Minor Project (2 Weeks)	2	50
			Industry Interface Programe-1	2	50
Total	26	800	Total	28	850
SEMESTER – III			SEMESTER – IV		
Subject	Credit	Marks	Subject	Credit	Marks
Strategic Management	3	100	Public SystemsManagement	3	100
Project Management	3	100	Entrepreneurship	3	100
Quality Management	3	100	Business Ethics & Corporate Governance	3	100
Management ControlSystems	3	100	Business Valuation Lab	2	50
Functional Electives (4)	12	400	Functional Electives (4)	12	400
Summer Projects (8 Weeks) (80 Marks for Report + 20 Marks for Midterm Review + 50 Marks for Viva)	4	150	Industry Interface Program- II	2	50
Total	28	950	Total	25	800

Total Number of Credits	107
Total Marks	3400
Total Number of theory papers	28
Total Number of Skills development workshop	3
Total Number of Lab	4
Total Number of Industry Interface Programs	2
Number of Projects	2

# REGULATIONS FOR THE MBA PROGRAMME OFFERED IN AFFILIATED COLLEGES

#### 1. Examinations:

Question paper setting, and valuation (double valuation) will be fully taken care of by the Controller of Examinations Office, Pondicherry University. However, in the workshop-based subjects the assessment is continuous and internal.

The panel of Question Paper setters and the panel of Examiners for evaluation will be suggested by the University Department.

If the difference between the two valuations is more than 15%, the script will be evaluated by a third subject expert and the mark awarded by that expert will be the final.

### 2. Proportion of marks between internal evaluation and external evaluation for subjects: 40:60

#### 3 Guidelines for awarding marks for project works:

#### 1. Minor Project (2 WEEKS):

It will be done during the winter vacation after the first semester.

Marks for Project Viva awarded by the Guide & Co-examiner: 50 Marks [The co-examiner is one of the faculty members of thedepartment]

#### 2. Summer Project (8 Weeks)

There will be a mid-term review after 4 weeks

Marks for Project awarded by Guide 80 Marks
Marks for Project in the Mid-Term Review 20 Marks
Marks for Project viva awarded by the External 50 Marks
Examiner assigned by the University

#### **Passing Condition:**

The student should have a minimum of 24 marks out of 60 in the University Examination and a minimum total of 50% marks in Internal and University Examinations put together in each of the courses. Wherever there is no internal component as in Project viva, the student should have a minimum of 50% marks in the project viva Examination. For workshop and lab courses, the passing minimum is 50% of the internal assessment carried out on continuous basis.

#### 4. Question paper pattern

Time: 3 Hours Maximum Marks: 100

#### PART A: $6 \times 5 = 30$ Marks

Answer any SIX Questions out of TEN Questions Question 1 to Question 10

#### PART B: $5 \times 10 = 50$ Marks

Question 11 or Question 12

Question 13 or Question 14

Question 15 or Question 16

Question 17 or Question 18

Question 19 or Question 20

#### PART C $(1 \times 20 = 20 \text{ Marks})$

Question 21: COMPULSORY (Case/Problem depending upon the subject)

Note: For answers, the following are the prescribed word limits.

5 marks – maximum 50 words

8 marks – maximum 200 words

10 marks – maximum 300 words

### 5. Maximum number of years permitted after completion of Semester IV towrite arrear subjects:

- a) Two years
- b) **Old Regulation Students**: Two years

#### 6. Guidelines to deal with attendance shortage for students:

The students are permitted to proceed to the succeeding semesters without break. Under this scheme, the students should repeat the semester in which shortage occurred after completing the last semester (Semester-IV).

# SEMESTER - I

### **SEMESTER I**

#### LIST OF CORE PAPERS

Title of the Paper	Code
MANAGEMENT PROCESSES	MBAH011
ORGANISATIONAL BEHAVIOUR	MBAH012
MANAGERIAL ECONOMICS	MBAH013
ACCOUNTING FOR MANAGERS	MBAH014
BUSINESS LAW	MBAH015
BUSINESS ENVIRONMENT	MBAH016
BUSINESS ANALYTICS LAB	MBAH017
COMMUNICATION SKILL WORKSHOP	MBAH018
SPREADSHEET FOR MANAGERS LAB	MBAH019
PERSONALITY DEVELOPMENT WORKSHOP	MBAH019A

MBAH011	MANAGEMENT PROCESSES	L	T	P	С
Core / Elective	Core	3	0	0	3

- Providing conceptual understanding of management concepts
- Familiarizing the students with the contemporary issues in management
- Enable them to apply the concepts in the management organization

#### **METHODOLOGY:**

Lectures, Case studies, Application exercises, Group or Class learning activities, Experiential Exercises

UNIT: 1	9 Hours			
Natre of Management – Tasks of a Professional Manager - Social Responsibilities	of Business –			
Manager and Environment - Systems Approach to Management - Levels in M	Ianagement –			
Managerial Skills.				
UNIT: 2	9 Hours			
Planning – Steps in Planning Process – Scope and Limitations – Short Range and	l Long-Range			
Planning - Flexibility in Planning - Characteristics of a Sound Plan - Management	t by Objective			
(MBO) - Policies and Strategies - Scope and formulation - Decision Making - Te	echniques and			
processes.				
UNIT: 3	9 Hours			
Organizing - Organisation Structure and Design - Authority Relationships - l	Delegation of			
Authority and Decentralisation - Interdepartmental Coordinator - emerging Trend	s in corporate			
Structure, Strategy and Culture – Impact of Technology on Organisational design	- Mechanistic			
vs. Adoptive Structures – Formal and Informal Organisation.				
UNIT: 4	9 Hours			
An Overview of Staffing and Directing functions - Controlling - Prerequisites of Control				
Systems – Control Process – Methods, Tools and Techniques of Control – Design of techniques –				
Choices in Control.				

UNIT: 5		9 Hours
Comparativ	ve Management Styles and approaches – Japanese Management	Practices –
	onal Creativity and Innovation – Management of Innovation – En	
Managemen	nt – Benchmarking – Best Management Practices across the world – Se	elect cases of
Domestic &	t International Corporations – Management of Diversity.	
	Total Lecture Hours	45 Hours
Text Boo	$\mathbf{k}(\mathbf{s})$	
1	Koontz & Weirich, "Essentials of Management: An International perspection. Tata McGraw-Hill, New Delhi, 2009.	ective", 8 <sup>th</sup>
2	Koontz H. "Essentials of Management 5E, Tata McGraw-Hill, New De	lhi, 1994.
3	Stephen P. Robbins & David A. Decenzo, "Fundamentals of Manageme Education, New Delhi, 3 <sup>rd</sup> Edn. 2001.	ent", Pearson
4	Peter F. Drucker, "The Practice of Management", Harper Business; Rei 2006.	ssue edition,
5	Mason Carpenter & Talya Bauer, "Principles of Management", Flat Wo Knowledge, Inc. 2009.	orld
Reference	e Book(s)	
1	Sarah cook, Practical Bench Marking: A manager's guide to creating coadvantage, London, Kogan Page 1995	ompetitive
2	Heracleous.L and Devoge, S., "Bridging the gap the of relevance: strate management and organizational development, Long Range planning 31	_
3	Bateman Snell, "Management: Competing in the new era", McGraw Hi 2002.	ll Irwin,
4	Peter Eichhorn & Ian Towers, Principles of Management: Efficiency and Effectiveness in the Private and Public Sector, Springer International Pt 2018.	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc	·.]
1	www.shrm.org www.shrmindia.org www.ipma-hr.org www.ahrd.org	

COUR	COURSE OUTCOMES					
On Com	On Completion of the course, the students will be able to					
CO1	Define and classify the concepts, approaches, and managerial skills.					
CO2	Recall the planning and decision-making process.					
CO3	Outline the concepts of organization.					
CO4	Summarize the concepts of controlling and equip the knowledge with the staffing process.					
CO5	Explain the management styles and approaches and interpret the best.					

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	3	3	2	2	3
CO2	3	2	0	2	3	3	2
CO3	3	0	2	2	0	3	2
CO4	3	3	0	0	2	3	2
CO5	3	3	2	2	0	2	3
	3	2	1.4	1.8	1.4	2.6	2.4

MBAH012	ORGANISATIONAL BEHAVIOUR	L	T	P	C
Core / Elective	Core	3	0	0	3

To understand and appreciate the fact that why & how of human behaviour in organizations is critical for its success and to orient the managers-to-be to develop people skills to make and run the work-place effective, innovative and stake-holder centric.

#### **METHODOLOGY:**

The subject coverage goes with, among others, lectures, interactive discussion sessions, case-studies, experiential inputs of practitioners, observations, role-play and presentations; the students will have the assessment – element wise;

UNIT: 1	9 Hours
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Organizational Behaviour: Definition, need and importance - Human Behaviour in Organisations: Behaviour in Times of Change - Diversity of Organizations - Diverse Workforce, Attitude Formation – Personal Values, Attitudes, Emotions, Beliefs and Moods at Work - Ethical Behaviour - Factors that Affect Ethical Behaviour, Challenges for Managers: Competing in the Global Economy.

Case discussion, Web exercises, Field based activities-visiting organisation for studying attitude formation and ethical issues in Pandemic Period

UNIT: 2 9 Hours

Personality, Perception and Attribution: Individual Differences and Organizational Behaviour - Application of Personality Theory in Organisations, Motivation at Work: Motivation and Work Behaviour – Theories of Motivation, Learning: Models of Learning - Social and Cognitive Theories of Learning - Goal Setting at Work, Stress and Well-Being at Work: Approaches to Stress - Stressors - Sources of Work Stress - Consequences of Stress - Preventive Stress Management.

Video case discussion, Web exercises, OB application-based activities, Self-Awareness Exercises – Studying personality of managers and consequences of Stress in Pandemic Period

UNIT: 3 9 Hours

Communication: Interpersonal Communication - Communication Skills for Effective Managers - Barriers and Gateways to Communication - Communicating through New Technologies and Social Media, Work Teams and Groups: Group Decision Simulation – Team Orientation, Formation and Development - Decision Making: Process - Models and Limits - Individual Influences on Decision Making - Group Decision-Making Process.

Video case discussion, Web exercises, Self-Awareness Exercises & Group Activities-Team formulation

### UNIT: 4 9 Hours

Power and Political Behaviour: Concept of Power - Forms and Sources of Power in Organizations - Managing Political Behaviour in Organisations, Leadership: Types, Importance, Theories and Models - Organisational Climate and Culture - Creating a culture for Innovation & Creativity - Conflict and Negotiation: Causes of Conflict in Organizations — Types- Conflict Management Strategies and Techniques, Organisational Change and Development.

Case discussion, Web exercises, Field based activities-visiting organisation for studying Political Behaviour and Leadership Styles.

UNIT: 5	9 Hours

Organizational Design and Structure: Basic Design Dimensions - Five Structural Configurations - Forces Reshaping Organizations - Emerging Organizational Structures, Trends in Organisational Behaviour - Research Issues in Organisational Behaviour, Organizational Socialization - Challenges to Developing a Positive, Cohesive Culture, Managing Change: Forces for Change in Organizations - Scope of Change - Gender Sensitivity - Need for Organization Development Interventions - Techniques for OD Intervention.

Video case discussion, Web exercises, Self-Awareness Exercises – Developing Research Proposal and Studying Consequences of Gender Sensitivity

	Total Lecture Hours 45 Hours
Text Bo	ook(s)
1	Fred Luthans (2020), Organisational Behaviour, Tata McGraw Hill, New Delhi.
2	Christopher Grey, A Very Short Fairly Interesting and Reasonably Cheap Book About Studying Organizations, University of Warwick
Referen	nce Book(s)
1	Rego, A., Clegg, S., Cunha, M. P. e., Simpson, A. (2020). Positive Organizational Behaviour: A Reflective Approach. (n.p.): Taylor & Francis
2	McKenna, E. (2020). Business Psychology and Organizational Behaviour. UNIT ed Kingdom: Taylor & Francis. ISBN: 9781317294634, 1317294637
3	Organizational Behaviour and the Physical Environment. (2019). UNIT ed Kingdom: Taylor & Francis.
4	Robbins, Stephen P (2020) Organisational Behaviour: Concepts Controversies and Applications, Prentice Hall, New Delhi.
5	McLachlan, C. J., Smith, P. E., Yellowley, W. (2020). Organizational Behaviour: Managing People in Dynamic Organizations. UNIT ed Kingdom: Taylor & Francis Group.

6	Organisational Behaviour. (2020). UNIT ed States: SBPD Publishing House.						
7	Robbins, Stephen P (2020) Organisational Behaviour: Concepts Controversies and						
	Applications, Prentice Hall, New Delhi.						
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]						
1	http://www.indianchild.com/organizational_behavior.htm www.obmnetwork.com						
2	http://www.indianchild.com/organizational_behavior.htm						
	<u>www.obmnetwork.com</u>						
3	<u>www.humanmetrics.com</u>						
4	www.quickmba.com						
5	www.thinkingmanagers.com						
6	www.mindtools.com						
7	www.studygs.net						

COUR	COURSE OUTCOMES					
On Completion of the course, the students will be able to						
CO1	Define the concepts, models, and importance of Organization Behaviour.					
CO2	Outline the components of individual behavior.					
CO3	Classify the formation of group and outline the types of leadership along with concepts of power and politics.					
CO4	Explain the various structure and dimensions of the organization.					
CO5	Formulate the recent trends in OB.					

	Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2		
CO1	3	0	2	1	0	2	3		
CO2	3	3	2	0	3	3	3		
CO3	3	3	3	2	3	3	2		
CO4	3	0	2	3	0	3	3		
CO5	3	2	2	3	2	2	3		
	3	1.6	2.2	1.8	1.6	2.6	2.8		
		*3 – Stı	rong, 2 - N	Ioderate, 1	l- Weak				

MBAH013	MANAGERIAL ECONOMICS	L	T	P	C
Core / Elective	Core	3	0	0	3

- To provide a basic foundation on concepts and principles of Macro Economics, Micro Economics and managerial economics.
- To demonstrate the application of economic theory to business decision- making.

#### **METHODOLOGY:**

- Class sessions comprise a mixture of lectures, interactive discussions, case presentations, and problem solving.
- In addition to the in-class exams and homework assignments, each student will undertake a short econometric project.

UNIT: 1		9 Hours
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Introduction to Managerial Economics: Definition, Nature, Scope, Importance and General Foundation of Managerial Economics. Circular flow of activities. Nature of firm; Objectives of firm; Theory of firm Forms of Organizations-Sole Proprietorship; Partnership; Joint Stock Company; Cooperatives; Public Enterprises.

Relevance of demand analysis in Business Decision-making: Law of Demand; Elasticity of Demand; Determinants of Demand; Individual, firm and Market demand; Demand Curve and its nature; Demand Forecasting Techniques.

UNIT: 2 9 Hours

Product Markets and Recourse Markets. Market Structure: Differently Competitive Markets; Pricing under different Market structures. Methods of Pricing new and existing products; Pricing strategies. Cost-Oriented and Market-Oriented Pricing. Cost concepts: Types of cost; Relationship between Average and Marginal Cost in Short run and long run; Economics and Accountant View on Cost; Preparation of Cost sheet and Computation of UNIT and Total Cost; Using Marginal costing in business decision- making. Production functions in short and long run. Wages and wage differentials.

UNIT: 3 9 Hours

Concept of Required Rate of Return and Internal Rate of Return; Annual-cost and Annual-worth Comparisons; Present-worth analysis; Computation of Cost of Capital and its relevance to decision-making; Economic Life; Replacement Economy; Analysis of risk and uncertainty in capital expenditure decisions.

Budgetary Control: Preparation of Cash Budgets, Purchase Budgets, Production Budgets and Flexible Budgets; Concept of Zero-Based Budgeting.

UNIT: 4		9 Hours				
The Great	Depression of 1920s and lessons learnt. Global recession of 2008 and	its impact on				
	iness. The Euro crisis. WTO and its impact on Indian Agriculture	-				
	oncepts of SEZs, EPZs, FTZs and EPCs.	and Textiles				
UNIT: 5	Sheepts of SDEs, Br Es, F 125 and Br Es.	9 Hours				
01111.5		,				
Introduction	n to National Income and Methods of Estimating National Income. In	nter- Sectoral				
Linkages N	Macro Aggregates and Policy Interrelationships- Fiscal and Mone	tary Policies.				
Business ar	nd Government. Economic Indicators Technology, Employment and F	Poverty-Issues				
and Challer	ges Industrial Finance – Money Market and Capital market.					
	Total Lecture Hours	45 Hours				
Text Boo	k(s)					
	· · · · · · · · · · · · · · · · · · ·	Dalla:				
1	Gupta G.S., MANAGERIAL ECONOMICS, Tata McGraw-Hill, New	Demi.				
2	Varshnavy and Maheashwary, MANAGERIAL ECONOMICS, Sulta	n and Chand,				
	New Delhi.					
3	Managerial Economics by R. Panneerselvam, P. Sivasankaran and P. Senthilkumar					
	(2018); Cenage Learning India Pvt. Ltd.					
4	Managerial Economics and Business Strategy by Michael R Baye ar	nd Jeff Prince				
	(2017); McGraw Hill Education, Eighth Edition.					
5	Macroeconomics: Principles and Tools (3rd Edition) by Arthur O'Sullivan, Steven					
	M. Sheffrin, Publisher: Prentice Hall.					
6	Managerial Economics by D N Dwivedi (2015); Vikas Publishing Hou	se				
7	Principles of Macroeconomics (7th Edition) by Karl E. Case, Ray C. Fa	air, Publisher:				
	Prentice Hall					
8	Macroeconomics: Principles and Tools (3rd Edition) by Arthur O'Su	llivan, Steven				
	M. Sheffrin, Publisher: Prentice Hall					
Reference	e Book(s)					
1	Peterson, HC and W.C.Lewis, MANAGERIAL ECONOMICS, Pre-	entice-Hall of				
	India, New Delhi.					
2	Riggs, J.L. MANAGERIAL ECONOMICS, McGraw-Hill, New Delhi.					
3	Stiglitz J., PRINCIPLES OF MICROECONOMICS, Norton Publishers	2nd Edition.				
4	Joel Dean, Managerial Economics, Himalaya Publishing house, New D	elhi.				
5	Macroeconomics and Active Graphs, Third Edition by Olivier Blancha	rd, Publisher:				
	Prentice Hall					
6	Macroeconomics: Theories, Policies, and International Application	•				
	LeRoy Miller, David D. VanHoose, Publisher: South-Western College.					

7	Macroeconomics: Theories, Policies, and International Applications by Roger
	LeRoy Miller, David D. VanHoose, Publisher: South-Western College.
8	Intermediate Macroeconomics by Dennis W. Jansen, Charles D. Delorme, Robert B.
	Ekelund, Publisher: Thomson Learning.
	Dalada Joseph Candanda IMOOC CWANAM NDTEL Walada ada 1
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
1	www.wareseeker.com/free-managerial-economics-tutorials
2	www.managementstudyguide.com
3	www.managementparadise.com
3	The state of the s
4	www.referenceforbusiness.com
5	www.debunkingeconomics.com
6	www.economywatch.com

COUR	COURSE OUTCOMES						
On Con	appletion of the course, the students will be able to						
CO1	Aware with the fundamental concepts and principles of Managerial Economics - the						
	definition, nature, scope, importance, Firms - nature, objectives, theory, Forms of						
	organizations and Demand concepts- forecasting techniques.						
CO2	Familiar about different Product and Resource Markets and Pricing in those markets,						
	Cost and Production Functions.						
CO3	Thorough with various concepts of economic decision making, economic life,						
	replacement economy, budgetary control, and types of budgets.						
CO4	Learnt about the past recessions, depressions and crisis happened worldwide; WTO and						
	its impact on Indian Industry; and the concepts of economic zones.						
CO5	Aware about the Macro economic issues; national income; sectoral linkages &economic						
	policy interrelationships and economic indicators.						

	Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2		
COs									
CO1	3	3	3	3	3	3	3		
CO2	3	3	3	3	2	3	3		
CO3	3	3	3	3	1	3	3		
CO4	2	2	2	3	2	2	3		
CO5	3	3	3	3	2	3	3		
	2.8	2.8	2.8	3	2	2.75	3		

MBAH014	ACCOUNTING FOR MANAGERS	L	T	P	С
Core / Elective	Core	3	0	0	3

- To acquaint the students with the fundamental's principles of financial, cost and management accounting.
- To enable the students to prepare, analyse and interpret financial statements.
- To enable the students to take decisions using management accounting tools.

#### **METHODOLOGY:**

- Class Room teaching of each of the UNIT s followed by regular exercises and surprise tests.
- One practical assignment on 'Accounting for SBEs" and its presentation by students.
- Case Study Analysis of Company Annual Report & application of marginal costing
- Training on Tally Package

Book-keeping and Accounting – Meaning – Definition – Objectives of Financial Accounting – Branches of Accounting: Financial, Cost and Management Accounting – Accounting Concepts and conventions – journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems) – Accounting Standards – Groups interested in Accounting Information – An Introduction to Tally Package – salient features – types of vouchers – reports generated by Tally.

UNIT: 2 9 Hours

Capital and Revenue Expenditure – Deferred Revenue Expenditure – Capital and Revenue Receipts – Depreciation – Definition – Causes – Necessity of providing for depreciation – Methods of Calculating Depreciation: Straight Line Method and Written Down Value Method – Problems.

UNIT: 3 9 Hours

Financial Statements – Meaning – Types of financial Analysis – Techniques of Financial Analysis – Ratio Analysis – Profitability Ratios – Coverage Ratios – Turnover Ratios – Financial Ratios – Ratios to Financial Statement (problems) – uses and limitations of Ratio Analysis – Funds Flow Analysis (simple problems) – uses and limitations – Cash Flow Analysis (simple problems) – uses and limitations – Difference between funds flow and cash flow analysis.

UNIT: 4		9 Hours
Marginal co	 osting	nalysis – Key
	ofit Planning (problem) - Decisions involving Alternative Choices: Det	
	exploring new markets and Make or Buy decisions (Problem for case stud	ly)
UNIT: 5		9 Hours
Concept of	cost – Elements of Cost – Cost Accounting – Objectives – Cost Sheet	(Problems) –
classificatio	on of cost - Cost UNIT and Cost Centre - Methods of Costing - T	echniques of
Costing.		
	Total Lecture Hours	45 Hours
Text Boo	k(s)	
1	N. Vinayakam & B. Charumathi: Financial Accounting, S. Chand	
2	S.N. Maheswari: Management Accounting, Sultan Chand	
Reference	e Book(s)	
1	Hingorani, Ramanathan & Grewal: Management Accounting, Sultan C	hand
2	R.N. Anthony: Management Accounting – Text and cases, Irwin	
3	B.K. Bhar: Cost Accounting, Academic Publishers	
4	H.G. Guthman: Analysis of Financial Statements, Prentice Hall	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc	·.]
1	www.accountingformanagement.com	
2	http://www.business.com/directory/accounting/software/	
3	www.icai.org	
4	www.icsi.edu	
5	www.icwai.org	

COUR	RSE OUTCOMES
On Con	apletion of the course, the students will be able to
CO1	Recall the accounting principles and prepare and interpret Final accounts of a Business Concern.
CO2	Classify various categories of expenditure and analyze problems concerning different methods of Depreciation.
CO3	Describe the various Techniques of Financial Analysis, classify different types of ratios and distinguish Fund Flow Analysis from Cash Flow.
CO4	Analyze the problems related to Marginal Costing and Break-Even Analysis and choose the decisions from alternative choices pertaining to determination of sales mix, exploring new markets and analyze the cases related to make or buy decisions
CO5	Classify in detail about the various elements of cost and define different methods and techniques of Costing and analyze the Cost Sheet of any firm.

	Mapping of COs with POs						
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	3	0	1	0	3	3
CO2	3	2	0	0	0	2	2
CO3	3	3	0	0	0	2	2
CO4	3	3	0	3	0	2	2
CO5	3	3	0	3	0	2	2
	3	2.8	0	1.4	0	2.2	2.2

MBAH015	BUSINESS LAW	L	T	P	C
Core / Elective	Core	3	0	0	3

- To introduce the statutory provisions that affects the business decisions.
- To give an exposure to important commercial laws, the knowledge, that is essential for an understanding of the legal implications of the general activities of a modern business organisation.
- To understand the legal frame work related to contract
- To familiarise about the legal aspects regarding negotiable instruments
- To understand the legal regulations about the company

#### **METHODOLOGY:**

• Lectures, Case studies, Assignments, Presentation of legal reports

UNIT: 1	9 Hours

#### The Indian Contract Act, 1872

Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance,

Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts, Contract of Agency.

UNIT: 2	9 Hours

#### The Indian Partnership Act, 1932

Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.

#### Limited Liability Partnership Act, 2008

Incorporation by registration, Relationship of members, members as agents, ex-members, designated members, Cessation of trade by Limited liability partnership, Insolvency and winding up

UNIT: 3	9 Hours

#### The Sale of Goods Act, 1930

Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach.

#### The Negotiable Instrument Act, 1881

Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.

UNIT: 4	9 Hours

#### The Companies Act, 2013

Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up.

<b>UNIT:</b>	5	9 Hours

#### **The Consumer Protection Act, 2019**

Aims and Objects of the Act, Redressal Machinery under the Act, Procedure for complaints under the Act, Remedies, Appeals, Enforcement of orders and Penalties.

#### **Competition Act 2002**

Objective, Anti-Competitive Agreements, Abuse of Dominant Position, Regulation of Combinations, Competition Commission of India –Composition, Powers and Functions. Goods and Service Tax (GST)

Introduction, Overview and Evolution of GST, Registration under GST, Supply under GST and Valuation of Supply, Input Tax Credit under GST & Returns, Custom Duty and Indirect Taxation.

	Total Lecture Hours 45 Hour	rs
Text Boo	$\mathbf{k}(\mathbf{s})$	
1	Kapoor, N.D. "Elements of mercantile law", Sultan Chand & Sons, New Delhi, 2014	
2	Sen & Mitra, "Commercial Law" The World Press Pvt. Ltd., Calcutta, 2018	
3	Systematic Approach to Indirect Tax- Kumar, Sanjeev	
4	Text Book of Indirect Tax – Sinha P.K	

5	Dr. Vinod Singhania, Taxman Publication, New Delhi				
Reference	Reference Book(s)				
1	Indirect Taxes: V. S. Datey – Taxman Publication				
2	M Vat Subramanian Snow White Publication.				
3	Kuchhal M.C Business Law (Vikas Publication, 4 th Edition)				
4	Gulshan S.S Business Law Including Company Law (Excel Books)				
5	Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7th Edition).				
6	N.D Kapoor & Rajni Abbi-General Laws & Procedures (Sultan Chand & Sons)				
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]				
1	www.legalindia.in				
2	www.legalserviceindia.com				
3	www.supremecourtofindia.nic.in				
4	www.mca.gov.in				
5	www.netlawman.co.in				
6	www.legalhelpindia.com				

COUR	COURSE OUTCOMES					
On Com	On Completion of the course, the students will be able to					
CO1	Identify and demonstrate the essentials of Law of Contract and its elements					
CO2	Recalls the legal provisions relating to partnership, sale of good and insurance					
CO3	Identify and check the procedural stipulation on negotiable instruments and contract of agency					
CO4	Analyze the legal provisions on company law					
CO5	Apply Company Administration & Management					

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
Cos							
CO1	3	3	0	2	0	1	1
CO2	3	3	0	3	0	0	0
CO3	0	1	0	3	0	0	1
CO4	3	1	0	3	0	1	0
CO5	3	2	0	3	0	0	1
	2.4	2	0	2.8	0	0.4	0.6

MBAH016	BUSINESS ENVIRONMENT	L	T	P	C
Core / Elective	Core	3	0	0	3

- To enable students, understand the opportunities and challenges of prevailing and desirable global business environment in which business has to operate.
- Provide an understanding of the role of business in society.
- To enable students read, research and discuss the issues through written papers, presentations, industrial visits and role plays in class seminars.

#### **METHODOLOGY:**

- Teaching and Learning involves multiple and varied pedagogical tools with an emphasis on interactivity, which include the following:
- Classroom Lectures, Group Discussion on selective Articles taken from Newspapers, Magazines, Journals, Online Sources, and Various Reports.
- Case Studies, Seminar Presentations, Written Assignments, Role Plays and Field Visits

<b>UNIT: 1</b>	9 Hours

- External and Internal Environment
- PEST / PESTEL Analysis
- Environmental Analysis Scanning, Monitoring, Forecasting and Assessing the Current and Future Environmental Changes.
- Liberalization, Privatization and Globalization of Economy.
- Social, Political and Economic Consequences of globalization.
- Structure of the Economy, Inflation and GDP.

UNIT: 2	9 Hours

- Democracy, Political Diversity, Politics and Markets
- Bureaucracy, Corruption Level, Societal Outlook and Orientation
- Roles of Government:
- Regulatory Role Fiscal, Monetary and Industrial Policies, Tax Policies,

- Education and Employment Laws
- Promotional Role
- Entrepreneurial Role
- Planning Role

UNIT: 3 9 Hours

- Population & its Growth Rate, Education Levels, Age Distribution and Life Expectancy Rates
- Family Size and Structures, Gender Distribution, Religion, Nationality and Beliefs and Minorities
- Social Classes and Lifestyle, Average Disposable Income
- Attitude towards Product Quality and Customer Service, Buying Habits, Environmental Consciousness, Work and Leisure, Health Consciousness, Risk Taking Ability

UNIT: 4 9 Hours

- Basic Infrastructure Level Energy, Transport, Communication, Science and Technology.
- Research and Development, Product and Process Innovation, Rate of Technological Change and Penetration Levels, Protection of Intellectual Property Rights
- Technological Leadership and Followers, Technology and Competitive Advantage, Time Lags in Technology Introduction, Adaptation, Transfer of Technology
- Internet Infrastructure

UNIT: 5 9 Hours

- International Relations MNCs
- World Trade Organization, Competition
- FDI, FPI, Special Economic Zone
- Environmental Issues
- Outsourcing and Collaboration
- Sustainable Development

	Total Lecture Hours	45 Hours				
Text Book(s)						
1	Francis Cherunilam: Business Environment – Text and Cases, Himala	ya Publishing				
	House, New Delhi.					

Limited, New Delhi.  2 Misra, S.K. and Puri, V.K.: Economic Environment of Business, Hir Publishing House, New Delhi.  3 Misra, S.K. and Puri, V.K.: Indian Economy, Himalaya Publishing House Delhi.  Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]  1 http://www.earth.columbia.edu  2 http://www.allbusiness.com  3 http://www.ehow.com  4 http://www.businessballs.com  5 http://www.businessballs.com  6 http://www.earth.columbia.edu  7 http://www.sustdev.org  8 http://data.worldbank.org  9 http://www.goidirectory.gov.in		
Reference Book(s)	2	A.C. Fernando, Business Environment, Pearson.
Reference Book(s)   1	3	Ian Worthington and Chris Britton: The Business Environment, Prentice Hall
1 Rudder Dutt and Sundharam, K.P.M.: Indian Economy, S. Chand & Co Limited, New Delhi. 2 Misra, S.K. and Puri, V.K.: Economic Environment of Business, Hir Publishing House, New Delhi. 3 Misra, S.K. and Puri, V.K.: Indian Economy, Himalaya Publishing House Delhi.  Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.] 1 http://www.earth.columbia.edu 2 http://www.allbusiness.com 3 http://www.ehow.com 4 http://www.duickmba.com 5 http://www.businessballs.com 6 http://www.earth.columbia.edu 7 http://www.sustdev.org 8 http://data.worldbank.org 9 http://www.goidirectory.gov.in	4	Shaikh Saleem, Business Environment, Pearson
Limited, New Delhi.  2 Misra, S.K. and Puri, V.K.: Economic Environment of Business, Hir Publishing House, New Delhi.  3 Misra, S.K. and Puri, V.K.: Indian Economy, Himalaya Publishing House Delhi.  Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]  1 http://www.earth.columbia.edu  2 http://www.ehow.com  3 http://www.ehow.com  4 http://www.duickmba.com  5 http://www.businessballs.com  6 http://www.earth.columbia.edu  7 http://www.sustdev.org  8 http://data.worldbank.org  9 http://www.goidirectory.gov.in	Reference	Book(s)
Publishing House, New Delhi.  3 Misra, S.K. and Puri, V.K.: Indian Economy, Himalaya Publishing House Delhi.  Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]  1 http://www.earth.columbia.edu  2 http://www.allbusiness.com  3 http://www.ehow.com  4 http://www.duickmba.com  5 http://www.businessballs.com  6 http://www.earth.columbia.edu  7 http://www.sustdev.org  8 http://data.worldbank.org  9 http://www.rbi.org.in  10 http://www.goidirectory.gov.in	1	Rudder Dutt and Sundharam, K.P.M.: Indian Economy, S. Chand & Company Limited, New Delhi.
Delhi.	2	Misra, S.K. and Puri, V.K.: Economic Environment of Business, Himalaya Publishing House, New Delhi.
1  http://www.earth.columbia.edu 2  http://www.allbusiness.com 3  http://www.ehow.com 4  http://www.quickmba.com 5  http://www.businessballs.com 6  http://www.earth.columbia.edu 7  http://www.sustdev.org 8  http://data.worldbank.org 9  http://www.rbi.org.in 10  http://www.goidirectory.gov.in	3	Misra, S.K. and Puri, V.K.: Indian Economy, Himalaya Publishing House, New Delhi.
2 http://www.allbusiness.com  3 http://www.ehow.com  4 http://www.quickmba.com  5 http://www.businessballs.com  6 http://www.earth.columbia.edu  7 http://www.sustdev.org  8 http://data.worldbank.org  9 http://www.rbi.org.in  10 http://www.goidirectory.gov.in		Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
3 http://www.ehow.com  4 http://www.quickmba.com  5 http://www.businessballs.com  6 http://www.earth.columbia.edu  7 http://www.sustdev.org  8 http://data.worldbank.org  9 http://www.rbi.org.in  10 http://www.goidirectory.gov.in	1	http://www.earth.columbia.edu
4 http://www.quickmba.com  5 http://www.businessballs.com  6 http://www.earth.columbia.edu  7 http://www.sustdev.org  8 http://data.worldbank.org  9 http://www.rbi.org.in  10 http://www.goidirectory.gov.in	2	http://www.allbusiness.com
5 http://www.businessballs.com 6 http://www.earth.columbia.edu 7 http://www.sustdev.org 8 http://data.worldbank.org 9 http://www.rbi.org.in 10 http://www.goidirectory.gov.in	3	http://www.ehow.com
6 http://www.earth.columbia.edu 7 http://www.sustdev.org 8 http://data.worldbank.org 9 http://www.rbi.org.in 10 http://www.goidirectory.gov.in	4	http://www.quickmba.com
7  http://www.sustdev.org  8  http://data.worldbank.org  9  http://www.rbi.org.in  10  http://www.goidirectory.gov.in	5	http://www.businessballs.com
8 <a href="http://data.worldbank.org">http://data.worldbank.org</a> 9 <a href="http://www.rbi.org.in">http://www.rbi.org.in</a> 10 <a href="http://www.goidirectory.gov.in">http://www.goidirectory.gov.in</a>	6	http://www.earth.columbia.edu
9 http://www.rbi.org.in  10 http://www.goidirectory.gov.in	7	http://www.sustdev.org
10 <a href="http://www.goidirectory.gov.in">http://www.goidirectory.gov.in</a>	8	http://data.worldbank.org
	9	http://www.rbi.org.in
	10	http://www.goidirectory.gov.in
http://www.businessdictionary.com	11	http://www.businessdictionary.com
12 <a href="http://www.business-definition.info">http://www.business-definition.info</a>	12	http://www.business-definition.info

COUR	RSE OUTCOMES
On Co	mpletion of the course, the students will be able to
CO1	Understand the external and internal environment of business with LPG, GDP and national
	income concepts
CO2	Enrich themselves with political and legal environment prevailing around the business and
	learn about the different roles of Government in Business
CO3	Analyze the social and cultural factors of business with attitude of customers towards
	quality and service provided by business organizations.
CO4	Recognize the basic infrastructure of our country and know about the research and
	development process innovation and technology growth of business
CO5	Clarify in detail to know about WTO, FDI, FPI and SEZ and outsourcing with Global
	Environment

Mapping of COs with POs								
POs Cos	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
CO1	3	1	0	2	0	1	0	
CO2	3	2	3	2	0	1	3	
CO3	2	1	2	3	1	2	2	
CO4	1	2	3	2	1	3	1	
CO5	3	3	3	2	2	3	2	
	2.4	1.8	2.2	2.2	0.8	2	1.6	

MBAH017	BUSINESS ANALYTICS LAB	L	T	P	С
Core / Elective	Core	1	0	2	2

- To enable the students to know about the information needs of Management
- To introduce the concepts of data analysis methods
- To have hands-on training of Statistical Data Analysis through MS-EXCEL

#### **METHODOLOGY:**

The methodology is predominantly by Problem Solving [using MS-EXCEL], supplemented by lecture mode and case discussion. The students have to undertake a project work in a topic of their interest and product, whereby apply the concepts studied in the course as their course evaluation submission.

UNIT: 1	15 Hours

#### BASICS OF STATISTICS AND EXCEL

Basic Statistical Terms - Population and Sample (Theory), Understanding Data-Qualitative Vs Quantitative Data / Continuous vs Discrete (Theory) -Measurement Scales - Nominal, Ordinal, Interval & Ratio

Types of Data in Excel - Text, Numbers, Date/Time, Logical (Excel) -Understanding Formulas and Functions (Excel) - Relative vs Absolute Reference (Excel), Basic Formulas, Functions and Named Ranges (Excel)

#### **DESCRIPTIVE STATISTICS**

 $Descriptive\ Statistics-Summary\ statistics\ [Mean/Median/Mode/Quartiles,\ Percentiles\ /\ Standard\ Percentiles\ /\ Standard\ Percentiles\ /\ Percentiles\ /\ Percentiles\ /\ Percentiles\ Percentiles\ /\ Percentiles\ Percent$ 

Deviation / Coefficient of Variation/Measures of Skew ness & Kurtosis

Installing Data Analysis Pack and Calculating Descriptive Statistics (Excel)

#### DATA VISUALIZATION

Importance of data visualization- types of charts

Bar/Pie Charts -Histogram -Box and Whisker Chart -Scatter Diagram (Excel)

UNIT: 2	15 Hours

#### BASIC PROBABILITY CONCEPTS AND PROBABILITY DISTRIBUTIONS

Basic Probability Concepts – Types - Rules - Concept of Bayes' theorem

Probability Distribution - Types (Discrete, continuous) -Random variable -Use of expected value in Decisions making - Binomial Distribution - Poison Distribution - Normal Distribution

Theory of Sampling-Types probability sampling, non-probability sampling - Introduction to Sampling Distribution (Concept of SE) - Sample Size Estimation

Theory of Estimation- Types - Interval Estimates and Confidence Interval - Calculation Interval Estimates (C.I) for small & large samples

#### HYPOTHESIS TESTING

Tests for Mean and Proportions –One Sample test)

[One Sample z Test - One Sample t Test- One Sample p Test]

Testing of Hypothesis (two sample test) - Test for differences between means (large, small samples) - Test for proportions (small, large samples)

UNIT: 3	15 Hours

Chi Square Analysis - Test of Independence - Test of Goodness of fit Analysis of Variance - One-Way Classification - Two-way Classification

Theory of Correlation - scattered diagram, Karl-Pearson & Spearman Rank Correlation - Introduction to partial Correlation - Regression Analysis- Introduction to Time series and forecasting

	Total Lecture Hours 45 Hours						
Text Boo	ok(s)						
1	Panneerselvam, R., RESEARCH METHODOLOGY, PHI Learning Pvt. Ltd., New Delhi, 2004						
2	Levin R., and Rubin D, Statistics for Managers, Prentice Hall of India, New Delhi, 2006 (7th Edition)						
Reference	ee Book(s)						
1	Panneerselvam, R. (2012). Design and Analysis of Experiments, PHI, New Delhi						
2	Wayne, Winston (2014). Microsoft Excel 2013: Data Analysis and Business Modelling, Micro soft Press, Washington						
3	Christian Albright and Wayne L. Winston (2011). Business Analytics: Data Analysis and Decision Making, Cengage Learning, New Delhi [5th Edition]						
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]						
1	www.emeraldinsight.com (A renowned research journal database)						
2	www.ficci.com (Official web site of Federation of Indian chambers, Commerce and Industry)						
3	www.ibef.org(Official web site of India Brand Equity foundation, a subsidy of CII)						
4	<u>www.ncaer.org</u> (National Council of Applied Economic Research – Govt. of India data resource)						

COU	COURSE OUTCOMES						
On Cor	mpletion of the course, the students will be able to						
CO1	To Study about basics of statistics and excel, Descriptive statistics and Data Visualization						
CO2	To know about the basic probability concepts and probability distributions						
CO3	To analyze chi square, correlation, and time series analysis						

Mapping of COs with POs									
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2		
CO1	1	1	0	0	1	1	1		
CO2	1	1	0	0	0	0	1		
CO3	1	1	0	1	0	1	0		
	1	1	0	0	0	1	1		

MBAH018	COMMUNICATION SKILLS	L	T	P	C
	WORKSHOP				
Core / Elective	Core	1	0	2	2

- To understand the communication process in an organization
- To sharpen the communication skills both oral and written of the learner
- To simulate real-world business communication contexts and communicate effectively
- To facilitate experiential learning through use of role plays, presentations and so on.

#### **METHODOLOGY:**

Entirely Experiential Learning based course. Briefings, case discussions, story-telling, roleplays, seminar presentations, position papers, mini-projects, social media content discussions

UNIT: 1	15 Hours						
Communication model – relevance and types of managerial communicat	tion – communication						
barriers – ethical communication.							
Professionalism in communication - team communication, meetings,	listening, nonverbal						
communication.							
UNIT: 2	15 Hours						
Reading and understanding business related articles, company progranizations, profiles of corporate leaders and styles of communication, uson Organizing and writing business messages – Patterns – Use of tools such maps – composing messages in various forms such a poster, videos, intervident Crafting readable messages by using the principles of clarity and complete and complexity	sing reference sources as word cloud, mind ews and presentations						
Writing business proposals and reports by doing a mini survey for a chosen	problem or issue						
UNIT: 3	15 Hours						
Electronic messages and digital media – Analyzing the use of audio visuals	and their reach						
Positive messages - Negative messages - structure and patterns in communicating news							
Persuasive messages – Changing mindsets through social cause communications							
Presentation skills – preparation for good content, overcoming stage fright -	– gaining and						
retaining attention							
Total Lecture	Hours 45 Hours						

Reference Book(s)					
1	http://gallocommunications.com/				
2	http://www.businesscommunicationblog.com				
3	http://www.networkedblogs.com/blog/journeys in communication/				
4	www.globalindian.net.in				

COU	COURSE OUTCOMES					
On Completion of the course, the students will be able to						
CO1	To understand the communication process in an organization					
CO2	To sharpen the communication skills – both oral and written - of the learner					
CO3	To simulate real-world business communication contexts and communicate effectively and to facilitate experiential learning through use of role plays, presentations and so on.					

	Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2		
Cos									
CO1	3	3	2	2	3	3	2		
CO2	2	3	2	1	3	3	2		
CO3	3	3	2	1	3	3	2		
	2.7	3	2	1.3	3	3	2		

<b>MBAH019</b>	SPREADSHEET FOR MANAGERS	L	T	P	С
Core / Elective	Core	1	0	2	2

- To familiarize students with the information needs of management.
- To introduce concepts and methods of data analysis
- To provide hands-on training in statistical data analysis using MS-Excel
- You will learn data analysis using MS Excel and gain proficiency in Excel's interface, data entry, formatting, data analysis, tables, data tools, and lookup functions.

#### METHODOLOGY:

The course will primarily use problem-solving through MS Excel, supplemented by lectures and case discussions. Students will undertake a project on a topic of their choice and apply the course concepts to their project as their evaluation submission.

UNIT: 1	15 Hours

- MS-Excel Interface: Tabs and Ribbons, Document Windows, Navigation Tips, Office Button, and Save
- Multiple ways of Entering Data: Fonts, Fills, and Alignment, Cut, Copy, and Paste, Paste Special, Undo and Redo, Moving, Finding, and Replacing a Value, Cell Styles, Comments
- Formatting Numbers: Currency Format, Format Painter, Formatting Dates, Custom and Special Formats
- Managing Worksheets: Naming and Moving Worksheets, Copying Worksheets, Adding, Deleting, and Hiding Worksheets, Grouping Worksheets, Moving, Copying, Deleting, and Hiding Grouped Worksheets.

UNIT: 2	15 Hours

- Modifying Rows and Columns: Inserting and Deleting Columns and Rows, Inserting and Deleting Cells, Inserting Multiple Columns and Rows, Modifying Cell Width and Height, Hiding and Unhiding Rows and Columns
- Understanding Formulas: Using Operations, Creating Formulas, AutoSum, Common Formulas, Searching for Formulas, Copying Formulas, Using Relative and Absolute References
- AutoFill and Custom Lists: AutoFill a Series, AutoFill Non-Adjacent Cells, AutoFill on

Multiple Sheets, Creating Custom Lists, Series Formatting

• Conditional Formatting: Highlight Cell Rules, Top/Bottom Rules, Data Bars, Color Scales, Custom Formatting Rule.

UNIT: 3	15 Hours

- Tables: Insert a Table and Style Options, Add Rows and Columns, perform a Function in a Table, Summarize with Pivot Table
- Data Tools: Data Validation, Drop-Down Lists, Removing Duplicates, Text to Columns, Goal Seek, Scenario Manager
- Referencing Formulas: Multiple Sheet References, Consolidating Data, With or Without Links, Trace the Precedents and Dependents, Using the Watch Window
- Ranges and Dates: Cell Names, Named Ranges, Formulas with Cell Names, Date Formulas
- Lookups: VLOOKUP, VLOOKUP Exact Match, HLOOKUP, HLOOKUP Exact Match

	Total Lecture 45 Hours					
	Hours					
Text Book(s)	·					
1	"Excel 2016 Bible", John Walkenbach					
2	"Excel 2016 Power Programming with VBA", Dick Kusleika and Michael Alexander					
3	"Advanced Excel Essentials", Jordan Goldmeier					
Rela	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]					
1	https://www.myonlinetraininghub.com/microsoft-excel-online-training-syllabus					

COUI	RSE OUTCOMES						
On Cor	On Completion of the course, the students will be able to						
CO1	Identify and explain the interface elements and basic functionalities of MS Excel such as ribbons, toolbars, navigation, and worksheet management.						
CO2	Apply formatting tools, cell operations, and data entry techniques to create well-structured and visually consistent worksheets.						
CO3	Analyze and organize data effectively using tables, conditional formatting, and custom lists to derive insights from structured data.						

	Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2		
Cos									
CO1	3	2	1	1	2	3	1		
CO2	3	3	1	1	2	3	2		
CO3	3	3	2	2	3	3	3		
	3	2.7	1.3	1.3	2.3	3	2		

MBAH019A	PERSONALITY DEVELOPMENT	L	T	P	C
	WORKSHOP				
Core / Elective	Core	1	0	2	2

- Developing Favorable and balanced personality
- Understand Self, Identify potentials and limitations
- Building Self-esteem and Attitude
- Set the goals and Manage Emotions
- Understanding importance of Positive thinking and decision making
- Cultivate Interpersonal skills and manage conflicts for successful life.

#### **METHODOLOGY:**

The methodology is predominantly by Activity based learning and incidental exercises that includes, Conceptual Discussion, Case study, Role play, Management Games, In-Basket exercise, Individual and Group presentation, Web-assisted instructions and tests and Guest lectures.

UNIT: 1	15 Hours					
Understandi	Understanding the Self: Anatomy of the self-the mind-the intellect, Personality, The sub-					
conscious n	conscious mind-Consciousness- States of awareness-Innate. Self-Evaluation, SWOT Analysis,					
Recognition	of one's own limits and deficiencies, managing self - emotions, ego, pr	ride, Building				
Self-Esteem	, Self-Confidence and Self-Efficacy, Locus of Control, Setting Go	oals, Attitude				
(Positive an	d Negative Attitude).					
UNIT: 2		15 Hours				
Emotional I	ntelligence: Meaning, components, developing EI. Mindfulness: Meaning	ng, Principles				
of Mindfuln	ess, Models and frameworks for mindfulness practices. Developing the	ought pattern:				
The power	and effects of thoughts, Principles of positive thinking-Benefits of posi	tive thinking,				
changing m	ind set- Steps to change cycle of thinking. Decision making: The k	ey decisions,				
Group decis	ion making, General aids and tips for improving decisions making					
UNIT: 3		15 Hours				
Communica	Communication: Verbal, Non-Verbal, Para-Verbal, Listening-It's Importance, Good & Bad					
Listening,	Listening, Body Language, Empathy, Mutuality, Trust, Emotional Bonding. Managing					
interference	interferences- Perceptional Challenges, Interpersonal Transactions, Tips for Improving					
interpersona	interpersonal relationship, Assertiveness and negotiation skills, Conflict Management					
	Total Lecture Hours	45 Hours				

Text Bo	
1	Covey, S. R., & Covey, S. (2020). The 7 habits of highly effective people. Simon & Schuster.
2	Robbins, S. P., Judge, T. A., & Vohra, N. (2019). Organizational behaviour by
	Pearson 18e. Pearson Education India.
3	Jaikishan Roy. (2015). Improve your Personality by Mark publishers Jaipur.
4	R. N. Singh Yadav. (2016). The Dynamics of Successful personality by Mount Hill
	Publishing Company, New Delhi.
Referer	nce Book(s)
1	Akpor-Robaro, M. O. (2018). Organizational Behaviour, Management Theory and
	Organizational Structure: An Overview of The Inter-Relationship.
2	Bradberry, T., & Greaves, J. (2006). The emotional intelligence quick book:
	Everything you need to know to put your EQ to work. Simon and Schuster.
3	Bradberry, T., & Greaves, J. (2009). Emotional Intelligence 2.0. TalentSmart.
4	Creswell JD (January 2017). "Mindfulness Interventions". Annual Review of
	Psychology. 68: 491–516. doi:10.1146/annurev-psych-042716-051139
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
	Keated Omine Contents [MOOC, 5WATAM, MTEL, Websites etc.]

COUI	RSE OUTCOMES
On Con	mpletion of the course, the students will be able to
CO1	Explain the components of the self, including the mind, intellect, subconscious, and personality traits, and evaluate personal strengths and weaknesses using tools like SWOT analysis.
CO2	Define emotional intelligence and mindfulness, and apply their principles and frameworks to develop better emotional and cognitive awareness.
CO3	Demonstrate effective communication skills including verbal, non-verbal, and para-verbal elements, and explain the role of empathy, trust, and listening in building emotional bonds

		Ma	pping of (	COs with l	POs		
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	2	2	2	2	2	2	2
CO2	2	2	2	2	2	2	2
CO3	2	2	2	2	2	2	2
	2.0	2.0	2.0	2.0	2.0	2.0	2.0

# SEMESTER - II

# **SEMESTER II**

# LIST OF CORE PAPERS

Title of the Paper	Code
FINANCIAL MANAGEMENT	MBAH020
MARKETING MANAGEMENT	MBAH021
OPERATIONS MANAGEMENT	MBAH022
HUMAN RESOURCES MANAGEMENT	MBAH023
RESEARCH METHODOLOGY	MBAH025
MANAGEMENT INFORMATION SYSTEMS	MBAH026
SELLING & NEGOTIATION SKILLS	MBAH027
MINOR PROJECT	MBAH028
OPERATION RESEARCH LAB (SOFTWARE BASED)	MBAH029
CAREER DEVELOPMENT WORKSHOP	MBAH029A
INDUSTRY INTERFACE PROGRAM – 1	MBAH029B

MBAH020	FINANCIAL MANAGEMENT	L	T	P	C
Core / Elective	Core	3	0	0	3

- To know the various concept and sources of finance.
- To understand the various uses of finance.
- To familiarize oneself with the techniques used in financial management.

#### **METHODOLOGY:**

- Assignment
- Test after completion of each UNIT
- Class room lectures for all UNIT s
- To solve problem self-made with all features will be used
- Importance should be given for solving problems in each UNIT.

<b>UNIT: 1</b>	9 Hours

Importance of Finance; Meaning of Business Finance; Meaning of Financial Management; Objectives of Financial Management; Scope of Financial management, Role of Financial Manager in the Changing Scenario; Method of Financial Management; Organization of the Finance Function; Importance of Financial Management. Tools of Financial Management and Financial Forecasting, Financial Statement, Analysis and Interpretation; Practical Problems.

UNIT: 2		9 Hours
	j literatura i di kacamatan di k	

Meaning of Financial Planning; Pattern of Financing; Source of Finance; Security Financing; Convertible Debentures; Internal Financing; Loan Financing; Public Deposits; Bridge Financing; Loan Syndication, & Finance Decision, Leverage; Types of Leverage; Significance of Operating Leverage, Financial Leverage and Composite Leverage; Practical Problems

UNIT: 3	9 Hours

Meaning of Capital Structure; Capital Structure and Financial Structure; Pattern of Capital Structure; Optimum Capital Structure; Capital Structure Theories, Determination of Capital Structure; Financial Break Even Point and EPS Analysis, Capital Gearing and Trading on Equity, Cost of Capital, Importance of Cost of Capital; Classification of Cost of Capital; Determination of Cost of Capital, Capital Assets Pricing Model (CAPM) and Weighted Average Cost of Capital (WACC), Practical Problems.

UNIT: 4	9 Hours
~ 2	~

Concept of Working Capital Management; Need for Working Capital; Types of Working Capital; Management of Working Capital, Projection of Working Capital, Conservative Asset Policy, Aggressive Asset Policy, Risk Return Trade Off, Source of Working Capital; Management of Cash, Tools of Cash Management, Cash budget, Playing on Float, Lock Box System; Management of Inventory, Tools of Inventory Management, ABC Analysis, VED Analysis, EOQ Analysis, Perpetual Inventory System, Different Stock Level and Management of Receivable and Factoring Management; Practical Problems

UNIT: 5	9 Hours

Concept of Capital Budgeting, Importance of Capital Budgeting,

Characteristic of Capital Budgeting Decisions; Limitations of Capital Budgeting Decisions;

Capital Budgeting Process; Capital Rationing. Capital Budgeting Techniques- Accounting Rate of Return- ARR Method of Evaluation & Its Analysis; Payback Method of Evaluation & Its Analysis; Internal Rate of Return- IRR Method of Evaluation & Its Analysis; Net Present Value- NPV Method of Evaluation & Its Analysis; Profitability Index- PI Method of Evaluation & Its Analysis, Dividend, Bonus, Right Shares, Theories of Dividend, Types of Dividend, Determination of Dividend, Inflation; Inflation Accounting; Capital Market and Money Market, Practical Problems.

	Total Lecture Hours 45 Hours	
Text Bo	ok(s)	
1	Kapil Sheeba and Kapil Kanwal Nayan, FINANCIAL MANAGEMENT, STRATEGY, IMPLEMENTATION & CONTROL, Pragati Prakashan Publishers, Meeruti.	
2	Khan MN. and Jain P.K: FINANCIAL MANAGEMENT, Tata McGraw-Hill co. Ltd, New Delhi.	
3	Pandey I.M.: FINANCIAL MANAGEMENT, Vikas Publishing House Pvt. Ltd, New Delhi.	
4	Prasanna Chandra: FINANCIAL MANAGEMENT, The McGraw-Hill Education Ltd., New Delhi.	
5	Maheshwari S.N.: FINANCIAL MANAGEMENT-PRINCIPLE AND PRACTICE, Sultan Chand & Sons Pvt. Ltd., New Delhi.	
Referen	ce Book(s)	
1	Abdelsamad, M.: A GUIDE TO CAPITAL EXPENDITURE ANALYSIS, New York, American Management Association, 1973	
2	Beranack, W.: WORKING CAPITAL MANAGEMENT, Belmont, Wadsworth, 1968.	
3	Bolten, S.E.: MANAGERIAL FINANCE, Boston, Houghton Mifflin co., 1976.	
4	Heifert, E.H.: TECHNIQUES FOR FINANCIAL ANALYSIS, Homewood, Irwin, 1967	

	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
1	www.financialmanagement.in

COUF	RSE OUTCOMES
On Con	appletion of the course, the students will be able to
CO1	Define the term "Finance & Business Finance", Describe objectives, scope, importance & methods of Financial Management, recognize the organization of Finance Function and the role of Financial Manager in Changing Scenario, demonstrates and apply the tools of Financial Management in analyzing and Interpreting Financial Statements.
CO2	Demonstrates the term "Financial Planning", recognize the pattern of financing and sources of Finance, generalize the concepts such as Security Financing, Convertible Debentures, Internal Financing, Loan Financing, Public Deposits, Bridge Financing, Loan Syndication and Finance Decision, classify the types of leverages and compute the problems related to Operating, Financial and Operating Leverage.
CO3	Describe Capital Structure, Distinguish Capital Structure from Financial Structure, summarize Capital Structure Theories and apply it in determining capital structure of a Firm
CO4	Define the Term "Inventory Management", apply its tools and technique to determine average inventory utilized and required (It includes EOQ Analysis, ABC Analysis, VED analysis etc.
CO5	Recognize and describe the concept of Capital Budgeting, Classify and apply tools and techniques of Capital Budgeting such as ARR (Payback Period Method, NPV (Net Present Value Method, ARR (Accounting Rate of Return, IRR).

	Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2		
COs									
CO1	2	3	1	0	0	3	3		
CO2	2	3	1	0	0	3	3		
CO3	3	3	0	0	0	3	3		
CO4	2	3	0	0	0	3	3		
CO5	3	3	0	0	0	3	3		
	2.4	3	0.4	0	0	3	3		

MBAH021	MARKETING MANAGEMENT	L	T	P	C
Core / Elective	Core	3	0	0	3

 This is an introductory course that will help the learners acquire the vocabulary of Marketing, understand how marketing strategies are shaped and stimulate the learner to take up
 Marketing as a career or apply the learning to careers in other functional areas.

#### **METHODOLOGY:**

- Lectures for conceptual understanding, live cases, class discussions, reading and sharing of marketing related articles, experiential exercises.
- Live Cases of existing companies and brands will form a part of the entire learning process for understanding how marketing principles are applied in the local and global contexts

UNIT: 1		9 Hours				
The importance and scope of marketing Evolution of marketing: From transaction-based to relationship marketing Fundamental marketing concepts Marketing and customer value - The marketing environment (macro and micro), ethics and social responsibility Marketing management process						
Experiential Exercise: Identify a product and company and the environmental forces shaping marketing strategies						
UNIT: 2		9 Hours				

Strategic planning and the marketing process; Developing marketing plans Marketing research and Decision support systems Understanding consumer behaviour – marketing implications Market Segmentation, Targeting and Positioning Competitive strategies

Experiential Exercise: Take up a multi-product conglomerate and study the STP for their brands in various markets. Learn how to make a Marketing Plan.

UNIT: 3	9 Hours

Product classifications, Product Mix Product management decisions, Product Life Cycle Strategies New Product Development Pricing considerations and approaches (cost-based, buyer based and competition-based), pricing strategies

Experiential Exercise: Introduce a hypothetical new product/service adding to the existing product portfolio of a company and apply the principles of product policy and pricing

UNIT: 4	9 Hours

Distribution channels and physical distribution – channel design decisions, channel management decisions Retailing and wholesaling – Retail classification, retailer marketing decisions, wholesaler marketing decisions Integrated marketing communication and promotion strategy, Promotion mix

Experiential Exercise: Continue the exercise as above and apply the principles of channel design and promotion mix decisions

UNIT: 5	9 Hours

Introduction to and the basic concepts of Industrial marketing, Services marketing, Rural marketing, international marketing, marketing for non-profit organizations, marketing in a connected world

Experiential Exercises and Live Cases

Experienti	al Exercises and Live Cases				
	Total Lecture Hours 45 Hours				
Text Boo	ok(s)				
1	Kotler and Armstrong: Principles of Marketing Pearson Education ISBN-10 9789352865611				
2	Kotler and Keller: Marketing Management 15th Edition (2017) Pearson Education ISBN:9789332587403				
3	Ramaswamy and Namakumari: Marketing Management: Global Perspective Indian Context 5th Edition (2013) McGraw-Hill Education India Pvt. Ltd.				
Reference	ce Book(s)				
1	Cravens, Hills and Woodruff: MARKETING MANEGEMENT				
2	Pride and Ferrell: Marketing – Concepts and strategies (Indian adaptation) (Wiley-DreamTech)				
3	Stanton: Fundamentals of Marketing (McGraw-Hill)				
4	Ramesh Kumar: MARKETING NUGGETS				

COUR	SE OUTCOMES						
On Con	On Completion of the course, the students will be able to						
CO1	Define market opportunities by analyzing customers, competitors, collaborators, context						
	and the strength and weakness of a company						
CO2	To develop effective marketing strategies to achieve organizational						
	objectives						
CO3	To design, create and to maintain the Product and pricing strategy for developing the						
	business competencies.						

CO4	To learn and decide place and promotion of Marketing practices
CO5	To apply marketing practices in varied corporate and geographic Scenarios.

Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
COs								
CO1	<u>3</u>	3	2	3	0	3	3	
CO2	3	3	2	1	3	3	3	
CO3	0	2	0	3	0	3	3	
CO4	3	3	0	0	0	3	3	
CO5	3	3	2	2	0	3	3	
	2.4	2.8	1.2	1.8	0.6	3	3	

MBAH022	OPERATIONS MANAGEMENT	L	T	P	С
Core / Elective	Core	3	0	0	3

- To understand the concepts and techniques of Operations Management
- To use the above for improving the Operational Productivity of Organizations.

#### **METHODOLOGY:**

UNIT: 1	9 Hours
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Systems Concept of Production, Types of Production System, Productivity, World Class Manufacturing. Process Planning & Design, Value Analysis/ Value Engineering, Make or Buy Decision. Capacity Planning, Forecasting: Demand Patterns, Measures of forecasting, Forecasting Models: Simple Moving Average Method, Weighted Moving Average, Simple(single) Exponential Smoothing, Linear Regression, Delphi Method.

UNIT: 2	9 Hours

Facility Location: Factors influencing Plant Location, Break Even Analysis. Plant Layout & Materials Handling: Classification of Layout, Advantages and Limitations of Process Layout, Advantages and Limitations of Group Technology Layout. Layout Design Procedures: Introduction to CRAFT, ALDEP & CORELAP, Material Handling System, UNIT Load Concept, Material Handling Principles, Classification of Materials Handling Equipment's.

Line Balancing: Concept of Mass Production system, Objective of Assembly Line Balancing, Rank Positional Weight Method.

Inventory Control: Review of Basic Models of Inventory, Quantity Discount Model, Implementation of Inventory Systems, Introduction to P & Q system of Inventory.

UNIT: 3	9 Hours

Nature of Aggregate Planning Decisions, Aggregate Planning Strategies, Aggregate Planning Methods: Heuristic Method, Transportation Model for Aggregate Planning.

Material Requirement Planning: Product Structure/Bill of Materials(BOM), MRP Concept Single Machine Scheduling: Types of Scheduling, Concept of Single Machine Scheduling, SPT Rule to Minimize Mean Flow Time, Minimizing Weighted Mean Flow Time, EDD Rule to Minimize Maximum Lateness, Flow Shop Scheduling: Introduction, Johnson's Problem, Extension of Johnson's Rule.

# UNIT: 4 9 Hours

Work Study: Method Study – Recording Techniques, Steps in Method Study, Principles of Motion Economy, Time Study.

Quality Control: Introduction, need for Controlling Quality, Definition of a Quality System, Classification of Quality Control Techniques, Control Charts, Control Charts for Variable, Control Charts for Attributes, C-Chart, Acceptance Sampling: Operating Characteristic Curve (O.C. Curve), Single Sampling Plan.

UNIT: 5	9 Hours

Maintenance Planning and Control: Maintenance Objectives, Types of Maintenance, Basic Reasons for Replacement (Need for Replacement), Group Replacement Vs Individual Replacement – Trade-off.

Reliability: Reliability Improvement, Reliability Calculations for systems in series and parallel, Just-in-Time Manufacturing: Introduction-Overview of JIT, Kanban Systems.

	Total Lecture Hours 45 Hours
Text Boo	ok(s)
1	Panneerselvam. R, PRODUCTION AND OPERATIONS MANAGEMENT, 3 <sup>rd</sup> Edition, PHI Learning, Delhi, 2013
Reference	ce Book(s)
1	Norman Gaither: PRODUCTION AND OPERATIONS MANAGEMENT, (The Dryden Press).
2	Jack R. Meredith, THE MANAGEMENT OF OPERATION, (John Wiley & Sons).
3	S.N.Chary, PRODUCTION AND OPERATIONS MANAGEMENT, (Tata McGraw Hill).
4	Jay Heizer & Barry Render: OPERATIONS MANAGEMENT, Prentice Hall International, Inc. 2001, International Edition.

COUR	SE OUTCOMES					
On Com	On Completion of the course, the students will be able to					
CO1	To prepare the students for leadership positions in the productions and service industries.					
CO2	To develops skills in problem solving, project management, communication, and managing effectively in team-based work environments.					
CO3	To understand the importance of an effective production and operations strategy to an organization.					

CO4	To gain an understanding and appreciation of the principles and applications relevant to
	the planning, design, and operations of manufacturing/service firms.
CO5	To gain some ability to recognize situations in a production system environment that
	suggests the use of certain quantitative methods to assist in decision making on
	operations management and strategy.

		Ma	pping of (	COs with 1	POs		
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	3	2	3	3	3
CO2	2	3	2	2	3	2	3
CO3	3	2	2	3	2	3	2
CO4	3	2	1	3	2	3	2
CO5	3	2	1	3	2	3	2
	2.8	2.2	1.8	2.6	2.4	2.8	2.4

<b>MBAH023</b>	HUMAN RESOURCES MANAGEMENT	L	T	P	С
Core / Elective	Core	3	0	0	3

- This subject provides the platform to the students of management to appreciate the critical managerial functions, processes and tasks of HRM in an organization.
- To become sensitive to the HR Management Processes and to adopt conceptual learning to real-life situations.
- To appreciate the methods and mechanics to bring out the best in people directing their energies towards corporate goals with personal satisfaction.
- The Class-room interaction is supplemented by Feel HRM Visits, Case Study presentation & Discussion and team-oriented sharing of knowledge inputs via c- group.

#### **METHODOLOGY:**

 Consultative and participative involving role modeling and fieldwork, case studies, roleplays, simulation exercises, group discussions and structured and unstructured group work.
 Eminent competent professionals from HR and other industrial realms will interact with the students besides the faculty.

UNIT: 1		9 Hours
INTRODUC	CTION TO HUMAN RESOURCES MANAGEMENT: Context and	l Concept of
People Man	agement- Organization and Functions of the HR- HR Structure and Stra	ntegy; Role of
Governmen	t and Personnel Environment including that of MNCs.	
UNIT: 2		9 Hours
HR PLANN	IING AND SELECTION: Human Resource Information System (HRIS	S), Manpower
	Selection System including Induction – Performance and Potentia	•
Coaching a	nd Mentoring; HRM issues and practices in the context of Outsourcing	as a strategy
and MNCs.		
UNIT: 3		9 Hours
PERSONNI	EL DEVELOPMENT AND RETIREMENT: Training and Developmer	nt – Methods,
Design & F	Evaluation of T & D Programs; Career Development – Promotions and	d Transfers –
Retirement	and Other Separation Processes.	

UNIT: 4		9 Hours
FINANCIA	 L COMPENSATION, PRODUCTIVITY AND MORALE: - Principal (	    Compensation
	anagement – Job Evaluation – Productivity, Employee Morale and Moti	-
	nt and Quality of Work Life.	,
_		
UNIT: 5		9 Hours
CURRENT	ISSUES AND TRENDS IN HRM: Creating Safer Workplace	es, Diversity
Managemen	nt, Management of Multi-Generational workforce, Understanding	International
Human Re	esource Management, Hybrid workplace management, E-HRM, e	Green HRM,
Workforce	Analytics to improve business outcomes	
	<b>Total Lecture Hours</b>	45 Hours
Text Bool	k(s)	l
1	Aswathappa, K. E. M. A. L. (2013). Human resource management: Tata McGraw-Hill Education.	ext and cases.
2	Mondy, R. W., & Noe, R. M. (2005). Human resource managen Educación.	nent. Pearson
3	Soundararajan, R., & Singh, K. (2016). Winning on HR analytics: Le for competitive advantage. SAGE Publications India.	veraging data
4	Subba Rao, P. (2006). Essentials of human resource management a relations. Text Cases and Games)., Himalaya Publishing House, (265-2	
Reference		·
1	Agrawal, S., & Puri, R. (2020). Green HRM: A Climate Conscious R Bottom Line. Sage Publications Pvt. Limited.	oute to Triple
2	Boroughs, A., & Palmer, L. (2016). HR transformation technolog systems to support the new HR model. Routledge.	y: Delivering
3	Gratton, L. (2022). Redesigning Work: How to Transform Your Org Make Hybrid Work for Everyone. MIT Press.	anization and
4	Renwick, D. W. (Ed.). (2018). Contemporary developments in resource management research: towards sustainability in action? Routle	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.	c.]
1	http://forum.hrdiscussion.com/	

COUR	RSE OUTCOMES		
On Con	appletion of the course, the students will be able to		
CO1	Define the meaning and definition of Human resource management context and concept		
	of people management in system perspective and classify the functions of HR and		
	personnel department- HR structure and strategy and by finding the role of Government		
	and personnel environment including that of MNC's		
CO2	Demonstrate the Human resource information system HRIS, manpower planning-		
	Selection systems including induction system Explain performance appraisal and		
	potential appraisal, coaching and mentoring. Illustrate the HRM issues and practices in		
	the context of outsourcing as a strategy and MNC's		
CO3	Describe the training and development- methods, Design and evaluation of training and		
	development Programmes Summarize career development- Promotions and transfers-		
	Personnel empowerment including delegation- Classify the Retirement and other		
	separation processes.		
CO4	Measure principal Compensation issues and management - Job evaluation- Productivity_		
	Identify employee morale and motivation, Stress management and develop the strategies		
	Quality of work life.		
CO5	Recognize and describe the concepts of trade unions- Managing conflicts- disciplinary		
	process- Collective bargaining - Measure the workers and management decision making-		
	A discussion on Concept, Mechanics and experience.		

	Mapping of COs with POs						
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	1	3	1	0	3	3
CO2	3	1	0	2	2	3	2
CO3	2	0	3	0	2	3	3
CO4	2	1	2	0	2	2	3
CO5	2	3	2	0	2	3	3
	2.4	1.2	2	0.6	1.6	2.8	2.8

MBAH025	RESEARCH METHODOLOGY	L	T	P	C
Core / Elective	Core	3	0	0	3

- To enable the students to know about the information needs of Management.
- To introduce the concept of Scientific Research and the methods of conductingScientific Enquiry.
- To enable them to conduct a Business Research Study and prepare the report.

#### **METHODOLOGY:**

The methodology is predominantly by lecture mode and case discussion, complemented with a mini-project work. The students have to undertake a project work in a topic of their interest and product, whereby apply the concepts studied in the course.

UNIT: 1	9 Hours			
Research – Meaning – importance and definition, Research in business, manager	s role revisited,			
role of research, measures of a good research.				
Research process - the manager-researcher relationship, defining research	problem and			
formulation of hypothesis, feasibility study and research proposal				
UNIT: 2	9 Hours			
Research Design - types of research design-exploratory, descriptive and exper-	mental studies.			
The sources and collection of data - primary and secondary data sources-San	npling design –			
sampling procedures, types of sampling plans, sample size determination, com-	mon sources of			
error in sampling and data collection				
UNIT: 3	9 Hours			
Attitudinal measurements and scales - Basic methods of collecting data - s	urvey methods,			
personal interviewing, telephone interviewing and self-administered surveys,	<u> </u>			
respondent communication – Questionnaire design.				
UNIT: 4	9 Hours			
Analysis and interpretation of data: editing, coding and analysis of colle	ected data- an			
Introduction-Univariate [T-tests Z-Tests] / Bivariate [Correlation-Regression-Chi Square,				
Introduction-Univariate [1-tests Z-1ests] / Bivariate [Correlation-Regression   Bivariate   Correlation-Regression   Bivariate   Bi	on-Chi Square,			
ANOVA]/ Multivariate [1-tests Z-1ests] / Bivariate [Correlation-Regression ANOVA]/ Multivariate Data analysis [Factor Analysis- Cluster Analysis-Multivariate Data analysis [Factor Analysis- Cluster Analysis-Multivariate Data analysis [Factor Analysis- Cluster Analysis- Multivariate Data analysis [Factor Analysis- Cluster Analysis- Cluster Analysis- Multivariate Data analysis [Factor Analysis- Cluster Anal	•			
	•			

UNIT: 5		9 Hours	
Presenting	results, – written and oral reports – technical report, survey-based re	eport research	
report Crite	ria-Application of research in functional areas of business- Guidelines	for reviewing	
draft, Repor	rt format – Typing instructions, oral presentation		
	Total Lecture Hours	45 Hours	
Text Bool	$\mathbf{k}(\mathbf{s})$		
1	Panneerselvam, R., RESEARCH METHODOLOGY, PHI Learning P Delhi, 2004	vt. Ltd., New	
2	Donald R, Cooper and Pamela S. Schindler, Business Research edition, Irwin/ McGraw Hill, 1998, New Delhi.	Methods, 6th	
Reference	e Book(s)		
1	Harper W. Boyd Jr., Ralph Westfall & Stanley F. Stasch, Marketing Research, Text and Cases, 7th edition (AITBS, 1998), New Delhi.		
2	Paul E.Green, Donald S. Tull, Gerald Albaum,, Research for Marketi 5th edition, PHI, 1998, New Delhi.	ng Decisions,	
3	Kothari C.R., Research Methodology, Methods & Techniques, New De	elhi.	
4	Aaker, David A Marketing research / David A Aaker, V Kumar and Goth ed - New York: Wiley, 1998.	eorge S Day -	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc	e.]	
1	www.stattutorials.com (Statistics tutorials including worked exasoftwares like SPSS)	amples using	

COUR	COURSE OUTCOMES				
On Con	On Completion of the course, the students will be able to				
CO1	Understand the Concepts of Research, research problems and explain the research process				
CO2	Outline the Various types of scale, Basics statistical measures& Probability				
CO3	To learn the meaning of Hypothesis, non-parametric tests				
CO4	To learn about the Multivariate Analysis- ANOVA and discriminate Analysis				
CO5	To learn about the various types of reports, reports formatting - Typing Instructions-Oral Presentations				

		Ma	pping of (	COs with 1	POs		
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	3	3	3	0	2	3
CO2	3	3	3	3	0	1	3
CO3	3	3	3	3	0	3	3
CO4	3	3	3	3	0	1	3
CO5	3	2	3	3	0	3	3
	3	2.8	3	3	0	2	3

<b>MBAH026</b>	MANAGEMENT INFORMATION SYSTEMS	L	T	P	С
Core / Elective	Core	3	0	0	3

- To introduce the concepts of different business system
- To focus on different components of information systems and to plan, design and develop such systems

#### **METHODOLOGY:**

• Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation, Illustrative exercise

UNIT: 1	9 Hours		
Foundations of Information Systems in Business: Foundation Concepts: Information	on Systems in		
Business – Foundation Concepts: The Components of Information Systems			
Competing with Information Technology: Fundamentals of Strategic Advanta	age – Using		
Information Technology for Strategic Advantage.			
UNIT: 2	9 Hours		
Telecommunications and Networks: The Networked Enterprise Telecommunication	ions Network		
Alternatives			
Electronic Business Systems: e-Business Systems – Functional Business Systems			
UNIT: 3	9 Hours		
Electronic Commerce Systems: Electronic Commerce Fundamentals – e-commerce	Applications		
and Issues			
Enterprise Business Systems: Getting All the Geese Lined Up: Managing at the En	terprise Level		
- Enterprise Resource Planning: The Business Backbone			
UNIT: 4	9 Hours		
Decision Support Systems: Decision Support in Business – Artificial Intelligence Technologies			
in Business			
Developing Business/IT strategies:Planning Fundamentals – Implementation Challenges			

UNIT: 5	9 Hours

Developing. Business/IT Solutions: Developing Business Systems – Implementing Business Security and Ethical Challenges: Security, Ethical, and Societal Challenges of IT – Security Management of Information Technology

Enterprise and Global Management of Information Technology – Management of Information Technology – Managing Global IT

	Total Lecture Hours 45 Hours		
Text Bo	ook(s)		
1	James A. O'Brien, George M Marakas and Ramesh Behl 2011.		
2	Kenneth C. Laudon and Jane P. Laudon, 2018. Management Information Systems Pearson Education, Noida		
Referen	ace Book(s)		
1	Ken J. Sousa, Effy Oz,2015. Management Information Systems, Cengage		
2	McLeod, 2014. Management Information Systems, Pearson Education, Noida.		
3	John McManus and Trevor Wood-Harper,2010. Information Systems Projec Management, Pearson Education, Noida.		
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]		
1	www.startwright.com/virtual.htm		
1			

COUR	RSE OUTCOMES					
On Con	On Completion of the course, the students will be able to					
CO1	Student can understand the foundation of information system in business with competitive with information technology					
CO2	Students understand about the various types of telecommunication networks and E business systems					
CO3	Students learned about the E commerce systems and E business functional systems					
CO4	Students have learned about the decision support systems and IT strategies					
CO5	Students learn about developing business/ IT, security and ethical challenges in IT					

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	1	0	2	0	1	0
CO2	3	2	3	2	0	1	3
CO3	2	1	2	3	1	2	2
CO4	1	2	3	2	1	3	1
CO5	3	3	3	2	2	3	2
	2.4	1.8	2.2	2.2	0.8	2	1.6

<b>MBAH027</b>	SELLING & NEGOTIATION	L	T	P	C
	SKILLS				
Core / Elective	Core	1	0	2	2

- To appreciate the importance of persuasive communication in different professional and organizational contexts, and its process and principles
- To enhance salesmanship in non-sales roles to generate greater buy-in among different stakeholders
- To understand the principles and process of negotiation and conflict resolution in the professional and business context

#### **METHODOLOGY:**

Entirely experiential learning -based course. Briefings, case discussions, story-telling, roleplays, business and social media content discussions

UNIT: 1		15 Hours
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Principles of persuasion – reciprocity, commitment or consistency, consensus or social proof, authority, liking, scarcity and UNIT y

Patterns of persuasion – Steps in in-direct pattern of persuasion – Use of attention builders, interest creators, resistance reducers and action motivators

 $\label{lem:communicating} Communicating \ negative \ news-Importance \ of \ getting \ a \ buy-in \ and \ goals \ in \ communicating \ negative \ news-4-step \ communication \ process \ for \ different \ organizational \ contexts$ 

<b>UNIT: 2</b>	15 Hours

Selling as a professional skill to generate buy-in – Selling as a systematic, micro-process to define the approach and organize the content

Organizing the 'sales pitch' for non-sales roles in different professional and organizational contexts

Approaches to objection handling and to close the deal; utility of 'trial close'

<b>UNIT: 3</b>	15 Hours

Types of negotiation – distributive and integrative, deal-making and dispute settlement

Components of negotiation – Strategy, process and behavior – Concepts of BATNA, ZOPA and Negotiator's dilemma; Cognitive bias and common mistakes in negotiation

Conflict resolution styles – Accommodation, Collaboration, Compromise, Avoidance and Competition

Cross-cultural negotiation – Impact of cultural factors on negotiation					
	Total Lecture Hours	45 Hours			
Referen	ce Book(s)				
1	David Hoffeld, The Science of Selling: Proven strategies to make your pitch, influence decisions (Penguin Random House), 2016				
2	Deepak Malhotra and Max Bazerman, Negotiation Genius: How to overcome obstacles and achieve brilliant results at the bargaining table and beyond, (Harvard Business School Publishing), 2008				
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.	·.]			
1	https://www.richardson.com/blog/selling-skills-non-sales-roles/				

COUI	COURSE OUTCOMES				
On Completion of the course, the students will be able to					
CO1	The students would have understood the Personal Selling process – the attributes of a				
	good salesperson, knowledge, skill and attitude and the psychology of persuasion.				
CO2	The students would have learnt to prepare the sales pitch, the steps in personal selling –				
	the opening, need & problem identification, presentation and demonstration, objections				
	handling, closing the sale, follow up and after-sales service.				
CO3	The students would have understood about the Phases of Negotiation and Conflict				
	Resolution skills.				

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	2	3	3	1	0	1	3
CO2	2	3	2	2	0	1	3
CO3	2	3	2	1	3	2	2
	2	3	2	1	1	1	3

MBAH029	OPERATION RESEARCH LAB (SOFTWARE BASED)	L	T	P	С
Core / Elective	Core	1	0	2	2

- To introduce various optimization techniques of operations research
- To apply Optimization Techniques and interpret solutions using software
- To facilitate the use of Quantitative Technique in various functional areas

#### **METHODOLOGY:**

• The methodology is predominantly by Problem Solving, case analysis complemented with lecture.

UNIT: 1		15 Hours					
Stages of Development of Operations Research, Applications of Operations Research,							
Limitations of Operations, Introduction to Linear Programming, Graphical Method, Simplex							
Method, Du	ality and Sensitivity Analysis						
Transportat	ion Problem, Assignment Problem						
Project Mar	agement-CPM/PERT, Crashing of a Project network.						
UNIT: 2		15 Hours					
Inventory (	Control - Introduction to Inventory Management, Basic Determin	istic Models,					
Purchase M	Iodels, Manufacturing Models without Shortages and with Shortage	ges. Dynamic					
Programmii	ng, Capital Budgeting Problem, Shortest Path Problem, Reliability Prob	olem, Optimal					
subdividing	Problems-Markov Analysis						
UNIT: 3		4 = 11					
UNII: 3		15 Hours					
	ry: Two Person Zero-sum Games, Graphical Solution of $(2 \times n)$ and $(m \times n)$						
Game Theo	ry: Two Person Zero-sum Games, Graphical Solution of $(2 \times n)$ and $(m \times n)$ to Queuing Theory, Basic Waiting Line Models: $(M/M/1)$ : $(GD/\alpha)$	× 2) Games					
Game Theo Introduction	, 1	× 2) Games /α), (M/M/1):					
Game Theo Introduction (GD/N/α), (	n to Queuing Theory, Basic Waiting Line Models: (M/M/1) :(GD/α/	× 2) Games /α), (M/M/1):					
Game Theo Introduction (GD/N/α), (	to Queuing Theory, Basic Waiting Line Models: $(M/M/1)$ : $(GD/\alpha/M/M/C)$ : $(GD/\alpha/\alpha)$ , $(M/M/C)$ : $(GD/N/\alpha)$ , Introduction to queuing system	$\times$ 2) Games $/\alpha$ , (M/M/1):					
Game Theo Introduction (GD/N/α), (	to Queuing Theory, Basic Waiting Line Models: (M/M/1) :(GD/α/M/M/C): (GD/α/α), (M/M/C): (GD/N/α), Introduction to queuing system to Basic Replacement Analysis: Economic Life of an Asset.  Total Lecture Hours	× 2) Games /α), (M/M/1): n simulation					
Game Theo Introduction (GD/N/α), ( Introduction	to Queuing Theory, Basic Waiting Line Models: (M/M/1) :(GD/α/M/M/C): (GD/α/α), (M/M/C): (GD/N/α), Introduction to queuing system to Basic Replacement Analysis: Economic Life of an Asset.  Total Lecture Hours	× 2) Games /α), (M/M/1): a simulation  45 Hours					
Game Theo Introduction (GD/N/α), ( Introduction  Text Bool	to Queuing Theory, Basic Waiting Line Models: (M/M/1) :(GD/α/M/M/C): (GD/α/α), (M/M/C): (GD/N/α), Introduction to queuing system to Basic Replacement Analysis: Economic Life of an Asset.  Total Lecture Hours  κ(s)	× 2) Games /α), (M/M/1): a simulation  45 Hours					
Game Theo Introduction (GD/N/α), ( Introduction  Text Bool	to Queuing Theory, Basic Waiting Line Models: (M/M/1) :(GD/α/M/M/C): (GD/α/α), (M/M/C): (GD/N/α), Introduction to queuing system to Basic Replacement Analysis: Economic Life of an Asset.  Total Lecture Hours  κ(s)  Panneerselvam, R., OPERATIONS RESEARCH, PHI Learning Pv	× 2) Games /α), (M/M/1): n simulation  45 Hours  vt. Ltd., New					

ce Book(s)
J.K. Sharma. Operations Research – Theory and Applications. Trinity Press, New
Delhi, 2017.
Hamdy A. Taha, OPERATIONS RESEARCH – AN INTRODUCTION, Prentice
Hall of India, New Delhi, 2004.
Frank S. Budrick, Dennis McLeay & Richard Mojena, PRINCIPLES OF
OPERATIONS RESEARCH FOR MANAGEMETN; II Ed., Richard D. Irwin Inc.,
1988.
Kanti Swarup, et al, Operations Research, Sultan Chand and Sons, New Delhi.
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
http://www.mhhe.com/engcs/industrial/hillier/iortutorial/install/iordownload.html
(text book Publisher help site for students)
• • • • •

COUI	COURSE OUTCOMES					
On Cor	mpletion of the course, the students will be able to					
CO1	Formulate and solve Linear Programming Problems using graphical, simplex, duality, and sensitivity analysis methods.					
CO2	Develop models for inventory control and analyze deterministic inventory systems with or without shortages.					
CO3	Solve game theory problems using appropriate strategies and apply queuing theory and replacement analysis to optimize operational efficiency.					

	Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2		
COs									
CO1	3	3	1	1	1	3	1		
CO2	3	2	1	2	1	3	1		
CO3	3	3	1	2	2	3	2		
	3	2.7	1	1.7	1.3	3	1.3		

MBAH029A	CAREER DEVELOPMENT	L	T	P	C
	WORKSHOP				
Core / Elective	Core	1	0	2	2

- Understand Career development theories
- Acquaint with the major career assessment instruments and techniques.
- Identify the major sources of career, occupational information and develop a career plan.
- Understanding career development programs.
- Engage in thoughtful academic, extracurricular, career and lifelong planning.
- Evaluate potential effects of career choices
- Implement appropriate resume writing
- Develop interview skills and Etiquette

#### **METHODOLOGY:**

The methodology is predominantly by Activity based learning and incidental exercises that includes Self-Study, Web-based Presentation, Forum Participation, Class Reflection, Assignment on Self-Assessment, Collaborative and Crossover Learning.

UNIT: 1	15 Hours						
Career Planning, Career Planning Process, Career Development: Theories and models of career							
development, Portfolio (CPCP) and Key Assessment: Career Development Self-Stu	development, Portfolio (CPCP) and Key Assessment: Career Development Self-Study, Strategies						
for assessing abilities, interests, values, personality, identifying and using caree	r information						
resources, facilitating skill development for career, assessment tools and technique	jues of career						
planning, Self-awareness and self-assessment, Setting goals and exploring opportun	nities and self-						
interests, Strong Interest Inventory (SII) assessment							
UNIT: 2	15 Hours						
An Introduction to the Resume, define resume and its purpose, types of resumes, ke	y components						
of resume, Gathering Information, Preparing Resume, draft a resume for presentat	tion, writing a						
cover letter, resumes in the Digital Age, Enhancing Your Professional Resume.							
UNIT: 3	15 Hours						
Interview Preparation, Types of interviews, Pre- Interview, During Interview, Post- Interview:							
Attitude & Effort, Body Language, Common Interview Questions, Closing the Interview &							
Follow-Ups. Essentials of Business Etiquette, Strategies for Building a Professional Image.							
Total Lecture Hours	Total Lecture Hours 45 Hours						

Text Boo	ok(s)
1	Arthur, N., & McMahon, M. (Eds.). (2018). Contemporary theories of career
	development: International perspectives. Routledge.
2	Sharf, R. S. (2010). Applying career development theory to counseling.
3	Reese, A. (2016). Career development: a human resource development perspective,
	edited by Kimberly McDonald and Linda Hite, Abingdon, Routledge, 1st edition,
	2016, 200 pp., (Vol. 99, Issue 2014).
Referen	ce Book(s)
1	Lurie, A., Elko, K., & Muzio, E. G. (2012). Making It Work at Work: A Guide to
	Career Development and Fulfillment (Collection).
2	Burtnett, F. (2014). Career errors: straight talk about the steps and missteps of career
	development.
3	Richards Serena. (2015). Personal Development Plan: How to Guide for your
	Career, find yourself, manage your life and Achieve Success: Career Secrets and
	Development Techniques
4	Minor, F. J. (2014). Article: Introduction to the career planning process the career &
	education planning process.
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
1	https://www.managementstudyguide.com/importance-of-career-
	<u>development.htm</u>

COUR	COURSE OUTCOMES						
On Con	On Completion of the course, the students will be able to						
CO1	Explain the career planning process and apply models and self-assessment tools to evaluate abilities, interests, values, and personality for informed career choices.						
CO2	Differentiate among types of resumes and construct a tailored, professional resume and cover letter suited to specific job roles and digital environments.						
CO3	Prepare for different types of interviews by practicing pre-, during-, and post-interview strategies, including effective communication and professional body language.						

Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
COs								
CO1	2	2	2	1	1	2	3	
CO2	2	3	2	1	2	2	2	
CO3	2	3	3	1	3	2	3	
	2	2.7	2.3	1	2	2	2.3	

МВАН029В	INDUSTRY INTERFACE PROGRAM – 1	L	T	P	С
Core / Elective	Core	1	0	2	2

- To enable the students to know about basic concept of Management
- To understand about real-world business through interaction and direct visiting.

#### **METHODOLOGY:**

The methodology is predominantly through lecture series from eminent persons. A workshop by field visits to various industries. Learning will be assessed through management events.

UNIT: 1	15 Hours
Expert Lectures Series - Industry, NGOs and Government Organisations ex	xperts giving
fundamental and practical trends in Management	
UNIT: 2	15 Hours
Industrial Visits - field study by visiting various industries, observing and u	understanding
concepts of management by interacting directly	
UNIT: 3	15 Hours
Synergy- Man Meet event - a platform where learning through management eve	nts and panel
discussion	
Total Lecture Hours	45 Hours

COUR	SE OUTCOMES				
On Com	On Completion of the course, the students will be able to				
CO1	Summarize key insights and practical trends in management as shared by experts from				
	industry, NGOs, and government organizations				
CO2	Identify and relate core management concepts through observation and interaction during				
industrial visits and field studies.					
CO3	Participate actively in management events, panel discussions, and team activities to				
	develop interpersonal, leadership, and organizational skills.				

	Mapping of COs with POs						
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	2	2	2	2	1	2	2
CO2	3	2	2	2	2	3	2
2CO3	2	3	3	1	3	2	3
	2.3	2.3	2.3	1.7	2	2.3	2.3

# SEMESTER - III

# **SEMESTER III**

## LIST OF CORE PAPERS

Title of the Paper	Code
STRATEGIC MANAGEMENT	MBAH031
PROJECT MANAGEMENT	MBAH032
QUALITY MANAGEMENT	MBAH033
MANAGEMENT CONTROL SYSTEMS	MBAH034
FUNCTIONAL ELECTIVES (4)	
MAJOR PROJECT	MBAH035

MBAH031	STRATEGIC MANAGEMENT	L	T	P	C
Core / Elective	Core	3	0	0	3

- To enable the students to apply the strategies studied in the foundation and fundamental courses, its specific strategic knowledge in different functional areas.
- This paper will enable the students to create, execute and evaluate different strategies in their everyday life as managers.

#### **METHODOLOGY:**

Students belonging to different functional areas form into groups, identify different organizations and study their strategies in depth and try to identify different strategies for the betterment of the organizations they chose.

UNIT: 1		9 Hours		
Strategic management – definition, need, dimensions – strategic planning – strategic decision-				
making pro	cess – benefit and risks of strategic management – ethics and social response	onsibility.		
UNIT: 2		9 Hours		
Strategic ma	anagement process – vision of the company – business vision models – o	objectives and		
goals. Busin	ness policies and strategies.			
UNIT: 3		9 Hours		
Environmen	ntal scanning and analysis - types: international, external, internal - ch	aracteristics –		
SWOT – ap	proaches of the environmental scanning.			
UNIT: 4		9 Hours		
Generic con	mpetitive strategies – integration strategies – outsourcing strategies –	offensive and		
defensive st	rategies - strategic alliances and collaborative partnerships - merger and	nd acquisition		
- diversifications - tailoring strategies to fit specific industry and company situations.				
UNIT: 5		9 Hours		
Building res	source strengths and organizational capabilities – frame work for execut	ing strategy –		
strategy exe	ecution process - organizational structure - managing internal operati	ons corporate		

culture of leadership – designing strategic control system, key success factors – monitoring success and evaluating deviation.

	Total Lecture Hours	45 Hours		
Text Book(s)				
1	Arthur A.Thomson, A.J. Strick land III, John E. Cambel, Crafting and Executing Strategy, Pearson Education, New Delhi.			
2	Charles W.LHill, Gareth R.Jones. Strategic Management An integral Cengage Learning New Delhi	ted approach,		
Referen	nce Book(s)			
1	Vipin Gupta, Kamala Gollakota, R. Srinivasan, Business policy management concept and application, Oxford University Press, Chenna	•		
2	Sukul Lomesh, P.K.P.K. Mishra, Business policy and Strategic Management, Tata Mc Graw Hill, New Delhi.			
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.	:.]		
1	www.businessweek.com			

COUR	RSE OUTCOMES
On Con	apletion of the course, the students will be able to
CO1	Describe about Strategic Planning, Strategic Decision Making & Corporate Social
	Responsibility of Business with the thorough understanding in the basic concepts, need,
	dimensions and benefits of Strategy.
CO2	Describe the Strategic Management Process steps and elements of Strategic Intent.
	Illustrate Business vision models, distinguish between objectives & goals and interpret
	Business Policies &Strategies.
CO3	CO3 Point out the international, external & mp; internal characteristics of business,
	critically scan and analyze the environment factors affecting business by using various
	scanning approaches and appropriate Tools and Techniques.
CO4	Demonstrate their proficiency by critically assessing a wide range of strategic concepts
	including generic competitive strategies, integration strategies, offensive and defensive
	maneuvers, strategic alliances, mergers and acquisitions and diversification strategies.

	Appraise how the strategies can be tailored to suit specific industry and company
	circumstances.
CO5	Formulate the framework for executing the chosen strategy and implementing it
	effectively using behavioral and structural dimensions with leadership qualities. Design a
	suitable strategic control system with key success factors; monitor success; evaluate it
	and take corrective action in case of deviation occurs.

	Mapping of COs with POs						
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	1	2	2	1	3	3
CO2	3	3	3	2	1	3	3
CO3	2	2	2	3	1	3	3
CO4	2	3	3	3	2	3	2
CO5	3	2	3	3	3	3	3
	2.6	2.2	2.6	2.6	1.6	3	2.8

MBAH032	PROJECT MANAGEMENT	L	T	P	С
Core / Elective	Core	3	0	0	3

- To appreciate the concepts of project management
- To prepare business proposals and
- To evaluate the projects using PM tools.

monitoring and controlling project work, project closure.

- To be effective as project managers and team members.
- To prepare students to acquire globally accredited certifications on PM.

#### **METHODOLOGY:**

Class room teaching, B-Plan Assignment and its presentation by students, Case Studies of real projects, Role plays of major projects focusing on project issues, Problems for network analysis and evaluation of projects financially

UNIT: 1		9 Hours
Project Ma	nagement: Basic Concepts - Understanding Projects, Project Manager	nent, Project
Lifecycle a	and Project Management Knowledge Areas - Triangular Relations	hip: Project,
Program, an	nd Portfolio - Project Environment: Identifying Environmental Factors	and Process
Assets - Ur	derstanding Organizational Structures and Organizational Culture - Int	troducing the
Project Sta	akeholders - Technical Project Management Skills: Strategic ar	nd Business
Managemen	nt Skills, Leadership Skills, Three Skills: Negotiation, Influencing	and Problem

UNIT: 2 9 Hours

Solving - Project Integration Management: Developing Charter and Plan - directing, managing,

Project Scope Management: Developing the Project Scope Management Plan - Tools and Techniques for Collecting Requirements - Defining the Project Scope - Input and Output of Scope Definition - Creating a Work Breakdown Structure (WBS) - Controlling Scope - Validating the Scope of Project Deliverables - Project Resource Management: Developing the Resource Plan - Tools and Techniques - The Resource Management Plan - Estimating Activity Resources - Acquiring Project Resources - Developing the Project Team and its process - Managing and motivating the Project Team - Controlling Project Resources.

# UNIT: 3 9 Hours

Project Schedule Management: Developing the project network – constructing a project network (Problems) – PERT – CPM – crashing of project network – resource levelling and resource allocation - Project Cost Management: Developing Cost Management Plan - Project Evaluation: Under certainty: Net Present Value, Benefit Cost Ratio, Internal Rate of Return, Payback Period, ARR – Theoretical Framework for Project Evaluation under Risk and Uncertainty: Risk Adjusted Rate Method, Certainty Equivalent Method, Probability Method, Sensitivity Analysis and Decision Tree Analysis.

UNIT: 4 9 Hours

Project Cost Management: Developing Cost Management Plan - Estimating Project Costs - Determining Project Budget - Controlling Costs - Performance Measurement Analysis for Cost Control - The Triple Constraint: Scope, Schedule, and Cost - Project Stakeholder Management: Identifying the Project Stakeholders — Planning, managing and monitoring Stakeholder Engagement - Project Communication Management: Project Communication Process, Tools and Techniques - Tools and Techniques for Managing Communication.

UNIT: 5 9 Hours

Project Quality Management: Planning Quality Management - Tools and Techniques Used for Quality Planning - Managing and Controlling Quality - Tools and Techniques for Quality Control - Project Risk Management: Planning and Developing the Risk Management Plan - Identifying - Analyzing Risks (Qualitative and Quantitative) - Risk Response Plan - Tools and Techniques - Implementing Risk Responses - Monitoring Risks - Project Procurement Management : Procuring the Project Resources - Procurement Planning, methods and management - Conducting and controlling procurements.

	Total Lecture Hours 45 Hours
Text Bo	ok(s)
1	CAPM® IN DEPTH, Certified Associate in Project Management study guide for the
	CAPM® Exam Second Edition, Paul Sanghera, https://doi.org/10.1007/978-1-4842
	3664-2 (2019), Apress

2	Project Management - 2nd Edition by Adrienne Watt and Watt, Adrienne (2014);
	BC CAMPUS
Reference	ce Book(s)
1	Project Management: The Managerial Process by Erik Larson and Clifford Gray
	(2019); McGraw Hill Education
2	UNIDO SERIES on Project Management.
3	Project Management: A Managerial Approach, 11th Edition (2021) by Jack R.
	Meredith, Scott M. Shafer, Samuel J. Mantel Jr.; Wiley
4	Project Management in Practice, 7th Edition (2020) by Jack R. Meredith, Scott M.
	Shafer, Samuel J. Mantel Jr., Margaret M. Sutton; Wiley
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
1	www.projectmanagement.com

COUR	SE OUTCOMES					
On Com	On Completion of the course, the students will be able to					
CO1	Thorough with the basic concepts and steps of project management					
CO2	Outline in detail about feasibility studies and managing resources from project planning to project completion					
CO3	Apply the theories of project evaluation under certainty and uncertainty and to solve problems relevant to net present value, Payback period, Internal Rate of Return.					
CO4	Illustrate the problems related to developing the project network and apply the theories of project control process					
CO5	Identify the qualities of project managers and the stages of team development.					

Mapping of COs with POs								
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
CO1	3	1	2	2	3	3	2	
CO2	3	3	3	2	1	3	2	
CO3	2	2	2	2	1	3	3	
CO4	2	3	2	1	1	3	3	
CO5	3	2	3	3	3	3	3	
	2.6	2.2	2.4	2	1.8	3	2.6	

MBAH033	QUALITY MANAGEMENT	L	T	P	С
Core / Elective	Core	3	0	0	3

- To recognize the importance of Quality Management
- To have comprehensive knowledge of quality management
- To study the tools and techniques which are needed for enhancing quality.

UNIT: 1 9 Hours	UNIT: 1	1	9 Hours
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Stages of quality control, History of quality, Quality management and its importance, Contributions of quality gurus, Impact of quality on business performance, Distinction between product quality and service quality, Desirable qualities of a leader, Leadership grid, Quality information system, Strategy development and deployment, need for quality approach to strategy, Quality and its types, Supporting policies

UNIT: 2 9 Hours

Functions of human resource management (HRM), recruitment and selection, Training Methods, quality circles- Steps of quality circle meetings, Implementation of quality circle, Rewards and recognition, Customer Focus - Customer focus Vs Process focus, Internal customers and management, Quality edge, Factors affecting customer satisfaction, Role of marketing for customer satisfaction, Importance of customer retention, Impact of Customer Retention on Profitability, Steps of developing customer focus

UNIT: 3	9 Hours

Process and Statistical Quality Control- quality system, Process Capability – Concepts and indices -control chart for variables (X and R) and (X and S charts), control charts for attributes (p, c and u charts), Quality function deployment, Six Sigma - elements of sig sigma, DMAIC Methodology, DMADV Methodology, six sigma technical tools, Benchmarking - types of benchmarking, stages of benchmarking process, Cost of quality- Activity based costing, Introduction to Shainin techniques, Business performance management - performance measures and their importance, balanced score card, quality control activities during product cycle and balanced score card

# UNIT: 4 9 Hours

Total productive maintenance - objectives of TPM, performance measures of maintenance system, pillars of TPM, stages of implementation of TPM, reliability, Failure modes and effects analysis (FMEA), Analysis of Variance (ANOVA) - complete factorial experiment with three factors, Orthogonal arrays - design of orthogonal arrays, ANOVA for orthogonal array with two-level factors, ISO 9000 series and ISO 9000:2000.

UNIT: 5	9 Hours

Malcolm Baldrige National Quality Award - Baldrige criteria, criteria of Baldrige award for performance excellence, steps of effective Baldrige assessment, Business process reengineering-steps of business process reengineering, measures of performance of BPR, applications of BPR, Building and sustaining total quality - role of quality professionals for quality organization, relevance of organizational culture to quality management, cultural change, employees role in cultural change, Sustaining quality organization - steps to Sustain Quality Organization, Quality Organization Sustenance Tools

	Total Lecture Hours 45 Hours
Text Bo	ok(s)
1	Panneerselvam, R. and Sivasankaran, P., Quality Management, PHI Learning, New
	Delhi, 2014.
2	Besterfield, D.H., Carol Bsterfield- Michna, Besterfield, G.H., Mary
	BesterfiledSacre, Total Quality Management, Pearson Education, Inc., USA, 2003.
Referen	ce Book(s)
1	Feigenbaum, A.V., Total Quality Control, McGraw-Hill, New York, 1983.
2	Phillip J. Ross, Taguchi Techniques for Quality Engineering, Tata McGraw-Hill
	(Second Edition), New Delhi, 2005.
3	Saaty, T.L., Fundamentals of Decision Making and Priority Theory with the
	Analytic Hierarchy Process, Vol.6, RWS Publications, Pittsburg, PA., 2000.
4	Summers, C.S., Quality Management: creating and Sustaining Organizational
	Effectiveness, Prentice-Hall of India, New Delhi, 2005.

COUF	COURSE OUTCOMES					
On Con	npletion of the course, the students will be able to					
CO1	To recall conceptual frame work of quality, contribution of quality guru, service quality, quality information system and supporting policies.					
CO2	To demonstrate the functions of quality circle and customer focus.					
CO3	To apply statistical quality control, benchmarking, business performance management to assure quality and ensure quality control					
CO4	To apply TPM, FMEA, ANOVA in the process of quality assurance					
CO5	To recall the criteria of MALCOM BALDRIDE award and comprehend implementation of Business Process Reengineering.					

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	1	3	0	1	0
CO2	3	2	2	2	3	2	2
CO3	3	2	0	2	0	1	1
CO4	3	3	0	2	0	0	1
CO5	2	0	3	2	1	2	3
	3	2	1	2	1	1	1

<b>MBAH034</b>	MANAGEMENT CONTROL SYSTEMS	L	T	P	С
Core / Elective	Core	3	0	0	3

Main aim of the course is to appraise the students about the newer paradigms of management control systems and its role in efficiently managing public and private sector organisations in various functional areas.

#### **METHODOLOGY:**

management systems.

- Classroom lectures for all UNITs;
- Problem in the course will be solved in the classroom;
- More emphasis will be given on working with case studies and discussions in the class.

UNIT: 1	9 Hours
Definition, Meaning, nature and purpose of Management Control Systems-four	paradigms of
control-four levels of control-Twelve commandments of control design-	-management,
administration and organisation-organisational structure-management control	ol structure-
Management control process-strategic planning-organisational goals-organisational	al climate-Six
sources of tensions in control systems-Span of control and determination of spa	an of control-
MBO; MBE; SBU-360 Degree Technique-SWOT analysis-Delegations and deco	entralisations-

UNIT: 2 9 Hours

new peoples management (NPM)-social responsibility-conflict management-mutual supportive

Definition of audit-Types of audit-External audit, Internal audit, Internal controls, Operational audit, Social audit, Statutory audit, marketing audit, distribution audit, Cost audit, Special audit, Efficiency audit, proprietary audit, compliance audit, energy audit, Government audit-Management audit, Procedure for introduction of management audit, uses of management audit-Environmental accounting and Green accounting- Multiple role of an auditor- Difference between auditing and investigation.

UNIT: 3 9 Hours

Responsibility Accounting-Concept of responsibility centre, cost centre, profit centre, investment centre- ABC costing- Transfer prices- Budgetary control-flexible budget, zero base budget,

performance budgeting, master budget- control ratios- performance report- analysis of variance (standard costing control)- Financial statement and control- CVP Analysis- Sensitivity analysis (what if analysis).

UNIT: 4		9 Hours
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Behavioural aspect of management control-motivations, quality of work life, morale, participatory management; learning curves- HR accounting- knowledge management control-risk management- replacement technique- controls for different situations- measuring performance to match strategy- Balanced score cards.

UNIT: 5	9 Hours

Sectorial applications-

controlling banking sector-the balance sheet concept, the concept of schedule of advances for bankers- controlling insurance sector- controlling non-profit organisations- controlling public service organisations- Control mechanism used on subsidiary companies; controlling public utility service providers; controlling co-operative business.

	Total Lecture Hours 45 Hours
Text Boo	ok(s)
1	RC Sekhar: Management control systems, Tata Mc Graw-Hill, Publishing Co. New
	Delhi
2	Robert N Antony: Management Control Systems, Tata Mc Graw-hill, New Delhi
3	N. Ghosh, Management Control System, Prentice-Hall of India, New Delhi
4	M C Shukla & TS GREWAL: Advance Accounts, S. Chand co., New Delhi
5	R L Guptha: Advance Accounts, Sultan Chand and Sons, New Delhi
Referen	ce Book(s)
1	S P Jain, K.L. Narag, Advance Cost Accounting, Kalyani Publishers, Ludhiana
2	R.K. Gupta, Operation Research, Krishna Prakashan Media Pvt. Ltd. Delhi
3	Kanti Swarup, Operation Research, Sultan Chand and Sons, New Delhi I I . MN
	Arora, Cost and Management Audit, Sultan Chand and Sons, New Delhi
4	TP Ghosh, Corporate Governance and Management Audit, ICWAI, Kolkata

COUR	SE OUTCOMES
On Com	apletion of the course, the students will be able to
CO1	Understand the Meaning, Nature and purpose of control systems. The new paradigms of Management Control Systems, four elements of control, organizational structure, organizational goals, organizational climate, strategic planning. Explaining the concepts of balancing the four levers of control, balancing the tensions in control systems, six
	sources of tensions in control systems, opportunities and limitations of the span of control, key control variables, delegation and decentralization, mutual supportive management systems
CO2	Discuss about External audit, internal controls, internal audit, role of financial controllers, multiple roles of an auditor, management control process. An outline about budgetary control, flexible budget, zero base budget, performance budgeting, master budget, analysis of variance, accounting aspect of control is explained to the students. Students are explained about the topics like management audit, marketing and distribution control, different types of audits.
CO3	Describe about the concept of responsibility centre, management control structure, responsibility accounting, explaining the concepts of cost centre, profit centre, investment centre, ABC costing, transfer prices, CVP analysis, process control.
CO4	Reciprocate the Behavioral aspect of management control, motivations, morale, participative management, learning curves, HR accounting, knowledge management control, management control with reference to risk management to different students. To discriminate the controls for different situations, measuring performance to match strategy, balanced score cards  Explain the concepts of Sectoral applications, controlling the financial sector, the banking sector, the balance sheet concept, the concept of schedule of advances, the use of ABC costing standard.
CO5	Describing the insurance, system of insurance accounts, non-profit organizations, legal environment of non-profit organization, public service organizations, public utility accounts, holding company accounts, government and co-operative business, control in projects to students. To recognize the twelve-step process of designing controlling system.

		Ma	pping of (	COs with l	POs		
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	3	0	1	0	3	3
CO2	3	3	3	0	0	3	3
CO3	2	0	1	3	0	2	0
CO4	3	2	1	0	3	3	2
CO5	2	0	1	2	3	2	0
	3	1.6	1.2	1.2	1.2	3	1.6

# SEMESTER - IV

# **SEMESTER IV**

#### LIST OF CORE PAPERS

Title of the Paper	Code
PUBLIC SYSTEMS MANAGEMENT	MBAH041
ENTREPRENEURSHIP	MBAH042
BUSINESS ETHICS & CORPORATE GOVERNANCE	MBAH043
BUSINESS VALUATION LAB	MBAH044
FUNCTIONAL ELECTIVES (4)	
INDUSTRY INTERFACE PROGRAM – II	MBAH045

MBAH041	PUBLIC SYSTEMS MANAGEMENT	L	T	P	С
Core / Elective	Core	3	0	0	3

- To bring theoretical tools and practical experience to bear on the relationship among Business, Government, and Society.
- To understand the significance of various Public Systems and their relevance with respect to the Quality, Transparency and Sustainability.
- To enhance the awareness of diverse issues affecting the governance of the nation and world at large.

#### **METHODOLOGY:**

- Teaching and Learning involves multiple and varied pedagogical tools with an emphasis on interactivity, which include the following:
- Classroom Lectures, Group Discussion on selective Articles taken from Newspapers, Magazines, Journals, Online Sources, and Various Reports.
- Case Studies, Seminar Presentations, Written Assignments, Role Plays and Field Visits

UNIT: 1		9 Hours
Meaning, D	efinition, Scope and Significance of Public Systems.	
Public Polic	y Formation, Implementation and Evaluation.	
Centre – Sta	nte Relations, Regional Disputes.	
UNIT: 2		9 Hours
Civil servic	es, training and development of government employees, bureaucracy.	work culture of

Civil services, training and development of government employees, bureaucracy, work culture of public sector employees.

Processes and procedures of government administration, filing system, proactive versus reactive government regulation, cost benefit analysis of regulation, citizen friendly services, Plain language in government administration.

Transparency and Accountability – Objectivity versus Subjectivity, Process versus Objectivity/Outcome based approach in decision making.

Open Government, E-Democracy, Computerization and E-Governance,

Leadership Issues – Significance of Ethics, Integrity and Wisdom

# UNIT: 3 9 Hours

Inclusive growth and development, agenda and ideological issues of multi-party versus two-party system and nationalism. Privatization and Public-Private Partnerships: Different forms of relationship between public, private and voluntary sectors and alternative forms of institutional arrangements for service delivery to citizens. Networking with NGOs, private companies, other organizations and individual experts for the synergistic benefits for the citizens Productivity – Systemic Efficiency, Futuristic and Visionary Planning. Subsidies – Analysis of Career versus carrot approach of Public Welfare Schemes

<b>UNIT: 4</b>	9 Hours

Awareness through multiple media channels, Citizen care services - Online and offline Online frauds, social media Role of Media in the society.

UNIT: 5 9 Hours

Significance of systemic issues on the society, nation and world Corruption - Meaning, Adverse impact of corruption on societal attitude towards life. Types of Corruption - Systemic and Sporadic/Individual, Petty and Grand, Moral and Legal, Rumors and Reality. Societal Issues - Bribery, Dowry, Embezzlement, Nepotism, Patronage System Eradication of - Slums, Poverty, Extremism, Regionalism, Fundamentalism

	Total Lecture Hours	45 Hours
Text Bo	ok(s)	
1	Indian Public Administration by Ramesh K. Arora & Rajni Goyal, W Publisher	ishwa Prakashan
2	Barun Kumar De, (2006), "Public System Management", New Age Ir Delhi.	nternational, New
3	Indian Administration by Hoshiar Singh, Kitab Mahal Publishers, Allah	abad
4	Public Enterprise Management by Laxmi Narain, S.Chand Publichers, N	New Delhi, India
Referen	ce Book(s)	
1	Intelligent Governance for the 21st Century: A middle way between Nicolas Berggruen, Nathen Gardels, John Wiley and Sons, 2013.	n West and East,
2	Public-Private Partnerships, Theory and Paractice in International Personal Property P. Osborne	spective, Stephen

3	Creating citizen-Consumers: Changing Publics and Changing Public Services, John
	Clarke, Janet Newman, Nick Smith, Elizabeth Vidler, Louise Westmarland, Sage
	Publications, 2007, London.
4	Rules and Procedure & Conduct of Business in Lok Sabha, Lok Sabha Secretariat, New
	Delhi
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
1	http://en.wikipedia.org/wiki/Civil_service

COUI	RSE OUTCOMES
On Cor	mpletion of the course, the students will be able to
CO1	To comprehend the theoretical foundations of the evolution of the concept, the nature and scope of public systems management; and highlight the characteristics of public systems management.
CO2	To Outline the Processes and procedures of government administration, E-Democracy and Bureaucracy. Highlight the citizen friendly services and work culture of public sector employees.
CO3	To describe the impact of managerial reforms that are undertaken to enhance the efficiency of public systems management through NGO'S, public and Private partnerships.
CO4	To identify the citizen care offline and online services through the awareness of social media.
CO5	To categorize the systematic and societal issues prevailing in the nation and predict the ways of eradication.

	Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2		
COs									
CO1	3	1	-	2	-	1	-		
CO2	3	2	3	2	-	1	3		
CO3	2	1	2	3	1	2	2		
CO4	1	2	3	2	1	3	1		
CO5	3	3	3	2	2	3	2		
	3	1	-	2	-	1	-		

MBAH042	ENTREPRENEURSHIP	L	T	P	C
Core / Elective	Core	3	0	0	3

- Providing the knowledge base of Entrepreneurship, and
- Developing tomorrow's owners of business by providing the necessary inputs for the creation of the new ventures.

UNIT: 1	9 Hours						
Entrepreneur and entrepreneurship: Characteristics, Functions, Types, Ethic	s and Social						
Responsibilities of an Entrepreneur. Entrepreneurship: Importance, Growth and Role of							
Entrepreneurship in Economic Development– EDPs in India and Social Entrepreneurship.							
UNIT: 2	9 Hours						
Small Scale Enterprise: Definition, Characteristics, Role of Small Enterprise	in Economic						
Development, Problems of SSE, Steps involved to start SSE, Package for promo	tion of Small-						
Scale Enterprise.							
UNIT: 3	9 Hours						
Institutional support to small enterprise: Need, Institutional support by State	and Central						
Government, Creativity and Innovation in Business, Creative problem-solv	ring methods,						
International Entrepreneurship opportunities, SWOT Analysis.							
UNIT: 4	9 Hours						
Project management: Objectives, Financial Marketing and HR Planning, P	roject Report						
Preparation. Project Appraisal: Introduction, Technical Analysis, Economic Analysis	ysis, Financial						
Analysis, Market Analysis and Social Cost Benefit Analysis - Environmental	Clearance of						
Small-Scale Enterprise.							
UNIT: 5	9 Hours						
Women Entrepreneurship - Need - Growth of women Entrepreneurship - Prob	lems faced by						
Women Entrepreneurs - Development of women Entrepreneurship - Entrepreneurship in							
Informal Sector - Rural Entrepreneurship - Entrepreneurship in Sectors like Agriculture,							
Tourism, health case, Transport and allied services.							
Total Lecture Hours 45 Hours							

Text Bo	ook(s)
1	S.S. Khanka: Entrepreneurial Development (S. Chand).
Referen	ice Book(s)
1	Poornima M. Charantimath: Entrepreneurship Development in Small Business Enterprises (Pearson Education)
2	Hisrich Peters shepherd: Entrepreneurship (Tata McGraw Hill)
3	Prasanna Chandra: Projects Planning Analysis, Reductions implementation & Review
4	Arya Kumar: Creating and Leading an Entrepreneurial Organisation (Pearson 2012)
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
1	www.enterweb.org/entrship.htm

COUR	RSE OUTCOMES							
On Con	Completion of the course, the students will be able to							
CO1	To know about the Characteristics, Functions, Types, Ethics and Social Responsibilities							
	of an Entrepreneur. EDPs in India and Social Entrepreneurship.							
CO2	To identify the Characteristics, Role of Small Enterprise in Economic Development,							
	Problems of SSE, Steps involved to start SSE, Package for promotion of Small-Scale							
	Enterprise.							
CO3	To know the various schemes provided like Institutional support by State and Central							
	Government, Creativity and Innovation in Business, Creative problem-solving methods,							
	International Entrepreneurship opportunities, SWOT Analysis.							
CO4	Project Report Preparation. Project Appraisal: Introduction, Technical Analysis,							
	Economic Analysis, Financial Analysis, Market Analysis and Social Cost Benefit							
	Analysis – Environmental Clearance of Small-Scale Enterprise.							
CO5	Project Report Preparation. Project Appraisal: Introduction, Technical Analysis,							
	Economic Analysis, Financial Analysis, Market Analysis and Social Cost Benefit							
	Analysis – Environmental Clearance of Small-Scale Enterprise.							

	Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
COs								
CO1	3	3	3	3	2	3	3	
CO2	0	3	3	2	1	2	2	
CO3	0	3	3	2	1	2	3	
CO4	3	3	1	3	2	3	3	
CO5	0	3	3	2	2	3	3	
	3	3	3	3	2	3	3	

MBAH043	BUSINESS ETHICS & CORPORATE GOVERNANCE	L	T	P	С
Core / Elective	Core	3	0	0	3

- To introduce the concept and importance of business ethics and corporate governance
- To know the facets of ethics management
- To know the ethical values and Indian ethos in Management

#### **METHODOLOGY:**

Intellectual Property rights.

- Lectures, Group Discussion, Case Studies
- Seminar Presentations, Field works and Term projects

UNIT: 1		9 Hours						
Meaning -	Meaning - Definition -Scope - Ground Rules -Classification- Myths -Ethics Vs Morality-							
Functional	Functional Areas in Business Management: Some Ethical Issues – Business Ethics: Cross-							
Country P	erspectives. Case discussion, Web exercises, Field Based Activ	ities-Visiting						
Organisatio	n for Studying Ethical Issues, importance of personal and professional et	hics						
UNIT: 2		9 Hours						
		L						
Ethical Dil	emma – Ethical Decision Making – Ethical Reasoning – Ethical iss	ues – Ethics						
Managemen	nt Programmes - Benefits of Managing Ethics in Work Place - Organ	isation Ethics						
Developme	nt System (OEDS) -Code of ethics - Guidelines for developing Co	omprehensive						
Ethics prog	ramme -Value based leadership. Case discussion, Web exercises, Se	elf-Awareness						
Exercises &	Situation Analysis - Studying Ethical Dilemmas, Ethical Reasonin	g and Value						
Based Lead	Based Leadership in Pandemic Period							
UNIT: 3 9 Hours								
Values - Ch	aracteristics- Types- Importance - Work Ethics – Work Culture – Ethic	al Theories –						
Ethical Va	Ethical Values- Professional Ethics- Environmental Ethics - Challenges of Cyber Age-							

Video case discussion, Web exercises, Ethics Application-Group Based Activities- Making Short

Videos on Real Time Ethical Issues and Developing Solution in Pandemic Period

UNIT: 4		9 Hours					
Meaning – Mechanism-Principles - Code of Corporate Governance – Audit Committee – Role of							
Independen	t Directors - Protection of Stakeholders - Corporate Social Res	ponsibility –					
Changing F	Roles of Corporate Boards with changing times – Issues in Corporate	Governance-					
Emerging T	rends.						
Video case	discussion, Web exercises, Self-Awareness Exercises & Group Activit	ies-Corporate					
Social Resp	onsibility						
UNIT: 5		9 Hours					
Principles -	- Approaches – Role of Gita – Karma Yoga – Wisdom Managemer	nt- Gandhian					
Ethics-Spiri	tuality-Humanism-Morals Standards in Indian Ethics.						
Video case	discussion, Web exercises, Self-Awareness Exercises and Presentation –	Indian Ethos					
in Managen	nent						
	Total Lecture Hours	45 Hours					
Text Bool	z(s)						
TCAL DOOR							
1	Bhatia, S.K., Business Ethics and Corporate Governance, Deep & Deep	Publication.					
2	B.N Ghosh, Business Ethics and Corporate Governance, Mc Graw Hill.						
Reference	Book(s)						
1 Daniel Albuquerque, Business Ethics, Oxford Univ. Press							
1	Daniel Albuquerque, Business Ethics, Oxford Univ. Press						
_	Daniel Albuquerque, Business Ethics, Oxford Univ. Press  Laura P. Hartman, Perspectives in Business Ethics, Tata Mc Graw Hill.						
_							
2	Laura P. Hartman, Perspectives in Business Ethics, Tata Mc Graw Hill.						
2 3	Laura P. Hartman, Perspectives in Business Ethics, Tata Mc Graw Hill.						

COU	RSE OUTCOMES
On Cor	mpletion of the course, the students will be able to
CO1	Describe the meaning& definition of business ethics, find out the nature & importance of Business Ethics, Recognise the Ground rules, myths, list out the sources of ethics, Factors Influencing business Ethics, and Professional ethics
CO2	Demonstrate ethical dilemma, Classify the steps in ethical decision making, and explain the ethical issues, Outline the concept OEDS and generalize Organizational Culture, Recognize the tools & guidelines for developing the code of Ethics, Value Based Leadership
CO3	Identify and measure Ethical Values, develop work ethics, outline Environmental ethics, Consumer Protection
CO4	Explain the Corporate Governance, apply the Role of Audit committee, Identify the role of Board of Directors, Corporate Social Responsibility
CO5	Identify the principle & approaches of Management, Role of Gita in Management – Karma Yoga – Wisdom management - Gandhi an ethics – Spirituality – Humanism - Morale standard in Indian ethics

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	3	3	3	2	3	3
CO2	0	3	3	2	1	2	2
CO3	0	3	3	2	1	2	3
CO4	3	3	1	3	2	3	3
CO5	0	3	3	2	2	3	3
	3	3	3	3	2	3	3

MBAH044	BUSINESS VALUATION LAB	L	T	P	C
Core / Elective	Core	1	0	2	2

- To understand the macro-economic factors that affect valuation.
- To understand the various techniques of valuation.
- To enhance the skill level in financial analytics for business valuation.
- To enable to do financial projections and write valuation reporting.

#### **METHODOLOGY:**

- To understand the macro-economic factors that affect valuation.
- To understand the various techniques of valuation.

mispricing in market, market anomalies.

- To enhance the skill level in financial analytics for business valuation.
- To enable to do financial projections and write valuation reporting.

UNIT: 1		15 Hours
Introduction	n to valuation - Principles of valuation - Intrinsic value foundation -	Fundamental
analysis- E	conomy, Industry, Company analysis, Financial Statement Analysis - C	Calculation of
Financial R	atios - Discounted cash flows, Free Cash Flow to Equity and Free Cash	Flow to Firm
- Calculatio	on of unlevered beta - Understanding role of Working capital in valuation	on - Concepts
of valuation	n techniques relative valuation, Residual Income and Replacement Val	ue - Intrinsic
value vs ma	arket price - undervaluation and overvaluation, Dark side of valuation,	emotions and

UNIT: 2 15 Hours

Understanding the Industry for the purpose of valuation- Reading the industry specific parameters – Analysis of ratios of various sectors - Macro economic factors affecting the industry- Market structure- Use of Porters five force model to understand industry for the purpose of valuation- Industry concentration using Herfindahl-Hirschman Index Understanding the value drivers of the industry- Understanding the key trends in the Industry - Firm valuation models - Free cash flow to firm models (FCFF Model), Excess return model, Equity valuation models- Relative valuation models (P/E Model- earnings multiples, P/B Model- book value multiples, Revenue multiples), Ohlson model, Capital asset pricing model - Reading the Company Annual Report to get key inputs for valuation- Understanding the strategies and the competitors - Understanding the business model- Revenue and cost drivers - Building the

financial model from the scratch- Forecasting financial statements using Excel - Estimation of capital expenditure and working capital requirement - Projection of Free Cash Flows, Calculation of Weighted Average Cost of Capital— Selecting a terminal growth rate - Arriving at the equity value of the company using FCFE and FCFF.

<b>UNIT: 3</b>	15 Hours

Review of valuation models using spreadsheet - Sensitivity analysis of the valuation model—Arriving at the range of equity value of the company – Calculating the market multiple UNIT Other Methods of Valuation: Relative Valuation- Residual Income and Replacement Value methods of Valuation and its application in the real life - Report Writing: Investment Note writing- principles of logic and structure of the report - Use of Infographic and use of linking words in report writing - Special Cases in Valuation: Valuation of young companies, financial service firms, privately held companies, distressed companies - value enhancement strategies of firms.

	Total Lecture Hours 45 Hours
Text Boo	ok(s)
1	Aswath Damodaran (2007) Damodaran on Valuation: Security Analysis for
	Investment and Corporate Finance.
2	Graham, B. and D.L. Dodd. (2009). Security Analysis: Principles and Technique.
	New York: McGraw Hill Companies, Inc.
3	Tim koller, Marc goedhart, David wessels (2010). Measuring and managing the
	value of companies.
4	Palepu, G., & Healy, M. P. (2015). Business Analysis and Valuation Using
	Financial Statements (5th ed.). New Delhi: Cengage Learning

COUR	COURSE OUTCOMES					
On Con	On Completion of the course, the students will be able to					
CO1	Analyze the balance sheet of the firm using excel formats					
CO2	Analyze beta value of the Firm to determine Fluctuations					
CO3	Perform valuation using financial comparable with excel formula					

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	3	2	1	3	3	3
CO2	2	3	2	1	0	3	2
CO3	3	2	3	2	1	3	3
	2.7	2.7	2.3	1.3	1.3	3	2.7

MBAH045	INDUSTRY INTERFACE PROGRAM – II	L	T	P	С
Core / Elective	Core	1	0	2	2

- To enable the students to know about advanced concept of Management and business
- To understand about real-world business through interaction and direct visiting.

#### **METHODOLOGY:**

The methodology is predominantly through lecture series from eminent persons. A workshop by field visits to various industries to gain practical knowledge.

UNIT: 1	15 Hours						
Expert Lectures Series- Industry, NGOs and Government Organisations experts giving present							
and advanced scenario in all functional areas of Management.							
UNIT: 2	15 Hours						
Industrial Visits – field study by visiting directly to various industrial	istries, observing and						
understanding the functionality of management Studio.							
UNIT: 3	15 Hours						
Synapse – Institute Industry Interface Event –a platform for interaction about present scenario in							
industry through panel discussions.							
Total	Lecture Hours 45 Hours						

	COURSE OUTCOMES On Completion of the course, the students will be able to						
CO1	Summarize current trends and advanced practices in various functional areas of management as shared by experts from industry, NGOs, and government organizations.						
CO2	Demonstrate an understanding of management functionality by observing real-world processes during industrial visits and analyzing field experiences.						
CO3	Engage meaningfully in panel discussions and institutional interface events to enhance understanding of the evolving industry landscape.						

	Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
COs								
CO1	3	2	2	2	1	3	2	
CO2	3	2	2	2	2	3	2	
CO3	2	3	3	1	3	2	3	
	2.7	2.3	2.3	1.7	2	2.7	2.3	

# **ELECTIVES**

# (SEMESTER - III AND SEMESTER - IV)

# LIST OF ELECTIVES (SEMESTER III AND SEMESTER IV)

### **FINANCE**

Title of the Paper	Code
ADVANCED DATA ANALYSIS	MBAS101
APPLIED ECONOMETRICS	MBAS102
BANK FINANCIAL MANAGEMENT	MBAS103
BANKING & INDIAN FINANCIAL SYSTEM	MBAS104
BLOCKCHAIN FOR BUSINESS	MBAS105
BUSINESS ACCOUNTING & ADVANCEDFINANCIAL MANAGEMENT	MBAS106
CORPORATE COMPLIANCE MANAGEMENT	MBAS107
CORPORATE FINANCE	MBAS108
CORPORATE TAX MANAGEMENT	MBAS109
DIRECT TAXES LAW AND PRACTICE	MBAS110
ENVIRONMENTAL ACCOUNTING & COSTING	MBAS111
EXPORT MANAGEMENT	MBAS112
FINANCIAL ENGINEERING	MBAS113
FINANCIAL MARKETS & SERVICES	MBAS114
FINANCIAL SERVICES MANAGEMENT	MBAS115
GLOBAL FINANCIAL MARKETS	MBAS116
INDIAN ECONOMIC POLICY ENVIRONMENT	MBAS117
INDIAN FINANCIAL FRAME WORK	MBAS118
INFRASTRUCTURE FINANCE	MBAS119
INTERNATIONAL FINANCE	MBAS120
MERGERS & ACQUISITIONS	MBAS121
MICRO FINANCE	MBAS122
RISK MANAGEMENT AND INSURANCE	MBAS123
SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	MBAS124
STRATEGIC COST MANAGEMENT	MBAS125
STRATEGIES FOR FINANCIAL SERVICES	MBAS126

INTERNATIONAL FINANCIAL REPORTING STANDARDS FOR SMALL	MBAS127
AND MEDIUM BUSINESS ENTITIES	
BEHAVIORAL FINANCE	MBAS128
FINANCIAL ANALYTICS	MBAS129
NGO MANAGEMENT	MBAS130
CORPORATE REPORTING AND DISCLOSURE	MBAS131

# HUMAN RESOURCE MANAGEMENT

Title of the Paper	Code
ADVANCED ORGANIZATION BEHAVIOUR	MBAS201
COMPENSATION MANAGEMENT	MBAS202
CROSS CULTURE MANAGEMENT	MBAS203
GLOBAL HR PRACTICES	MBAS204
HR ANALYTICS	MBAS205
HRIS (HR INFORMATION SYSTEM)	MBAS206
HRM IN KNOWLEDGE BASED ORGANIZATION	MBAS207
INDUSTRIAL RELATIONS & LABOUR LEGISLATION	MBAS208
KNOWLEDGE MANAGEMENT	MBAS209
MANAGEMENT OF CHANGE AND DEVELOPMENT	MBAS210
QUALITY PERFORMANCE MANAGEMENT	MBAS211
STRATEGIC HUMAN RESOURCE DEVELOPMENT	MBAS212
STRESS MANAGEMENT	MBAS213
TECHNOLOGY FOR PERSONAL PRODUCTIVITY MANAGEMENT	MBAS214
TRAINING AND DEVELOPMENT	MBAS215
INTERPERSONAL RELATIONSHIP MANAGEMENT	MBAS216
INTERNATIONAL HUMAN RESOURCE MANAGEMENT	MBAS217
TALENT PLANNING AND ACQUISITION	MBAS218

# **MARKETING**

Title of the Paper	Code
BRAND MANAGEMENT	MBAS301
CONSUMER BEHAVIOUR	MBAS302
CUSTOMER RELATIONSHIP MANAGEMENT	MBAS303
INDUSTRIAL MARKETING	MBAS304
INTEGRATED MARKETING COMMUNICATION	MBAS305
INTERNATIONAL MARKETING	MBAS306
INTERNET MARKETING	MBAS307
MARKETING ANALYTICS - I	MBAS308
MARKETING ANALYTICS - II	MBAS309
MARKETING FOR NON-PROFIT ORGANISATIONS	MBAS310
MARKETING OF FINANCIAL SERVICES	MBAS311
MARKETING OF HIGH TECH PRODUCTS & INNOVATIONS	MBAS312
MARKETING RESEARCH	MBAS313
PRODUCT DEVELOPMENT AND MANAGEMEN	MBAS314
RETAIL MANAGEMENT	MBAS315
SALES & DISTRIBUTION MANAGEMENT	MBAS316
SERVICES MARKETING	MBAS317
SOCIAL MARKETING	MBAS318
SOCIAL MEDIA MARKETING	MBAS319
STRATEGIC MARKETING	MBAS320
CREATIVITY AND INNOVATION MANAGEMENT	MBAS321
CONSUMER NEUROSCIENCE AND NEUROMARKETING	MBAS322
INTERNATIONAL BRAND COMMUNICATION	MBAS323
RURAL MARKETING	MBAS324

# **OPERATIONS**

Title of the Paper	Code
ADVANCED MATERIALS MANAGEMENT	MBAS401
ADVANCED OPERATION RESEARCH	MBAS402
ADVANCED PRODUCTION MANAGEMENT	MBAS403
COMPUTER INTEGRATED MANUFACTURING SYSTEMS	MBAS404
COMPUTER SIMULATION	MBAS405
FUNDAMENTALS OF SIX SIGMA	MBAS406
INNOVATION AND PRODUCT DEVELOPMENT	MBAS407
SERVICE OPERATIONS MANAGEMENT	MBAS408
SUPPLY CHAIN ANALYTICS	MBAS409
SUPPLY CHAIN MANAGEMENT	MBAS410
TOTAL QUALITY MANAGEMENT	MBAS411

### **SYSTEMS**

Title of the Paper	Code
BUSINESS INTELLIGENCE	MBAS501
DATABASE MANAGEMENT SYSTEMS	MBAS502
DECISION SUPPORT SYSTEMS	MBAS503
E-COMMERCE	MBAS504
OBJECT-ORIENTED PROGRAMMING WITH C++	MBAS505
SOFTWARE ENGINEERING MANAGEMENT	MBAS506
SOFTWARE PROJECT MANAGEMENT	MBAS507
SYSTEMS ANALYSIS AND DESIGN	MBAS508
VISUAL BASIC FOR BUSINESS APPLICATIONS	MBAS509
ADVANCED EXCEL	MBAS510

# FINANCE ELECTIVES

MBAS101	ADVANCED DATA ANALYSIS	L	T	P	C
Core / Elective	Elective	3	0	0	3

The objective of this paper is to give exposure to students on various quantitative techniques used for fact-based decision making. The next objective is to give exposure on how business problems can be solved using quantitative techniques.

#### **METHODOLOGY:**

- Giving importance to application of software to solve business problem.
- The students should use SPSS or SAS, Eviews and DEA software
- Preparation of record note book is a must
- The question will be on interpretation of output
- The students should collect data from CMIE database

UNIT: 1		9 Hours			
Collection a	Collection and editing of live data- Hypothesis based analytics- Chi-Square, t-test, paired t-test				
non-parame	tric chi-square - Correspondence analysis - Analysis of variance, Facto	rial ANOVA,			
Repeated m	easures ANOVA-correlation – partial correlation				
UNIT: 2		9 Hours			
Predictive A	Analytics — Simple linear regression — Multiple linear regressions - Log	gistic and step			
wise regress	sion, non-linear regression.				
UNIT: 3		9 Hours			
Multivariate	e Analytics – MANOVA -Factor Analysis – Cluster Analysis –	Discriminant			
Analysis, M	fultidimensional Scaling, Structural Equation modeling				
UNIT: 4		9 Hours			
Efficiency a	nalysis – Data Envelope Analysis (DEA) – Corrected OLS – MOLS, DI	FA			
UNIT: 5		9 Hours			
Econometri	Econometric models – ARIMA – ARCH- GARCH – Box Jenkins method of forecasting.				
	Total Lecture Hours	45 Hours			

Text Boo	$\mathbf{k}(\mathbf{s})$					
1	Joseph Hair, Rolph Anderson, Barry Babin, 'Multivariate Data Analysis' Prentice					
	Hall, 7th ed. 2009.					
2	Damodar, N. Gujarathi, 'Basic Econometric', Tata McGraw Hill, 4 ed. 2004.					
3	Pavkov, 'Ready, Set, Go! A Students Guide to SPSS', Tata McGraw Hill, 2010.					
4	Srivastava, 'Statistics for management', Tata McGraw Hill, 2010.					
5	Wichern, Applied Multivariate Statistical Analysis', PHI learning, 5 ed. 2010.					
Referenc	e Book(s)					
1	Naresh K Malhotra, 'Marketing Research', Pearson Prentice Hall, 4 ed. 2006.					
2	Sarma, 'Statistics Made Simple-Do it yourself on PC, PHI learning, 2 ed. 2010.					
3	Jeffery E. Aspelmeier, Thomas W. Pierce, SPSS: A User-Friendly Approach for					
	Versions 17 and 18, W H Freeman & Co, 2010.					
4	Andy P. Field, 'Discovering statistics using SPSS for Windows: advanced					
	techniques for the beginner', SAGE, 2000.					
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]					
1	www.uq.edu.au					

COUR	COURSE OUTCOMES						
On Con	On Completion of the course, the students will be able to						
CO1	Apply statistical and data mining techniques to analyze business data and extract						
	meaningful insights.						
CO2	Develop and implement data-driven decision-making models for business problems.						
CO3	Utilize advanced data visualization techniques to communicate complex findings						
	effectively.						
CO4	Critically evaluate the quality and reliability of data for analysis.						
CO5	Employ appropriate data analysis tools and software for business problem-solving						

	Mapping of COs with POs						
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	3	2	2	2	3	2
CO2	3	3	2	2	3	3	3
CO3	3	3	2	1	2	3	2
CO4	2	3	2	2	2	2	2
CO5	3	3	2	2	2	3	2
	2.8	3	2	1.8	2.2	2.8	2.2

MBAS102	APPLIED ECONOMETRICS	L	T	P	С
Core / Elective	Elective	3	0	0	3

The purpose of this course is to expose students to the econometric techniques frequently used in economics, finance and business research. This course is intended to be an introduction to specification, estimation, and prediction with econometric models. The course provides a large number of applications of econometric models to finance and business research and an introduction to standard software for econometric analysis, such as E-Views and STATA. The objective of the course is to train students in applied econometrics, including single and multiple regression estimation and related hypothesis testing. Emphasis will be placed on practical use of such methods in a variety of economic and finance examples. The course therefore has two components: econometric theory and "Hands-on" experience.

#### **METHODOLOGY:**

IINIT- 1

- After successful completion of the course students are able to.
- Critically assess empirical research, and to thoughtfully produce their own empirical research.
- Formulate economic and business interactions in analytical terms and analyse them using tools provided by the theory.
- Make informed decisions about the model building process and the relevance of theoretical models in conducting applied work.
- Model and interpret data with the problems of omitted variables, endogenous regressors, problems that are prevalent in most economic data.
- Apply a range of econometric models and tools that are useful when dealing with different types of data sets

9 Hours

- Use regression models to forecast future values.
- Use software such as EViews and STATA for effective econometric modelling.

01111.1		) Hours
Introduction	to Econometrics, Structure of Data (Cross sectional, Time series and Pa	nel data),
Sampling, F	Random Variables and Probability Distributions, The Meaning of Lineari	ty, Normal
Distribution	, Key Concepts in Statistical Inference. Time Series Analysis: Introducti	on, UNIT
Root Test, S	Simple (Two-variable) Linear Regression Model, Multiple Regression M	odels, Auto

Regressive Integrated Moving Average (ARIMA), Auto Regressive Conditional Hetroskedsity (ARCH) and Residual Checking.

UNIT: 2		9 Hours			
Introduction to Error Correction Modelling (ECM), Co-integration, Vector Auto Regression					
	ctor Error Correction Modelling (VECM), and Structural Vector Aut	· ·			
(SVAR).	etor Error Correction Woderling (VECIVI), and Structural Vector Flat	o regression			
, , ,		0.77			
UNIT: 3		9 Hours			
Generalised	Auto Regressive Conditional Hetroskedsity (GARCH), TGARCH,	GARCH-M,			
EGARCH,	GJR-GARCH (Asymmetric GARCH Models) Seasonal ARIMA,	Generalized			
Methods of	Movements (GMM) and Regime Switching.				
UNIT: 4		9 Hours			
Donal Data	Standard and David Date Model David Date Model Estimation, Dade	I OLC Einel			
	Structure and Panel Data Model, Panel Data Models Estimation: Pooled				
Effect Mod	el (FEM), Random Effect Model (REM), Panel with dummies, Panel	UNIT Root			
Tests, Pane	l Co-Integration Tests, Panel Causality Testing, Dynamic Panel Data Mo	odel and Auto			
Regressive	Distribution Lag (ARDL)				
UNIT: 5		9 Hours			
Data Envel	op Analysis (DEA), Stochastic Frontiers Analysis (SFA), Corrected O	rdinary Least			
Square (Co	prrected OLS), Simultaneous Equation Modelling (SEM) and Limite	d Dependent			
Variable M	odels.				
	Total Lecture Hours	45 Hours			
Reference Book(s)					
1	1 Wooldridge, Jeffrey. 2009 Introductory Econometrics: A Modern Approach, 4th or				
	5th Edition				
2	2 Chris Brooks (2002). Introductory econometrics for finance, Cambridge University				
	Press. (CB)				
3	Baltagi (2013), "Econometric Analysis of Panel Data", Fifth Edition.				

Gujarati, Damodar N., (2003) Basic Econometrics. 4th Edition. McGraw Hill, New

4

York.

COUF	COURSE OUTCOMES				
On Con	npletion of the course, the students will be able to				
CO1	Explain the foundational concepts of econometrics, statistical inference, and analyze time				
	series data using models such as ARIMA and ARCH.				
CO2	Apply Error Correction Models, Co-integration techniques, and vector-based models				
	(VAR, VECM, SVAR) for dynamic relationships in economic data.				
CO3	Estimate and interpret advanced time series models including GARCH family models,				
	Seasonal ARIMA, GMM, and regime-switching models for financial and macroeconomic				
	data.				
CO4	Develop and estimate panel data models using techniques such as Pooled OLS, FEM,				
	REM, and dynamic panel models, and perform unit root, co-integration, and causality				
	tests.				
CO5	Demonstrate the ability to use frontier analysis methods (DEA and SFA), estimate				
	simultaneous equation models, and apply techniques for limited dependent variable				
	models				

	Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
COs								
CO1	3	2	1	1	1	3	1	
CO2	3	3	1	2	1	3	2	
CO3	3	3	1	2	1	3	2	
CO4	3	2	1	2	1	3	2	
CO5	3	2	1	2	2	3	2	
	3	2.4	1	1.8	1.2	3	1.8	

MBAS103	BANK FINANCIAL	L	T	P	C
	MANAGEMENT				
Core / Elective	Elective	3	0	0	3

- To know the scope of bank financial management
- To understand the various types of risks faced by banks
- To study the various tools and techniques of measuring and managing bank risks.

#### **METHODOLOGY:**

- Class room teaching
- Assignments based on data collection from CMIE Prowess for measuring various types of risks.
- Brain Storming Session on Convergence of financial markets
- Quiz Programme

UNIT: 1 9 H
UNIT: 1 9 H

Bank Financial Management – Introduction – objectives – New types of risks for bank customers and banks – Evolution of financial management function in banks – major areas of bank financial management: Strategic Planning, Performance Planning, Risk Management, Treasury Operations, Profitability measurement, financial, management and cost accounting, Tax planning and compliance and Internal control systems – Organisational structure, systems and skills – Emerging trends in financial management function of banks - convergence of financial markets (universal banking).

UNIT: 2 9 Hours

Financial Risks faced by bankers – Credit Risk – Market Risk: Liquidity Risk and Interest Rate Risk – Categories of interest rate risk: Mismatch risk, basis risk, yield curve risk, embedded option risk, reinvestment risk, price risk – Operational Risk - Organisational structure for Risk Management in banks – Risk management process – ALCO – Functions of Treasury Department: Dealing Room, middle office and the back office, linkages with other business UNIT s – Liquidity and liquidity risk, – need for liquidity by banks – sources of liquidity risks – Static Liquidity Gap Analysis – Structural Liquidity Gap Analysis – Dynamic Liquidity Gap analysis – Scenario Analysis: Bank Specific and Market Specific - Liquidity Adjustment Facility.

UNIT: 3 9 Hours

Interest Rate Risk – Theories on interest rates: Pure Expectation Theory, Liquidity Preference Theory and Market Segmentation Theory – Asset Liability management strategy – Methods used for measuring Interest Rate Risk: Traditional & Standardised Gap Analysis (problem) and its pros & cons, Duration Gap Analysis and its pros and cons, Simulation Method, Standard Deviation and Volatility, co-variance and correlation, measurement of volatility, Value at Risk

Method, Parametric or Delta Normal Method of Computing VaR, Applications of VaR, Back testing – Techniques of management of interest rate risk: Derivatives, Interest Rate Options, Forward Rate Agreements (interest rate derivative), Interest Rate Futures, Interest Rate Swaps, on balance sheet techniques and off-balance sheet techniques.

UNIT: 4	9 Hours

Credit Risk: default risk, exposure risk, recovery risk, collateral risk, third party guarantee risk, legal risk - default, default probability - credit risk management in banks: Limit Systems and credit screening, risk quality and rating, external ratings, internal ratings, credit enhancement, covenants, structured transactions, securitization – measuring credit risk in banking transactions: Historical frequencies of defaults, agency ratings and default frequencies, default rate volatility and horizon, interbank exposure, contingencies, expected exposures and the time profile, loss in the event of default, credit risk and potential losses, expected losses and unexpected losses, risk based capital, default probabilities over different time horizon, default risk vs. term structure, default risk vs. transition matrices – Operational Risk and its types – organizational setup for operational risk – Operational Risk Management (ORM) Process in banks.

UNIT: 5	9 Hours

Bank Capital – Tier I and Tier II capital – Computation of capital adequacy: Capital to Risk-weighted Assets Ratio (CRAR) – Risk weights of Funded assets and off- balance sheet items - Profits and profitability – Need for Profits – NPA and its impact on profitability of banks - Bank Profitability Model – Measures of Return (Problem): ROE, ROA, Return on Risk Weighted Assets, Equity Multiplier, Profit Margin, Asset Utilization, Net Income, Total Income, Total expenditure, spread and burden, average assets – Measures of Risk (problem): Liquidity risk, interest rate risk, credit risk and capital risk – EVA - Performance parameters of Indian Banks: Business parameters, efficiency parameters, productivity parameters and vulnerability parameters – Measures to improve profitability.

	Total Lecture Hours 45 Hours
Text Boo	$\mathbf{ok}(\mathbf{s})$
1	Bank Financial Management, IIBF.
2	Professional Handbook of Financial Risk Management, Marc Lore & Lev Borodovsky, Butterworth and Heinemann Finance.
Reference	ee Book(s)
1	RBI Annual Reports & Basle Committee Reports.
2	Financial Risk Manager Handbook, Phillipe Jorian, Global Association for Risk Professionals.
3	Risk Management and Financial Derivatives, Satyajit Das, Mc Graw Hills Publications.

4	Commercial Bank management, Peter S. Rose.
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
1	www.rbi.org.in> Speeches

COUR	COURSE OUTCOMES					
On Com	On Completion of the course, the students will be able to					
CO1	Understand the fundamentals of bank financial management and its role in the overall financial system.					
CO2	Analyze various types of bank risks, their impact on bank profitability, and develop risk mitigation strategies.					
CO3	Apply quantitative techniques and models to measure and manage bank risks effectively.					
CO4	Evaluate the regulatory environment and its impact on bank risk management practices.					
CO5	Demonstrate an understanding of the ethical considerations in bank risk management.					

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	3
CO3	3	3	2	2	2	3	2
CO4	3	2	2	3	2	3	2
CO5	2	2	3	2	2	2	3
	2.8	2.4	2.2	2.6	2	2.8	2.4

MBAS104	BANKING & INDIAN FINANCIAL	L	T	P	C
	SYSTEM				
Core / Elective	Elective	3	0	0	3

- To get an insight into the constitutions, structure, objectives and working of the Banking Institutions in India.
- To evaluate the performance of Banking Institutions and their contribution to the growth of Indian Corporate Sector.
- To have a Bird's view of the Indian Financial System and in the context of Global Indian Banking System.

#### **METHODOLOGY:**

Class room lectures, assignments and field visits to financial intermediaries

TINITE: 1	1	Λ TT				
UNIT: 1		9 Hours				
Definitions- Fu	Definitions- Functions- Types- Central Banking- Structure of Banking System- Rural Financing-					
Banker and Cu	ustomer Relationship- Deposit Mobilization- Loans and Advances	- Assets and				
Liabilities Man	agement- Secured Advances- Endorsement and Crossing of Cheques	s- Payment of				
Cheques- Colle	ection of Cheques.					
UNIT: 2		9 Hours				
Nature- Organi	ization and Management- Functions- Methods of Credit Controls	s- Objects of				
Monetary Police	cy- Autonomy of Central Bank Systems- Indian Money Market- In	ndian Capital				
Market- New Is	ssue Market- Banking Legislations in India.					
UNIT: 3		9 Hours				
All Indian Dev	velopment Banks- Investment Institutions- State Level Institutions	- Specialized				
Financial Instit	tutions- International Finance Institutions- IBRD- IFC- IDA- NA	BARDNHB-				
Micro Financin	ng Institutions.					
UNIT: 4		9 Hours				
Introduction- Overview of Indian Financial System- savings and Financial Intermediation-						
financial Mark	financial Markets- Listing Regulations- Primary Markets- Secondary Markets- Mutual Funds-					
Indian Fiscal S	ystems.					

UNIT: 5		9 Hours
Foreign Ca	apital- Foreign Collaboration- Foreign Direct Investment- foreign	Institutional
Investors- C	Offshore Country Funds- Overseas Venture Capital Investments- International	tional Capital
Market		
	Total Lecture Hours	45 Hours
Text Bool	k(s)	
1	M.Y. Khan, Indian Financial System, Tata Mc Graw Hill	
2	Sundharam and Varshney, Banking and Financial System, Sultan Chan-	d & Sons
Reference	e Book(s)	
1	H.R. Machiraju, Indian Financial System, Vikas Publishing House	
2	Varshney, Banking and Financial Systems, S Chand	
3	SriVastava, Management of Financial Institutions, Himalaya Publicatio	ns
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc	.]
1	www.afajof.org	

COUF	RSE OUTCOMES						
On Con	On Completion of the course, the students will be able to						
CO1	Understand the Central Banking Structure of Indian Banking System						
CO2	Comprehend about Indian Money Market- Indian Capital Market- New Issue Market						
	Banking Legislations in India						
CO3	Describe about Development Banks- Investment Institutions- State Level Institutions-						
	Specialized Financial Institutions- International Finance Institutions- IBRD- IFC- IDA-						
	NABARDNHB- Micro Financing Institutions.						
CO4	Determine the Functions of Development Banks- Investment Institutions- State Level						
	Institutions- Specialized Financial Institutions- International Finance Institutions- IBRD-						
	IFC- IDA- NABARDNHB- Micro Financing Institutions						
CO5	Know about Foreign Capital- Foreign Collaboration- Foreign Direct Investment- foreign						
	Institutional Investors- Offshore Country Funds- Overseas Venture Capital Investments-						
	International Capital Market						

Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
COs								
CO1	3	0	2	0	0	3	3	
CO2	3	2	2	0	0	3	3	
CO3	2	0	2	0	0	3	2	
CO4	3	2	2	0	0	3	3	
CO5	3	1	0	0	0	3	3	
	2.8	1	1.6	0	0	3	2.8	

MBAS105	BLOCKCHAIN FOR BUSINESS	L	T	P	C
Core / Elective	Elective	3	0	0	3

With blockchain fast emerging as a safe and secure technology, organisations across various sectors are exploring the option of using this in their operations. However, there is severe shortage of blockchain professionals. It is regarded as one of the safest and most secure technology and as a result, organisations not just fintech companies but also those from other domains are experimenting with it, necessitating the need for blockchain experts, this trend is here to stay and more jobs will be created in the blockchain domain.

#### **METHODOLOGY:**

The methodology includes, explaining cores concepts, read, research and discuss the issues through written papers, presentations, Lectures, term papers, case discussions and role plays in class seminars.

UNIT: 1	9 Hours
What is Blockchain- Definition- Types of blockchain - Blockchain and Tradition	onal data storage
systems - Consensus mechanisms - Blockchain applications - Merits of Blockcl	hain Technology
to Business - How Blockchain Work - What is a block - Peer to Peer netw	ork- Distributed
consensus - Public and Private Blockchains - Immutability, Security, Privacy,	, Anti-fragility -
Security and Safeguards - Challenges in adoption - Scalability problems - Type	es of Blockchain
and Enterprise	
UNIT: 2	9 Hours
History of Centralized Services – trusted third party- Smart Contracts- Why is th	is revolutionary-
Comparison to legal - Cryptography- Hashing- Data Integrity- Public vs	Private Kev -

Comparison to legal - Cryptography- Hashing- Data Integrity- Public vs Private Key - Decentralized Applications - Potential Application In Different Fields - Barriers and potentials for blockchain - Regulation and legal frameworks - Distributed ledger technology - Ethereum Platform - Scalability and distributed ledgers - Consensus Protocols and Byzantine Fault Tolerance (BFT) – cryptocurrencies- Regulation of blockchain - Regulation and Anonymity.

UNIT: 3	9 Hours

Blockchain applications- Industry Applications of Blockchain - Applications in Fintech Regtech and insurtech- Application for banking - Application HRM, Operations, Marketing, SCM-

Blockchain for sustainable business - How people are using blockchain - Numerai, DAO, etc. - Lightning networks and plasma – Sidechains.

<b>UNIT: 4</b>	9 Hours

Digital Rights - Paradigm shift/future/big picture - ownership and accessibility, education - Industry - healthcare - identity - finance - Elections and Voting - Auto execution of contracts-Blockchain applied to mobility etc.

UNIT: 5	9 Hours

Development of Blockchain – Pros and cons of different implementations- Use Case - Business Case - Business Model.

	Total Lecture Hours 45 Hours					
Reference Book(s)						
1	Blockchain Revolution: How the Technology Behind Bitcoin and Cryptocurrency Is Changing the World by Don Tapscott					
2	Blockchain: Blueprint for a New Economy by Melanie Swan					
3	The Book of Satoshi: The Collected Writings of Bitcoin Creator Satoshi Nakamoto by Phil Champagne					

COUI	COURSE OUTCOMES						
On Cor	On Completion of the course, the students will be able to						
CO1	Understand the fundamental concepts, technologies, and applications of blockchain.						
CO2	Analyze the potential business implications and opportunities of blockchain technology.						
CO3	Evaluate the legal, regulatory, and ethical challenges associated with blockchain implementation.						
CO4	Develop blockchain-based solutions for business problems and challenges.						
CO5	Communicate effectively about blockchain technology to various stakeholders.						

Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
COs								
CO1	3	2	2	3	2	3	2	
CO2	3	3	2	3	2	3	2	
CO3	3	3	2	3	2	3	3	
CO4	3	3	2	3	3	3	2	
CO5	2	3	2	2	2	2	2	
	2.8	2.8	2.2	2.8	2.2	2.8	2.4	

MBAS106	BUSINESS ACCOUNTING &	L	T	P	C
	ADVANCEDFINANCIAL				
	MANAGEMENT				
Core / Elective	Elective	3	0	0	3

- To know the various business accounting methods.
- To understand the various sources and uses of funds.
- To understand the various tools of financial management

#### **METHODOLOGY:**

Lectures, Numerical Problems solving, regular exercises and surprise tests

UNIT: 1		9 Hours					
UNII. I		9 110u18					
Accounting	Accounting for Partnership Business – Branch Accounts- Departmental accounts- Hire Purchase						
Accounts-	Corporate Accounting- Issue of Shares- Forfeiture of Shares- Re	edemption of					
Preference	Shares- Preparation of Balance Sheet- Amalgamation- Mergers and	Acquisition-					
Absorption	- Internal and External Reconstruction- Practical Problems.						
UNIT: 2		9 Hours					
Public Util	ity Accounts- Railways, Electricity Accounts- Insurance Company Ac	counts- Bank					
Company A	Accounts- Holding Company Accounts- ConsolidatedBalance S	heet-Inflation					
Accounting	- Human Resource Accounting- Concept of Environmental Accounting	g- Difference					
between Do	ouble Accounting and Double Entry Book Keeping- Practical Problems.						
UNIT: 3		9 Hours					
Financial F	Planning, financial forecasting, forecasting models, Quantitative models	els (multiple,					
discriminate	e analysis) in Financial Analysis, short term financial decisions, ac	lvance credit					
analysis, fa	ctoring, credit insurance, cash management models.						
UNIT: 4		9 Hours					
Interaction	of investment and financing decisions, assessing borrowing capacity	of the firm,					
Innovative	of Option Embedded Corporate Liabilities, Leasing.						

UNIT: 5		9 Hours
Corporate r	estructuring, forms of corporate restructuring, mechanics of mergers and	acquisitions,
corporate to	urnaround strategies, international financial managements, international	al investment
decisions, c	ost of capital for foreign investment, financing foreign operations.	
	Total Lecture Hours	45 Hours
Text Book(	(s)	
1	Shukla M.C., Corporate Accounting, S. Chand & Co, New Delhi	
2	Tony Davies., Business Accounting and Finance, Tata Mc Graw Hill	
Reference 1	Book(s)	
1	Khan, M. Y and Jain P. K., Financial Management, Tata Mc Graw Hill	
2	Bolten, S, E., Managerial Finance, Boston, Houghton Mifflin Co.	
3	Pandey, I. M. Financial Management, Vikas Publishing House.	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc	•]
1	http://www.business.com/directory/accounting/software/	

COUF	RSE OUTCOMES					
On Con	On Completion of the course, the students will be able to					
CO1	Apply accounting principles and concepts to analyze financial information for decision-making.					
CO2	Evaluate the financial performance of a business using various financial ratios and analysis techniques.					
CO3	Understand the sources and uses of funds and their impact on a company's financial position.					
CO4	Apply financial management techniques to optimize resource allocation and investment decisions.					
CO5	Analyze and interpret financial statements to assess a company's financial health and prospects.					

	Mapping of COs with POs						
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	3	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	2	2	3	2	3	2
CO4	3	3	2	3	3	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2.2	3	2.2	3	2.2

MBAS107	CORPORATE COMPLIANCE	L	T	P	C
	MANAGEMENT				
Core / Elective	Elective	3	0	0	3

To equip students with a comprehensive understanding of compliance management systems, due diligence processes, and relevant regulatory frameworks governing corporate and financial operations. It also develops practical skills in document verification, self-regulation mechanisms, and adherence to legal and environmental laws to ensure effective corporate governance and stakeholder confidence

#### Methodology

Lectures, Numerical Problems solving, regular exercises and surprise tests

UNIT: 1		9 Hours
Concept and	d significance – systems approach to compliance management -	– process of
establishmer	t of compliance management system – Compliance in letter and spirit.	
UNIT: 2		9 Hours
Nature, Obj	ectives, Significance and Scope of due diligence - Steps in the pr	ocess of due
diligence - In	nitial Public Offer (IPO) – Follow-on Public Offer – Right Issue – Em	ployees Stock
Option Plan	s (ESOPs) - Preferential Allotment - Takeovers and acquisitions -	Setting up of
business UN	NIT s in India and abroad – Setting up joint ventures – Complian	nce of listing
agreement.		
UNIT: 3		9 Hours
Competition	Act, 2002; Secretaries Contracts (Regulation) Act, 1956; Depositori	es Act, 1996,
Foreign Exc	hange Management Act, 1999; Water (Prevention and Control of P	ollution) Act,
1981; Enviro	onment Protection Act, 1986; Consumer Protection Act, 1986,	
UNIT: 4		9 Hours
Importance,	Scope and Verification of documents relating to charges – Requiremen	ts of financial
institutions a	nd corporate lenders – Preparation of reports	

UNIT: 5		9 Hours
Meaning, No	eed and Scope of self-regulation – Mechanism for self-regulation – A	Advantages to
company – F	Regulator and investors.	
	Total Lecture Hours	45 Hours
Text Book	(s)	<u> </u>
1	Bhargava, Mamta: Compliances and procedures under SEBI	law, Shreeji
	Publishers., New Delhi, 2004.	
2	Khilani, D.T: Foreign Exchange Management Manual, Snow Wh	ite, Bombay,
	2004.	
Reference	Book(s)	
1	Company Law Procedures Author MC Bhandari ISBN:978818038496	67 Year: 2009
	Edition:21	
2	Company Law And Compensation Laws (2011) Author ND Kapoor 3	rd Edition

COUR	RSE OUTCOMES						
On Con	On Completion of the course, the students will be able to						
CO1	Explain the concept, significance, and systematic approach to establishing and managing compliance management systems ensuring adherence in letter and spirit.						
CO2	Analyze the due diligence process and its application in various financial and corporate activities such as IPOs, rights issues, ESOPs, takeovers, and joint ventures.						
CO3	Interpret the provisions and implications of key regulatory acts including Competition Act, Secretaries Contracts Act, Depositories Act, FEMA, Environmental and Consumer Protection Acts.						
CO4	Demonstrate skills in verifying legal documents related to charges, meet financial institutions' requirements, and prepare compliance reports.						
CO5	Evaluate the mechanisms, benefits, and scope of self-regulation in corporate governance and its impact on regulators and investors.						

	Mapping of COs with POs						
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	3	2	2	3	2
CO2	3	3	2	2	1	3	2
CO3	3	2	3	2	1	3	2
CO4	3	2	3	2	2	3	2
CO5	3	2	3	2	2	3	2
	3	2.2	2.8	2	1.6	3	3

MBAS108	CORPORATE FINANCE	L	T	P	С
Core / Elective	Elective	3	0	0	3

- To understand the concept of Business Finance and Finance Techniques.
- To gain experience in financial policies, strategies and practices towards efficient corporate financial accounting and management.

#### **METHODOLOGY:**

Lectures, Numerical Problems solving, regular exercises and surprise tests

UNIT: 1		9 Hours				
What is Corporate Finance-Corporate Securities as Contingent Claims on Total firm value— The						
Corporate F	Firm - Goals of Corporate Firms-Importance of Corporate Finance — Fur	nctions of				
Corporate F	Finance — Organization Structure for Corporate Finance - Scope of Corp	orate financing				
— Financia	l Planning — Financial Forecasting — Forecasting Techniques — Profit	Planning —				
Marginal Co	osting, Standard Costing-Leverage Analysis - Economic Value-Added A	nalysis.				
UNIT: 2		9 Hours				
Promotion-l	Procedure for Promotion-Company Promotion in India-Function of Entre	epreneurs -				
Venture Cap	pital Funds-Capital rationing — Sensitivity analysis— Public utility acco	ounts— Repairs				
and replaces	ments — Banking company accounts — Insurance company accounts (P	ractical Problem).				
UNIT: 3		9 Hours				
Corporate S	ecurities, Marketing of Securities — Financial markets — Money market	ets — Capital				
Markets —	Stock exchange — Different kinds of securities — Valuation of Shares-	Bond- Double				
Accounts-V	aluation of Goodwill — Tools of risk investment analysis — Inflations.	(Practical				
Problem)						
UNIT: 4		9 Hours				
Corporate Merger-Amalgamation-Absorption-External Reconstruction— Holding Company —						
Merchant Banking - Non-Banking Finance company- Foreign Capital and Collaboration — Mutual						
Funds in Inc	dia. (Practical Problem)					

UNIT: 5		9 Hours			
Developme	nt Banks- Projects appraisal — Financial Analysis-Technical Analysis-S	ocial Cost			
Benefit Ana	alysis-International Corporate Finance.				
	Total Lecture Hours	45 Hours			
Text Boo	$\mathbf{k}(\mathbf{s})$				
1	S.C. Kuchal: CORPORATE FINANCE.				
2	S.K. Stephen A. Ross, Corporate Finance, Mc Graw Hill/Irwin				
Reference	e Book(s)				
1	Basu: INDUSTRIAL FINANCING IN INDIA.				
2	S.M. Sukia: ADVANCED ACCOUNTANCY				
3	Richard A Brealey, Stewart C. Myers, Alan J Marcus, Fundamentals of Finance, Mc Graw Hill.	f Corporate			

COURSE OUTCOMES					
On Cor	On Completion of the course, the students will be able to				
CO1	Understand the fundamental concepts of corporate finance and its role in business decision-making.				
CO2	Analyze financial statements and calculate financial ratios to assess a company's financial health.				
CO3	Evaluate investment opportunities and make sound investment decisions using financial analysis tools.				
CO4	Understand and apply different capital budgeting techniques for project evaluation.				
CO5	Develop and implement effective working capital management strategies.				

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2.2	3	2.2	3	2.2

MBAS109	CORPORATE TAX		T	P	C
	MANAGEMENT				
Core / Elective	Elective	3	0	0	3

- To make the students understand the canons of taxation.
- To train them to calculate income tax for individuals and corporate
- To make the students to appreciate the tax applications in managerial and financial decision making.

#### **METHODOLOGY:**

Lectures, numerical problems solving, training on filing tax returns for individuals and corporate

UNIT: 1		9 Hours					
Basic concepts- assessment Year- Previous Year-Person- Assesse- Income-Gross Total income-							
Total Income- Capital Asset- Company- Capital Receipts Vs Revenue Receipts Capital							
Expenditure	Expenditure Vs Revenue Expenditure- Methods of Accounting- Amalgamation. Residential						
Status and Tax Incidence- Incomes Exempt from Tax.							
UNIT: 2		9 Hours					
Computatio	n of Profits and Gains of Business or Profession- General Principles- De	eductions and					
Allowances	- Deemed Profits- Income from Undisclosed Sources- Valuations of Sto	ck- Problems					
on Computa	ation of Income from Business or Profession.						
UNIT: 3		9 Hours					
	Companies: Definitions of Indian Company-Domestic Company, Forei						
	Company, Widely Held Company, Closely Held company, Investment						
Consultancy, Service Company and Trading company. Deductions available Company- Carry							
Forward and Set off of Losses in the cases of certain companies- Tax on undistributed Profits of							
Domestic Companies- Problems on Computation of Taxable Income of Corporate Assesses.							
UNIT: 4		9 Hours					
Tax Consideration in Specified Managerial Decisions and Their Implications on Cash Flow,							
Make or Buy, Own or Lease, Retain or Replace, Export or Domestic Sales, Shutdown or							
Continue, Purchase by Installation or Hire, Expand or Reduce the Size of Business.							

UNIT: 5		9 Hours
Tax Cons	 ideration in Special Areas- Foreign Collaboration Agreemen	ts, Mergers,
Amalgamat	ion, Reconstructions, Acquisition, Capital Structure, Dividend Policy	Depreciation
and Other A	Allowances- New Industrial Undertakings and Tax Relieves- Personal C	Compensation
Plan.		
	Total Lecture Hours	45 Hours
Text Bool	k(s)	<u> </u>
1	Vinod K. Singhania, DIRECT TAXES; LAW AND PRACTIC	E, Taxmann
	Publications, New Delhi. Mehrotra and Goyal, INCOME TAX	LAW AND
	PRACTICE, Sahitya Bhawan, Agra.	
Reference	e Book(s)	
1	Lakhotia, R. N., and S. Lakhotia, CORPORATE TAX PLANNING H.	AND BOOK,
	Vision Books, New Delhi.	
2	Palkivala, N.A., and Palkivala B. A., KANGA AND PALKIVILA	A'S LAW &
	PRACTICE OF INCOME TAX, N.M. Tripathi.	
3	Bhagwati Prasad, DIRECT TAXES LAW AND PRACTICE, Wishwa	Prakash, New
	Delhi.	
4	B.B. Lal, DIRECT TAXES PRACTICE AND PLANNING, Konark.	
	<u> </u>	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc	<b>:.</b> ]
1	www.companysecretaryindia.com	

COUR	COURSE OUTCOMES			
On Con	On Completion of the course, the students will be able to			
CO1	Understand the Indian tax system, its structure, and the principles of taxation.			
CO2	Compute income tax for individuals and corporations as per the prevailing tax laws.			
CO3	Analyze the tax implications of business transactions and decisions.			
CO4	Apply tax planning strategies to minimize tax liabilities for individuals and corporations.			
CO5	Understand the role of indirect taxes (GST, customs, excise) in business operations			

	Mapping of COs with POs						
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	2	2	3	2	3	2
	3	2.6	2	3	2	3	2

MBAS110	DIRECT TAXES LAW AND	L	T	P	C
	PRACTICE				
Core / Elective	Elective	3	0	0	3

- To provide a basic foundation on concepts and principles of direct tax laws;
- To demonstrate the application of tax laws in tax planning.

### **METHODOLOGY:**

- Class sessions comprise a mixture of lectures, interactive discussions, case presentations and problem solving.
- In addition to the in-class exams and assignments, each student will undertake a short project comprising of survey on tax related issues.

UNIT: 1		9 Hours
Income Ta	x Act 1961-Concept of Income; Residential status and Tax Liabi	lity; Incomes
exempted fr	rom Tax; Computation of Income under Salaries; Income from House Pr	operty.
UNIT: 2		9 Hours
Computatio	n of Income from Profits and Gains of Business or Profession; Income	from Capital
Gains; Inco	me from other sources.	
UNIT: 3		9 Hours
Clubbing of	f Income; set off and carry forward of losses; Deductions from Gross	Total Income;
Relief and r	ebate in respect of Income Tax.	
UNIT: 4		9 Hours
Assessment	of Individuals, HUFs, Firms and Thrust; Tax Administration;	Income Tax
Authorities;	Procedure for Assessment.	
UNIT: 5		9 Hours
Incidence o	f Tax; Net Wealth Assets; Deemed Assets; Exempted Assets; Computat	ion of Wealth
Tax liability	<i>1</i> .	
	Total Lecture Hours	45 Hours

Text Bo	ok(s)
1	Dr. V.K. Singhania, Direct Taxes Law &Practice, Taxman Publications (P) Ltd.
2	Bhagawati Prasad, Direct Taxes Law & Practice WishwaPrakashan, New Delhi.
Referen	ce Book(s)
1	Dinkarpagare, Direct Taxes, Sultan Chand & Sons, New Delhi.
2	B.B. Lal, Direct Taxes, Konark Publishers (P) Ltd, Delhi.
	·
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
1	https://moneyexcel.co

COUI	COURSE OUTCOMES				
On Cor	impletion of the course, the students will be able to				
CO1	Understand the fundamental concepts, principles, and structure of direct tax laws in				
	India.				
CO2	Apply direct tax laws to compute income tax liabilities for individuals and corporations.				
CO3	Analyze the tax implications of business transactions and decisions.				
CO4	Identify tax planning opportunities and develop strategies to minimize tax liabilities.				
CO5	Stay updated with the latest developments and amendments in direct tax laws.				

		Ma	pping of (	COs with I	POs		
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3	2	3	2

MBAS111	ENVIRONMENTAL	L	T	P	C
	ACCOUNTING & COSTING				
Core / Elective	Elective	3	0	0	3

- To get an insight into the environmental accounting and costing system.
- To cover the inter relationship between the costing system and cost computations.
- To understand the importance of environmental accounting

### **METHODOLOGY:**

• Lectures, numerical problem solving, term projects

UNIT: 1	9 Hours		
Environment- National Accounts- Importance of National Resource and	Environment-		
Sustainable Development- Origin and Development of Environmenta	al Accounting		
Natural Resource and Environmental Accounting in Other countries- The UNSO	System- SNA		
System- SEEA.			
UNIT: 2	9 Hours		
Market Value Approach- Present Value Approach- Net Price Approach- Mai	ntenance Cost		
Approach- Compensation Cost Approach-Valuation of Welfare Losses from	Environmental		
Deterioration- Merits and Demerits of Environmental Accounting- Imple	ementation of		
Environmental Accounting- Environmental Accounting for Developing Count	ries- Practical		
Problems.			
UNIT: 3	9 Hours		
Scope- Objectives- Benefits and Functions of Costing Systems- Cost UNIT Cost	t Center- Cost		
Classification- Types of Costing- Material Costing- Labor Costing- Overhead Cost	sting- Practical		
Problems.			
UNIT: 4	9 Hours		
UNIT Job- Batch- Contract -Process- Joint Product- By-product- Operating Cost Reconciliation-			
Practical Problems			

UNIT: 5		9 Hours			
Standard C	Standard Costing- Cost Value Profit Analysis- Margin of Safety- Key Factor Analysis- Master				
Budgets- Pr	roduction Budgets- Zero Budgets- Control Ratios- Cost Audit- Practical I	Problems.			
	Total Lecture Hours	45 Hours			
Text Book	$\mathbf{k}(\mathbf{s})$				
1	Das Gupta: Environmental Accounting, S. Chand				
2	Das Gupta: Advanced Costing, Sultan Chand				
Reference	Reference Book(s)				
1	Jain and Narang: Advanced Costing, Kalyani Publications				
2	S.P. Iyenar: Cost Accounting, Sultan Chand				
3	M. L. Agarwal: Cost Accounting, S Chand				
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc	2.]			
1	www.gdrc.org/sustdev/concepts/07-ema.html				

COUF	COURSE OUTCOMES			
On Con	On Completion of the course, the students will be able to			
CO1	Understand the concept of environmental accounting and its role in business.			
CO2	Apply environmental accounting principles to measure and report environmental costs.			
CO3	Evaluate the impact of environmental costs on business performance.			
CO4	Develop environmental cost management strategies to improve organizational efficiency.			
CO5	Communicate environmental performance information to stakeholders effectively.			

		Ma	pping of (	COs with l	POs		
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	2	4	2	3	3
CO2	3	3	2	4	2	3	3
CO3	3	3	2	4	2	3	3
CO4	3	3	2	4	2	3	3
CO5	3	3	2	4	2	3	3
	3	2.8	2	4	2	3	3

MBAS112	EXPORT MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

- To make the students well aware about the formalities associated with export trade.
- To make the students aware of the external environmental factors having a bearing on the export trade.
- To make the students aware of the export stimulation efforts of the government and the opportunities available to exporters to make good business.

### **METHODOLOGY:**

- Lectures shall be delivered on the theory aspects of the paper.
- Students shall be made to submit assignments about the various issues related to exports and the institutional support available for promotion of exports.
- Students shall be asked to assess the support available for boosting exports in Puducherry and the impact of such measures in the UT.

UNIT: 1	9 Hours		
Exports- Meaning, scope and difference between export and domest	ic trade; Difficulties in export		
trade- fishing in turbulent waters- Impact of external and internal	environment on export trade;		
Identifying and selecting foreign markets- modes of entering foreign	n markets.		
UNIT: 2	9 Hours		
Product planning for exports; Product designing - standardization Vs. Adoptation; Export			

Product planning for exports; Product designing - standardization Vs. Adoptation; Export pricing; Factors influencing export price; Pricing process; Methods of pricing; International price quotations; Payment terms.

UNIT: 3 9 Hours

Promotion of product for export; Methods of international promotion; Direct mail and sales literature; Advertising, personnel selling; Trade fares and exhibitions. Branding and packaging; Labelling; Quality issues; After sales services. Distribution channels and logistics decisions for export trade; Selection and appointment of foreign sales agents.

UNIT: 4		9 Hours		
Export poli	cy and practices in India; EXIM Policy; Legislative framework regar	ding exports-		
	ct, FERA and FEMA; Trends in India's foreign trade; EXIM Bank;			
	notion and incentives offered for exports by the government of India-			
and FTZs.	I was great gr	.,,		
LINITE. 5	T	0.11		
UNIT: 5		9 Hours		
Export doci	umentation; Export procedure; Free Trade Agreements negotiated by Inc	lia; WTO and		
its impact o	n India's agriculture and textiles trade; TRIPs and TRIMs.			
	Total Lecture Hours	45 Hours		
Text Boo	k(s)			
1	Dr Francis Cherunilam, International Trade and Export Management Himalaya Publications (Students Edition, Edition No. 14)			
2	Export Import Management by Parul Gupta (2017); McGraw Hill Education; First edition			
3	Export Import Management by Ajay Pathak (2016); Educreation Publishing			
4	Eugene W Perry, Practical Export Trade Finance; ISBN: 1556230184. Publisher: Irwin Professional Publications; Published date: May 1 1989.			
5	John E Ray, Managing Official Exports, Publisher: Peterson Institute			
Reference	e Book(s)			
1	An introduction to Export & Import: Based on practical knowledge	e by Mukesh		
	Kalal (2015); Nine Planets Group; 2 editions			
2	RBI Annual Report and bulletins published by the RBI			
3	The government of India website			
	1			
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc	2.]		
1	www.indiandata.com			

COUF	RSE OUTCOMES				
On Con	On Completion of the course, the students will be able to				
CO1	Understand the fundamentals of international trade and export procedures.				
CO2	Analyze the global export environment and identify potential export markets.				
CO3	Develop effective export marketing and promotional strategies.				
CO4	Manage export documentation and shipping processes efficiently.				
CO5	Understand the role of government policies and incentives in export promotion.				

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	2	3	2	3	2
CO2	3	3	2	4	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	2	2	3	2	3	2
CO5	3	2	2	4	2	3	2
	3	2.4	2	3.2	2	3	2

MBAS113	FINANCIAL ENGINEERING	L	T	P	C
Core / Elective	Elective	3	0	0	3

- To introduce the concept of Financial Engineering and its evolution
- To acquaint the students with the conceptual tools of Financial Engineering
- To make the student understand the physical tools of Financial Engineering, its processes and strategies.
- To appraise the students with the recent developments and future trends in Financial Engineering

#### **METHODOLOGY:**

- Class room teaching of all the UNITs
- Practical assignment and its presentation
- Viva based on research papers related to strategies for financial services
- Quiz programme for all the UNITs.

UNIT: 1	9 Hours
1	

Introduction – Scope – Financial Engineering Versus Financial Analysis - Financial Engineering Team, Productizing the solution – career opportunities for Financial Engineers-Factors contributing to the growth of Financial Engineering (Case study): Environmental Factors (price volatility, globalisation, tax asymmetries, technological advances, advances in financial theory, regulatory changes, competition and transaction cost) and Intrafirm factors (liquidity needs, risk aversion, agency cost, quantitative sophistication, management training and accounting benefits) – Knowledge Base of Financial Engineer: Financial theory, mathematical and statistical skills, modelling skills, product knowledge, knowledge of relevant technology, accounting, tax and legal expertise – Financial Innovations in India: any five instruments/processes/strategies with the factor(s) responsible for the same (Case Study).

UNIT: 2	9 Hours

Conceptual Tools of the Financial Engineer – Valuation relationships and applications: cash flows, time value, sensitivity analysis, applications, spreadsheets, compounding, absolute vs. relative valuation – Measuring return: Utility theory, profit vs. rates, before and after tax rates of return, rates of return and compounding, investment horizon – Risk: volatility, sources of price risk, expressing price risk, mathematics of portfolio analysis, risk aversion and portfolio analysis, role of investment horizon – Measuring Risks: Measuring exposure to risk – Managing Risk: Insurance, Asset/Liability Management, Hedging - Understanding interest rates: Debt instrument, coupon, yield curve, investment risks in debt markets, interest rate risk (duration and dollar value of a basis point), default risk, reinvestment risk, call risk, prepayment risk, purchasing power risk - Exchange rates: Basics, determinants (interest rate parity, purchasing power parity and the

Fisher equation), other factors influencing exchange rates – Speculation and its methods – Arbitrage and its forms – Efficient Market Hypothesis.

UNIT: 3 9 Hours

Physical tools of the Financial Engineer: New Product Development Model: Direction, Design, Testing, Introduction and Instruments Preview – Futures and Forwards: Forward Rate Agreements – Swaps: structure of a swap, interest rate swap, currency swap, commodity swap, variants, swap dealer's role – Single Period Options: call and puts, pay off profiles, hedging with options, cash settled options – Debt Market Innovations: zero coupon securities, Collaterized mortgage obligations (CMOs), Asset Backed Securities, Repo and reverse repo, junk bond, shelf registrations – Equity related innovations: equity options, equity warrants, rights issue, pooled investment vehicles, index futures and index options, American Depository Receipts and Global Depository Receipts – Hybrid securities: process of constructing new hybrid securities, types of structured hybrid securities based on security linkage, security structure, derivative form, distribution method–Investor motivation and issuer motivation

UNIT: 4 9 Hours

Financial Engineering, Process and Strategies: Evolution of ALM (Asset – Liability Management), Five foundation concepts in ALM strategy (liquidity, term structure, interest rate sensitivity, maturity composition, and default), Gap Management, Investment Banker in ALM: Total Return Optimisation and Risk Controlled Arbitrage – Hedging: Hedge ratios, composite hedging, size of hedge, measuring hedge effectiveness and cost of hedging, Building Block Approach (BBA) to hedging – ways to visualize the BBA: risk and pay off profiles, boxed cash flow diagrams and time line cash flow diagrams – Other Risk Management Techniques: OTC options market (path-dependent options, look-back options and option-linked loans), diversification, credit enhancement, overcollateralization, assignment(reinsurance) – Synthetic securities: synthetic puts and synthetic zeros, cash and carry synthetic.

UNIT: 5	9 Hours

Impact of Globalisation on the financial services industry: international commercial banking, international security markets, international investment banking - Legal Protections for Innovative Financial Products and Services: Copy right, Patent, Trademark or service mark.

	Total Lecture Hours	45 Hours
Text Boo	ok(s)	
1	John F. Marshall & Vipul K. Bansal FINANCIAL ENGINEE COMPLETE GUIDE TO FINANCIAL INNOVATION, Prentice Hall	
2	Salih N. Neftci, Principles of Financial Engineering, Elsewier, Aca 2004.	demic Press,

Referen	nce Book(s)
1	Keith Cuthbertson and Dirk Nitzsche, Financial Engineering: Derivative and Risk Management, John wiley, 2001
2	John Hull, Options, Futures, and Other Derivatives, Prentice Hall
3	Salih Neftci, Introduction to the Mathematics of Financial Derivatives, Academic Press.
4	Paul Wilmott, Derivatives: The Theory and Practice of Financial Engineering, Wiley
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
1	www.iafe.org

COUR	RSE OUTCOMES					
On Con	On Completion of the course, the students will be able to					
CO1	Understand the fundamental concepts and principles of financial engineering.					
CO2	Apply quantitative methods and financial modeling techniques to solve financial problems.					
CO3	Develop and implement financial derivatives and structured products.					
CO4	Evaluate the risks associated with financial instruments and develop risk management strategies.					
CO5	Stay updated with the latest trends and developments in financial engineering.					

		Ma	pping of (	COs with 1	POs		
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3	2	3	2

MBAS114	FINANCIAL MARKETS &	L	T	P	C
	SERVICES				
Core / Elective	Elective	3	0	0	3

- To know about the Indian financial system and its players
- To understand the security market regulations
- To keep abreast of recent financial services

### **METHODOLOGY:**

Class room lectures, practical assignment, group discussions

		<u> </u>			
UNIT: 1		9 Hours			
Indian finar	ncial system – overview of financial markets in India – Capital marl	kets – money			
market – g	overnment securities markets - foreign exchange market - derivative	ve markets –			
financial sec	etor reforms.				
UNIT: 2		9 Hours			
Structure a	nd institutions in capital market and money market – new issues n	narket – new			
Instrument	- role of new issues in industrial financing - floating of new issues -	options and			
futures.					
UNIT: 3		9 Hours			
Securities n	narket in India – origin and emergence – types of securities – investment	t environment			
-sources of	investment information - stocks exchange in India - trading in stock	k exchange –			
listing of sec	curities.				
UNIT: 4		9 Hours			
Security market regulations: securities contract and regulation act, 1945 – regulation and control					
of stock exchanges, OTCE, NSE – market intermediaries: stock bookers – underwriters. SEBI					
Act: guidelines relating to capital issues, pricing, insider trading and investor protection.					

UNIT: 5		9 Hours			
Overview	 of financial services – merchant banking – functions, regulation – lea	sing and hire			
purchasing,	, factoring, venture capital, mutual funds, credit rating agencies, depositor	ries.			
	Total Lecture Hours	45 Hours			
Text Boo	$\mathbf{k}(\mathbf{s})$				
1	Khan M.Y., FINANCIAL SERVICES Tata MC Graw Hill 1998.				
2	Varshney, P.N., INDIAN FINANCIAL SYSTEM, Sultan chand & Son	s 2000			
Referenc	e Book(s)				
1	SEBI guidelines, Nabhi publications New Delhi				
2	Gordon and Natarajan, FINANCIAL MARKETS AND SERVICES, Himalaya publishing House 2001				
3	Sontomero and Babbel, FINANCIAL MARKETS, INSTRUMENTS A INSTITUTIONS, MC Graw Hill 1998.	ND			
	1				
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.	·.]			
1	www.ibef.org/industry/financialservices.aspx				

COU	COURSE OUTCOMES					
On Cor	On Completion of the course, the students will be able to					
CO1	Understand the structure and functioning of the Indian financial system.					
CO2	Analyze the various financial markets and their role in the economy.					
CO3	Evaluate the regulatory framework governing financial markets and institutions.					
CO4	Assess the risks and opportunities associated with financial markets and instruments.					
CO5	Understand the role of financial services in the growth and development of the economy.					

		Ma	pping of (	COs with l	POs		
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	2	4	2	3	2
CO2	3	3	2	4	2	3	2
CO3	3	3	2	4	2	3	2
CO4	3	3	2	4	2	3	2
CO5	3	3	2	4	2	3	2
	3	2.8	2	4	2	3	2

MBAS115	FINANCIAL SERVICES	L	T	P	C
	MANAGEMENT				
Core / Elective	Elective	3	0	0	3

- To examine Financial Services management as an important and contemporary area of financial management
- To understand the various financial services and their future
- To determine the most suitable financial service, given the situations and contingencies
- To appreciate the role of management in superior Financial Services

### **METHODOLOGY:**

Class room lectures, practical assignment, group discussions, case studies, updation of news from financial dailies

UNIT: 1		9 Hours
Introduction	n – Financial Services Industry – Emergence – Developments – Fund Ba	ised and Non-

fund-based activities – modern activities – New Financial Products and Services, Innovative Financial Instruments – Challenges Ahead.

UNIT: 2 9 Hours

Merchant Banking: Origin, growth and services rendered by merchant bankers: Issues Management and other services – Problems and scope of merchant banking in India – Mergers and Acquisitions: Motives, Merger Analysis, Terms of Exchange, Cash purchase, Stock Exchange Acquisitions, Leverage Buyouts and Management Buyouts.

UNIT: 3 9 Hours

Leasing: Concept, Types, Lease Agreements – Potentiality of Leasing as a means of financing – Advantages and Disadvantages – Accounting Treatment and sales tax provisions – Lease Financing in India – Factoring: Meaning, Modus operandi, types, functions – Factoring in India.

UNIT: 4		9 Hours
Mutual Fu	l nds: Meaning, Origin, Types/Classification of Funds, Importance, N	Autual Funds
Industry in	India – Venture Capital: Meaning, Origin, Importance, Methods, India S	cenario.
UNIT: 5		9 Hours
Insurance:	Meaning, Types, Insurance Industry in India and related reforms – Ot	ther Financial
Services: H	Hire Purchase, Commercial paper, Credit Cards, Credit Rating, Reco	ent trends in
marketing f	inancial services.	
	Total Lecture Hours	45 Hours
Text Boo	$\mathbf{k}(\mathbf{s})$	
1	Khan, M.Y., Financial Services, Tata McGraw Hill, 2001.	
2	Gordon, E., and Natarajan, K., Financial Markets and Services, Himala House, 2003.	ya Publishing
Reference	e Book(s)	
1	Avadhani, V.A., Marketing of Financial Services, Himalaya Publishing	House
2	All relevant journals and periodicals	
3	Reports of relevant Committees or workgroups published by RBI	
4	Reports and guidelines of RBI and SEBI on different types	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc	e.]
1	www.ibef.org/industry/financialservices.aspx	

COUR	COURSE OUTCOMES				
On Com	On Completion of the course, the students will be able to				
CO1	Understand the concept, scope, and evolution of financial services.				
CO2	Analyze the various types of financial services and institutions.				

CO3	Evaluate the role of financial services in economic development.
CO4	Develop strategies for effective financial services management.
CO5	Assess the regulatory environment and ethical considerations in financial services.

		Ma	apping of (	COs with P	Os		
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	4	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3.2	2	3	2

MBAS116	GLOBAL FINANCIAL MARKETS	L	T	P	C
Core / Elective	Elective	3	0	0	3

- To have exposure of Foreign Exchange Market
- To make the students aware of the International Exchange systems
- To make the students aware of the Global financial instruments
- To have exposure of resource mobilization in International Capital market

UNIT: 1		9 Hours
Foreign	Trade and Foreign Exchange – Exchange rate - Management of Foreig	gn Exchange—
History	of Exchange control in India - FEMA - The Foreign Exchange	ge Market –
Transac	ctions in interbank markets - Quotations - Interbank rates and A	Arbitraging –
Determ	ination of Exchange rates - The Purchasing Power Parity (PPP) theory	– The Fisher
Effect	(FE) theory - The International Fisher Effect (IFE) theory - The Interest	st Rate Parity
theory	- The Spot Market - The Forward Market – Forecasting exchange rates	
UNIT: 2		9 Hours
Interna	tional Exchange systems – Fixed and Floating exchange rates – Exchange	ge rate system
prior to	IMF – Exchange rate system under IMF – Convertibility of Rupee	- Balance of
Paymei	nts (BOP) – Components – Disequilibrium in BOP.	
UNIT: 3		9 Hours
Curren	cy derivatives: Forward contracts – Futures and Options – Current	cy Futures –
Curren	cy Options – Interest Rate Risk – Concept – Managing Interest rate risk	k – Exchange
risk –	Transaction Exposure - Translation Exposure - Economic Expos	ure – Ready
exchan	ge rates - Ready rates based on cross rates - Foreign Exchange rates -	Execution of
Forwar	d contracts – Interbank dealings – Exchange Management by Banks	
UNIT: 4		9 Hours
Foreign	Direct Investment (FDI) – Meaning – Strategies – Theories of FDI – I	Product Cycle
theory	- Hymer's Theory of Imperfect Markets - Internalization theory -	The Eclectic
theory	- The Theory of Strategic Response - Other theories - Modes of Inve	stment –Joint

Ventures – Mergers and Acquisitions – FDI Benefits and Costs.				
UNIT: 5		9 Hours		

Portfolio - Risk reduction through Portfolio construction — Systematic risk - Unsystematic risk — International Portfolio — Cross border flow of Equity investment — Depository receipts — FII investments — FII investments in India — Risk and Return of International Portfolio investments — Integration of Global Capital Markets. International financial market Instruments-Secondary market operations, short term and medium-term instruments Foreign Currency Convertible Bonds (FCCBs) — Procedure for issuance — External Commercial Borrowings (ECB) — Automatic Route — Approval route.

	Total Lecture Hours	45 Hours
Reference	ce Book(s)	
1	Jeevanandam. C, INTERNATIONAL BUSINESS, M/s Sultan & C 2008	Chand, Delhi,
2	Kevin. S, Fundamentals of International Financial Management, PHI 2010	, New Delhi,
3	Sumathi Varma, INTERNATIONAL BUSINESS, Ane, Delhi, 2010	
4	Alan C. Shapiro: Multinational Financial Management	

COUR	COURSE OUTCOMES					
On Com	On Completion of the course, the students will be able to					
CO1	Understand the structure and functioning of global financial markets.					
CO2	Analyze the role of foreign exchange markets in international trade and finance.					
CO3	Evaluate the various international financial instruments and their derivatives.					
CO4	Assess the impact of global economic and political factors on financial markets.					
CO5	Understand the process of international capital markets and resource mobilization.					

		Ma	pping of (	COs with l	POs		
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	2	4	2	3	2
CO2	3	3	2	4	2	3	2
CO3	3	3	2	4	2	3	2
CO4	3	3	2	4	2	3	2
CO5	3	3	2	4	2	3	2
	3	2.8	2	4	2	3	2

MBAS117	INDIAN ECONOMIC POLICY	L	T	P	C
	ENVIRONMENT				
Core / Elective	Elective	3	0	0	3

The objective of this course is to expose the students of management to a wide range of contemporary issues and challenges related to the economic policy environment in India that have critical ramifications for business decisions. An understanding of the real-world issues is important for effectively operating in the existing business environment, as well as to assess the forthcoming economic conditions. Overall, the course aims to enable the management students to take informed decisions as they enter into a profession of their choice.

#### **METHODOLOGY:**

Mainly participative type classroom lectures and discussions using PPT and other available technology aided methods of instructions. The course will also include case study analysis, assignments, tests, subject quiz, seminar, etc

UNIT: 1		9 Hours		
Historical o	verview of the economic policy changes occurred in India since Indep	endence and the		
impacts of	these changes on the Indian economy and business - Reviewing econor	mic performance		
in India usi	ng various indicators during pre-reform versus post reform-period - Unc	derstanding how		
economic p	economic policies played critical role in shaping economic performance in the Indian economy			
UNIT: 2		9 Hours		
Economic reforms and Indian agriculture: Long-term issues and recent experience - Contract				

Economic reforms and Indian agriculture: Long-term issues and recent experience – Contract farming as a solution to current growth crisis in Indian agriculture – Paradigm shifts in India's industrial policy – Labour market reforms and Indian manufacturing: Issues and challenges – Service sector growth miracle in India

UNIT: 3	9 Hours

The role of monetary policy in an economy – Conduct of monetary policy India: Changing dimensions in the post-reform period – Current challenges and issues related to RBI's monetary policy – Banking sector reforms in India and issues related to financial stability–Reforming India's financial sector: Changing dimensions and emerging issues – Global financial crisis and its fallout

UNIT: 4		9 Hours		
Fiscal polic	 ry for achieving and sustaining higher economic growth in India – Imp	ortance of fiscal		
responsibili	ty – Dynamics of debt accumulation in India – Analysis of the latest Uni	ion Budget		
UNIT: 5		9 Hours		
Globalisation	 on of the Indian economy and its impact – India's current foreign trade	policy – India's		
	vestment policy with emphasis on policy framework for FDI – I	-		
managemei	nt of foreign exchange rate and forex reserves			
	Total Lecture Hours	45 Hours		
Text Book	$(\mathbf{s})$	<u> </u>		
1	Uma Kapila 2013 (Ed). Indian Economy Since Independence, Acade	mic Foundation,		
	New Delhi, (latest edition).			
2	Y.V. Reddy, 2009. India and the Global Financial Crisis: Manag	ging Money and		
	Finance, Orient Blackswan, Hyderabad.			
3	C. Rangarajan, 2009. India: Monetary Policy, Financial Stability and	d Other Essays,		
	Academic Foundation, New Delhi			
Reference	Book(s)			
1	Arvind Subramanian, 2008. India's Turn: Understanding	the Economic		
	Transformation, Oxford University Press, New Delhi.			
2	Various Issues of Economic and Political Weekly, policy documents su	uch as Economic		
	Survey published by the Government of India, RBI Annual Report, etc			
3	Various financial newspapers such as Business Line, Business Sta	ndard, Financial		
	Express, etc			
	I			
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites e	tc.]		
1	www.rbi.org.in			

COUR	COURSE OUTCOMES					
On Com	On Completion of the course, the students will be able to					
CO1	Understand the evolution of Indian economic policies and their impact on the economy.					
CO2	Analyze the macroeconomic environment and its influence on business decisions.					
CO3	Evaluate the impact of government policies on various sectors of the economy.					
CO4	Develop strategies to align business operations with government policies and regulations.					
CO5	Assess the challenges and opportunities arising from the Indian economic policy environment.					

		Ma	pping of (	COs with I	POs		
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	2	4	2	3	2
CO2	3	3	2	4	2	3	2
CO3	3	3	2	4	2	3	2
CO4	3	3	2	4	2	3	2
CO5	3	3	2	4	2	3	2
	3	2.8	2	4	2	3	2

MBAS118	INDIAN FINANCIAL FRAME	L	T	P	C
	WORK				
Core / Elective	Elective	3	0	0	3

- To know about the Indian financial system and its players
- To understand the securities market regulations
- To keep abreast of recent financial services
- To get an insight into the constitutions, structure, objectives and working of the Banking Institutions in India.
- To evaluate the performance of Banking Institutions and their contribution to the growth of Indian economy.
- To have a Bird's view of the Indian Financial System and in the context of Indian Banking and Insurance System.
- To get an insight into the working of the Indian Insurance industry.

#### **METHODOLOGY:**

- Lectures will be delivered on various concepts related to the financial system of India.
- Cases related to functioning of banks and their legal implications will be discussed.

UNIT: 1		9 Hours
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Capital Markets – Importance and Classification; Recent changes in Indian Capital markets; Steps taken by government for promoting capital market in India.

Money Markets- Meaning, Instruments dealt, Constituents, Importance, Characteristics of a well-developed money market, causes for under development of Indian Money market; Measures of Indian government to tone up the Money market; Difference between Money market and Capital market; Difference between Indigenous bankers and Money lenders; London and New York Money markets.

Foreign Exchange Market: Structure and the Participants, Types of Transactions, Mechanics of Currency Dealing, Exchange Rate Quotations, Arbitrage, Forward Rates, Evolution of Exchange control and the foreign Exchange Market in India, Exchange Rate Computations.

# UNIT: 2 9 Hours

Primary market – Advantages, classification, Functions, role industrial financing, and Parties involved; Government and statutory agencies, Collection centers; Placement of the issue; Pricing of New issues; Allotment of shares; Investors protection in the primary market; Underwriting – Types and Advantages; Responsibilities of underwriters; Merits of underwriting; Syndicate underwriting; Reasons for poor performance of Primary market in India.

Secondary Market – Growth of Stock exchanges in India; Organisational structure of stock exchanges of India; Functions of stock exchanges; Admission of members in recognized stock exchanges; Governing body and regulatory framework; Present position of stock Markets in India; Need to control stock exchanges in India; Types of orders; Online trading; Margns based on turnover and exposure limits (Initial margin); Listing of securities- Merits and Demerits; qualifications for listing; listing of rights shares; Chandratre committee report 1997; Delisting-Compulsory and voluntary; Types of securities; investment environment; Sources of Investment information.

SEBI- Objectives, Functions, Organisation, Role in primary and secondary markets; SEBI guidelines regarding Mutual funds, FIIs, New Issues, Capital market, capital issues, pricing, insider trading and investor protection.

UNIT: 3 9 Hours

Banks-Definition, Functions and Classification of banks; Economic and monetary implications of modern banking operations in India; Social responsibility of banks; role of banks in economic development; contribution of banks in developing three sectors of the economy; Modern functions of banks; Deposit banking; Investment banking; Mixed banking; retail banking; wholesale banking; universal banking; Rural Financing; Banker and Customer Relationship; Deposit Mobilization; Secured Advances;

Endorsement and Crossing of Cheques; Payment of Cheques; Collection of Cheques; Opening of accounts of various types of customers; Priority sector advances; Nationalisation of commercial banks- Arguments in favour; Banks in the post- nationalisation period.

Central banking- Features of central bank; Difference between Central and commercial banks; Need and functions of central bank; Techniques of credit control; Commercial banks; cooperative banks- flow of cooperative funds; urban cooperative banks; LDBs; Development banks;

Exchange banks; NABARD- its capital structure and functions; RRBs; Difference between RRBs and Commercial banks; EXIM Bank; SIDBI- Its functions; NBFCs; Reforms in banking sector; Banking Technology- Essentials of bank computerization, payment systems and electronic banking, Data Communication Network and EFT system; role of technology upgradation and its impact on functioning of banks; Security considerations; Cyber-crime.

UNIT: 4 9 Hours

Banking Regulation Act of 1949- Regulation of business of banks; Control over management of banks; Suspension and winding up of banks; Penalties for violation of provisions of the act.

Securitisation and Reconstruction of Financial Assets And Enforcement of Security Interest Act, 2002- Constitutional validity of the Act; Definitions; Registration of securitization or reconstruction company and cancellation of the registration.

The Banking Ombudsman Scheme 2006- Objects of the scheme, General powers of Banking Ombudsman; Procedure for redressal of grievance. Recovery of Debt Due to Banks and Financial Institutions (DRT)Act 1993- Definitions; Jurisdiction, Powers and authority of Tribunal.

The Bankers' Books Evidence Act 1891- Definitions and applicability; Conditions in the printout.

The Law of Limitations 1963- Definitions; Provisions related to period of limitations for various suits; Limitation and its computation.

Licensing of banks; Paid up capital and reserves requirements; pattern of Shareholdings; Subsidiaries of banks; Management of banks; Restrictions on employment; Corporate governance; Regulations regarding Deposit acceptance, Nomination, loans and advances, interest rates, payment system, Internet banking guidelines, Money market instruments, Banking Ombudsman and RBI Directions; Foreign banks; Maintenance of Cash reserves and liquid assets; Submission of returns, Inspection and scrutiny, Acquisition and Amalgamation of banks; Laws relating to creation of charge under Mortgage, Hypothecation and pledge; Letter of Credit-General considerations, Parties to LC, types of LC, Documents under LC, UCPDC 600, Payment under LC.

UNIT: 5 9 Hours

Insurance Market in India- Public and Private players; Functions of Insurance companies; Pricing of Insurance; Insurance Regulation (IRDA) Features of Insurance Contracts; property and

liability coverage; Classification of Policies; Surrender Values; Valuation and Surplus; Types of Insurance - Life Insurance - Marine Insurance - Fire Insurance - Motor Insurance - Fidelity Insurance - Burglary Insurance - Double Insurance - Re-insurance - Business Insurance Programs - Health Care financing - Health Care insurance - Employee Benefit Plans.

	Total Lecture Hours	45 Hours	
Text Bo	ok(s)		
1	Khan M.Y., FINANCIAL SERVICES Tata MC Graw Hill 2017.		
2	Bank Management and Financial Services by Peter S Rose and Sylvia (2017); McGraw Hill Education, Eighth Edition	a C. Hudgins	
3	Management of Banking and Financial Services by Padmalatha Suresh and Justin Paul (2017); Pearson Education, Fourth Edition		
Referen	ce Book(s)		
1	B. Santhanam "Banking and Financial System" Margham Publication Fifth Edition 2008.	ons, Chennai	
2	PUNITA ChavathyPandian "Security Analysis and Portfolio Manage Publishing House Private Limited, Noida Second Edition 2010	ement" Vikas	
3	Indian institute of Banking and Finance, "Legal and Regulatory Banking", Macmillan Publisher, India Limited, Second Edition 2008.	Aspects of	
4	Indian Institute of Banking and Finance "Principles and Practices of Macmillan Publishers India Limited, Second Edition 2008. IRDA publishers	_	
5	Patterson, Edwin, W., Essentials af Insurance Law, McGraw Hill.		
6	Varshney, P.N., Indian Financial System, Sultan chand& Sons guidelines, Nabhi publications New Delhi.	2000, SEBI	
7	Gordon and Natarajan, Financial Markets and Services, Himalaya publ 2001.	ishing House	
8.	Sontomero and Babbel, Financial Markets, Instruments and Institution Hill 1998.	ns, MC Graw	
9.	Vasant Desai, The Indian Financial System, Himalaya publishing House	e.	
10.	Sundharam and Varshney, Banking and Financial System, Sultan Chand	d & Sons	
11.	H.R. Machiraju, Indian Financial System, Vikas Publishing House		
12.	SriVastava, Management of Financial Institutions, Himalaya Publicatio	ns.	

	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
1.	www.imf.com
2.	www.cob.ohio-state.edu/fin/faculty/werner/825/Introduction.ppt
3.	www.mhhe.com
4.	www.mhhe.com/business/finance/er2e/ppt.mhtml
5.	www.ifmanet.org/en/event.htm

COUR	RSE OUTCOMES				
On Con	On Completion of the course, the students will be able to				
CO1	Understand the structure and components of the Indian financial system.				
CO2	Analyze the role of various financial institutions in the economy.				
CO3	Evaluate the regulatory framework governing the Indian financial system.				
CO4	Assess the performance of the Indian banking and insurance industry.				
CO5	Understand the challenges and opportunities in the Indian financial sector.				

		Ma	pping of (	COs with 1	POs		
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	2	4	2	3	2
CO2	3	3	2	4	2	3	2
CO3	3	3	2	4	2	3	2
CO4	3	3	2	4	2	3	2
CO5	3	3	2	4	2	3	2
	3	2.8	2	4	2	3	2

MBAS119	INFRASTRUCTURE FINANCE	L	T	P	C
Core / Elective	Elective	3	0	0	3

- To identify the sources of infrastructure finance
- To know the mechanism of infrastructure finance
- To understand the importance of infrastructure finance

## **METHODOLOGY:**

• Class room lectures, field projects, group discussions

UNIT: 1		9 Hours				
Infrastructu	Infrastructure finance Vs Project Finance- Evaluation of Private and Commercial Financed					
infrastructu	infrastructure Projects- Structural Issues- Dissatisfaction with the Performance of Existing PSUs-					
Lack of Fur	nds with Government.					
UNIT: 2		9 Hours				
Concept- R	isk Participation- Assistance- types of Guarantees- Contemporary Pro	oducts- Pricing				
-	commercialization.					
UNIT: 3	Outlook for Infrastructure Projects- Demand for Infrastructure in	9 Hours				
	future- Supply of infrastructure finance- Scope and Avenues-					
	Business and Major Players.					
UNIT: 4	Funded and Non-funded- Types- Take Out Products- Tax	9 Hours				
	Implication- Role of FI and Banks- Portfolio of FI and Banks- Skill					
	Required for infrastructure finance- Flow chart of infrastructure					
	Projects.					
UNIT: 5	MOU Projects- Types of Projects- BOT - BOOTBOLT- BOO-	9 Hours				
	LROT- RMOT- Concession on Agreement- Key Contracts- EPC-					
	O&M- Financial Closure- Functions of TAMP, CERC, SERC,					
	TRAI- Risk analysis- infrastructure Project appraisal.					

	Total Lecture Hours	45 Hours			
Text Bo	ook(s)				
1	Moris, Sebastian Indian Infrastructure Report ED.,Oxford University	Press			
2	Raghuram S.Infrastructure Development and Financing, Delhi, Macmillan				
Referei	nce Book(s)				
1	International Finance Corporation Financing Private Infrastruct Experience, Work Bank, Washington, D.C.	ture: Less o			
2	Dieter, Helm and Tim Jenkinson, Competition in Regulated Industr University Press	ies,UK,Oxfor			
3	Bamford, C.G.Transport Ecnomics, Heinemann Pub, Oxford.				
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites et	tc.]			
1	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites et www.iifcl.org/	tc.]			
1 2	- , , , ,	tc.]			
	www.iifcl.org/	tc.]			
2	www.iifcl.org/ ifmr.ac.in/pdf/workingpapers/21/SourcesInfraFin.pdf	tc.]			
2	www.iifcl.org/  ifmr.ac.in/pdf/workingpapers/21/SourcesInfraFin.pdf  www.idfc.com	tc.]			
2 3 4	www.iifcl.org/ ifmr.ac.in/pdf/workingpapers/21/SourcesInfraFin.pdf www.idfc.com  Moneycontrol.com	tc.]			

COU	COURSE OUTCOMES				
On Co	On Completion of the course, the students will be able to				
CO1	Understand the concept of infrastructure finance and its importance in economic development.				
CO2	Analyze the various sources of infrastructure financing, including public-private partnerships (PPPs).				

CO3	Evaluate the financial feasibility of infrastructure projects.
CO4	Understand the role of financial institutions in infrastructure financing.
CO5	Assess the risks and challenges associated with infrastructure financing.

Mapping of COs with POs									
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2		
CO1	3	2	2	4	2	3	2		
CO2	3	3	2	4	2	3	2		
CO3	3	3	2	4	2	3	2		
CO4	3	3	2	4	2	3	2		
CO5	3	3	2	4	2	3	2		
	3	2.8	2	4	2	3	2		

MBAS120	INTERNATIONAL FINANCE	L	T	P	C
Core / Elective	Elective	3	0	0	3

- To have exposure on international aspects of Financial Management
- To understand the Foreign Exchange Management
- To introduce derivatives aspect of International Finance

## **METHODOLOGY:**

• Class room lectures for all UNITs

UNIT: 1		9 Hours				
Financial Management in a Global Perspective: Globalisation. Trends in international Trade and						
Cross Borde	er Financial Flows. India in the Global Economy. Challenges of Internat	ional Financial				
Managemer	Management. International Monetary System and Financial Markets: Balance of Payments.					
Internationa	International Monetary System. An Overview of International Financial Markets. Exchange Rate					
Determination and Forecasting. Purchasing Power Parity. The Fishers' Effect. Interest Rate Parity.						
UNIT: 2		9 Hours				
The Foreign Exchange Market: Structure and the Participants, Types of Transactions, Mechanics						
of Currency Dealing, Exchange Rate Quotations, Arbitrage, Forward Rates, Evolution of						
Exchange control and the foreign Exchange Market in India, Exchange Rate						
Computations.Currency Derivatives: Currency Futures, Currency Options.						
UNIT: 3		9 Hours				
Foreign exchange Exposure and Risk: Economic Exposure, Transaction Exposure, Translation						
Exposure, Management of Exposures.						
UNIT: 4		9 Hours				
Working Capital Management in a Multinational Context: Short-term Borrowing and Investment,						
Centralised Vs. Decentralised Cash Management, Cash Transmission. International Equity						
Investment: Risk and Return, The International CAPM, Equity Financing in the International						
Markets.						

Long-term Borrowing in International Capital Markets: The Major Market Segments, The International Financing Decision, International Leasing.

UNIT: 5 9 Hours

International Project Appraisal: Review of NPV approach, Adjusted Present Value Framework, Project appraisal in the International Context, Exchange Rate Risk and Cost of Capital, International Joint Ventures.

An Introduction to Financial Swaps: Major Types, Motivations Underlying Swaps, Application of Swaps, Valuation of Swaps.

International Accounting and Taxation: Accounting for Foreign Currency Transactions, Accounting for Foreign Operations.

	Total Lecture Hours	45 Hours
Text Bo	ok(s)	
1.	Cheol S.Eun, Bruce G. Resnick, INTERNATIONAL FIN MANAGEMENT, Irwin McGraw Gill, 1998.	ANCIAL
2.	Apte,P.G., INTERNATIONAL FINANCIAL MANAGEMENT, 2 McGraw Hill, 1998.	nd Ed., Tata
3.	Ephraim Clark., INTERNATIONAL FINANCIAL MANAGEMENT Cengage Learing India Edition, 2002.	NT, 2nd Ed.,
Referen	ce Book(s)	
1.	Jeff Madura, INTERNATIONAL FINANCIAL MANAGEMENT, 6 Western, 2000.	th Ed., South-
2.	Maurice D. Levi, INTERNATIONAL FINANCE, 3rd Ed., McGraw Hi	ll, 1996.
3.	Alan C. Shapiro, MULTIMATIONAL FINANCIAL MANGEMENT. of India.	, Prentice Hall
4.	Madhu Vij., INTERNATIONAL FINANCIAL MANAGEMENT, 2 Books, 2006.	eth Ed., Excel
5.	Reid W.Click and Joshua D.Coval., THE THEORY AND PRINTERNATIONAL FINANCIAL MANAGEMENT., Prentice-Hall o limited.New Delhi-2004	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites et	c.]
1.	www.imf.com	

2.	www.cob.ohio-state.edu/fin/faculty/werner/825/Introduction.ppt
3.	www.mhhe.com
4.	www.mhhe.com/business/finance/er2e/ppt.mhtml
5.	www.ifmanet.org/en/event.html

COUR	COURSE OUTCOMES						
On Con	On Completion of the course, the students will be able to						
CO1	Understand the fundamentals of international finance and its role in global business.						
CO2	Analyze the foreign exchange market and its impact on international transactions.						
CO3	Evaluate different international financial instruments and their applications.						
CO4	Manage international financial risks through hedging and other strategies.						
CO5	Understand the international monetary system and its implications for businesses.						

	Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2		
COs									
CO1	3	2	2	4	2	3	2		
CO2	3	3	2	4	2	3	2		
CO3	3	3	2	4	2	3	2		
CO4	3	3	2	4	2	3	2		
CO5	3	3	2	4	2	3	2		
	3	2.8	2	4	2	3	2		

MBAS121	MERGERS & ACQUISITIONS	L	T	P	С
Core / Elective	Elective	3	0	0	3

- To provide concrete understanding of Mergers & Acquisitions
- To familiarize the concepts to the students with the current issues in M&A
- To expose the students about the process and methods of M&A, measures to evaluate the performance of M&A.

#### **METHODOLOGY:**

• Lectures, Problems, Case studies with practical examples, Group or Class learning activities, Seminars, Projects on M&A will be given

UNIT: 1		9 Hours						
Mergers & Acquisitions Process – Forms of M&A – Types of Mergers – Reasons for Buying and								
Selling a Bu	Selling a Business – Stake holder groups in M&A activities - Framework for M&A strategies –							
Motivationa	l Hypothesis for M&A – M&A Theories – The Efficiency Theory – The	Monopoly						
Theory – Th	ie Valuation Theory – The Empire Building Theory – The Process Theor	ry – The						
Disturbance	Theory							
UNIT: 2		9 Hours						
UNII. 2		7 Hours						
Valuation of	Merger and Acquisitions – Objectives – Sources of Information – Valu	ing the						
Business Vs	$Valuing\ the\ Company-Net\ Asset\ Valuation\ Model-Dividend\ Valuation$	ion Model –						
PER Model	- EVA and APV Model an overview - Economic Gains and Costs of M	&A – The						
Share Excha	inge Ratio. Intangible Assets: Types – Importance –Classification – App	oroaches to						
Valuation of	Intangible Assets							
Disinvestme	ents and Privatisation – Methods – Approaches to Valuation – Alternativ	e Valuation						
approaches i	approaches for Private Companies – Family Business Valuation and its issues							
UNIT: 3		9 Hours						
Synergy – Benefits from Synergy – Synergy Equation – Theories of Synergy – Pricing of M&A								
– All-cash Acquisition – All-share Exchange Acquisition – Cash and Share Offer – Break-even								
Synergy – D	Determining the Price Range of Acquisition – Synergy and Value creation	n in M&A –						

UNIT: 4		9 Hours
Payments	for M&A – Methods – Factors Affecting Choice of Financing Method –	Stock Deal o
Cash Dea	l – Financing the Cash Offer – Payment for Cross-Border Acquisitions	s – Leverage
Buyout –	Structuring - Characteristic of LBO Candidates - Sources of LBO Tar	gets – Factor
determini	ng LBO returns.	
UNIT: 5		9 Hours
Due Dilie	gence – Scopes and Types – Process – Due Diligence in Cross-Bo	 order Deals -
	n – Levels of organizational distance – Types – Corporate Cultures – A	
_	ws of M&A in India Text	cculturation -
wajor La	ws of Mee's in field Text	
	Total Lecture Hours	45 Hours
Text Bo	ok(s)	I.
1	Gaughan, Patrick A., Mergers - What Can Go Wrong and How to	Prevent it, 1s
	Edn., Wiley Finance - 2005	
2	Gaughan, Patrick A., M&A and Corporate Restructuring, 4th Edn., Wi	ley - 2007
3	Gaughan, Patrick A., M&A and Corporate Restructuring, 4th Edn., Wi	ley - 2007
4	Rajesh Kumar., Mergers and Acquisitions - Text and Case, Tata M 2011	cGraw Hill -
5	Ramanujan, Mergers: The New Dimension for Corporate Restru McGraw Hill – 2000	cturing, Tata
Referen	ce Book(s)	
1	Donald M. DePamphilis, Mergers, Acquisitions and other restructuring 5th Edn, Elsevier – 2010	ng Activities
2	J. Weston, Mark Mitchell, J. Harold Mulherin, Takeovers, Restr Corporate Governance, 4th Edition, Pearson – Aug 2003	ucturing, and
3	Kamal Ghosh Ray, Mergers and Acquisitions Strategy, Valuation and PHI - 2010	d Integration
4	Peter Howson, Acquisition Essentials, Denzil Rankine, Pearson - Oct 2	2005
4	Teter Trowson, Frequisition Essentials, Benzin Ramane, Fearson Get 2	2003

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]				
1	http://www.amazon.com/Mergers-Acquisitions-Restructuring-			
	ActivitiesSecond/dp/0122095529#reader_0122095529			

COUR	COURSE OUTCOMES						
On Con	On Completion of the course, the students will be able to						
CO1	Understand the concept of mergers and acquisitions and its strategic implications.						
CO2	Analyze the different types of mergers and acquisitions and their motivations.						
CO3	Evaluate the valuation and financial aspects of mergers and acquisitions.						
CO4	Develop strategies for successful merger and acquisition integration.						
CO5	Understand the regulatory and legal framework governing mergers and acquisitions.						

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PS01	PS02
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3	2	3	2

MBAS122	MICRO FINANCE	L	T	P	C
Core / Elective	Elective	3	0	0	3

The course on microfinance is intended to give an exposure to the theoretical underpinnings on microfinance. It would cover the basic practices including the diverse approaches used in the profit and non-profit sector.

#### **METHODOLOGY:**

assessment

- Only theoretical perspective
- Practical exposure on micro finance institution and micro-organisation
- Preparation of project report
- Interaction with SHG members

UNIT: 1		9 Hours			
Economics	of Poverty - An overview- Economic Growth & Development: P	overty as an			
	of growth - Poverty alleviation measures - Micro finance – Concept –	•			
_	s, Importance -Micro-finance as a development tool – lessons from	_			
experience	•				
UNIT: 2		9 Hours			
Fundamenta	als of Banking - Social Banking: concept and its relevance in developing	ng countries -			
Delivering	Financial Services to the Poor - Micro-finance delivery Methodolog	gy-Legal and			
Regulatory framework - Governance and Managerial Aspects - Microfinance models and					
characteristics - Designing a Microfinance Programme					
<b>UNIT: 3</b>		9 Hours			

Impact and issues of Micro-finance – Gender sensitivity and focus- Gendered microfinance – concept- worldwide outreach and future direction of Micro-finance- Innovative and creative micro-finance Models-Impact of micro-finance - Emerging issues- impact assessment and social

UNIT: 4		9 Hours
Financial p	 roducts and Services-Revenue models of micro-finance: profitability, 6	l efficiency and
Productivity	y-Risk Management-Basics of Banking-Development banking and p	riority sector
lending- Fin	nancial accounting and reporting.	
UNIT: 5		9 Hours
251 01		
	nce in India - History, Models, Current Practices and Trends - Indian Fin	
	al inclusion – Micro-finance movement in India – Characteristics of mi	cro-finance in
India – Futu	are of micro-finance in India.	
	Total Lecture Hours	45 Hours
Text Boo	k(s)	
1	Fisher and Sriram, Beyond Micro Credit: Putting Development Microfinance, Sage-Vistaar	t Back into
2	Micro - Finance: Perspectives and Operation, Indian Institution of Finance, Macmillan - 2009	Banking and
3	Armendariz and Morduch, (2010), The Economics of Microfinance, Pvt. Ltd. Delhi.	PHI learning
4	Overview - Microfinance Handbook, 1st Edn. Ledgerwood, W Publications – 1998.	Vorld Bank
Reference	e Book(s)	
1	Dowla and Barua, (2006), The Poor Always Pay Back: The Gram Kumarian Press Inc.	een II Story,
2	Access for All: Building Inclusive Financial Services, 1st Edn., Helms Publications - 2006	, World Bank
3	Lidgerwood, White and Brand, (2006), Transforming Microfinance Providing Full Financial Services to the Poor, World Bank Publications	
4	Rhyne, (2001), Mainstreaming Microfinance: How Lending to the Grew and Came of Age in Bolivia, 1st Edn., Kumarian Press.	Poor Began,
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc	e.]
1	www.microfinancegateway.org	

COUR	COURSE OUTCOMES					
On Com	On Completion of the course, the students will be able to					
CO1	Understand the concept, principles, and evolution of microfinance.					
CO2	Analyze the role of microfinance in poverty alleviation and economic development.					
CO3	Evaluate different microfinance models and their impact on borrowers.					
CO4	Assess the financial sustainability and social performance of microfinance institutions.					
CO5	Develop strategies for effective microfinance delivery and outreach.					

		Ma	pping of (	COs with 1	POs		
POs	PO1	PO2	PO3	PO4	PO5	PS01	PS02
COs							
CO1	3	2	2	4	2	3	3
CO2	3	3	2	4	2	3	3
CO3	3	3	2	4	2	3	3
CO4	3	3	2	4	2	3	3
CO5	3	3	2	4	2	3	3
	3	2.8	2	4	2	3	3

MBAS123	RISK MANAGEMENT AND	L	T	P	C
	INSURANCE				
Core / Elective	Elective	3	0	0	3

- To introduce the concept of risk management and insurance
- To familiarize the conceptual frame work of risk management and insurance decisions
- To understand the business risk management and public policy issues

#### **METHODOLOGY:**

Class room lectures, field projects, group discussions

UNIT: 1		9 Hours
Introduction	to risk and uncertainty - introduction to risk management - Ration	nale for Risk
Managemer	nt in organizations.	
UNIT: 2		9 Hours
Risk identif	ication – risk analysis – Exposures – physical assets – financial assets –	human assets
– legal liabi	lity – work-related injury – Risk measurement - Risk Control Tools – F	Risk financing
techniques -	- Risk Management Decisions – Data Organisation and Analysis.	
UNIT: 3		9 Hours
Insurance In	ndustry - Pricing of Insurance - Insurance Regulation (IRDA) - Financi	al assessment
– Legal As	pects of Insurance Contracts - Insurance Contract Analysis - property	and liability
coverage –	Classification of Policies – Annuities – Surrender Values – Valuation and	d Surplus.
UNIT: 4		9 Hours
Life Insura	nce – Marine Insurance – Fire Insurance – Motor Insurance – Fidelity	y Insurance –
Double Ins	urance - Re-insurance - Business Insurance Programs - Health Care	e financing –
Health Care	insurance – Employee Benefit Plans.	

UNIT: 5		9 Hours
Valuation	Balance Sheet – Life Insurance Accounts – Fire Insurance Accounts	nts – Marine
Insurance A	Accounts – Essential Elements of Insurance Contract – Practical Problems	s.
	Total Lecture Hours	45 Hours
Text Book	(s)	
1	Scott Harrington and Gregory Niehaus, Risk Management and Insura Graw Hill.	nce, Tata Mc
2	Arthur. C. Williams and Richard M. Heins, Risk management and I Graw Hill.	nsurance, Mc
Reference	Book(s)	
1	Mishra, M.N., Insurance – Principles, and practices, S. Chand & Co	
2	IRDA publications	
3	Patterson, Edwin, W., Essentials of Insurance Law, Mc Graw Hill.	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc	·.]
1	www.bseindia.com	

COUI	COURSE OUTCOMES				
On Cor	mpletion of the course, the students will be able to				
CO1	Measure risk portfolio of any security using Beta; apply equity valuations to analyze Business Performance.				
CO2	Describe the approaches of Fundamental analysis and analyze financial statements using Forecasting and Earning Models				
CO3	Demonstrate about Bond Valuation and describe different types of Options Strategies				
CO4	Apply Technical Analysis using various charts patterns				
CO5	Understand about Capital Market Theory, CAPM theory, V Sharpe Index, Treynor Index, Jensen's Model				

		Ma	pping of (	COs with l	POs		
POs	PO1	PO2	PO3	PO4	PO5	PS01	PS02
COs							
CO1	3	3	1	1	0	3	3
CO2	3	3	1	1	0	3	3
CO3	3	3	1	1	0	3	3
CO4	3	3	1	1	0	3	3
CO5	3	3	1	1	0	3	3
	3	3	1	1	0	3	3

MBAS124	SECURITY ANALYSIS &	L	T	P	C
	PORTFOLIO MANAGEMENT				
Core / Elective	Elective	3	0	0	3

- To provide understanding and insights into investment avenues
- To give exposure on functioning of capital markets
- To provide knowledge and skills on portfolio management

#### **METHODOLOGY:**

Class room discussion for all the UNITs, Latest information about market movements, Emphasis will be given to problems.

UNIT: 1	9 Hours					
Meaning of investment – speculation and Gambling – Investment avenues: Nor	n- marketable					
financial Assets – Money market instruments – Bonds or debentures – Equity shares – Mutual						
fund schemes – Financial derivatives – Life insurance – Real assets. Types of	of investors –					
Investment objectives – Factors of sound investment – Investment Basics: Time va	alue of money					
- Risk-Return analysis in investment - concept and measurement of return - con	cept of risk –					
sources of risk - types of risk and measurement of risk - problems on risk	sk and return					
calculations.						
LINIT. 2	0 Полис					
UNIT: 2	9 Hours					
Financial Market - Segments - Types - Participants in financial Market	- Regulatory					
Environment, Primary Market: Methods of floating new issues – steps in floating a	public issue –					
Book building - Role of primary market - Regulation of primary market. Second	ndary market:					
Functions of stock exchanges - Stock exchanges in India - BSE, OTCEI, NSE, I	SE, MCX-SX					
and Regulation of stock exchanges - listing of securities - Trading system in stock	x exchanges –					
SEBI.						
UNIT: 3	9 Hours					
	) Hours					
Meaning – EIC Analysis framework – Economy Analysis: Economic forecasting	<ul><li>Forecasting</li></ul>					
techniques. Industry Analysis: Industry classification, Industry life cycle - Comp	any Analysis:					

Financial statements – Analysis of financial statements – Stock return and valuation models:

Balance sheet valuation – Dividend discount models – Earnings multiplier approach – Bond return and valuation: Bond basics– Bond returns and risks – Bond pricing theorems – problems on stock valuation and bond valuation

UNIT: 4	9 Hours

Meaning – Dow theory – Basic principles of technical analysis – Price charts – Trends and trend reversals – Chart patterns – Elliot Wave theory – Mathematical indicators: Moving averages – Oscillators. Market Indicators: Breadth of the market – Short interest – Odd lot index – Mutual fund cash ratio – Technical analysis Vs. Fundamental Analysis – Efficient Market theory: Random Walk theory – The efficient market hypothesis – EMH vs Fundamental and Technical analyses.

UNIT: 5 9 Hours

Meaning – Portfolio management process – Portfolio Analysis: Measuring expected risk and return of a portfolio with two securities and more than two securities – portfolio risk diversification – Portfolio Selection: Markowitz model of portfolio selection – Problems. CAPM: Assumptions – SML and CML – APT – Portfolio revision: portfolio revision strategies – Portfolio evaluation: measuring portfolio risk adjusted returns – Sharpe ratio – Treynor ratio – Jenson ratio – problems on portfolio evaluation.

	Total Lecture Hours 45 Hours	;
Text Book	$(\mathbf{s})$	
1	S. Kevin, Securities Analysis and Portfolio Management, Second edition, Ph. Learning, Delhi, 2018.	ΗI
2	Prasanna Chandra, Investment analysis and Portfolio Management, Third editio Tata McGraw Hill, New Delhi, 2010.	'n,
Reference	Book(s)	
1	Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management Pearson Education, New Delhi, Sixth edition, 2009	nt,
2	Reilly & Brown, Investment Analysis and Portfolio Management, eighth edition Cengage Learning, 2011.	n,

3	PUNIT havathy Pandian, Securities Analysis and Portfolio Management, second				
	edition, Vikas Publishing House, New Delhi, 2013.				
4	V. A. Avadhan, Securities Analysis and Portfolio Management, Himalaya				
	Publishing House, 2011.				

COUI	COURSE OUTCOMES						
On Cor	On Completion of the course, the students will be able to						
CO1	Understand the fundamentals of securities markets and investment vehicles.						
CO2	Apply financial analysis techniques to evaluate securities.						
CO3	Construct and manage diversified investment portfolios.						
CO4	Evaluate the performance of investment portfolios.						
CO5	Understand the role of risk management in portfolio management.						

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PS01	PSO2
COs							
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3	2	3	2

MBAS125	STRATEGIC COST	L	T	P	C
	MANAGEMENT				
Core / Elective	Elective	3	0	0	3

This basic objective of the course is to provide strategic cost information and techniques and their application to 'efficient and effective' business decisions.

## **METHODOLOGY:**

Class room lectures, group discussions

UNIT: 1		9 Hours
Introduction	n to Strategic Cost Management – Basic Cost Concepts, Cost Drivers, C	ost allocation
and apportion	onment – Strategic Analysis and Strategic Cost Management	
UNIT: 2		9 Hours
Cost Manag	gement Systems - Job Costing - Process Costing - Joint Product	s – Strategic
Profitability	Analysis – Pricing Decisions and Cost Management.	
UNIT: 3		9 Hours
Cost Accou	anting and Operational Control - The Budgetary Control (Flexible	and Fixed) –
Standard C	Costing: Direct Materials, Direct Labour and Factory Overhead	<ul><li>Managing</li></ul>
Productivity	and Marketing effectiveness	
UNIT: 4		9 Hours
Managemer	t Planning and decision making - Cost Estimation - Cost-Volume-Pro	fit Analysis –
Strategy an	d the Master Budget - Decision Making with a Strategic Emph	asis –Capital
Budgeting a	and Strategic Cost Management.	
UNIT: 5		9 Hours
Contempora	ry Cost Management – Activity Based Costing and Management – Ta	rget Costing-
Theory of C	Constraints - Life cycle Costing - Management Control and Strategic	Performance
Measuremen	nt.	
	Total Lecture Hours	45 Hours

Text Boo	$\mathbf{k}(\mathbf{s})$
1	Blocher, I., Chen, Lin, COST MANAGEMENT: A STRATEGIC EMPHASIS, McGraw Hill, 1999
2	Herngren, Datar and Foster, COST ACCOUNTING: A MANAGERIAL EMPHASIS, Pearson Education, Eleventh Edition, 2003.
Reference	e Book(s)
1	Jawaharlal, COST ACCOUNTING, Tata McGraw Hill, Second Edition, 1999.
2	Nigam and Jai, COST ACCOUNTING PRINCIPLES AND PRACTICE, Prentice Hall of India Publishers, 2000.
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
1	www.marketstrategies.com

COUR	COURSE OUTCOMES						
On Com	On Completion of the course, the students will be able to						
CO1	Understand the concept of strategic cost management and its role in business performance.						
CO2	Apply cost management techniques to support strategic decision-making.						
CO3	Evaluate the cost-benefit relationship of various business strategies.						
CO4	Develop cost management systems to enhance organizational efficiency.						
CO5	Analyze the impact of cost management on competitive advantage.						

	Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2		
COs									
CO1	3	2	2	3	2	3	2		
CO2	3	3	2	3	2	3	2		
CO3	3	3	2	3	2	3	2		
CO4	3	3	2	3	2	3	2		
CO5	3	3	2	3	2	3	2		
	3	2.8	2	3	2	3	2		

MBAS126	STRATEGIES FOR FINANCIAL	L	T	P	C
	SERVICES				
Core / Elective	Elective	3	0	0	3

- To understand the application of strategic management concept in financial services sector.
- To prepare the students to design strategies required for financial services sector
- To develop skills among the students to manage various strategies through

#### **METHODOLOGY:**

- Class room teaching
- Case studies
- Group Assignments on developing Porter's 5 forces model for financial services intermediaries such as banks, insurance companies, mutual funds, investment banks
- Brain Storming Session on Multiple Regulatory Bodies in India
- Viva based on research papers related to strategies for financial services

UNIT: 1		9 Hours					
Indian Fina	Indian Financial Services Industry – Market Players & Regulators – DFIs, commercial banks,						
merchant ba	anks, insurance companies, mutual funds, investment banks, NBFCs, e	etc. – Strategic					
Managemen	nt – importance and its application for managing financial services compa	anies.					
UNIT: 2		9 Hours					
Competitive	e strategies – Five Forces that shape strategy in financial services industr	ry (Case Study)					
– Entry Str	rategies - Cost Leadership - Diversification - Consolidation, merger	s & takeovers,					
strategic all	iance - Financial Inclusion - Benchmarking - Innovation - Knowledge	management –					
Value Base	d Management – Technology as a strategic lever – Growth and Survival	Strategies.					
UNIT: 3		9 Hours					
UNII: 3		9 Hours					
Banking Companies – Core Competencies – Transformation Strategies: Retail Banking, Universal							
Banking, Technology: Computerisation and Core Banking Solution - Financial Strategies: IPOs							
and Foreig	and Foreign Capital, Risk Management - Operational Strategies: Outsourcing - Marketing						

Strategies: Segmentation, Marketing Mix for Banking Services, Product and Services Innovation,

Cost effective pricing, One Stop Shop, Cross selling of products, value added services, Marketing Information System – HR Strategies: VRS, Right Sizing, Talent Acquisition & Retention Strategies.

UNIT: 4	9 Hours

Insurance Companies – Core Competencies – Transformation Strategies – Financial Strategies: Strategic Alliance with foreign players, Reinsurance, Public Private Partnership, Risk Management – Operational Strategies: Online issue and servicing of policies – Marketing Strategies: Segmentation, Marketing Mix for Insurance services, Product and Services Innovation, Tariff on policies, Information System – HR Strategies.

UNIT: 5 9 Hours

Asset Management Companies, Merchant Banks & Investment Banks – Core Competencies – Transformation Strategies – Financial Strategies: Mezzanine Finance, NFOs, IPOs, Green Shoe Options, Risk Management – Operational strategies: Investor servicing, tie up with banks – Marketing Strategies: Marketing Mix for AMCs, Innovative Schemes, SIP, Entry and Exit Loads, Promoting of schemes – HR Strategies – Issue Management and Marketing of Issues.

	Total Lecture Hours	45 Hours
Text Boo	$\mathbf{pk}(\mathbf{s})$	
1	Thompson and Strickland, Strategic Management – Concepts and McGraw Hill.	d Cases, Tata
2	S.M. Jha, Services Marketing (S. Chand)	
3	Julian, Lowenthal, Survival strategies for Financial Services, John Wile	y, 2002.
Reference	ee Book(s)	
1	Speeches and Occasional Papers published by RBI, IRDA and SEBI.	
2	Leading Indian case studies of Banks, Insurance, Mutual Fund and Inve	estment Banks
3	Journal of Marketing, NIBM – various issues 5. Financial Dailies updates in strategies.	for the latest
4	Journal of Financial Services Research – various issues	

	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
1	www.marketstrategies.com

COUR	COURSE OUTCOMES						
On Con	On Completion of the course, the students will be able to						
CO1	Understand the strategic management concepts applicable to the financial services industry.						
CO2	Analyze the external and internal environment of financial service organizations.						
CO3	Develop strategic plans for financial service organizations.						
CO4	Evaluate the implementation and performance of financial service strategies.						
CO5	Understand the ethical and social responsibilities of financial service organizations.						

Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PS01	PS02	
COs								
CO1	3	2	2	3	2	3	2	
CO2	3	3	2	3	2	3	2	
CO3	3	3	2	3	2	3	2	
CO4	3	3	2	3	2	3	2	
CO5	3	3	3	3	2	3	3	
	3	2.8	2	3	2	3	2.2	

MBAS127	INTERNATIONAL FINANCIAL	L	T	P	C
	REPORTING STANDARDS FOR				
	SMALLAND MEDIUM BUSINESS				
	ENTITIES				
Core / Elective	Elective	3	0	0	3

- To introduce concepts of International Financial Reporting Standards to the students. To make students understand and appreciate the applications of IFRS for SMEs
- To provide acquaintance with all existing 35 sections of IFRS for SMEs to the students.
- To prepare students as consultants by equipping them with practical knowledge in IFRS for SMEs.
- To facilitate the students to become eligible to get professional certifications offered by various professional bodies in accounting.

#### **METHODOLOGY:**

- Class room teaching and learning
- Class room sessions can have theory, case studies, MCQ Tests, Quiz, seminars, mini projects, presentation, brainstorming exercises.
- 8 hours of practical assignment and its presentation
- Worked examples and industry insights shall be shared by the faculty members

UNIT: 1		9 Hours					
• Intro	Introduction to Conceptual Framework for Financial Reporting 2018 - Introduction to						
Internationa	l Financial Reporting Standards						
	• IFRS Foundation, International Accounting Standards Committee (IASC), IFRS Interpretations Committee (IFRSIC), Standing Interpretation Committee (SIC)						
	rnational Accounting Standards Board (IASB), Financial ounting Standards Board (FASB), Generally Accepted Accounting						
• IFR	S vs. IAS and IFRS vs GAAP						
• Obje	ectives, Importance and Benefits of IFRS						

- Objectives of Financial Statements and General Features In IFRS
- IFRS Adoption and Convergence
- The Institute of Chartered Accountants of India (ICAI) and Indian Accounting Standards (Ind-AS), First Time Adoption of Ind AS (Ind AS 101)
- IFRS vs. Ind-AS
- IFRS for SMEs: History, Scope, Benefits and Eligible Entities
- Difference between IFRS for SMEs and full IFRS

UNIT: 2 9 Hours

- Section 1: Small and medium sized entities
- Section 2: Concepts and pervasive principles
- Section 3: Financial statement presentation
- Section 4: statement of financial position
- Section 5: Statement of comprehensive income and income statement
- Section 6: Statement of changes in equity and statement of income and retained earnings
- Section 7: Statement of cash flows
- Section 8: Notes to the financial statements
- Section 9: Consolidated and separate financial statements
- Section 10: Accounting policies, estimates and errors

UNIT: 3 9 Hours

- Section 11: Basic financial instruments
- Section 12: Other financial instrument issues
- Section 13: Inventories
- Section 14: Investments in associate
- Section 15: Investments in joint ventures
- Section 16: Investment property
- Section 17: Property, plant and equipment
- Section 18: Intangible assets other than goodwill
- Section 19: Business combinations and goodwill

- Section 20: Leases
- Section 21: Provisions and contingencies Guidance on recognising and measuring provisions
- Section 22: Liabilities and equity Example of the issuer's accounting for convertible debt

# UNIT: 4 9 Hours

- Section 23: Revenue Examples of revenue recognition under the principles in section 23
- Section 24: Government grants
- Section 25: Borrowing costs
- Section 26: Share-based payment
- Section 27: Impairment of assets
- Section 28: Employee benefits
- Section 29: Income tax

<b>UNIT: 5</b>	9 Hours

- Section 30: Foreign currency translation
- Section 31: Hyperinflation
- Section 32: Events after the end of the reporting period
- Section 33: Related party disclosures
- Section 34: Specialised activities
- Section 35: Transition to the IFRS for SMEs
- Emerging dimensions in IFRS for SMEs
- An introduction to XBRL reporting and Taxonomy for SMEs
- An introduction to Integrated Reporting for SMEs

	Total Lecture Hours	45 Hours
Text Boo	$\mathbf{k}(\mathbf{s})$	
1	Mackenzie, B., Lombard, A., Coetsee, D., Njikizana, T., Chamboko, I E. (2012). Applying IFRS for SMEs. John Wiley & Sons.	R., & Selbst,
2	Christian, D., & Lüdenbach, N. (2012). IFRS Essentials. Wiley.	

Referen	ace Book(s)			
1	Charumathi, B., (1997). Accounting and Disclosure Norms for Multinational Companies. Indian Journal of Accounting, 28(1), 22-33.			
2	Charumathi, B., (1997). A Scan on Corporate Financial Reporting. Journal of Accounting and Finance, 11(1), 29-38.			
3	Charumathi, B. & Ramesh, L. (2012). Impact of IFRS on the Financial Reporting of Indian Information Technology Companies. Journal of Accounting and Finance, 26(2), 100112. Charumathi, B. & Ramesh, L. (2014). Disclosure Differences Between IFRS & Indian GAAP – Evidence from Infosys Financial Statements, Indian Journal of Research. Indian Journal of Research, 4(1), 3-18.			
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]			
1	IFRS Foundation. (2015). International Financial Reporting Standard for Small and Mediumsized Entities (IFRS for SMEs). Retrieved from https://www.ifrs.org/issuedstandards/ifrs-for-smes/			

COUI	COURSE OUTCOMES					
On Cor	impletion of the course, the students will be able to					
CO1	Understand the conceptual framework of International Financial Reporting Standards (IFRS) for SMEs.					
CO2	Apply IFRS for SMEs to prepare financial statements for small and medium-sized entities (SMEs).					
CO3	Analyze the impact of IFRS for SMEs on financial reporting practices of SMEs.					
CO4	Evaluate the differences between IFRS for SMEs and full IFRS.					
CO5	Demonstrate the ability to communicate financial information effectively using IFRS for SMEs.					

Mapping of COs with POs									
POs	PO1	PO2	PO3	PO4	PO5	PS01	PS02		
CO1	3	2	2	3	2	3	2		
CO2	3	3	2	3	2	3	2		
CO3	3	3	2	3	2	3	2		
CO4	3	3	2	3	2	3	2		
CO5	3	3	2	3	2	3	2		
	3	2.8	2	3	2	3	2		

MBAS128	BEHAVIORAL FINANCE	L	T	P	С
Core / Elective	Elective	3	0	0	3

To identify and understand systematic behavioral factors that influences the investment behavior.

UNIT: 1	9 Hours

Introduction to Behavioral finance: Nature, scope, objectives and application; The role of security prices in the economy – EMH – Failing EMH – EMH in supply and demand framework – Equilibrium expected return models – Investment decision under uncertainty –Introduction to neoclassical economics and expected utility theory – Return predictability in stock market - Limitations to arbitrage.

UNIT: 2 9 Hours

Decision and Behavioral Theories: Nash Equilibrium: Keynesian Beauty Context and The Prisoner's Dilemma - The Monthy Hall Paradox - The St. Petersburg Paradox - The Allais Paradox - The Ellsberg Paradox - Prospects theory - CAPM - behavioral portfolio theory - SP/A theory - brief history on rational thought - pasacl - Fermat to Friedman - savage-- Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty.

UNIT: 3 9 Hours

Decision Making Biases: Information screening bias - Heuristics and behavioral biases of investors - Bayesian decision making - cognitive biases - forecasting biases - emotion and neuroscience - group behaviour -investing styles and behavioral finance—Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception -Representativeness — Anchoring —Exponential discounting -Hyperbolic discounting.

UNIT: 4 9 Hours

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

UNIT: 5		9 Hours			
Managerial	Decisions: Supply of securities and firm investment characteristics	(market timing,			
catering) by	catering) by rational firms - Associated institutions - Relative horizons and incentives - Biased				
managers.					
	Total Lecture Hours	45 Hours			
	Total Lecture Hours	43 Hours			
Reference 1	Book(s)				
1	Behavioral Finance: Psychology, Decision-Making, and Markets",	by Ackert and			
	Deaves.				
2	Understanding Behavioral Finance by Ackert>The Psychology of Inve	sting by John R.			
	Nofsinger, Pearson Prentice Hall, (4th Edition)				
3	What Investors Really Want -Learn the lessons of behavioral Finance	e, Mëir Statman,			
	McGraw- Hill				
4	Daniel Kahneman, Paul Slovic, and Amos Tversky (eds.). (1982) Judgr	nent under			
	Uncertainty: Heuristics and biases, Oxford; New York: Oxford University Press.				
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]					
1	Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Beh	avioral Finance			
1	Oxford, UK: Oxford University Press.	avioral i mance.			
	Oniora, ori. Oniora om voibity riobb.				

COUI	COURSE OUTCOMES							
On Cor	On Completion of the course, the students will be able to							
CO1	Understand the behavioral biases that influence investor decision-making.							
CO2	Apply behavioral finance concepts to explain market anomalies and investor behavior.							
CO3	Evaluate the impact of behavioral finance on investment strategies and portfolio management.							
CO4	Analyze the role of behavioral finance in financial markets and asset pricing.							
CO5	Develop strategies to mitigate the impact of behavioral biases on investment decisions.							

		Ma	pping of (	COs with 1	POs		
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	3	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	3	2	3	2	3	2

MBAS129	FINANCIAL ANALYTICS	L	T	P	С
Core / Elective	Elective	3	0	0	3

To provide a strong foundation in financial analytics for handling financial data, build advanced models to understand the structures and patterns in financial data and forecast the future performance of a company or an asset.

#### **METHODOLOGY:**

On completion of the course the student should be able to

- 1. Demonstrate skills in financial statement analysis and decision making
- 2. Construct and optimize portfolios
- 3. Evaluate Risk on various financial assets
- 4. Use the advanced techniques in Python for modelling financial data.

UNIT: 1		9 Hours					
Introduction	to Financial Analysis- Profitability Analysis - Liquidity Analys	is- Solvency					
Analysis- E	Analysis - Efficiency Analysis - Common Size Analysis - DuPont Analysis - Financial Ratio						
Analysis - I	imitations of Financial Analysis- Introduction to Financial Analysis Too	ols: Excel and					
Python							
UNIT: 2		9 Hours					
Introduction	n to Time Series Analysis - Types of Data and Components of T	ime Series -					
Techniques	for Decomposition - Detecting and Handling Missing Values in Time	Series Data -					
Time Serie	s Forecasting using Various Models - ARIMA Models - Exponentia	al Smoothing					
Models - M	odeling Volatility using GARCH						
UNIT: 3		0 Hours					
UNII: 3		9 Hours					
Introduction	to Investment Risk Analysis - Measuring Investment Risk - Tra	ditional Risk					
Measures:	Beta, Alpha, and R-squared - Modern Risk Measures: Conditional V	Value at Risk					
(CVaR), Value at Risk (VaR), and Tail Risk Measures - Measuring Portfolio Risk and							
Diversificat	ion - Portfolio Optimization and Its Metrics - Robo Advisory P	latforms and					
Investment	Investment Risk Management - Case Studies						

UNIT: 4		9 Hours			
CIVII. 4		) Hours			
Understanding Credit Risk and Its Management - Internal and External Credit Risk Models -					
Credit Scoring Models for Retail and SME Segments - Risk-Based Pricing and Mitigation					
Techniques - Applications of Machine Learning Techniques in Credit Risk - Credit Risk Metrics					
and Regulat	ory Requirements - Credit Risk Data Analysis Using Python - Case Stud	lies			
UNIT: 5		9 Hours			
Analytics for	or Revenue Management, - Analytics for Cost Management - Analy	tics for Cash			
Managemer	nt - Analytics for Working Capital Management - Analytics for B	udgeting and			
Forecasting	, - Analytics for Financial Planning and Analysis - Analyzing Financial	Performance			
Reports					
	Total Lecture Hours	45 Hours			
Text Book(	(s)				
1	Ang, C. S. (2021). Analyzing Financial Data and Implementing Financial	ncial Models			
	Using R. Germany: Springer International Publishing.				
2	Sengupta, C. (2010). Financial Analysis and Modeling Using	Excel and			
	VBA. Switzerland: Wiley				
3	Kricheff, R. (2014). Data Analytics for Corporate Debt Markets: Us	sing Data for			
	Investing, Trading, Capital Markets, and Portfolio Manage	ement. United			
	Kingdom: Pearson Education				
4	Hilpisch, Y. (2018). Python for Finance: Mastering Data-Driven Finance:	nance. United			
	States: O'Reilly Media.				
5	Pignataro, P. (2022). Financial Modeling and Valuation: A Practic	cal Guide to			
	Investment Banking and Private Equity. United Kingdom: Wiley				
Reference 1	Book(s)				
1	Mark J. Bennett, Dirk L. Hugen, Financial analytics with R Cambridge	university			
	press.				
2	Haskell Financial Data Modeling and Predictive Analytics Paperback –	- Import, 25			
	Oct 2013 by Pavel Ryzhov.				

3	Edward E Williams (Author), John A Dobelman, Quantitative Financial Analytics:
	The Path to Investment Profits Paperback – Import, 11 Sep 2017.
4	Yuxing Yan (Author)Python for Finance - Paperback – Import, 30 Jun 2017.
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
1	https://archive.ics.uci.edu/ml/datasets/Taiwanese+Bankruptcy+Prediction

COUI	COURSE OUTCOMES						
On Cor	On Completion of the course, the students will be able to						
CO1	Apply financial analysis techniques to evaluate the financial performance of a company.						
CO2	Construct and interpret financial models to forecast financial performance.						
CO3	Analyze financial statements to assess a company's financial health and position.						
CO4	Evaluate investment opportunities using valuation techniques.						
CO5	Utilize financial data to support strategic decision-making.						

	Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
COs								
CO1	3	3	2	3	2	3	2	
CO2	3	3	2	3	2	3	2	
CO3	3	3	2	3	2	3	2	
CO4	3	3	2	3	2	3	2	
CO5	3	3	2	3	2	3	2	
	3	3	2	3	2	3	2	

MBAS130	NGO MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

- To enable students, gain theoretical knowledge and practical insight about the working of NGOs:
- To capacitate students to effectively manage a NGO.

#### **METHODOLOGY:**

- Teaching and Learning involves multiple and varied pedagogical tools with an emphasis on interactivity, which include the following:
- Classroom Lectures, Group Discussion on selective Articles taken from Newspapers, Magazines, Journals, Online Sources and Various Reports about NGOs.
- Seminar Presentations, Written Assignments, Role Plays and Field Visits.

UNIT: 1		9 Hours				
NGOs: Meaning and definition, Characteristic features, functions, Kinds, functioning;						
Problems en	ncountered by NGOs; Identification of problems encountered by NGOs-					
Strengtheni	ng Boundary Efforts; Role of Management in solving problems; Environ	mental				
conditions u	under which NGOs operate.					
UNIT: 2		9 Hours				
Understand	ing the Context of NGO Operations; Aid to Development; Poverty and D	Development;				
Poverty and	Exploitation; Poverty and Vulnerability; Poverty and Powerlessness; De	ependency to				
Sustainabili	ty;					
Developme	nt Indicators; Governance and Management of NGOs; Need for Good Go	overnance for				
NGOs; Ethi	cal Challenges for NGOs; Leadership of NGOs; Need for Leadership wi	th Values.				
UNIT: 3		9 Hours				
Understand	ing Organization structure; Organization Development; Strategy and Plan	nning;				
Strategy in the Management World; Elements of a Strategic Plan; Core Values and Strategic						
Goals; SWOT Analysis: Meaning of Strengths and Weaknesses; Criteria for Determining						
Strengths and Weaknesses; Measuring Strengths and Weaknesses; Alternative formats to						
Analyze Str	engths and Weaknesses; Identifying the Strengths and Weaknesses; Mat	ching				

Strengths and Weaknesses; The Concept of Synergy

UNIT: 4		9 Hours
Planning, O	organizing, Delegating, controlling and Coordinating NGOs; Core Composition	etency and
Capacity Bu	uilding; Human communication; Models of communication; Principles o	f
communica	tion; channels of communication; Process of communication; Barriers of	feffective
communica	tion; characteristics of effective communication; importance and Scope of	of
Communica	ation; Importance of feedback in communication; Principles for effective	feedback;
Interpersona	al Communication and Group Communication.	
UNIT: 5		9 Hours
Definitions	and History of Computers; Using Information Technology devices like I	Radio,
Mobiles, co	mputers and Internet in managing NGOs; General Guidelines in Preparis	ng Reports;
Procedure o	of Reporting; Stages in Reporting; Long and short Reports.	
	Total Lecture Hours	45 Hours
Text Book(	$(\mathbf{s})$	
1	Non-Governmental Organizations, Management and Development by I	
	Published by Routledge; 3rd edition (18 February 2014); ISBN-10: 0	
2	Formation and Management of NGO's (Non-Governmental Organisation	, •
	Abraham Anita; Published by Universal Law Publishing - An imprint of	of
	LexisNexis; Fourth edition (1 January 2015); ISBN-10- 9350355426	
Reference 1	Book(s)	
1	Non-governmental Organizations: Management and Development by D	David Lewis.
	Routledge; 3rd Edition, 2015.	
2	Directory of Funding and Other Helpful Agencies for NGOs by Nabhi;	ISBN:
	8172747602, Third Edition, 2012.	
3	Directory of Top NGOs in India by Nabhi; ISBN: 8172746350, First E	dition, Nabhi
	Publication, 2008	
4	HB For NGOs An Encyclopedia for Non-Govt. Organisation & Volunt	by Nabhi;
	ISBN: 8172747657, Nabhi Publication, 2020.	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc	e.]
1	https://atom.archives.unesco.org > publications-of-ngos	

COURSE OUTCOMES					
On Completion of the course, the students will be able to					
CO1	Understand the concept, principles, and evolution of NGOs.				
CO2	Analyze the role of NGOs in social development and change.				
CO3	Develop strategies for effective NGO management and leadership.				
CO4	Evaluate the financial sustainability and resource mobilization of NGOs.				
CO5	Understand the challenges and opportunities facing NGOs in the contemporary world.				

Mapping of COs with POs									
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2		
COs									
CO1	3	2	3	3	2	3	3		
CO2	3	3	3	4	2	3	3		
CO3	3	3	3	3	2	3	3		
CO4	3	3	2	3	2	3	3		
CO5	3	3	3	4	2	3	3		
	3	2.8	2.4	3.2	2	3	3		

MBAS131	CORPORATE REPORTING AND		T	P	C
	DISCLOSURE				
Core / Elective	Elective	3	0	0	3

- To introduce the concept of Corporate Reporting.
- To make them understand the Indian and International Regulatory Environment of Corporate Reporting
- To make them learn the various Theories of Disclosure.
- To update them with the recent trends in corporate financial reporting
- To update them with the emerging dimensions of corporate reporting.

#### **METHODOLOGY:**

- Teaching through lectures, case studies and discussions.
- Assignments based on annual reports and data from CMIE Prowess databases.
- Brain Storming Session on Sustainability Reporting Practices.
- Quiz Programme on each UNIT to ensure conceptual clarity

UNIT: 1	9 Hours				
Financial Reporting: Introduction, Evolution, Concept and Objectives - Th	e Origins of				
Stewardship - Corporate Governance - Modes of Financial Reporting	- Qualitative				
Characteristics of Accounting Information - Users of Financial and Accounting Information -					
The Role of Accounting Information – Dimensions of Accounting Quality – Published Financial					
Statements - Corporate Reporting Practices in India.					
UNIT: 2	9 Hours				

International Accounting Standard Committee (IASC) - Emergence of the International Accounting Standards Board (IASB) - International Financial Reporting Standards Foundation (IFRS Foundation) - Financial Accounting Standard Board (FASB) - Institute of Chartered Accountants of India (ICAI) - National Differences in Financial Reporting - Accounting Standards - History and Evolution: International Accounting Standards (IAS), International Financial Reporting Standards (IFRS) and Ind AS - Convergence of Indian Accounting Standards with IFRS.

# UNIT: 3 9 Hours

Theories of Disclosure – Agency Theory – Stakeholders Theory – Signalling Theory – Capital Need Theory - Legitimacy Theory – Institutional Theory - Board Capital Theory – Critical Mass Theory - Motives Behind Disclosure – Basic Problems of Disclosure – Disclosure Requirements Under Companies Act, 2013 - Role of MCA and SEBI - Disclosure by Listed Companies - Disclosure requirements by RBI, IRDA and PFDRA – Narrative Disclosure — Mandatory v/s Voluntary Reporting.

UNIT: 4 9 Hours

Segment Financial Statements – Multiple Financial Statements – Interim Financial Statements – Forecast Financial Statements – Simplified Financial Statements – Cash flow Financial Statements – Employee Financial Statements – Human Resource Financial Statements – Social Responsibility Statements – Value Added Financial Statements – Concept of Tripple Bottom Line Reporting – Environment , Social and Governance (ESG) Reporting – Sustainability Reporting - Monitoring and Measuring Sustainability Performance - Sustainability Related Guidelines, Management Standards and Indices: NVG for ESG, Global Reporting Initiative (GRI), Sustainability Accounting and Standard Board (SASB), Business Responsibility Reporting (BRR) – Verification and Assurance of Sustainability Reports.

UNIT: 5 9 Hours

Integrated Reporting - IIRC Framework- Strategy and Business Model in Integrated Reporting-Elements of Integrated Reporting - Financial Capital - Manufactured Capital - Human Capital - Intellectual Capital - Social and Relationship Capital - Natural Capital- Materiality and Connectivity of Capitals - Current Integrated Reporting Practices: Global and Indian - Reporting through XBRL (eXtensible Business Reporting Language) – XBRL International – Features and Advantages of XBRL - An Introduction to XML - Differences Between XML and XBRL - Working Principle of XBRL taxonomies - Adoption of XBRL In India- XBRL for Integrated Reporting - Block Chain for Financial Accounting & Auditing - Block Chain for Corporate Reporting - Advantages of Block Chain in Corporate Reporting - Web Based Corporate Reporting- Real-Time Reporting- Financial Reporting and Business Intelligence - Financial Reporting Analytics.

**Total Lecture Hours** 45 Hours

Text Bo	ook(s)
1	Financial Accounting & Reporting (19th Edition) by Barry Elliott & Jamie Elliott
	(Pearson Education), 2019.
2	Corporate Financial Reporting: Theory and Practice (First Edition) by Andrew
	Higson (SAGE Publications), 2003.
Referen	nce Book(s)
1	Financial Reporting, Financial Statement Analysis, and Valuation - A strategic
	Perspective (8th Edition) by James M. Wahlen, Stephen P. Baginski, Mark
	Bradshaw
2	Interpretation and Application of IFRS Standards (Wiley)
3	International Financial Reporting Standards: A Practical Guide by Hennie Van
	Greuning, Darrel Scott & Simonet Terblanche.
4	Reports published by regulatory bodies like IFRS foundation, GRI, IIRC, SASB etc.
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
1	https://integratedreporting.org/the-iirc-2/www.defaultrisk.com

COUR	RSE OUTCOMES			
On Com	On Completion of the course, the students will be able to			
CO1	Understand the concept of corporate reporting and its role in stakeholder communication.			
CO2	Analyze the regulatory framework governing corporate reporting in India and internationally.			
CO3	Evaluate the different theories of disclosure and their implications for corporate reporting.			
CO4	Prepare financial statements and disclosures in accordance with relevant reporting standards.			
CO5	Assess the emerging trends and challenges in corporate reporting.			

	Mapping of COs with POs						
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	2	3	2	3	2
CO2	3	3	2	4	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	4	2	3	2
	3	2.8	2	3.2	2	3	2

# HUMAN RESOURCE MANAGEMENT

MBAS201	ADVANCED ORGANIZATION	L	T	P	C
	BEHAVIOUR				
Core / Elective	Elective	3	0	0	3

To provide a basic foundation on concepts, and principles of Individual, Groups

## **METHODOLOGY:**

Class sessions comprise a mixture of lectures, interactive discussions, role play, case presentations, gamification of concepts and problem solving.

UNIT: 1	9 Hours			
Individual Behaviour: Meaning, Definition, Individual differences, principles, Factors affecting				
individual attributions. Concept of individual well-being: Burn Out and Life satisfaction.				
Meaning of work group, Formation and composition of group, Necessity of work group	ups, Group			
Link in Organizational Practices. Framework of Work Group factors: Group T	Task, Group			
Process, Group Cohesion, Group Structure. Organisational Learning: Meaning,	Definition,			
Theories of OL, learning processes, Enablers of OL, Linking OL and Knowledge Mar	nagement.			
UNIT: 2	9 Hours			
Organizational citizenship behavior (OCB)- Introduction, Definition, Origin, Dir	mensions of			
OCB, Individual level and Orgnaisational level OCB, Pro-social organizational	al behavior,			
Employee Extra-Role Behaviors, Counterproductive work behavior (CWB), Cultural	Variations			
UNIT: 3	9 Hours			
	9 110u18			
Psychological Capital-Definition, Meaning, Dimensions of Psychological capital-	Hope, Self-			
efficacy, Optimism, Resiliency. Scope and Application of Psychological capital in organization.				
Relationship between Positive Psychological Capital, stress, OCB and different organizational				
outcomes- performance, satisfaction, supportive climate and organizational change- and its				
measurement.				

Г————————————————————————————————————		Г		
UNIT: 4		9 Hours		
Emotional intelligence- Definition, Meaning, dimensions of emotional intelligence, Personality				
traits- perception, intelligence and attitude; - MSEIT-Goalman's model-Bar- on Reuven model,				
Application	Application of emotional intelligence in organization; Emotional intelligence- positive and			
negative wo	ork outcomes.			
UNIT: 5		9 Hours		
Spirituality	in workplace: Meaning, definitions and history, need for spiritua	ıl workplace,		
fundamenta	als of spiritual workplace, HRM and workplace spirituality; Inc	dividual and		
Organisatio	on contribution towards a spiritual workplace. Conceptualizing Workplace	e Spirituality		
— reconcil	ing professional and personal values, spiritual wellness in workplace.			
	Total Lecture Hours	45 Hours		
Text Book	(s)			
1	Organizational Behavior: Human Behavior at Work, John W. New	strom, Keith		
	Davis, McGraw-Hill, 14th edition, 2014.			
2	Organizational Learning: Creating, Retaining and Transferring Knowl	edge, Argote,		
	Linda, Springer US, 2013.			
3	Handbook of Organizational Citizenship Behavior: A Review of			
	Activity in Organizations. Editors: Turnipseed, David L. (Purdue University)	ersity)		
4	Happiness at Work, Maximizing your Psychological Capital for Su	ccess Jessica		
	Pryce Jones. Wiley-Blackwell, 2010			
5	The Workplace and Spirituality: New Perspectives on Research and P	ractice edited		
	by Joan Marques, Satinder Dhiman, Dr. Richard King, skylight path, 20	)09		
Reference	Book(s)			
1	Organizational Citizenship Behavior: Its Nature, Antecedents, and C	onsequences;		
	Dennis W. Organ, Philip M. Podsakoff, Scott B. Mackenzie, 2006.			
2	Psychological Capital: Developing the Human Competitive Edge; F	Fred Luthans,		
	Carolyn M. Youssef, Bruce J. Avolio, 2006, Oxford University Press			
3	Positive Psychological Capital:Measurement And Relationship With	Performance		
	And Satisfaction Fred Luthans And Bruce J. Avolio Gallup Leaders	ship Institute,		
	Department Of Management University Of Nebraska-Lincoln Jan	nes B. Avey		
	Department Of Management Central Washington University Steven	M. Norman		

	Department Of Management Mesa State College
4	An Integrative View of and a Common Conceptual Space for Employee Extra- Role
	Behaviors -Kenneth K. Eastman (Oklahoma State University) and Badrinarayan
	Shankar Pawar (Indian Institute of Management in Ahmedabad, India)
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
1	https://study.com/academy/lesson/workplace-spirituality-and-organizational-
	culture.html http://www.selfgrowth.com/emotional intelligence.html

COU	RSE OUTCOMES			
On Co	On Completion of the course, the students will be able to			
CO1	Define organizational learning (OL) and discuss its importance, theories, learning processes, and enablers.			
CO2	Analyze cultural variations in OCB and CWB.			
CO3	Examine the relationship between Positive Psychological Capital, stress, OCB, and various organizational outcomes such as performance, satisfaction, supportive climate, and organizational change.			
CO4	Explore models of Emotional Intelligence such as the MSEIT, Goleman's model, and Bar-On's model.			
CO5	Explore individual and organizational contributions towards creating a spiritual workplace.			

	Mapping of COs with POs						
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	2	3	3	3	2	2	3
CO2	3	1	2	3	3	3	2
CO3	3	0	2	2	0	3	2
CO4	3	3	0	0	2	3	1
CO5	2	3	2	2	1	3	2
	2.6	2	1.8	2	1.6	2.8	2

MBAS202	COMPENSATION	L	T	P	C
	MANAGEMENT				
Core / Elective	Elective	3	0	0	3

- To understand the various dimensions of Compensation Management
- To know how the compensation options are determined
- To gain awareness of the role of various bodies involved in Compensation Management

### **METHODOLOGY:**

Theories and core concepts will be learnt through lectures, case discussions and industry-based field work.

UNIT: 1		9 Hours
Job Evaluat	tion – Definition – Traditional and new Techniques – Performance App	praisal – Basic
concepts –	Performance standard – Apprrisal methods.	
UNIT: 2		9 Hours
Compensat	ion – Definition – Classification – Types – incentives – fringe benefits.	
UNIT: 3		9 Hours
Theories of	wages – wage structure – wage fixation – wage payment – salary admi	nistration
UNIT: 4		9 Hours
Rewards for	or sales personnel – pay – commission – pay and commission – perfo	rmance-based
pay system	<ul> <li>incentives – Executives compensation plan and packages.</li> </ul>	
UNIT: 5		9 Hours
Wage Boar	ds – Pay Commissions – Compensation Management in Multi-National	organizations
	Total Lecture Hours	45 Hours
Text Book	$(\mathbf{s})$	
1	Richard.I. Henderson: COMPENSATION MANAGEMENT IN A K	NOWLEDGE
	BASED WORLD – Prentice-Hall. 10th Edition, 2006	
2	Richard Thrope & Gill Homen: STRATEGIC REWARD SYSTEM	MS- Prentice-

	Hall, 2000.			
Reference	ee Book(s)			
1	Thomas.P. Plannery, David. A. Hofrichter & Paul.E. Platten: PEOPLE PERFORMANCE & PAY – Free Press. Jan 2002			
2	Michael Armstrong & Helen Murlis: HAND BOOKS REWARD  MANAGEMENT – Crust Publishing House. 5th Edition, 2009			
3	Joseph.J. Martocchio: STRATEGIC COMPENSATION A HUMAN RESOURCE MANAGEMENT APPROACH – Prentice-Hall., 8th Edition 2015			
4	Edwarde.E. Lawler III: REWARDING EXCELLENCE (Pay Strategies for the New Economy) – Jossey-Bass, 2000			
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]			
1	http://www.hrexecutive.com/			

COUR	COURSE OUTCOMES						
On Con	On Completion of the course, the students will be able to						
CO1	To know how the compensation options are determined						
CO2	To analyze about the different structures of wages						
CO3	To evaluate the reward system and executives' compensation plan and packages						
CO4	To identify the wage board and pay commission s of MNC's						
CO5	To understand the various dimensions of Compensation Management						

	Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2		
CO1	3	3	2	1	1	2	3		
CO2	1	1	1	2	1	0	1		
CO3	3	2	1	2	1	1	3		
CO4	3	1	1	2	2	2	3		
CO5	3	0	2	2	2	1	3		
	2.6	1.4	1.4	1.8	1.4	1.2	2.6		

MBAS203	CROSS CULTURE	L	T	P	C
	MANAGEMENT				
Core / Elective	Elective	3	0	0	3

- To provide conceptual framework of global business environment
- To understand the cross culture and its effects on organizations
- To highlight the culture-communication link
- To understand negotiation styles and manage negotiation
- To learn about developing international and global strategies
- To understand the nuances of staffing for global operations and building global management teams

#### **METHODOLOGY:**

Lectures, Case studies, Application exercises, Group or Class learning activities, Experiential Exercises

UNIT: 1		9 Hours
Introduction	a: Concept of Culture for a Business Context; Brief wrap up of organizat	ional culture
& its dime	nsions; Definition of CCM [cross culture management]; Role and Sig	nificance of
CCM to m	anagerial personnel and to the organizations in the global competi-	tive market
economy; T	heoretical Foundations of CCM; Horizons in Cross Culture Manageme	ent; Cultural
Background	l of business stake-holders [managers, employees, shareholders, supplier	s, customers
and others]	– An Analytical frame work.	
UNIT: 2		9 Hours

Culture and Global Management: Global Business Scenario and Role of Culture – A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/of an Indian MNC and Foreign MNC [ with 3 illustrations on each drawing from different geo economic and social contexts] & High-Performance Winning Teams and Cultures; Culture Implications for Team Building.

UNIT: 3	9 Hours

Cross Culture – Negotiation & Decision Making; Process of Negotiation and Needed Skills & Knowledge Base – Overview with two illustrations from multi-cultural contexts [India–Europe/ India – US settings, for instance]; International and Global Business Operations –Strategy

Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context. UNIT: 4 9 Hours Global Human Resources Management - Staffing and Training for Global Operations; Developing a Global Management Cadre; Motivating and Leading; Developing the values and behaviours necessary to build high-performance organization personnel [individuals and teams included] UNIT: 5 9 Hours Corporate Culture: The Nature of Organizational Cultures; Quality and Cross-Culture; Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Adjusting in a New Culture – Stages of Cultural Adjustment and Stages of Culture Shock; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement. **Total Lecture Hours** 45 Hours Text Book(s) 1 Deresky Helen, "International Management: Managing A cross Borders and Cultures", Pearson Prentice Hall; 9th editions, 2016. 2 Harris, P., R. Moran, and S. Moran. (2004). Managing Cultural Differences. Burlington, MA: Elsevier. 3 David C. Thomas and Mark F. Peterson, "Cross-Cultural Management: Essential Concepts" SAGE Publications, Inc; Third edition, 2014. 4 Abel Adekola, Bruno S. Sergi, "Global Business Management: A Cross-Cultural Perspective", Routledge, 2016. 5 Madhavan "Cross Cultural Management: Concepts and Cases", Oxford University Press; Second edition, 2016. Reference Book(s) Geert Hof stede, 'Cultures consequences" (2nd ed) thousand oaks, CA; sage 1 publications 2001 2 Roger Price, "Understanding Marie-Joelle Browaeys Cross-Cultural & Management" Pearson; 3 editions, 2016.

3	Wildman, Jessica L., Griffith, Richard L., Armon, Brigitte K. "Critical Issues in								
	Cross Cultural Management", Springer International Publishing, 2016								
4	J. Scarborough, The Origins of Cultural Differences and Their Impact on								
	Management. Westport, CT: Quorum, 2000								
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]								
	Tiented Simile Solitons [1728 8 5, 5 William, William, Websites etc.]								
1	www.prenhall.com/deresky								

COUR	COURSE OUTCOMES						
On Con	On Completion of the course, the students will be able to						
CO1	Define Cross-Culture Management (CCM) and its significance to managerial personnel						
	and organizations in the global competitive market.						
CO2	Evaluate the cultural implications for team building and high-performance winning						
	cultures.						
CO3	Examine the process of negotiation and the skills and knowledge required, with a focus						
	on multicultural contexts (e.g., India-Europe, India-US settings).						
CO4	Foster the development of values and behaviors necessary for building high-performance						
	organizational personnel.						
CO5	Implement successful culture change phases and measure ongoing improvement in						
	organizational culture.						

	Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2		
COs									
CO1	3	3	3	3	3	3	3		
CO2	3	3	3	2	2	3	3		
CO3	3	2	2	3	1	3	3		
CO4	3	3	3	3	2	2	3		
CO5	3	3	3	3	2	3	3		
	3	2.8	2.8	3	2	2.75	3		

MBAS204	GLOBAL HR PRACTICES	L	T	P	C
Core / Elective	Elective	3	0	0	3

- To understand the concept of globalization in HR perspective
- Outline some key aspects and contemporary issues in IHRM
- To know about the developments and challenges in globalizing HR functions and practices.

#### **METHODOLOGY:**

Each lecture addresses a particular theme central to the study of 166. Each class would involve a small group discussion and activity format. Each workshop will discuss the application of theory to case studies and description of intelligence drawn by the students through assignments / mini-project experience. There will be rather high degree of interaction and participation in this course. If feasible, there will also be a few guest-lectures from seasoned professionals from the industry and academic researchers to dwell on the topics connected to IHRM and recent-past trends

UNIT: 1		9 Hours					
T . 1 .:							
Introduction	- Growth of International Business and Globalization; Operational Ob	ectives and					
Means of C	Globalization - An HR Perspective; Use of Balanced Score Card to b	oring out the					
linkages an	nong people, strategy and performance; Choosing an International	Competitive					
Strategy; Fo	orms or Operations.						
UNIT: 2		9 Hours					
HR Challen	ges & OpportUNIT ies: National Difference Facing Operations – Dome	stic & MNC					
Perspectives	s; Linkages among Countries; Governance of Operations; Individual ar	nd Company					
Concerns; N	Multi cultural orientation to employees; Research and documentation o	rientation in					
global orga	nizations; Data Management; Ethical and Socially Responsible Behavior	our; Careers					
in Internation	onal Business.						
UNIT: 3		9 Hours					
HR Policy Frame & Operations in a Global Setting: Distinctive Features of HR Functions							
[Planning, Organizing, Directing & Control] and Operations [Manpower Plan to Separation] in a							
Global Set-up and the related HR Practices such as Staffing, Skill & Knowledge Development,							
Incentive	& Compensation Package; Motivational Systems, Reporting Re	elationships;					

Performance Appraisal Systems; Employee Empowerment; Value Systems; Shared Corporate Culture and Grievance Handling – Reactive & Proactive Mechanisms. UNIT: 4 9 Hours Change Management Model: Appreciating Change: Industry Analysis; Business Models; Mobilizing Support; Executing Change; Building Change Capability; Leadership and Change; Diversity as enhancer of learning and effectiveness within groups and organizations; HR to develop global organizational learning systems. UNIT: 5 9 Hours Quality Performance in Knowledge Based Organizations: Technology - Behavioural & Technical – for HRM; Universal Quality Standards & HRM – Illustrations from PCMM & EFQM; Eastern Management Thought for Global Management with Illustrations from Sri Aurobindo's Writings & Practices thereof in the areas such as Commitment, Quality, and Stress-Free orientation. **Total Lecture Hours** 45 Hours Text Book(s) 1 International Human Resource Management-Peter Dowling and Denice Welch. 7th edition, 2017 2 Global HR-Doona Deeprose, 2002 Reference Book(s) 1 Sanjeev Kumar Singh, Global HR Practices and Challenges, ICFAI University Press. 2017 2 Avadhani, Global Business- 2001 3 Dowling, P., Festing, M. & Engle, A. 2008. International Human Resource Management: Managing People in a Multinational Context (5th Ed.). Melbourne, Australia: Thomson. ISBN-10: 0324580347 ISBN-13: 9780324580341 4 Harzing Anne Will & Ruysseveldt Joris Van, International Human Resource Management, 2ed, 2004, Sage Publications Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

1

http://www.hrmguide.net/

COUR	COURSE OUTCOMES						
On Con	On Completion of the course, the students will be able to						
CO1	Understand the evolution and growth of international business and globalization.						
CO2	Analyze challenges and opportunities related to multiculturalism in international HR.						
CO3	Evaluate HR practices including staffing, skill development, incentive systems, and compensation packages in an international context.						
CO4	Understand change management models and their application in international business.						
CO5	Analyze universal quality standards and their integration with HRM practices.						

	Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2		
COs									
CO1	3	0	2	1	0	2	3		
CO2	3	3	2	0	3	3	3		
CO3	3	3	3	2	3	3	2		
CO4	3	0	2	3	0	3	3		
CO5	3	2	2	3	2	2	3		
	3	1.6	2.2	1.8	1.6	2.6	2.8		

MBAS205	HR ANALYTICS	L	T	P	C
Core / Elective	Elective	3	0	0	3

- To understand and improve the value of the Human resource
- To familiarize the use and application of workforce analytics, to maximize return on human capital.

### **METHODOLOGY:**

- Lectures, Group Discussion, Case Studies
- Seminar Presentations, Laboratory assignments, Field works

UNIT: 1		9 Hours
Human Caj	pital Maturity Framework- leadership practices; engagement practices	s; access to
knowledge	practices. People research & analytics practices; HR intellige	ence cycle;
Organizatio	nal Intelligence Model (OIM); HR intelligence implementation, HR	Scorecard;
Workforce	Scorecard; constructing HR scorecard.	
UNIT: 2		9 Hours
Doomyiting t	agle and mustices an example of the quality of him massyming the	ha quality of
	ools and practices an overview, measure the quality of hire, measuring the	•
applicants.	Measuring the costs of hiring. Recruitment Analytics and On Boardin	ng Analytics
Staffing An	alytics Performance & Skill Gap Analytics Attrition metrics - technic	ques used to
calculate att	rition, manpower planning metrics – push and pull model.	
UNIT: 3		9 Hours
Recruiting t	ools and practices an overview, measure the quality of hire, measuring the	ne quality of
applicants.	Measuring the costs of hiring. Recruitment Analytics and On Boardin	ng Analytics
Staffing An	alytics Performance & Skill Gap Analytics Attrition metrics – technic	ques used to
calculate att	rition, manpower planning metrics – push and pull model	
UNIT: 4		9 Hours
T D		
Training R	OI, Training evaluation models, tracking the value of career n	nanagement,
measuremen	nt, performance metrics, EFQM, and Baldridge criteria, The Intuitive,	non-analytic
framework	for Performance Management; The Targeted Analytics to improve Talen	t Decisions

UNIT: 5		9 Hours					
Calculating	y various wage/salary related measures. Variable pay systems, types	of executive					
compensati	on, quantitative application in compensation - percentiles, cost benefit	analysis, and					
comp ratio	s. Mistakes in compensation designing. Employee benefits, Calculation	of incentives,					
measuring	the impact of weak incentives. Monitoring planned and unexpected absorber	ence, the cost					
impact of u	inplanned absences and staffing.						
	Total Lecture Hours	45 Hours					
Text Book	(s)						
1	Fitz-enz, J. (2001). How to Measure Human Resource Management, N 3 editions	AcGraw-Hill;					
2		mia Valva of					
2	Fitz-enz, J. (2009). The ROI of Human Capital: Measuring the Econo	inic value of					
3	Employee Performance, AMACOM; Second Edition	C II					
3	Fitz-enz. J & John R. Mattox, II (2014), Predictive Analytics	ior Human					
D.C.	Resources, John Wiley & Sons, Inc., Hoboken, New Jersey						
Reference	B00K(S)						
1	Lawler, E. E. & Mohrman, S. A. (2003). Creating a Strategic Huma	an Resources					
	Organization: An Assessment of Trends and New Directions. Stanford: Stanford						
	University Press (a).						
2	Fitz-enz, J. (2010). The New HR Analytics: Predicting the Econor	nic Value of					
	Your Company's Human Capital Investments, AMACOM						
3	Boudreau, J.W. (2010). Retooling HR: Using Proven Business To	ols to Make					
	Better Decisions about Talent, Harvard Business Press						
4	Martin R. Edwards & Kirsten Edwards, (2016). Predictive HI	R Analytics:					
	Mastering the HR Metric, First Edition, Kogan Page. ISBN-10:	0749473916,					
	ISBN-13: 978-0749473914						
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites et	c.]					
1	http://sloanreview.mit.edu/feature/report-analytics-the-new-path-to-val	ue-					
	executive- summary						

COUF	COURSE OUTCOMES						
On Con	npletion of the course, the students will be able to						
CO1	Describe the HR analytics and find the leading practises for improved organization						
	performance with listing of approaches to HR analytics and recall the role of HR in						
	building Organizational capabilities						
CO2	Discuss about Human Capital Maturity framework and classify the different practices of						
	HR intelligence with generalizing the different models and scorecard of HR Workforce						
CO3	Measuring the quality of hire, quality of applicants and cost of hiring with over viewing						
	the recruiting tools and practices. Determine the attrition metrics and manpower metrics						
	techniques and push and pull model						
CO4	Enumerate the training ROI, value of career management and performance metrics and						
	describe the EFQM and Baldridge criteria and framework for performance management						
CO5	Identify the different types of executive compensation and quantitative application in						
	compensation with calculating wage/salary related measures. List out the employee						
	benefits and calculation of incentives to employees calculating wage/salary related						
	measures.						

Mapping of COs with POs									
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2		
CO1	2	1	1	0	0	1	0		
CO2	1	0	1	0	0	1	0		
CO3	0	0	0	0	0	1	0		
CO4	1	0	0	0	0	1	0		
CO5	1	0	1	0	0	1	0		
	2	1	1	0	0	1	0		

MBAS206	HRIS (HR INFORMATION	L	T	P	C
	SYSTEM)				
Core / Elective	Elective	3	0	0	3

- To introduce the concepts of Human Resources Information System
- To enable the students to appreciate the application of HRIS in Organizations.
- To enable them to understand the availability of the existing Software for HRIS and evaluate them.
- To survey the use of HRIS in organizational contexts and submit reports for evaluation.

### **METHODOLOGY:**

Power point presentation, Participative type classes, case study, Assignments, Test, Company visit and field study, Seminar.

UNIT: 1		9 Hours						
Introductio	Introduction: Data & Information needs for HR Manager; Sources of Data; Role of ITES in							
HRM; IT	HRM; IT for HR Managers; Concept, Structure, & Mechanics of HRIS; Programming							
Dimensions	& HR Manager with no technology background; Survey of software p	backages for						
Human Res	ource Information System including ERP Software such as SAP, Oracle	es Financials						
and Ramco	's Marshal [only data input, output & screens].							
UNIT: 2		9 Hours						
Data Mana		C4 0						
Data Mana	gement for HRIS: Data Formats, Entry Procedure & Process; Data	Storage &						
Retrieval; T	Transaction Processing, Office Automation and Information Processing	g & Control						
Functions;	Design of HRIS: Relevance of Decision-Making Concepts for Information	tion System						
Design; HR	M Needs Analysis - Concept & Mechanics; Standard Software and	Customized						
Software; H	RIS – An Investment							
UNIT: 3		9 Hours						
HR Manag	ement Process & HRIS: Modules on MPP, Recruitment, Selection,	Placement;						
Module on	PA System; T & D Module; Module on Pay & related dimensions;	Planning &						

Control; Inf	formation System's support for Planning & Control;	
UNIT: 4		9 Hours
HR Manage	 ement Process II & HRIS: Organization Structure & Related Manageme	ent Processes
	uthority & Responsibility Flows, and Communication Process; Organiza	
C	<ul> <li>Data Capturing for Monitoring &amp; Review; Behavioral Patterns of</li> </ul>	
	nd their place in information processing for decision making;	
UNIT: 5		9 Hours
	ize & Style of Organizations & HRIS: Security and Data and operation	
Modules; C	Common problems during IT adoption efforts and Processes to overcome	e Orientation
& Training	Modules for HR & other functionaries; Place & Substance of HRIS	& SMEs –
Detailed An	nalytical Framework; OpportUNIT ies for combination of HRM & ITE	S Personnel;
HRIS & E	mployee Legislation; An Integrated View of HRIS; Why & How of	Winners and
Losers of H	RIS orientation.	
	Total Lecture Hours	45 Hours
Text Book	$(\mathbf{s})$	
1	Human Resource Information Systems, Basics, Applications,	and Future
	Directions Third Edition, Sage Publications. Michael J. Kavanagh, Star	te University
	of New York (SUNY) at Albany, USA Richard D. Johnson	n, Griffith
	University 4th Edition, 2018	
2	Human Resource Information System Kelvin Molly, Publisher: Grin V	erlag Gmbh,
	Santa Cruz, USA. ISBN-10: 3656624968, 2014	
3	Back to the Future of Human Resource Information Systems? Yor	rick Bakker,
	LAP Lambert Academic Publishing, 2012.	
Reference	Book(s)	
1	"The agenda: What Every Business Must Do to Dominated the Do	ecade", "Dr.
	Michael Hammer, Hammer and Company, One Cambridge Center,	Cambridge,
	MA, 02142.	
2	A Handbook of Human Resource Management Practice, "Michael	Armstrong",
	Kogan Page, 14th Edition, 2017	
3	Managing and Measuring Employee Performance – Understand	ing Practice
	Elizabeth HOULDSWORTH, Dilum JIRASING? HE", Kogan Page, 20	006

4	Accountability in Human Resource Management, "Jack J. Philips", Gulf
	Professional Publishing.
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
1	http://en.wikipedia.org/wiki/Human Resource Management Systems

COU	RSE OUTCOMES							
On Cor	On Completion of the course, the students will be able to							
CO1	Describe the concept, structure, and mechanics of HR Information Systems (HRIS).							
CO2	Explain data storage and retrieval methods in HRIS.							
CO3	Identify and describe modules in HRIS related to Manpower Planning & Budgeting (MPP), Recruitment, Selection, and Placement.							
CO4	Analyze organizational structures and related management processes, including authority flows and communication processes.							
CO5	Evaluate the role and application of HRIS in Small and Medium-sized Enterprises (SMEs) through an analytical framework.							

	Mapping of COs with POs									
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2			
COs										
CO1	3	3	3	3	2	2	3			
CO2	3	3	2	2	3	3	2			
CO3	3	3	2	3	0	3	2			
CO4	3	3	0	0	2	3	2			
CO5	3	3	2	3	2	3	2			
	3	3	1.8	2.2	1.8	2.8	2.2			

MBAS207	HRM IN KNOWLEDGE BASED	L	T	P	C
	ORGANIZATION				
Core / Elective	Elective	3	0	0	3

- To understand the challenges of KBOs and HR Mechanisms to manage them effectively for the benefit of both the organization and its stakeholders
- To appreciate the values of autonomy, accountability and, acknowledgement

#### **METHODOLOGY:**

- 1. Brief introduction to every topic with the references and encouraging the participants to interact during the class.
- 2. Conducting class-room presentations and case study discussions; the participants collect substantive material from the library and the net databases.
- 3. Organizational visit to acquaint with the practices vis-à-vis the learnt inputs.
- 4. The classroom faculty inputs are associated with, wherever feasible, the interactions of organizational personnel as also with others from the fraternity

UNIT: 1		9 Hours				
	An Introduction to life in organizations; Concept and Characteristics of KBOs; Dimensions of					
TIKWI III KD	Os; New Role and Challenges for HRM in the KBO.					
UNIT: 2		9 Hours				
Managing 1	Knowledge for organizational effectiveness - Process and Methods;	Concept of				
Intellectual	Capital and Learning Orientation in the Organizations; Knowledge and	Role related				
issues; Perfo	ormance Appraisal in a KBO – Discussion.					
UNIT: 3		9 Hours				
Managing K	Knowledge and OPH (Personnel and Organizational Health); Rewarding	Knowledge;				
Managemer	nt of Retention and KBO.					
UNIT: 4		9 Hours				
ICTs in HF	RM in KBO: HRIS for a KBO - Concept, Mechanics, and Software	Orientation;				
Performance	e Management – Mechanics and One Illustrative Process.					

UNIT: 5		9 Hours			
Comprehe	nsive Case Study on HRM in a KBO – Collection and Compilation of the	e material by			
the particip	pants under the guidance of the Resource Person.				
	Total Lecture Hours	45 Hours			
Text Book	(s)				
1	Managing Knowledge Workers, "Fances Horibe" John Wiley & Sons.				
2	Knowledge Management – Enabling Business Growth "Ganesh Natarajan and Sandhya Shekhar", Tata McGraw-Hill Publishing Company Limited, 2002.				
Reference	Book(s)				
1	Management by Consciousness in 21st Century, "Gupta G.P.", Excel F	Books(2009)			
2	The knowledge management tool kit, Amrit Tiwara-Pearson, 2nd Editi	on 2015.			
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites et	c.]			
1	www.emeraldinsight.com/journals				

COUR	SE OUTCOMES
On Com	apletion of the course, the students will be able to
CO1	Understand the concept of knowledge-based organizations (KBOs) and their
	characteristics.
G02	
CO2	Describe the processes and methods for managing knowledge in organizations.
CO3	Examine strategies for managing knowledge and enhancing organizational and
	personnel health.
CO4	Understand the role of Information and Communication Technologies (ICTs) in HRM,
	specifically focusing on HR Information Systems (HRIS).
CO5	Collect and compile relevant material related to HRM in a KBO.

	Mapping of COs with POs						
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	3	2	3	3	3
CO2	3	3	3	3	3	2	2
CO3	3	2	3	3	0	2	3
CO4	3	1	2	3	2	3	2
CO5	3	2	1	3	3	1	1
	3	2.2	2.4	3	2.2	2.2	2.2

MBAS208	INDUSTRIAL RELATIONS &			P	C
	LABOUR LEGISLATION				
Core / Elective	Elective	3	0	0	3

- To provide an exposure of theories, techniques and approaches to manage industrial relations.
- To provide an exposure to the management students who intend to take up HRM & IT as their vocation.

## **METHODOLOGY:**

Theories and core concepts will be learnt through lectures, case discussions and industry-based field work.

UNIT: 1		9 Hours				
Introduction	Introduction - Concept and Determinants of Industrial Relations - Industrial Relations in India-					
Managing I	R Changes.					
UNIT: 2	9 Hours					
Trade Union	ns-Purpose, Functions and Structure of the Trade Unions- Multiplicity of	Trade Unions-				
Conflict Re	solutions-Social Responsibility of Trade Unions.					
UNIT: 3		9 Hours				
Discipline a	and Grievance Redressal Machinery- Purposes and Procedures of Disci	plinary Action-				
Grievance I	Redressal Procedures-Conciliation-Arbitration and Adjudication- collect	tive Bargaining				
(Perspective	e, Bargaining Structure, Procedure and Machinery for Collective Ba	urgaining)- The				
Bargaining	Process-Strength and Skills-Employee Counselling-ILO-ILC.					
UNIT: 4		9 Hours				
Factories ac	et 1948 – contract labour act 1970 – the shops and establishment act 1981	947 – the trade				
union act 19	926 – the industrial disputes act 1947 - Payment of wages act 1936 – pages	yment of bonus				
act 1965 – p	payment of gratuity act 1972					
UNIT: 5		9 Hours				
The Employees state insurance act 1948 – The employee's provident funds and miscellaneous act						
1952 - workmen's compensation act 1923 - the Employees' pension scheme 1995 - Maternity						
Benefit Act	Benefit Act – Information Technology Act 2006 – Consumer Protection Act 1986.					
	Total Lecture Hours	45 Hours				

Text Book	$\mathbf{x}(\mathbf{s})$
1	Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj, Industrial Relations and
	Labour Laws, Tata McGraw Hill Education Private Limited (14 August 2012)
2	Arun Monappa: INDUSTRIAL RELATIONS; Tata McGraw Hill Publishing
	Company Ltd.
3	Pramod Verma: MANAGEMENT OF INDUSTRIAL RELATIONS – READING
	AND CASES; Oxford and IBH Publication.
Reference	e Book(s)
1	T.N. Bhagoliwala: ECONOMIC OF LABOR AND SOCIAL WELFARE.
2	Relevant Reports of Government of India such as REPORT OF NATIONAL
	COMMISSION LABOR – FIVE YEAR PLANS.
3	B.O. Sharma: ART OF CONCILIATION AND INDUSTRIAL UNREST; Labor
	Consultancy Bureau, Bombay, 1985.
4	Journals: INDIAN LABOR JOURNAL and INDIAN
	JOURNAL OF INDUSTRIAL RELATIONS.
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
1	www.ilo.org

COUR	RSE OUTCOMES						
On Con	On Completion of the course, the students will be able to						
CO1	Understand the evolution and contemporary challenges of industrial relations.						
CO2	Analyze the legal framework governing industrial relations in India.						
CO3	Develop strategies for effective labor-management relations.						
CO4	Evaluate the impact of industrial relations on organizational performance.						
CO5	Understand the role of trade unions in industrial relations and their impact on organizational outcomes.						

	Mapping of COs with POs						
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	3	4	2	3	3
CO2	3	3	2	4	2	3	3
CO3	3	3	3	3	2	3	3
CO4	3	3	2	3	2	3	3
CO5	3	3	2	3	2	3	3
	3	2.8	2.4	3.2	2	3	3

MBAS209	KNOWLEDGE MANAGEMENT	L	T	P	С
Core / Elective	Elective	3	0	0	3

To impart the basic concepts of knowledge management and to make the students understand the processes and practises in knowledge management in various organisation.

UNIT: 1		9 Hours
Introductio	 n - History, Concepts, Definitions and the Antecedents of KM	I - Information
Manageme	nt to Knowledge Management - Knowledge Management: What Is and	What Is Not? -
The Evolu	tion of Knowledge Management - Explicit Knowledge, Tacit Kno	wledge and the
Infrastructu	are Knowledge Management and Ethics	
UNIT: 2		9 Hours
KM cycle	<ul> <li>Major approaches to KM cycle, Integrated KM cycle – strategic</li> </ul>	implications –
practical co	onsiderations - KM models - Theoretical models - Nonaka's knowledge	e spiral model –
other KM r	nodels – Strategic implications – practical implications	
UNIT: 3		9 Hours
Knowledge	   capture and codification — Tacit knowledge capture — Explicit knowledge	ge codification -
Knowledge	sharing – social nature of knowledge, knowledge sharing communiti	es, obstacles to
knowledge	sharing, organisational learning. Knowledge application – at individ-	lual, group and
organisatio	nal levels – knowledge reuse –knowledge repositories	
UNIT: 4		9 Hours
Role of o	rganisational culture – different types of culture – culture analysis	s-culture at the
foundation	of KM - Knowledge sharing culture - KM Maturity models - KM	tools – content
creation, da	ata mining, blogs, content management, groupware and collaboration, wi	kis, networking
technologie	es, intelligent filtering tools, adaptive technologies – KM strategy- know	ledge audit, gap
analysis, be	enchmarking, balanced	
score card	method, house of quality	
UNIT: 5		9 Hours
	Total Lecture Hours	45 Hours

Reference	ee Book(s)
1	Managing Knowledge Workers, "Fances Horibe" John Wiley & Sons.
2	Knowledge Management – Enabling Business Growth "Ganesh Natarajan and Sandhya Shekhar", Tata McGraw-Hill Publishing Company Limited, 2000.
3	Management by Consciousness, Edited by Dr.G.P.Gupta, Sri Aurobindo Society,

COU	COURSE OUTCOMES							
On Co	mpletion of the course, the students will be able to							
CO1	CO1 Understand the historical evolution of Knowledge Management (KM) and its conceptual foundations.							
CO2	Evaluate various KM models, including Nonaka's knowledge spiral model and other theoretical frameworks.							
CO3	Explore the social nature of knowledge sharing and its impact on organizational learning.							
CO4	Examine the role of organizational culture in Knowledge Management.							
CO5	Describe the roles and responsibilities of KM teams and senior management in implementing KM initiatives.							

Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
COs								
CO1	3	2	1	2	0	2	3	
CO2	3	3	2	0	3	1	1	
CO3	3	3	3	2	3	3	2	
CO4	3	0	2	3	0	3	3	
CO5	3	2	2	3	2	2	3	
	3	2	2	2	1.6	2.2	2.4	

MBAS210	MANAGEMENT OF CHANGE	L	T	P	C
	AND DEVELOPMENT				
Core / Elective	Elective	3	0	0	3

- To understand the forces that stimulate change
- To understand the necessity for change
- To understand the resistance to change
- To manage the change process and
- To understand the concept and techniques of OD
- To enable the skills for the application of OD in organizations.

### **METHODOLOGY:**

Theories and core concepts will be learnt through lectures, case discussions and industry-based field work.

UNIT: 1		9 Hours
_	imulating forces – planned change – change agents – unplanned change all change – Lewin's three Step Model.	e – Model of
UNIT: 2		9 Hours
Resistance change	to change – individual factors – organisational factors – techniques	to overcome
UNIT: 3		9 Hours
Change pro technical sy	grams – effectiveness of change programs – change process – job redestems	esign – socio-
UNIT: 4		9 Hours
	values – phases of OD – entry – contracting – diagnosis – feedback – c – evaluation – termination.	hange plan –
UNIT: 5		9 Hours
	values – phases of OD – entry – contracting – diagnosis – feedback – c – evaluation – termination.	hange plan –
	Total Lecture Hours	45 Hours

Text Book	x(s)					
1	French & Bell: ORGANISATIONAL DEVELOPMENT, McGraw-Hill, 2005.					
	2.Vinayshil Gautham & S.K.Batra: ORGANISATION DEVELOPMENT					
	SYSTEM, Vikas Publishing House, 5th Edition.					
Reference	Book(s)					
1	Rajiv Shaw: SURVIVING TOMORROW: TURNAROUND STRATEGIES IN					
	ORGANISATIONAL DESIGN AND DEVELOPMENT, Vikas Publishing House.					
2	Thomas G. Cummings, Christopher G. Worley:					
	ORGANISATION DEVELOPMENT AND CHANGE, Thomson Learning,					
	10th Edition, 2015.					
3	S. Ramnarayan, T. Venkateswara Rao, Kuldeep Singh: ORGANIZATION					
	DEVELOPMENT: INTERVENTIONS AND STRATEGIES, Sage Publications.					
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]					
1	http://www.valuebasedmanagement.net/					

COU	COURSE OUTCOMES								
On Co	On Completion of the course, the students will be able to								
CO1	Understand the concept of change within organizations, including stimulating forces and types of change.								
CO2	Evaluate techniques and strategies used to overcome resistance to change.								
CO3	Evaluate the effectiveness of change programs based on different organizational contexts.								
CO4	Define Organizational Development (OD) and its basic values.								
CO5	Evaluate different types of OD interventions, including human process interventions, structural and technological interventions, and strategic interventions.								

	Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2		
CO1	3	3	3	3	2	2	3		
CO2	3	3	1	2	3	3	2		
CO3	3	3	2	3	0	3	2		
CO4	3	3	0	0	2	3	1		
CO5	3	3	2	2	1	3	2		
	3	3	1.6	2	1.6	2.8	2		

MBAS211	QUALITY PERFORMANCE	L	T	P	C
	MANAGEMENT				
Core / Elective	Elective	3	0	0	3

The paper intends to internalize quality orientation through knowledge about and adoption of QPM Mechanisms in practice

### **METHODOLOGY:**

The classroom lectures, interactive discussions & presentations, case-study based teaching, case-lets, primary [where feasible] and secondary data compilation on QPM Practices in 5 organizations form part of the methods of coverage of syllabus.

TINIUM 4	0.11							
UNIT: 1	9 Hours							
Quality Performance Management - Concept - Dimensions - Mechanics - Features of								
Facilitating Organisations for Performance - Organizational Dynamics and	Facilitating Organisations for Performance – Organizational Dynamics and Employee							
Performance – A Multi-Dimensional Analysis.								
UNIT: 2	9 Hours							
Work place and Its Improvement Through 5S - Modern Management Technique	ues (such as							
KAIZEN) and Management of Employee Performance - Team Building - Conc	ept, Culture,							
Methods, Effectiveness & Empowerment, Problems – Potential and Perspectives.								
UNIT: 3	9 Hours							
Organizational Structure and Employee Motivation and Morale – Contemporary	Thinking on							
Employment Practices (Tenure Employment) and Work Schedules (Flextime) and	the Related							
Performance Appraisal Systems; Quality Circle – Features – Process – Pre- requis	sites for their							
Efficiency.								
UNIT: 4	9 Hours							
Industrial Restructuring - Reward System and Employee Productivity [Case Studies]; Quality								
Standards and Employees Dimensions – Illustrations on HR Dimensions drawn from	n CMM.							

UNIT: 5		9 Hours
Quality Per	 rformance Management – Indian and Western Thought in a Market era,	 Performance
Manageme	nt from the Writings of Sri Aurobindo and the Mother Integrated Stu-	dies Dealing
with Metho	ods, Techniques, and Processes.	
	Total Lecture Hours	45 Hours
Text Boo	$\mathbf{k}(\mathbf{s})$	
	The Florening of Management Drawin Malily Cai Associated Conjects F	O andi ala a mura
1	The Flowering of Management, Pravir Malik, Sri Aurobindo Society, F	ondicherry
2	Peter Drucker: MANAGEMENT, Allied Publishers.	
Referenc	e Book(s)	
1	William G. Dyer: TEAM BUILDING – ISSUES AND ALTE	RNATIVES,
	Addison – Wesley Publishing Company. 4th Edition, 2007	
2	S.K. Chakravarthy: MANAGERIAL EFFECTIVENESS AND QU	JALITY OF
	WORK LIFE – INDIAN INSIGHTS, Tata-McGraw Hill Publishing Co	o. Ltd.
3	G.C. Suri & R.C. Mmga: LIVING WAGES AND PRODUCTIVIT	Y, National
	Productivity Council.	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc	e.]

http://werner.swlearning.com

COUR	COURSE OUTCOMES							
On Com	On Completion of the course, the students will be able to							
CO1	Evaluate the impact of organizational dynamics on employee performance through a							
G0.2	multidimensional approach.							
CO2	Evaluate the role of modern management techniques (e.g., KAIZEN) in enhancing							
	employee performance							
CO3	Explain the concept, features, and prerequisites for efficient Quality Circles							
COA	Disayes evolity standards and their implications on ampleyes dimensions drawing							
CO4	Discuss quality standards and their implications on employee dimensions, drawing							
	examples from CMM (Capability Maturity Model).							
CO5	: Integrate studies dealing with methods, techniques, and processes in Quality							
	Performance Management							

	Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2		
CO1	3	3	3	3	2	2	3		
CO2	3	2	1	2	3	3	2		
CO3	3	0	2	3	0	3	2		
CO4	3	3	0	0	2	3	1		
CO5	3	3	2	2	1	3	2		
	3	2.2	1.6	2	1.6	2.8	2		

MBAS212	STRATEGIC HUMAN RESOURCE	L	T	P	C
	DEVELOPMENT				
Core / Elective	Elective	3	0	0	3

- To understand the evolution of HRD, the functions of HRD, Linkage of HRD with organizational goals and strategies
- To recognize the roles and competencies of HRD professionals
- To understand the frame work of Human Resource Development
- To identify the content, outcomes and the process of HRD applications
- To evaluate and understand diversity issues and their impact on organizations and HRD

#### **METHODOLOGY:**

The case-study approach to bring out the strategic orientation of an organization towards her HRD, appreciation of organizational context vis-à-vis strategic or otherwise orientation of HRD approaches in an organization, among others, form part of the methodology of covering the syllabus.

UNIT: 1		9 Hours		
Introduction to Human Resource Development: Meaning, definition of HRD, Evolution of HRD, Relationship with HRM, Human Resource Development functions, Roles and competencies of HRD professionals, Challenges to organization and HRD professionals.				
UNIT: 2		9 Hours		
Frame work of Human Resource Development: HRD processes, Assessing HRD needs, the HRD model, designing effective HRD program, HRD interventions, Creating HRD programs, Implementing HRD programs, training delivery methods, self-paced/computer based training, Evaluating HRD programs, models and frame work of evaluation, assessing the impact of HRD programs				
UNIT: 3		9 Hours		

Human Resource Development Applications: Fundamental concepts of Socialization, models of socialization, Realistic job review, Assessment, determination and evaluation of Orientation programs. Coaching- need, coaching and performance management, skills for effective coaching, Employee counseling and wellness services – Counseling as an HRD activity, counseling programs, Issues in employee counseling, employee wellness and health promotion programs.

UNIT: 4	9 Hours

HRD strategies for competitive advantage: Organizational strategies based on human resources, productivity as an HR based strategy, Quality and services as HR based strategies. Management of Human resource surplus and shortage- Work force reduction and realignment, downsizing and outplacement services, HR performance and bench marking, retention of Human resources, its determinants and retention management process, Decision about compensation levels and competency-based pay.

UNIT: 5	9 Hours

HRD and Globalization: Globalization of business and their impact on HRD- Diversity of work force, Discrimination, Equal employment opportunity, managing diversity and diversity training, HRD programs for diverse employees. Global assignment management- Staffing global assignment, Predeparture orientation and training, Expatriate & Repatriate support and development, international compensation.

	Total Lecture Hours	45 Hours
Text Boo	$\mathbf{pk}(\mathbf{s})$	
1	Randall S. Schuler, Susan E. Jackson, Strategic Human Resource Ma	nagement: Wiley-
	Blackwell, 2nd Edition. 2007.	
2	Jon M. Werner & Randy L. DeSimone, "Human Resource Develop	ment", Thomson-
	South Western, 5th edition, 2008.	
3	Robert L. Mathis & John H. Jackson, "Human Resource Management"	, Thomson- South
	Western, 15th edition, 2016.	
4	Matthias T. Meifert, "Strategic Human Resource Development", Sprin	ger-Verlag Berlin
	Heidelberg, 2013.	
5	David McGuire & Kenneth Molbjerg Jorgensen, "Human Resour	ce Development:
	Theory and Practice", SAGE, 2011.	
Referenc	ee Book(s)	
1	Kenneth M York, "Applied Human Resource Management: Stra	tegic Issues and
	Experiential Exercises", Sage, 2010.	
2	Lyle Yorks (2004). Strategic Human Resource Development, Cengage	Learning.
3	GillEy, J. W; Boughton, N.W & Maycunich, A. (1999). The performance of the control of the contro	mance challenge:
	Developing management system to make employees your organizatio	n's greatest asset,

	Reading, MA: Perseus Books.							
4 Kossek, E.E., & Lobel, S.A. (Eds). (1996). Managing diversity: Human resonstrategies for transforming the workplace. Cambridge, MA: Blackwell Publishers								
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]							
1 <a href="http://werner.swlearning.com">http://werner.swlearning.com</a>								

COUI	COURSE OUTCOMES								
On Cor	On Completion of the course, the students will be able to								
CO1	Discuss the evolution of HRD and its historical development.								
CO2	Outline the HRD processes and their significance in organizational development.								
CO3	Analyze the role of counseling as an HRD activity.								
CO4	Analyze productivity as a strategic HRD initiative.								
CO5	Analyze the globalization of businesses and its impact on HRD practices.								

Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
COs								
CO1	3	2	2	1	2	2	3	
CO2	3	3	2	0	3	3	3	
CO3	3	3	3	2	3	3	2	
CO4	3	0	1	2	0	3	3	
CO5	3	2	2	3	2	2	3	
	3	2	2	1.6	2	2.6	2.8	

MBAS213	STRESS MANAGEMENT	L	T	P	С
Core / Elective	Elective	3	0	0	3

- To understand the concept of stress management.
- To increase awareness about the impact of mental and physical wellbeing.
- To motivate the students to assume a greater sense of personal responsibility.
- To understand the importance of using effective coping skills to resolve stress.
- To learn about and experience several relaxation techniques to control stress and tension.

#### **METHODOLOGY:**

Lectures, Group discussions, Seminar, Guest Lecturer, Case study, Meditation, Yoga.

UNIT: 1		9 Hours						
Concept of stress – Definition and Nature. Types of stress- eustress and distress – acute and								
chronic - hyper and hypo. Stress reaction. Stressors - definition, and identifying stressors -								
physiologic	al systems, illnesses and diseases - psychological effects of stressors	s -individual						
stressors –	organizational stressors - social stressors. Video case discussion, We	eb exercises,						
Self-Aware	ness Exercises - Studying sources of Stressors and consequences	of Stress in						
Pandemic P	eriod							
UNIT: 2		9 Hours						
Theories of	f stress/ Models – cognitive, behavioural, and psychological theories.	Conceptual						
model - trai	nsactional model - health realization/innate health model - measuring s	stress. Video						
case discuss	sion, Web exercises, Self-Awareness Exercises & Group Activities							
UNIT: 3		9 Hours						
Stress man	agement – Time Management, Personal Management. Therapy and	Systematic						
Management – Stress Inoculation Method – Jacobson Progressive Muscle Relaxation –								
Systematic	Systematic Desensitization. Video case discussion, Web exercises, Student Presentations, Group							
Discussion	and Chalk and Talk							

UNIT: 4		9 Hours								
Intervention	ns — Perception — Interpersonal Interventions — Spirituality - Meditatio	n - Personal								
Responsibil	ities - Goal Setting - Self Assessment - Relaxation Techniques -	- Exercise -								
Diversity -	Coping strategies for decreasing stressful behaviors - Rationalemotiv	e - Behavior								
Therapy - Massage Therapy - Yoga. Clinical importance. Video case discussion, Web exercises,										
Self-Awareness Exercises – Importance of Relaxation techniques like yoga, exercises,										
meditation of	etc									
UNIT: 5		9 Hours								
Occupation	al Stress - Causes of occupational stress -Role of work place env	ironments –								
Symptoms	of work-related stress - Model of different components of work rela	ated stress –								
NIOSH app	proach to occupational stress - stress and college - family stress.	Video case								
discussion,	Web exercises, Field based activities-visiting organisation for studying	g Stress and								
Consequence	ces during Pandemic Period.									
	Total Lecture Hours	45 Hours								
Text Book	$(\mathbf{s})$									
1	VinayJoshi, Stress: From Burnout to Balance, Sage Publications, 2005									
2	AnitaSingh, Stress Management, Global India Publications Pvt. Ltd.									
Reference 1	Book(s)									
1	Umesh Sharma, Stress Management through Ancient Wisdom and Mod	lern Science								
•	Excel Books India	iem gerenee,								
2	Jeff Davidson, Stress Management, Jeff Davidson, Breathing Space Ins	titute, 2001								
3	Edward A. Charlesworth, Ronald G. Natha, Stress Management: A Com	prehensive								
	Guide to Wellnes, Ballantine Books, 2004									
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc	·.]								
1	www.stress.org/ www.stress.org.uk									

COUR	COURSE OUTCOMES							
On Con	On Completion of the course, the students will be able to							
CO1	Describe the physiological, psychological, individual, organizational, and social stressors.							
CO2	Explain cognitive, behavioral, and psychological theories of stress.							
CO3	Apply personal management strategies in stress management.							
CO4	Evaluate various relaxation techniques, including exercise, massage therapy, and yoga.							
CO5	Identify causes of occupational stress							

Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
COs								
CO1	3	2	3	3	2	2	3	
CO2	3	2	0	2	3	3	2	
CO3	2	0	1	2	0	3	2	
CO4	1	1	1	0	2	3	2	
CO5	3	3	2	2	0	1	3	
	2.4	1.6	1.4	1.8	1.4	2.4	2.4	

MBAS214	TECHNOLOGY FOR PERSONAL	L	T	P	C
	PRODUCTIVITY MANAGEMENT				
Core / Elective	Elective	3	0	0	3

• This paper, an HR Elective, intends to provide a deeper analytical understanding of employee proactive process orientation availing the technology for effective management of personnel.

#### **METHODOLOGY:**

The classroom lectures, interactive discussions & presentations, case-study based teaching, case-

lets, primary [where feasible] and secondary data compilation on PPM Tech Practices in 5 organizations form part of the methods of coverage of syllabus.

UNIT: 1		9 Hours
TECHNOL	OGY-PPM INTERFACE – Introduction – Concept Approaches to and N	Measurement
of Personne	l Productivity Techniques and Tools	
UNIT: 2		9 Hours
PERSONNI	EL FUNCTION AND TECHNOLOGY – Personnel Policies and Proced	ures and the
Utility of Te	echnology to ensure Efficiency to the Organisation – Designing and Dev	elopment of
Personnel D	Pata Recording and Information Giving Systems – Performance Employe	e Rewards,
Payments, A	Appraisal, Training, Job Satisfaction and other aspects of HRIS (Human l	Resource
Information	Systems).	
UNIT: 3		9 Hours
TECHNOL	OGY AND PERSONNEL HEALTH – Concept and Measurement of Or	ganisational
and Personn	nel Health (OPH) - Assessment and Estimation of Variables which effect	t OPH –
Usage of Te	echnology - Eastern and Western to Continuously Improve Optt - OPH,	Motivation,
Morale, Per	sonnel Productivity – A Discussion.	
UNIT: 4		9 Hours

TECHNOLOGY, SOCIETY AND MANAGEMENT – Technology for Good Organizational Relations – Communications – Interactive Rapport Building – Assessment and Estimation of Psychographic Variables which effect Organisational Relations.

UNIT: 5		9 Hours			
Comprehe	nsive Case Studies and Field Visits.				
	Total Lecture Hours	45 Hours			
Γext Book	K(S)				
1	Gordon B. Davis and Justus David Naumann, Personal Productivity	With			
	Information Technology, 1997				
2	Stephan Kudyba and Romesh Diwan, Information Technology, Corp	orate			
	Productivity, and the New Economy, 2002				
3	Gordon B Davis, Teaching experiences and textbook description for personal				
	productivity with information technology: The IS'95.2 course (Working paper series				
	/ Management Information Systems Research Center), 1995.				
Reference	Book(s)				
1	ORGANISATIONAL DYNAMICS				
2	PUBLIC PERSONNEL MANAGEMENT				
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites	etc.]			
1	http://managementhelp.org/hr_mgmnt/hr_mgmnt.html				

# **COURSE OUTCOMES**

On Completion of the course, the students will be able to

CO1	Evaluate different approaches to measuring and improving personnel productivity.
CO2	Analyze the impact of personnel policies and procedures on organizational efficiency.
CO3	Utilize technology to enhance OPH, motivation, morale, and personnel productivity
CO4	Evaluate the role of technology in fostering positive organizational relations.
CO5	Apply theoretical knowledge to real-world scenarios through case studies.

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	3	3	2	2	3
CO2	2	2	1	2	3	3	2
CO3	1	0	2	2	2	3	1
CO4	3	3	0	0	2	3	1
CO5	3	3	2	2	0	2	3
	2.4	2	1.6	1.8	1.8	2.6	2

MBAS215	TRAINING AND DEVELOPMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

To appreciate the significances of training and development To introduce the basic concepts in training and development To understand the methods of training and development and To expose to the HRD practices in organizations.

#### **METHODOLOGY:**

The classroom lectures, interactive discussions & presentations, case-study based teaching, case-lets, business-games [for example Inventory Management], role-plays, primary [where feasible] and secondary data compilation on T & D Practices & their impact in 5 organizations form part of the methods of coverage of syllabus.

UNIT: 1		9 Hours
Job analys	is – manpower planning – at the start of the business and as ongoing	ig process –
performance	ee appraisal – standards, methods, errors.	
UNIT: 2		9 Hours
Learning (	Objectives – domains of learning – methods of learning – importance	of teaching
techniques	- instruction technology - instructor behaviour - attention versus involve	ement.
UNIT: 3		9 Hours
Need for	Training and Development – Role of Development officers – ad	ministrators,
consultants	, designers and instructors – determining training needs – potential macro	needs
-usefulness	s of training – development of competency-based training programs – E	Evaluation of
training pro	ograms.	
UNIT: 4		9 Hours
Methods of	training – on the job training – off the job training – choosing optimum	method– the
lecture – f	ield trips - panel discussion - behaviour modeling - interactive demo	onstrations –
brain storn	ning - case studies - action mazes, incident process, inbaskets, team	tasks, buzz-
groups and	syndicates, agenda setting, role-plays - reverse role plays, rotationa	l role plays,
finding me	taphors, simulations, business games, clinics, critical incidents, fish bow	ls, T-groups,
data gather	ing, grouping methods, transactional analysis, exception analysis.	
UNIT: 5		9 Hours
Need for	development – differences between training and development –	management
developme	nt program – career development program – counseling – evaluation of	f programs –

job evalua	ation – methods and techniques.	
	Total Lecture Hours	45 Hours
Text Boo	$\mathbf{k}(\mathbf{s})$	
1	B. Taylor & G.Lippitt: MANAGEMENT DEVELOPMENT AND	TRAINING
	HANDBOOK.	
2	William E.Blank, HANDBOOK FOR DEVELOPING COMPETER	NCY BASED
	TRAINING PROGRAMMES, Prentice-Hall, New Jersey, 1982.	
Reference	e Book(s)	
1	Nick P. Blanchard, James W. Thacker, EFFECTIVE TRAINING	: SYSTEMS,
	STRATEGIES, AND PRACTICES, Prentice Hall, 2009.	
2	Devendra Agochiya, EVERY TRAINER'S HANDBOOK, New	Delhi; Sage
	Publications.	
3	Goldstein, TRAINING IN ORGANIZATION, Thomson learning, Bor	mbay, 2002.
4	Sahu, R.K., TRAINING FOR DEVELOPMENT, Excel Books, New I	Delhi, 2009.
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites et	tc.]
1	http://www.astd.org/	

COUR	RSE OUTCOMES
On Com	apletion of the course, the students will be able to
CO1	Understand the concept, importance, and objectives of training and development.
CO2	Analyze the training needs of an organization and design effective training programs.
CO3	Evaluate different training methods and their effectiveness.
CO4	Develop and implement performance appraisal systems.
CO5	Understand the role of technology in training and development.

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3	2	3	2

MBAS216	INTERPERSONAL	L	T	P	C
	RELATIONSHIP MANAGEMENT				
Core / Elective	Elective	3	0	0	3

To develop students' understanding of interpersonal relationship dynamics, communication, and conflict management within organizational settings, emphasizing the roles of employees and managers. It also equips students with practical skills to manage cultural diversity, resolve conflicts effectively, and foster healthy workplace relationships for enhanced organizational performance

#### **METHODOLOGY:**

Since the course involves various practical components of communication and interpersonal skills development, the teaching methodology will be a combination of lectures, management activities, and games, role-plays and active experiential practices.

UNIT: 1		9 Hours
Interperson	al Relationship Management – concept – need – Types – Factor	rs affecting/
influencing	Interpersonal Relationship – Stages in developing the interpersonal relat	ionship
UNIT: 2		9 Hours
Role of Co	ommunication in Interpersonal Relationship Management – Important	ce – how to
improve – N	Management activities as a tool for IPRM	
UNIT: 3		9 Hours
Interperson	al Relationship Management Models and Theories – Interpersonal	Relations at
workplace:	– Role of employees – role of Managers	
UNIT: 4		9 Hours
Conflict M	anagement - Concepts - Conflict Management Styles - Managing	conflicts in
organization	ns- Steps in conflict management - Types of conflict: People Cer	ntered, Task
Centered –	Steps to conflict resolution- Conflict Transformation. Thomas Kilm	nan Conflict
Mode Instru	ument in deciding the Conflict Management Styles.	
UNIT: 5		9 Hours
Interperson	al Communication and Relationship Based On Cross Culture: Corpor	rate Culture:
The Nature	e of Organizational Cultures; Quality and Cross-Culture; Diagnosin	g the As-Is
Condition;	Designing the Strategy for a Culture Change Building. Diversity M	Management:
Impact of	cultural diversity in organizational performance- developing	interpersonal

'ext Bool		
CAL DOOL	k(s)	
1	Introduction to Conflict Management, Kenneth W. Thomas, 2002, CI	PP Inc.
2	Articles from American Management Association.	
Reference	e Book(s)	
1	International Management: Managing Across Borders and Cultures, 4	th Ed.
	"Deresky	
2	Helen", Prentice Hall of India, ISBN:81-203-2227-4, Rs.295.00	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites e	tc.]
1	https://www.g-wonlinetextbooks.com/interpersonal-relationships-201	0/02

COUR	COURSE OUTCOMES						
On Com	On Completion of the course, the students will be able to						
CO1	Understand the concept of international relationship management and its importance in						
	global business.						
CO2	Develop effective intercultural communication and negotiation skills.						
CO3	Analyze the cultural and political factors influencing international business relationships.						
CO4	Build and maintain strong relationships with international stakeholders.						
CO5	Manage international business transactions and projects effectively						

# **Mapping of COs with POs**

POs	PO1	PO2	PO3	PO4	PO5	PS01	PSO2
COs							
CO1	3	2	2	3	2	3	2
CO2	3	3	3	3	2	3	2
CO3	3	3	2	4	2	3	2
CO4	3	3	3	3	2	3	2
CO5	3	3	2	3	3	3	2
	3	2.8	2.4	3.2	2.2	3	2

MBAS217	INTERNATIONAL HUMAN		T	P	C	
	RESOURCE MANAGEMENT					
Core / Elective	Elective	3	0	0	3	

- To Understand the IHRM Principle and Practices in the Domestic Context.
- To Study the International HRM Practices with Multicultural Nature compounded by Geographical Dispersion.
- To Adopt the best Practices of International HRM and its application to the Domestic and MNCs operating in India.

#### **METHODOLOGY:**

- Helps the students to gain knowledge on IHRM practices at various contexts.
- Will help in adopting best practices of International HRM.

UNIT: 1		9 Hours			
INTERNAT	TIONAL HUMAN RESOURCE MANAGEMENT: Evolution – C	)hiectives –			
		_			
	e, Implications, Opportunities and Growth of Internationalization of Wo				
	Orientation of IHRM- Types of International Assignments Models of II	HRM. Video			
case discuss	sion, Web exercises, Subject Quiz, International HR issues				
UNIT: 2		9 Hours			
INTERNAT	TIONAL WORKFORCE MANAGEMENT: International Job Market	And Talent			
Acquisition	Function; Cross-National Advertising, E-Recruitment; Internation	nal Staffing			
Choice, App	proaches To Multinational Staffing Decisions, Criteria of Selection and	Techniques,			
Internationa	l Staffing Issues, Successful Expatriation, Role of an Expatriate, Repa	triation, Re-			
Entry and C	Career Issues. Video case discussion, Web exercises, Self-Awareness	Exercises &			
Group Activ	vities Cross -Culture for global excellence				
UNIT: 3		9 Hours			
INTERNAT	TIONAL WORKFORCE MANAGEMENT: International Job Market	And Talent			
Acquisition	Function; Cross-National Advertising, E-Recruitment; Internation	nal Staffing			
Choice, Ap	proaches To Multinational Staffing Decisions, Criteria of Selection and	Techniques,			
International Staffing Issues, Successful Expatriation, Role of an Expatriate, Repatriation, Re-					
Entry and Career Issues. Video case discussion, Web exercises, Self-Awareness Exercises &					
Group Activities Cross -Culture for global excellence					
UNIT: 4		9 Hours			
IHRM ISSU	JES, CHALLENGES AND OPPORTUNIT IES: IHR issues in the H	ost Context:			

Standardization and Adaption of Work Practices, Retaining, Developing and Retrenching Staff, Language Standardization, Monitoring IHR Practices. IHRM Challenges, Evolution of HR Professionals, , Establishment of Labour Standards by International Institutions, International Legal and Regulatory Context of MNE, International Framework of Ethics and Labour Standards, Industrial Relations, Policies and Practices of Multinationals, Key Concerns for Trade Unions, Recent Trends and Issues .Video case discussion, Web exercises, Self-Awareness Exercises-acquire knowledge regarding Best IHR practices in Global context during Pandemic period.

UNIT: 5	9 Hours

IHRM in the HOST COUNTRY CONTEXT: Identification of International Standardization and Localization of HR Practices, Standardization Drivers, MNE Strategy and Structure, Corporate Culture, Localization Drivers, Host Country's Cultural and Institutional Environment, Mode of Operation and Subsidiary Role, Development of Balance Globalization and Localization of HRM, Business Ethics and Global Code of Conduct, Strategic Importance of Offshoring, India Vs. China as Important Offshoring Locations, Comparing and Assessing IHRM Issues In Emerging Markets. Video case discussion, Web exercises, Subject Quiz, IHRM application-based activities.

	Total Lecture Hours 45 Hour
Text Bo	ook(s)
1	Peter J. Dowling & Denice E. Welch (2020) IHR M, Cengage
2	Aswathappa k; SadhnaDash(2020) IHRM; Tata McGrawHill
Referer	nce Book(s)
1	Bhatia S.K. 2005. IHR M: A Global Perspective: Practices and Strategies for Competitive Success, Deep and Deep Book Publishers, New Delhi
2	Dessler, G. (2005) Human Resource Management (10th Ed.), Prentice Hall Publishing
3	Tony Edwards, Chrisrees: International Human Resource Management, Pearson
4	International Human Resource Management, 6th edition by P. J. Dowling, M. Festing, & A. D. Engle, Sr (2013), Hampshire, UK: Cengage Learning.
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

1	www.economicsdiscussion.net

COUI	RSE OUTCOMES
On Con	npletion of the course, the students will be able to
CO1	Understand the concept, evolution, and strategic importance of International Human Resource Management (IHRM).
CO2	Analyze the cultural, economic, and legal environments affecting IHRM practices.
CO3	Develop strategies for staffing, performance management, and training in an international context.
CO4	Evaluate the challenges and opportunities of managing human resources in global organizations.
CO5	Understand the role of technology in managing global human resources.

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	4	2	3	2
CO2	3	3	2	4	2	3	2
CO3	3	3	2	4	2	3	2
CO4	3	3	2	4	2	3	2
CO5	3	3	2	4	2	3	2
	3	2.8	2	4	2	3	2

MBAS218	TALENT PLANNING AND		T	P	C
	ACQUISITION				
Core / Elective	Elective	3	0	0	3

The course provides an understanding of planning and acquiring organization's talent needs from a strategic perspective. The course is aimed to offer a deeper orientation of the staffing function of human resources that would enable the learner to perform the talent acquisition function confidently.

#### **METHODOLOGY:**

- Gain conceptual knowledge and operational understanding of all the key aspects of staffing function including human resource planning, job analysis, recruitment and selection.
- Understand the role of human resource planning in creating effective organizations
- Get acquainted with techniques necessary for successful strategic human resource planning.
- Develop the skills to design and implement effective recruitment and selection processes and critically evaluate existing processes.
- Become familiarized with the latest trends and best practices in talent acquisition.

UNIT: 1		9 Hours
Defining St	rategic Staffing, Components, Goals, integrating functional areas of HRM	M- Business
and Staffing	g strategies: Resource Based View, Firm's Business Strategy, Firm's Tale	ent
Philosophy	- Deriving the firms staffing strategy, The Firm's Strategic Staffing Dec	isions –Legal
Context: Ty	pes of Employment Relationships. Video case discussion, Web exercises	s, Group
Discussions	, Self-Awareness Exercises & Group Activities	
UNIT: 2		9 Hours
Job Analysi	s: Methods, Planning Job Analysis - Conducting Job Analysis, Developi	ng Job
Description	s and Person Specifications – Workforce Planning Process, Forecasting t	he Firm's

Descriptions and Person Specifications – Workforce Planning Process, Forecasting the Firm's Talent Demand and Supply- Qualitative and Quantitative Forecasting Methods & Techniques - Resolving the gaps between Firm's Talent supply and demand, staffing planning Video case discussion, Web exercises, Field based activities-visiting organization for studying Job Analysis

UNIT: 3 9 Hours

Talent Acquisition: Effective recruiters, Training and Developing Recruiters- Recruitment Metrics, Developing Applicant Attraction Strategies – Measurement, Describing and Interpreting Data, Using Data Strategically – Characteristics of using successful measures, Creating and validating assessment systems – External Assessment Methods – Internal Assessment Methods. Video case discussion, Web exercises, Self-Awareness Exercises – Studying methods of Talent Acquisitions in Pandemic Period

UNIT: 4	9 Hours
1	

Latest trends in Recruitment: e-recruitment, social media recruitment, Recruitment management, mobile/video recruitment, Innovative recruitment practices — Selection tools and Techniques, Predictors of Job Performance- Testing: Types of Tests, The Selection Interview: Process, Conduct, Types, Pitfalls - Choosing Candidates, Job Offer Strategie. Video case discussion, Web exercises, Self-Awareness Exercises & Group Activities-Students Presentations — latest trends in recruitments in Pandemic Period

UNIT: 5	9 Hours

The Employment Contract, presenting a job offer, Negotiating, Closing the Deal – Orienting (Induction) and Socializing New Employees – Managing the Flow of Workforce – Involuntary Employee Separations – Staffing Outcomes, Evaluating Staffing Systems – Technology and Staffing Evaluation. Video case discussion, Web exercises, Self-Awareness Exercises - Group Discussions

Jean M. Phillips, Stanley M. Gully, Strategic Staffing, Pearson	
Jean M. Phillips, Stanley M. Gully, Strategic Staffing, Pearson	
Talent Management Handbook. (2017). Association for Talent Develop By Lance A. Berger, Dorothy R. Berger. Virginia, USA.	pment (ATD)
Belcourt.M., Mc Bey K.J., Strategic Human Resource Planning, Cenga	nge Learning
Book(s)	
D K Bhattacharya, Human Resource Planning, Excel Books.	
Armstrong, Taylor: Armstrong's Handbook of Human Resource Mana Practice, 13/e, Kogan Page, 2014.	gement
The Talent Management Handbook, Second Edition: Creating a Sustain Competitive Advantage by Selecting, Developing, and Promoting the I (Hardback)	
	Belcourt.M., Mc Bey K.J., Strategic Human Resource Planning, Cenga  Book(s)  D K Bhattacharya, Human Resource Planning, Excel Books.  Armstrong, Taylor: Armstrong's Handbook of Human Resource Mana Practice, 13/e, Kogan Page, 2014.  The Talent Management Handbook, Second Edition: Creating a Sustai Competitive Advantage by Selecting, Developing, and Promoting the I

Related Or	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]		
1	www.humanresourcestoday.com		

COUR	COURSE OUTCOMES							
On Com	apletion of the course, the students will be able to							
CO1	Understand the strategic importance of talent planning and acquisition for organizational success.							
CO2	Analyze the internal and external factors influencing talent planning and acquisition.							
CO3	Develop effective talent acquisition strategies and processes.							
CO4	Evaluate talent management practices and their impact on organizational performance.							
CO5	Understand the role of technology in talent planning and acquisition.							

Mapping of COs with POs								
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PS02	
CO1	3	2	2	3	2	3	2	
CO2	3	3	2	4	2	3	2	
CO3	3	3	2	3	2	3	2	
CO4	3	3	2	3	2	3	2	
CO5	3	3	2	3	2	3	2	
	3	2.8	2	3.2	2	3	2	

# MARKETING ELECTIVES

MBAS301	BRAND MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

- To increase understanding of the key issues in crafting and evaluating brand strategies
- To provide theories, models, and other analytic tools to make better branding decisions

#### **METHODOLOGY:**

The classroom methodology will include lectures, quizzes, Web 2.0-based assignments, comprehensive case analysis and discussions, term paper writing with a requirement to take a position on a branding issue

UNIT: 1		9 Hours
Brands & E	Brand Management: What is a brand? - Brand Elements – Core Brand Val	lues and Brand
Mantra - B	rand Value Chain – Brand Value Proposition – Functional, Emotional an	d Self Expressive
Benefits – S	Strategic Brand Management Process - Iconic brands – Global brands	
UNIT: 2		9 Hours
Brand Posi	tioning – Identifying, choosing and communicating Points of Parity and F	Points of
Difference	- Brand Associations - Primary and Secondary Associations - Repositio	ning. Customer
Based Bran	d Equity – The Brand Equity Pyramid – Brand Resonance	
UNIT: 3		9 Hours
Brand Hier	archy – Levels, Principles of designing the brand hierarchy – Managing t	he Brand
portfolio. B	rand Architecture - Masterbrand, Overbrand, Freestanding Brand and Er	ndorser Brand
structures -	Price-Quality Brand Structures - House of Brands, Branded House, and	Hybrid
Structures.	Managing Brands over time: Brand Revitalization - Brand Extension stra	tegies – Product
Category as	nd Line Extension – Pros and cons of brand extension.	
UNIT: 4		9 Hours
Brand Iden	tity – Kapferer's Brand Identity Prism – Elements of Brand Identity – Co	-branding and
Ingredient l	oranding.Brand Personality – Brand Personality Dimensions and Traits –	Drivers of brand
personality	. Luxury brands – Cult brands	

UNIT: 5		9 Hours
Brand Metr	ics – Measuring Brand Equity – Loyalty measures, perceived quality and	d leadership
measures, a	ssociations/ differentiation measures, awareness measures and market be	ehavior measures.
Brand Valu	ation – Methods: Cost, market and Income approach, Brand Valuation M	Models –
Interbrand,	Y&R's Brand Asset Valuator, Millward Brown's Brand Dynamics appr	oach and Brand.
	Total Lecture Hours	45 Hours
Reference 1	Book(s)	1
1	Kevin Lane Keller: Strategic Brand Management (Pearson)	
2	Jean-Noel Kapferer: The New Strategic Brand Management (Kogan Pa	age)
3	Subroto Sengupta: Brand Positioning (Tata McGraw-Hill)	
4	Brad VanAuken: The Brand Management Checklist (Kogan Page)	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites	etc.]
1	www.martinlindstrom.com – website of a popular author on branding t	topics like sensory
	branding and neuromarketing	

COUF	COURSE OUTCOMES						
On Con	npletion of the course, the students will be able to						
CO1	Understand the concept of branding and its strategic importance for organizations.						
CO2	Develop a comprehensive brand strategy for a product or service.						
CO3	Evaluate brand equity and its impact on organizational performance.						
CO4	Manage brand image and reputation effectively.						
CO5	Understand the role of digital media and technology in brand building.						

	Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2		
COs									
CO1	3	2	2	3	2	3	2		
CO2	3	3	2	3	2	3	2		
CO3	3	3	2	3	2	3	2		
CO4	3	3	2	3	2	3	2		
CO5	3	3	2	3	2	3	2		
	3	2.8	2	3	2	3	2		

MBAS302	CONSUMER BEHAVIOUR	L	T	P	С
Core / Elective	Elective	3	0	0	3

- To understand the conceptual foundations of consumer buying behavior.
- To equip the learner to apply the principles and prepare for a career in Product and Brand Management in the FMCG and consumer durables industry.

#### **METHODOLOGY:**

Lectures for conceptual foundations for understanding consumer behaviour theories and practice, live case discussions, field based mini projects and terms papers, assignments on augmented topics. Individual as well as group assignments in given topics to understand the application of concepts. Live Cases of existing companies and brands will form a part of the entire learning process for understanding how consumer behaviour concepts are applied in the local and global contexts

UNIT: 1		9 Hours
Consumer I	 Behaviour and Marketing Action: An overview – Consumer involvement	, decision-
making pro	cesses and purchase behaviour and marketing implications – Consumer I	Behaviour
Models. Ex	periential Exercise: Identify a product category and detail the buying pro	cess adopted
UNIT: 2		9 Hours
Environmen	ntal influences on consumer behaviour – Cultural influences – Social class	ss, reference
groups and	family influences - Opinion leadership and the diffusion of innovations -	- Marketing
implication	s of the above influences. Experiential Exercise: Analyse the cultural and	l sociological
influences f	for a global company's brand using live cases	
UNIT: 3		9 Hours
The individ	lual consumer and buying behaviour and marketing implications – Consu	mer
perceptions	, learning, attitudes, motivation and personality – psychographics, values	and
lifestyles. E	xperiential Exercise: Analyse the psychographic influences for a global of	company's
brand using	live cases, analyse the relationship between brand personality and self-c	oncept
UNIT: 4		9 Hours

Strategic marketing applications – Market segmentation strategies – Positioning strategies for existing and new products, Re-positioning, perceptual mapping – Marketing communications – Source, message and media effects. Store choice and shopping behaviour – In-Store stimuli, store image and loyalty – Consumerism – Consumer rights and Marketers' responsibilities. Experiential Exercise: Analyse the STP strategies of brands in a category using live cases, visit a physical shopping mall and understand consumer choices by observation.

UNIT: 5	9 Hours

The Borderless Consumer Market and buying behaviour – Consumer buying habits and perceptions of emerging non-store choices – Research and applications of consumer responses to direct marketing approaches – Issues of privacy and ethics. Experiential Exercise: Visit some virtual shopping sites and understand consumer choices by observation of recommendations and analysing product reviews.

	Total Lecture Hours 45 Hours
Text Boo	ok(s)
1	Loudon and Della Bitta: CONSUMER BEHAVIOUR: CONCEPTS AND APPLICATIONS, 4th Edition; Tata Mc-Graw Hill.
2	Schiffman, Wisenblit and Ramesh Kumar: CONSUMER BEHAVIOUR, Pearson Education Asia, 11th Edition.
3	Henry Assael: CONSUMER BEHAVIOUR AND MARKETING ACTION, Cincinnati, Ohio: South-Western College Pub., 6th Edition
Reference	ce Book(s)
1	Berkman & Gilson: CONSUMER BEHAVIOUR: CONCEPTS AND STRATEGIES, Kent Publishing Co.
2	Bennet and Kassarjian: CONSUMER BEHAVIOUR, Prentice Hall of India
3	Schiffman and Kanuck: CONSUMER BEHAVIOUR, Pearson Education Asia, 7th Edition,
4	Efraim Turban, Jae Lee, David King, & H. Michael Chung: Electronic Commerce: A Managerial Perspective, Pearson Education Inc., 2000.

	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
1	https://www.millwardbrowndigital.com/category/consumer-behavior-insights/
	https://www.ipsos-retailperformance.com/solutions/customer-behavior-insights/
	https://www.information-age.com/can-use-consumer-behavior-strengthen-insight
	123468045/

COUF	COURSE OUTCOMES					
On Con	On Completion of the course, the students will be able to					
CO1	Understand the consumer decision-making process and its influencing factors.					
CO2	Analyze consumer behavior and its implications for marketing strategies.					
CO3	Develop consumer segmentation and targeting strategies.					
CO4	Evaluate the role of consumer behavior in product development and branding.					
CO5	Understand the ethical and social implications of consumer behavior.					

		Ma	pping of (	COs with 1	POs		
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	3	3	2	3 3	
	3	3	2	3	2	3	2.2
MBAS303	3	С	USTOME MA	R RELAT		P L	ГРС

Core / Elective	Elective	3	0	0	3	
				i I		

To understand the concepts and principles of CRM and appreciate the role and changing face of CRM as an IT enabled function.

## **METHODOLOGY:**

Lectures, term papers, industry visit and case discussions

UNIT: 1		9 Hours					
CRM concepts: Acquiring customers, customer loyalty, and optimizing customer relationships.							
CRM define	ed: success factors, the three levels of Service/ Sales Profiling, Service L	evel					
Agreements	s (SLAs), creating and managing effective SLAs.						
Experiential customer re	Exercise: Analysing SLAs and understanding the implications of over-plationships	oromise on					
UNIT: 2		9 Hours					
CRM in Ma	rketing: One-to-one Relationship Marketing, Cross Selling & Up Selling	g, Customer					
Retention, I	Behaviour Prediction, Customer Profitability & Value Modeling, Channe	1					
Optimizatio	n, Event-based marketing. CRM and Customer Service: The Call Centre	, Call					
Scripting, C	Customer Satisfaction Measurement.						
Experientia	Exercise: Call scripting for customer service representative and IVRS e	nvironments					
using role p	lays						
UNIT: 3		9 Hours					
Sales Force Automation – Sales Process, Activity, Contact, Lead and Knowledge Management.							
Field Force Automation. CRM links in e-Business: E-Commerce and Customer Relationships on							
the Internet, Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier							

Experiential Exercise: Analyse articles on SRM, PRM and SFA for better application grounded

Relationship Management (SRM), Partner relationship Management (PRM).

on marketing principles instead of using silo thinking.

**UNIT: 4** 9 Hours Analytical CRM: Managing and sharing customer data – Customer information databases, Ethics and legalities of data use. Data Warehousing and Data Mining concepts. Data analysis: Market Basket Analysis (MBA), Clickstream Analysis, Personalization and Collaborative Filtering. Experiential Exercise: Do a Market Basket Analysis MBA for hypothetical shopping carts of various groups of customers 9 Hours UNIT: 5 CRM Implementation: Defining success factors, preparing a business plan – requirements, justification, processes. Choosing CRM tools: Defining functionalities, Homegrown versus outsourced approaches. Managing customer relationships: conflict, complacency, Resetting the CRM strategy. Selling CRM internally: CRM development Team, Scoping and prioritizing, Development and delivery, Measurement. **Total Lecture Hours** 45 Hours Text Book(s) Stanley A. Brown, CUSTOMER RELATIONSHIP MANAGEMENT, John Wiley 1 & Sons, Canada, Ltd. Paul Greenberg: CRM AT THE SPEED OF LIGHT: CAPTURING AND 2 KEEPING CUSTOMERS IN INTERNET REAL TIME. **Reference Book(s)** Jill Dyché: THE CRM HANDBOOK: A BUSINESS GUIDE TO CUSTOMER 1 RELATIONSHIP MANAGEMENT, Addison Wesley Information technology Series. 2 Patrica B. Ramaswamy, et al: HARVARD BUSINESS REVIEW ON CUSTOMER RELATIONSHIP MANAGEMENT Kristin L. Anderson & Carol J Kerr, CUSTOMER RELATIONSHIP 3 **MANAGEMENT** Bernd H Schmitt, CUSTOMER EXPERIENCE MANAGEMENT: A 4 REVOLUTIONARY APPROACH TO CONNECTING WITH YOUR **CUSTOMERS** Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

COUI	COURSE OUTCOMES					
On Cor	On Completion of the course, the students will be able to					
CO1	Understand the concept, evolution, and strategic importance of CRM.					
CO2	Analyze customer behavior and needs to develop effective CRM strategies.					
CO3	Implement CRM technologies and systems to manage customer relationships.					
CO4	Evaluate the performance of CRM initiatives and make necessary improvements.					
CO5	Understand the ethical implications of CRM and customer data management.					

	Mapping of COs with POs						
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	3	3	2	3	3
	3	2.8	2	3	2	3	2.2

MBAS304	INDUSTRIAL MARKETING	L	T	P	C
Core / Elective	Elective	3	0	0	3

- To help the learner distinguish between consumer marketing and industrial marketing
- To understand the nuances of industrial marketing
- To learn to formulate industrial marketing strategies and also design industrial marketing mix elements

UNIT: 1		9 Hours
Introductio	 n to Industrial Markets - Industrial Marketing System - Concepts and C	Characteristics -
Types of In	dustrial Markets - Industrial Buyer Behaviour.	
UNIT: 2		9 Hours
Strategic In	dustrial Marketing (S.T.P.) -Marketing Information Systems and Mark	teting Research.
UNIT: 3		9 Hours
Classificati	on of Industrial Products and Services - New Product Development and	d Introduction -
Industrial F	Product Management Pricing Decisions in Industrial Markets.	
UNIT: 4		9 Hours
Formulatin	Channel Strategies and Physical Distribution decisions - Promotional	Strategies for
Industrial C	Goods/ Services.	
UNIT: 5		9 Hours
Marketing	 Strategy formulation, implementation and control - Competitive marke	ting strategies -
Introductio	n to B2B eCommerce: online exchanges and platforms	
	Total Lecture Hours	45 Hours
Text Book	(s)	
1	Robert R.Reeder, Edward G.Brierty & Betty H.Reeder	··
	INDUSTRIAL MARKETING; Prentice-Hall International, 20	006.

2	Krishna Havaldar, INDUSTRIAL MARKETING, Tata McGraw-Hill, 2005
Reference	ee Book(s)
1	Peter M. Chisnall: STRATEGIC INDUSTRIAL MARKETING; Prentice-Hall International, 1995.
2	Richard M.Hill, Ralph S.Alexander & James S.Cross: INDUSTRIAL MARKETING; All India Traveller Book Seller Publishers and Distributors, 2002
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
1	http://www.eardley.co.za (Industrial marketing blog)

COURSE OUTCOMES						
On Completion of the course, the students will be able to						
CO1	Distinguish between consumer and industrial marketing concepts and practices.					
CO2	Analyze the characteristics of industrial markets and buyer behavior.					
CO3	Develop industrial marketing strategies and plans.					
CO4	Implement effective industrial marketing communication and promotion strategies.					
CO5	Manage industrial sales and distribution channels effectively					

Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
CO1	3	2	2	3	2	3	2	
CO2	3	3	2	3	2	3	2	
CO3	3	3	2	3	2	3	2	
CO4	3	3	2	3	2	3	2	
CO5	3	3	2	3	2	3	2	
	3	2.8	2	3	2	3	2	

MBAS305	INTEGRATED MARKETING	L	T	P	C
	COMMUNICATION				
Core / Elective	Elective	3	0	0	3

To equip students for a career in Product and Brand Management, Advertising – with special reference to Client servicing, Media planning and research.

## **METHODOLOGY:**

Briefing of conceptual foundations, live cases, designing an advertising and promotion campaign, field based mini projects and terms papers, assignments, presentations.

UNIT: 1		9 Hours						
Origin and Development - Definition and Classification - Planning Framework - Organizing								
Framework - the Advertiser and the Advertising Agency interface. STRATEGIC								
ADVERTIS	SING DECISIONS - Setting Advertising Objectives - The Budget	t Decision -						
Preparing th	ne Product and Media Brief							
Experientia	Exercise: Preparing the Product and Media Brief							
UNIT: 2		9 Hours						
Visualizatio	on of Ad Layout - Elements of Ad Copy and Creation - Principles of	verbal versus						
visual think	ers, Styles and Stages in advertising copy creation - Copy (Pre-) Testing	methods and						
measureme	nts.							
Experientia	Experiential Exercise: Continuation of above developing the concept platform and designing ad							
copy.	copy.							
UNIT: 3		9 Hours						
Media Planning and Selection – Concepts of Reach, Frequency, Continuity, and Selectivity –								
Measures of Media Cost Efficiency – Media (Readership/ Viewership) Research. The Internet as								
an Advertising Medium: Tracking Website visits, page views, hits, and click-stream analysis,								
permission marketing and privacy, ethical concerns.								
Experiential Exercise: Continuation of above deciding the media mix								

UNIT: 4		9 Hours					
Control of Advertising by practitioners, media and the market - Advertising in the International							
Marketplace - Advertising and Principles of Integrated Marketing Communication and Image							
Building.							
Experientia	Experiential Exercise: Analysing effectiveness reports, live cases						
UNIT: 5		9 Hours					
Dationala 7	Funds Consumer and Trade Promotions Sales Promotion Strategies	and Drastices					
	Types - Consumer and Trade Promotions - Sales Promotion Strategies a	ind Practices,					
Cross Prom	otions, Surrogate Selling, Bait and Switch advertising issues.						
BRAND E	QUITY - Concepts and Criteria, Building, Measuring and Managing E	Brand Equity,					
Linking Ad	vertising and sales promotion to achieve 'brand-standing' - Leveraging	Brand Values					
for business	s and non-business contexts.						
Evnerientia	l Exercise: Analysing live cases of sales promotion campaigns, and branch	Limage					
Ехрепениа	Lacterse. Analysing five eases of sales promotion campaigns, and branc	i illiage					
	Total Lecture Hours	45 Hours					
Text Book	(s)						
1	Belch and Belch, ADVERTISING AND PROMOTION, Tata McGraw	Hill					
1	Belefi and Belefi, AB VERTISH (O ALVE I ROMO HOL), Tala Mediaw						
2	The Marketing White Book 2010-2011, Business World Publication						
Reference Book(s)							
1	Wells, Burnett & Moriarty: ADVERTISING PRINCIPLES AND PRACTICES,						
	Prentice-Hall						
2	2 Subroto Sengupta: BRAND POSITIONING; Tata McGraw Hill.						
2							
3	June Valladares: THE CRAFT OF COPYWRITING, Sage Publications.						
4	J V Vilanilam & A K Varghese: ADVERTISING BASICS! A RESOURCE GUIDE						
	FOR BEGINNERS, Response Books, Sage Publications.						
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]						
1	vvvvvv amaukatau aam						
1	www.emarketer.com						

COUR	COURSE OUTCOMES					
On Com	On Completion of the course, the students will be able to					
CO1	Understand the concept of integrated marketing communication (IMC) and its role in achieving organizational goals.					
CO2	Develop integrated marketing communication plans and strategies.					
CO3	Evaluate the effectiveness of IMC campaigns.					
CO4	Manage the IMC process, including budgeting, media planning, and execution.					
CO5	Understand the ethical and legal implications of IMC.					

Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
COs								
CO1	3	2	2	3	2	3	2	
CO2	3	3	2	3	2	3	2	
CO3	3	3	2	3	2	3	2	
CO4	3	3	2	3	2	3	2	
CO5	3	3	3	3	2	3	3	
	3	2.8	2	3	2	3	2.2	

MBAS306	INTERNATIONAL MARKETING	L	T	P	С
Core / Elective	Elective	3	0	0	3

- This course is designed to provide knowledge of marketing management in the international scenario.
- To enable the student to appreciate the nuances of international marketing environment and develop marketing strategies for the dynamic international markets.

UNIT: 1	9 Hours

Introductory case

An overview: The importance of world trade - Scope and challenges of international marketing - Recent trends and developments in international trade- protectionism, trade barriers, easing trade restrictions, role of the IMF and World Bank, WTO and TRIPS, TRIMS and liberalization of service industries.

Video case discussion, Web exercises, Subject Quiz, Marketing application-based activities (using McGraw Hill Connect).

UNIT: 2	9 Hours

Introductory case

The international marketing environment: The international economic environment, trade environment, social and cultural environments - international political, legal and regulatory environments - Multilateral and geographical groupings - Cultural dynamics in assessing global markets.

Video case discussion, Web exercises, Subject Quiz, Marketing application-based activities (using McGraw Hill Connect).

UNIT: 3	9 Hours

Introductory case

Assessing international market opportunities: Developing a global vision through marketing research - International marketing management - planning and organization - Market entry

strategies - export, joint ventures and direct investments.

Video case discussion, Web exercises, Subject Quiz, Marketing application-based activities (using McGraw Hill Connect).

UNIT: 4 9 Hours

Introductory case

Developing Global Marketing Strategies I: Global marketing management - Planning and

organization - Products and services for Consumers - Products and services for businesses - Pricing for international markets - International marketing channels.

Video case discussion, Web exercises, Subject Quiz, Marketing application-based activities (using McGraw Hill Connect).

UNIT: 5 9 Hours

Introductory case

Developing Global Marketing Strategies II: Integrated Marketing Communications and

International Advertising - Personal Selling and Sales Management.

Implementing Global Marketing Strategies: Inventive Negotiations with International Customers, Partners, and Regulators - Cultural Analysis Economic Analysis Market Audit and Competitive Market Analysis Preliminary Marketing Plan.

Video case discussion, Web exercises, Subject Quiz, Marketing application-based activities (using McGraw Hill Connect).

	Total Lecture Hours 45 Hours
Text Book	x(s)
1	Philip R Cateora., R Bruce Money., Mary C Gilly and John L Graham (2020), International Marketing, (18/e), McGraw Hill (India).
2	Mark C. Green and Warren J. Keegan (2020), Global Marketing, (10/e), Pearson Education
3	Svend Hollensen (2020), Global Marketing, (8/e), Pearson Education.

Reference	e Book(s)
1	Francis Cherunilam (2016), International Marketing: Text and Cases, (15/e), Himalaya Publishing House.
2	Masaaki Kotabe and Kristiaan Helsen (2017), Global Marketing Management, (7/e), John Wiley & Sons.
3	Justin Paul and Ramneek Kapoor (2012), International Marketing: Text and Cases, (2/e), McGraw Hill (India).
4	Rakesh Mohan Joshi (2014), International Marketing, (2/e), Oxford University  Press.

COUR	COURSE OUTCOMES			
On Con	On Completion of the course, the students will be able to			
CO1	Understand the concept and scope of international marketing.			
CO2	Analyze the international marketing environment and its impact on business.			
CO3	Develop international marketing strategies and plans.			
CO4	Implement international marketing programs and evaluate their effectiveness.			
CO5	CO5 Manage international marketing operations and control activities.			

	Mapping of COs with POs						
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	2	3	2	3	2
CO2	3	3	2	4	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3.2	2	3	2

MBAS307	INTERNET MARKETING	L	T	P	C
Core / Elective	Elective	3	0	0	3

The objectives of this course are:

- To rethink marketing in an Internet-enabled marketing environment
- To conceptualize marketing strategy formulation in the context of the Internet
- To understand the Internet marketing mix
- To address the emerging issues on the Internet from a marketing perspective

#### **METHODOLOGY:**

The classroom methodology will include lectures, quizzes, comprehensive case analysis and discussions, brainstorming on industry news, white papers and group-wise development of an Internet marketing plan.

UNIT: 1		9 Hours
Rethinking	marketing in a connected world – Internet as a marketing platform: cr	itical success
factors – ma	arket opportunity analysis in the new economy – generating business mod	del canvas
Delivering of	customer value types: trapped, hybrid and new-to-the-world value - appl	ication of the
Long Tail c	oncept in Internet marketing	
UNIT: 2		9 Hours
Planning th	e Internet strategy – Segmenting the internet market, Niche marketing st	trategies, On-
line position	ning and competitive analysis - SOSTAC framework for Internet marketi	ng planning -
Internet ma	rketing scenarios - pure-play and bricks-and-clicks businesses - Use	er experience
design and	its core principles - Web development and customer interface d	esign – 7Cs
framework	- Adaptive Vs Responsive designs	
IN III		0.77
UNIT: 3		9 Hours
Online market research, Web tracking audits, analytics – marketing performance metrics –		
Conversion funnel and optimization; Introduction to Search engine optimization and Google		

Analytics - Online consumer behaviour and characteristics - Issue of trust - Internet

communities: creation and transfer of value within communities

UNIT: 4		9 Hours	
Comparing	traditional marketing mix with Internet marketing mix - Product hierarcl	ny - Influence	
of interactive	vity and individualization - new product development process – mass cu	stomization –	
online brand building - Pricing on the internet – characteristics, customer-driven pricing,			
	icing and pricing strategies - Internet as a distribution channel – disingular		
	e role of Internet intermediaries – Creating and Managing Online		
	narketing Online advertising models and types – Search advertise	•	
	Email marketing, Social media channels – Risks and challenges		
UNIT: 5		9 Hours	
Influence of	f Web 2.0 on Internet marketing – crowdsourcing applications in marketi	ng	
Mobile mar	keting – advantages and challenges – virtual, augmented and mixed reali	tv – location-	
	extual marketing - Global Internet marketing – standardization Vs. of		
	Global navigation of website.		
	Total Lecture Hours	45 Hours	
Text Book(	$(\mathbf{s})$		
1	Mohammed, Fisher, Jaworski and Cahill: Internet marketing – building	advantage in	
	a networked economy (Tata McGraw-Hill)		
2	Chaffey, Meyer, Johnston and Ellis-Chadwick: Internet Marketing (Pre	ntice-	
_	Hall/Financial Times)		
	, in the second		
Reference 1	Book(s)		
1	Vassos: Strategic Internet Marketing - Practical e-commerce and brand	ing tactics	
	(Que Books)		
2	Stokes: eMarketing - The essential guide to digital marketing, Quirk eN	Markatina (D)	
		Tarkening (P)	
	Ltd. (www.quirk.biz/emarketingtextbook)		
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc	:.]	
1	www.hubspot.com – offering in-bound marketing	software,	
	support and methodology		

COUR	COURSE OUTCOMES			
On Con	On Completion of the course, the students will be able to			
CO1	Understand the concept of internet banking and its role in the financial industry.			
CO2	Analyze the technological infrastructure and security aspects of internet banking.			
CO3	Evaluate the impact of internet banking on customer behavior and expectations.			
CO4	Develop strategies for effective online banking service delivery.			
CO5	CO5 Assess the risks and challenges associated with internet banking.			

	Mapping of COs with POs									
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2			
COs										
CO1	3	2	2	3	2	3	2			
CO2	3	3	2	4	2	3	2			
CO3	3	3	2	3	2	3	2			
CO4	3	3	2	3	2	3	2			
CO5	3	3	2	4	2	3	2			
	3	2.8	2	3.2	2	3	2			

MBAS308	MARKETING ANALYTICS - I	L	T	P	C
Core / Elective	Elective	3	0	0	3

- To enable the students to know about the information needs of Management.
- To introduce software packages like MS-EXCEL/SPSS/R for Marketing Analytics
- To introduce the students to many Excel tools that can be used to analyze marketing problems: PivotTables, charting and Excel statistical functions, including COUNTIF, COUNTIFS, SUMIF, SUMIFS, AVERAGEIF, and AVERAGEIFS functions
- To estimate demand curves and to determine profit maximizing prices, price bundling, nonlinear pricing strategies, and price-skimming strategies
- To introduce forecasting tools
- To analyse the consumer needs and product attributes choices that drives sales

#### **METHODOLOGY:**

The methodology is predominantly by Case analysis and Computer based Problem Solving, complemented by lecture mode. The students have to undertake a project work in a topic of their interest and product, to apply the concepts studied in the course.

UNIT: 1		9 Hours
Using Exce	I to Summarize Marketing Data: Slicing and Dicing Marketing Data with	1
PivotTables	- Using Excel Charts to Summarize Marketing Data- Using Excel Functi	ions to
Summarize	Marketing Data	
UNIT: 2		9 Hours
Pricing: Est	imating Demand Curves and Using Solver to Optimize Price- Price Bund	dling-
Nonlinear F	ricing- Price Skimming and Sales	
UNIT: 3		9 Hours
Forecasting	: Simple Linear Regression and Correlation- Using Multiple regression t	o forecast
Sales		
UNIT: 4		9 Hours
C	in the event of special Events-Modelling Trend and Seasonality & other atio to Moving Average/Winter Method / Neural Networks]	forecasting
memous [K	and to Moving Average, whiter Method / Neural Networks]	

	9 Hours
lated decision: Product Attribute Analysis [Conjoint]- Logistic Regression	n –Discrete
alysis & Random Utility Theory	
Total Lecture Hours	45 Hours
$\mathbf{c}(\mathbf{s})$	<u> </u>
. Wayne L. Winston (2014). Marketing Analytics-Data-Driven Techni	ques with
Microsoft® Excel, John Wiley & Sons, Inc., Indianapolis, Indiana	
Stephen Sorger (2013), Marketing Analytics: Strategic Models and Mo	etrics, Atlantic
Publishers and Distributors	
Gary L. Lilien and Arvind Rangaswamy (2005), Marketing Engineering	ng: Computer-
Assisted Marketing Analysis and Planning, Pearson Education	
Book(s)	
Hair, Andersen, Black and Tatham, Multivariate Data Analysis, Pearson	on India Ltd,
New Delhi, 2008 (7th edition)	
Paul W.Farris et al (2010), Marketing Metrics, Pearson Education	
	. Wayne L. Winston (2014). Marketing Analytics-Data-Driven Techni Microsoft® Excel, John Wiley & Sons, Inc., Indianapolis, Indiana  Stephen Sorger (2013), Marketing Analytics: Strategic Models and Me Publishers and Distributors  Gary L. Lilien and Arvind Rangaswamy (2005), Marketing Engineerin Assisted Marketing Analysis and Planning, Pearson Education  Book(s)  Hair, Andersen, Black and Tatham, Multivariate Data Analysis, Pearson New Delhi, 2008 (7th edition)

COU	COURSE OUTCOMES					
On Cor	mpletion of the course, the students will be able to					
CO1	Understand the concept of marketing analytics and its role in decision making.					
CO2	Apply data analysis techniques to extract meaningful insights from marketing data.					
CO3	Develop and implement marketing models for forecasting and optimization.					
CO4	Use marketing analytics to measure and improve marketing performance.					
CO5	Communicate marketing insights effectively to stakeholders.					

	Mapping of COs with POs									
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2			
COs										
CO1	3	2	2	3	2	3	2			
CO2	3	3	2	3	2	3	2			
CO3	3	3	2	3	2	3	2			
CO4	3	3	2	3	2	3	2			
CO5	3	3	2	3	2	3	2			
	3	2.8	2	3	2	3	2			

MBAS309	MARKETING ANALYTICS - II	L	T	P	С
Core / Elective	Elective	3	0	0	3

- To enable the students to know about the information needs of Management.
- To explore customer value analysis and value models
- To introduce the segmentation analysis
- To explore the retail analytics tools
- To analyse the advertising analytical tools
- To introduce Internet and social media analytics

#### **METHODOLOGY:**

The methodology is predominantly by Case analysis and Computer based Problem Solving, complemented by lecture mode. The students have to undertake a project work in a topic of their interest and product, to apply the concepts studied in the course.

UNIT: 1		9 Hours
Customer '	Value: Calculating Lifetime Customer Value- Using Customer Value	e to Value a
Business-	Customer Value, Monte Carlo Simulation, and Marketing Decis	ion Making-
Allocating 1	Marketing Resources between Customer Acquisition and Retention	
UNIT: 2		9 Hours
Market Seg	ment: Clustering- User-Based Collaborative Filtering-Using Classification	on Trees for
Segmentation	on	
UNIT: 3		9 Hours
Retail Ana	lytics: Market Basket Analysis and Lift - Allocating Retail Space	e and Sales
Resources-l	dentifying the Sales to Marketing Effort Relationship	
UNIT: 4		9 Hours
Advertising	Analytics: Measuring the Effectiveness of Advertising -Media Selection	tion Models-
Pay per Clie	ck Advertising- Introduction to Internet and Social Marketing	

UNIT: 5		9 Hours
Introduction	on to dashboard – Need for Visualization – various visualization t	ools – Using
Visualizati	on tools for Marketing data – Creating dashboards	
	Total Lecture Hours	45 Hours
Text Book	$\mathbf{c}(\mathbf{s})$	
1	Wayne L. Winston (2014). Marketing Analytics-Data-Driven Technique	ues with
	Microsoft® Excel, John Wiley & Sons, Inc., Indianapolis, Indiana	
2	Stephen Sorger (2013), Marketing Analytics: Strategic Models and Me	etrics, Atlantic
	Publishers and Distributors.	
3	Gary L. Lilien and Arvind Rangaswamy (2005), Marketing Engineerin	g: Computer-
	Assisted Marketing Analysis and Planning, Pearson Education	
Reference	Book(s)	
1	Hair, Andersen, Black and Tatham, Multivariate Data Analysis, Pearson	on India Ltd,
	New Delhi, 2008 (7th edition)	
2	Paul W.Farris et al (2010), Marketing Metrics, Pearson Education	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites et	c.]
1	www.stattutorials.com (Statistics tutorials including worked examples	using
	softwares like SPSS)	

COUR	COURSE OUTCOMES						
On Con	apletion of the course, the students will be able to						
CO1	Apply advanced statistical techniques to analyze marketing data and extract insights.						
CO2	Develop customer-centric models for value analysis and segmentation.						
CO3	Utilize retail analytics tools to optimize store performance and customer experience.						
CO4	Analyze advertising effectiveness using advanced analytics techniques.						
CO5	Apply internet and social media analytics to measure and improve marketing campaigns.						

Mapping of COs with POs									
POs	PO1	PO2	PO3	PO4	PO5	PS01	PSO2		
COs									
CO1	3	3	2	3	2	3	2		
CO2	3	3	2	3	2	3	2		
CO3	3	3	2	3	2	3	2		
CO4	3	3	2	3	2	3	2		
CO5	3	3	2	3	2	3	2		
	3	3	2	3	2	3	2		

MBAS310	MARKETING FOR NON-PROFIT	L	T	P	C
	ORGANISATIONS				
Core / Elective	Elective	3	0	0	3

- To create an awareness about the nature of marketing function in a non-profit business environment and understand its distinct characteristics and roles.
- To impart an understanding of the design and implementation of the marketing plan, in the context of non-profit organizations.

#### **METHODOLOGY:**

Lectures, case discussions, story-telling, role-plays, seminar presentations, position papers, firm/issue analysis, mini-projects, social media content development and sharing

UNIT: 1		9 Hours
Introduction	n to non-profit organizations - Classification and characteristics of non-profit	rofit
	ns - Role of marketing in a non-profit business setup	
- <i>G</i>	The state of the s	
UNIT: 2		9 Hours
Analysing r	narket opportunities - Strategic non-profit marketing (segmentation targe	eting-
positioning)		
UNIT: 3		9 Hours
Product/serv	vice decisions - Price decisions - Distribution decisions - Promotion deci	sions.
UNIT: 4		9 Hours
01111.4		) Hours
Resource ge	eneration for non-profit business - Social marketing	
UNIT: 5		9 Hours
Developing	marketing strategies for specific non-profit businesses	
Developing	marketing strategies for specific non-profit businesses	
	Total Lecture Hours	45 Hours
Text Book(	(s)	
1	Dhilin Matley "MADMETING EOD NON DDOEIT ODG ANIZATION	2" 2nd
1	Philip Kotler, "MARKETING FOR NON-PROFIT ORGANIZATIONS	o, Ziiu
	Edition, Prentice-Hall of India(P) Ltd., 1985	

2	Alan R Andreason & Philip Kotler: STRATEGIC MARKETING FOR
	NONPROFIT ORGANIZATIONS, 6th. Edition, Prentice-Hall India.
Referenc	e Book(s)
1	Barry J.McLeish, "SUCCESSFUL MARKETINGSTRATEGIES
	FOR NONPROFIT ORGANIZATIONS", John Wiley & Sons, Inc. N.Y.,
	1995.
2	David C.Hammack and Dennis R.Young(Eds.), "NON-PROFIT
	ORGANIZATIONS IN A MARKET ECONOMY: UNDERSTANDING NEW
	ROLES, ISSUES AND TRENDS", Jossey-Bass Publishers, San Francisco, 1993
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
1	www.marketingplannow.com

COUR	COURSE OUTCOMES					
On Con	apletion of the course, the students will be able to					
CO1	Understand the unique characteristics of non-profit marketing and its distinction from commercial marketing.					
CO2	Develop marketing plans and strategies for non-profit organizations.					
CO3	Implement marketing tactics to achieve non-profit goals and objectives.					
CO4	Evaluate the effectiveness of non-profit marketing campaigns.					
CO5	Manage the challenges and opportunities of non-profit marketing in a changing environment.					

Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
COs								
CO1	3	2	2	3	2	3	3	
CO2	3	3	2	3	2	3	3	
CO3	3	3	2	3	2	3	3	
CO4	3	3	2	3	2	3	3	
CO5	3	3	2	3	2	3	3	
	3	2.8	2	3	2	3	3	

MBAS311	MARKETING OF FINANCIAL	L	T	P	C
	SERVICES				
Core / Elective	Elective	3	0	0	3

- To examine the emergence of financial services industry
- To create an awareness about the nature of marketing function in a financial service organization
- To provide both theoretical and practical knowledge in financial services marketing, using the real-life cases.
- To gain exposure to the marketing strategies adopted for different financial services such as banking, mutual funds, insurance, etc.

#### **METHODOLOGY:**

Lectures, field projects, simulation exercise, group discussions

UNIT: 1		9 Hours
	ervices: Meaning – Indian Financial Services Industry – Scope – Fund activities – modern activities – New Financial Products and Services	Based and Non-
	e Financial Instruments – Challenges Ahead.	
UNIT: 2		9 Hours
Services M	Marketing - Concept - Designing the service - Blueprinting - Fire	nancial Services
Marketing -	- Concept - Salient Features - New Challenges - Basic Bricks for market	eting strategies –
Need for M	eeting Global Competition – Customer Satisfaction.	
UNIT: 3		
UNII: 3		9 Hours
	of Banking Services – Concept, Justification for marketing the banking	
Marketing of	of Banking Services – Concept, Justification for marketing the banking sehavioural Profile – Product Planning and Development – Marketing Info	services – Users
Marketing of and their Bo	ehavioural Profile – Product Planning and Development – Marketing Info	services – Users ormation System
Marketing of and their Bo		services – Users ormation System ion – Marketing
Marketing of and their Bo	ehavioural Profile – Product Planning and Development – Marketing Info Significance of MIS to the Banking Organisations – Market Segmentat	services – Users ormation System ion – Marketing
Marketing of and their Bo for Banks, Mix for ban UNIT: 4	ehavioural Profile – Product Planning and Development – Marketing Info Significance of MIS to the Banking Organisations – Market Segmentat	services – Users ormation System ion – Marketing g.  9 Hours

Formulation of Marketing Mix for Insurance organizations – Marketing Strategies – Insurance marketing in the Indian Perspective – Marketing UNIT: 5 9 Hours Marketing of Mutual Funds: Market Segmentation – Marketing Mix for Mutual Fund Organisations - Marketing Strategies - Marketing of Mutual Fund Schemes in the Indian Perspective - Marketing of other financial services: Marketing of Issues. **Total Lecture Hours** 45 Hours Text Book(s) 1 Jha, S.M., SERVICES MARKETING, Himalaya Publishing House, 2003 2 Avadhani, V.A., Marketing of Financial Services, Himalaya Publishing House Reference Book(s) Gordon, E, and Natarajan.K., Financial Markets and Services, Himalaya Publishing 1 House, 2003 Valerie Zeithaml & Mary Jo Bitner, SERVICES MARKETING, McGraw Hill. 2 3 Articles published in all relevant journals (like Journal of Marketing, The Banker, etc.) and Business Periodicals 4 Reports of RBI and SEBI on different services. Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.] 1 www.marketstrategies.com

COUF	RSE OUTCOMES
On Con	npletion of the course, the students will be able to
CO1	Understand the unique characteristics of the financial services industry and its marketing challenges.
CO2	Analyze the consumer behavior of financial services customers.
CO3	Develop marketing strategies for various financial services products and services.
CO4	Evaluate the role of technology in financial services marketing.
CO5	Understand the regulatory environment and ethical considerations in financial services marketing.

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	3	4	2	3	3
	3	2.8	2	3.2	2	3	2.2

MBAS312	MARKETING OF HIGH-TECH	L	T	P	C
	PRODUCTS & INNOVATIONS				
Core / Elective	Elective	3	0	0	3

To prepare students for a career in product management. This course focuses on issues facing companies selling innovations and technology-based products and integrates the impact of strategic marketing decisions and business models for Technology diffusion.

#### **METHODOLOGY:**

Discussions of concepts, beta versions of innovations, and class presentations. Experiential Exercises: The entire UNIT V is for practical applications and will be entwined with all the other UNIT s of the course. Live cases for class discussions will be used for understanding the dynamic environment of high-tech innovations, their ethical dimensions, regulatory frameworks for controversial innovations and customer resistance to change.

UNIT: 1		9 Hours
Opportunity and	alysis for innovations: Special characteristics of market and	technological
uncertainty & co	ompetitive volatility - High-Tech vs. Low-Tech Marketing - New	w technology
(push) or custom	er demand (pull), Environment and industry structure, Competition	analysis and
critical success	factors. Forms of product leadership Quality, Operational efficient	ency, Supply
chain and Interna	al processes, Brand and relationship management, Customers or co	llaborators or
distribution char	nnel - Core competencies: unique, internal capabilities, processe	es, resources,
values or people	as bases for competitive advantage.	
UNIT: 2		9 Hours
Creation of value	e - Developing new products - Technological Cycles and Innovati	ion Typology

Creation of value – Developing new products - Technological Cycles and Innovation Typology Breakthrough or disruptive or incremental innovation, Innovation Diffusion – Bio mimicry and Customer co-innovation, Entry timing and launch or relaunch strategies – Marketing research and understanding high tech consumers - Customer Acceptance of Technology and Technology Readiness

UNIT: 3	9 Hours

Capturing value: The economic model, Unbundling, Versionizing and contextual marketing — Customer acquisition strategies and costs Customer Intimacy and Other Value Disciplines;

Discovery Driven Planning - Marketing mix decisions, Technology maps, POP Points of Parity & POD Points of Differentiation, Buzz marketing - Steering Innovation management teams, challenges of Disruptive Change - Strategy to executable tactics - Technographic segmentation - Engagement and making technology fun 'Gamification'

UNIT: 4	9 Hours

Sustaining value and renewal: Competitive response analysis - Regulation, social/political, macroeconomic trends - Gestation or Time-to-market, Product life cycle, diffusion, maturation issues, obsolescence, and substitution - Customers retention - Product/service pipeline and contingency plans - Creating sustainable competitive advantage: Customer value proposition and profitability - Handling failures and cannibalization

UNIT: 5 9 Hours

Cases of high technology products and companies from various sectors like retail, financial services, education, IT and ITES, biotech and pharma, engineering goods, telemedicine, leisure & entertainment like books, music, etc.

	Total Lecture Hours 45 Hours
Reference	ee Book(s)
1	Text: Marketing of High Technology Products and Innovations, Mohr, Jakki, Sanjit Sengupta and Stanley Slater, Pearson Education
2	Crossing the Chasm: Marketing and Selling Disruptive Products to Mainstream Customers, Geoffrey A. Moore ISBN: 9780060517120 ISBN 10: 0060517123. Harper Business Books
3	Techno-ready Marketing, Techno-Ready Marketing: How and Why Your Customers Adopt Technology, A. Parasuraman & Charles L. Colby, Free Press, 2001: ISBN-10: 0684864940 ISBN-13: 978-0684864945
4	Websites of companies, articles and resources from Business Periodicals, technology blogs like engadget.com, etc

COUI	COURSE OUTCOMES					
On Cor	On Completion of the course, the students will be able to					
CO1	Understand the unique characteristics of high-tech products and markets.					
CO2	Develop marketing strategies for high-tech product launches.					
CO3	Manage the product life cycle of high-tech products effectively.					
CO4	Utilize digital marketing and technology for high-tech product promotion.					
CO5	Evaluate the impact of innovation on high-tech marketing strategies.					

	Mapping of COs with POs						
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	4	2	3	2
	3	2.8	2	3.2	2	3	2

MBAS313	MARKETING RESEARCH	L	T	P	C
Core / Elective	Elective	3	0	0	3

- To introduce the basic concepts of research and methodology of conducting researches in marketing domain.
- To provide a foundation to pursue the summer training/ project work and a winter project work and a professional career in Marketing Research domain.

#### **METHODOLOGY:**

size determination.

The methodology is predominantly lecturing mode and case discussion, complemented with a mini-project work.

UNIT: 1		9 Hours			
Introduction					
	to Marketing Research – definitions – classification – marketing rese	-			
nature of	marketing - ethics in marketing research - importance of proble	em definition-			
environmen	t context-internet and computer applications.				
	1 11				
UNIT: 2		9 Hours			
Research Do	esign – definition – classification – exploratory research – descriptive res	search			
1					
–casual rese	earch – interrelationships – usages – significance				
UNIT: 3		9 Hours			
UNII. 3		Filouis			
Data Collec	ction: Objectives – data sources – data types – primary versus se	econdary data-			
classificatio	ns of primary and secondary data – accuracy and errors – qualitative a	nd quantitative			
data _ thei	r advantages and disadvantages – Data collection methods – data	instruments _			
		mstraments			
administrati	on of data instruments – surveys- observations – interviews.				
UNIT: 4		9 Hours			
01111.4		) Hours			
Measurements and scaling – non comparative scaling techniques – itemized rating scales– Likert					
scale - semantic differential scale - staple scale - multi-item scales - Sampling designs and					
procedures - Non probability sampling Techniques - Probability Sampling techniques - Sample					

UNIT: 5		9 Hours
Data analy	sis and reporting: Nature of field work – data checking and editing –	data cleaning –
frequency	distribution - cross-tabulation - hypothesis testing - chi-square,	phi coefficient,
contingenc	y coefficient, other statistics - usage of SPSS - report writing - execu	tive summary –
final techni	ical report.	
	Total Lecture Hours	45 Hours
Text Book	(s)	
1	Malhotra, Naresh: Marketing Research – An applied Orientation, Pren	tice-Hall of
	India, New Delhi. (6th Edition)	
2	Green, Tull and Albaum: Research for Marketing Decisions, Prentice-	Hall India, New
	Delhi.	
Reference	Book(s)	
1	Kinnear and Taylor: Marketing Research – An Applied Approach, Mc	Graw-Hill,
	New York.	
2	Panneerselvam, R., Research Methodology, PHI Learning Pvt. Ltd., N	ew Delhi.
3	Boyd, Westfall & Stasch, Marketing research Text & Cases, AITBS, N	New Delhi
	2004.	
4	Hair, Andersen, Black and Tatham, Multivariate Data Analysis, Pearson	on India Ltd,
	New Delhi, 2008 (7th edition)	
	1	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites e	tc.]
1	www.emeraldinsight.com (A renowned research journal database)	

COUR	COURSE OUTCOMES				
On Con	On Completion of the course, the students will be able to				
CO1	Understand the concept of marketing research and its role in decision making.				
CO2	Design and develop marketing research projects.				
CO3	Collect and analyze marketing research data using appropriate techniques.				
CO4	Prepare and present marketing research reports and findings.				
CO5	Evaluate the ethical implications of marketing research.				

	Mapping of COs with POs						
POs COs	PO1	PO2	PO3	PO4	PO5	PS01	PSO2
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	3	3	2	3	3
	3	2.8	2	3	2	3	2.2

MBAS314	PRODUCT DEVELOPMENT AND	L	T	P	C
	MANAGEMEN				
Core / Elective	Elective	3	0	0	3

Understand the product policy of companies, new product development, launch cycle and necessary marketing effort, and discuss live cases of new products.

#### **METHODOLOGY:**

Lectures, term papers, industry visit and live case discussions of innovations pre-launch campaigns and beta versions.

Experiential Exercises: Develop a hypothetical new product and prepare a marketing plan from idea generation to launch and post-launch strategies. Discussions of live cases of existing product portfolios and new products in the global context.

UNIT: 1		9 Hours				
Nature of	Nature of New Product Management – Role of New Products in Firm's Marketing Effort –					
Characteris	tics of New Products – Types of New Products					
Product po	licy - Product Mix decisions, Product life cycle strategies, line exte	ension, category				
extension,	market expansion, product cannibalization decisions and after-sup	port decisions.				
Managing p	product turnarounds. Branding decisions for multi-product portfolios					
UNIT: 2		9 Hours				
Strategic P	lanning for New Products – Process – Objectives – Strategies – P	roduct Program				
implementa	tion and control – New Product Management in Services.					
UNIT: 3		9 Hours				
New Produ	ce process – Idea generation – Tools and Techniques – Screening of	ideas – Concept				
formulation	- Concept testing - Business Analysis - Product Development - Market	ting testing.				
UNIT: 4		9 Hours				
Commercialization – Product launch cycle – Marketing plan – Strategies – Promotion – post Launch						
Tracking – Post Launch and Control. Managing existing product portfolios and new products						

UNIT: 5		9 Hours			
Organising	for New Product – Strategies and Practices – Product Champions – Inno	ovation Labs ads			
Intrapreneu	rship - Future of New Product Management.				
	Total Lecture Hours	45 Hours			
Text Book(	$(\mathbf{s})$				
1	Eberhand E. Scheuing: NEW PRODUCT MANAGEMENT Merril Pub	o. Co.,			
	Columbus Ohio				
2	Merle Crawford: NEW PRODUCT DEVELOPMENT Irwin Pub.				
3	Ramanuj Majumdar: PRODUCT MANAGEMENT IN INDIA (Prentic	e-Hall, India).			
4	Donal R. Lehmann, Russel S. Winer: PRODUCT MANAGEMENT, McGraw-Hill				
Reference 1	Book(s)				
1	Robert G. Cooper: WINNING AT NEW PRODUCTS: ACCELERATI	NG THE			
	PROCESS FROM IDEA TO LAUNCH, Perseus Publishing				
2	Ulrich, Karl, and Steven Eppinger. PRODUCT DES	SIGN			
	AND DEVELOPMENT. 3rd ed. New York, NY: McGraw-Hill				

COUI	COURSE OUTCOMES					
On Cor	On Completion of the course, the students will be able to					
CO1	Understand the concept of product development and its strategic importance.					
CO2	Develop a comprehensive product development process.					
CO3	Evaluate new product ideas and concepts.					
CO4	Manage product launch and commercialization effectively.					
CO5	Understand the role of innovation in product development.					

		Ma	pping of (	COs with l	POs		
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3	2	3	2

MBAS315	RETAIL MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

- This course is designed to provide the learner a good understanding of the concepts, strategies, and trends associated with a retail operation in the Indian market place.
- To help the learner to explore the current retail environment, key retail management strategies, and trends in retailing.

#### **METHODOLOGY:**

The methodology is predominantly lecturing mode and case discussion, complemented with a mini-project work.

		9 Hours
An overvie	w of retailing – Types of stores – Product retailing vs. Service retailing	g – non-store
retailing.	Retail strategy – Achieving competitive advantage and positionic	ng Retailing
	nt – legal, social, economic, technological, issues Trends in the Ind	
Industry		
	T	
UNIT: 2		9 Hours
Retail store	location and layout – Country/Region analysis – Trade area analysis – S	ite evaluation
and selection	on - Store design and layout - Comprehensive store planning - Exterio	or design and
layout – Int	terior store design and layout – Interior design elements	
•		
UNIT: 3		9 Hours
		) IIOUIS
Planning n	nerchandise needs and merchandise budgets – Methods for determini	
•	nerchandise needs and merchandise budgets – Methods for determini – Assortment planning, buying and vendor relations - Merchandise pr	ing inventory
evaluation	_	ing inventory
evaluation strategies –	Assortment planning, buying and vendor relations - Merchandise pr	ing inventory
evaluation	Assortment planning, buying and vendor relations - Merchandise pr	ing inventory
evaluation strategies –	Assortment planning, buying and vendor relations - Merchandise pr	ing inventory ricing – Price  9 Hours
evaluation strategies – UNIT: 4 Communic	Assortment planning, buying and vendor relations - Merchandise prespectively. Psychological pricing – Mark-up and markdown strategies	ing inventory ricing – Price  9 Hours
evaluation strategies – UNIT: 4	Assortment planning, buying and vendor relations - Merchandise property Psychological pricing – Mark-up and markdown strategies  ating with the retail customer – Retail promotion mix-Advertising – Sales	ing inventory ricing – Price  9 Hours

UNIT: 5		9 Hours
Globalisatio	on and changing retail formats – Virtual store – E-tailing – International	al Retailing –
Opportuniti	es and challenges - New customized formats (customized stores, po	rtable stores,
merchandis	e depots, retail theater, service malls, customer-made stores, intera	ctive kiosks,
shopping ar	cades)	
	Total Lecture Hours	45 Hours
Text Book(	$(\mathbf{s})$	
1	Hasty and Reardon: Retail Management, McGraw-Hill.	
2	Lucas, Bush and Gresham: Retailing, Houghton Mifflin – AIPD, India	
Reference 1	Book(s)	
1	Ogden and Ogden: Integrated Retail Management (Indian adaptation), V	Wiley-
	DreamTech	
2	Gilbert: Retail Marketing Management, Pearson Education	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc	.]
1	http://www.dmsretail.com/	

COUR	RSE OUTCOMES					
On Com	On Completion of the course, the students will be able to					
CO1 Understand the concept of retailing and its role in the economy.						
CO2	Analyze the retail environment and consumer behavior.					
CO3	Develop retail marketing strategies and plans.					
CO4	Manage retail operations and supply chain effectively.					
CO5	Evaluate retail performance and identify growth opportunities.					

	Mapping of COs with POs									
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2			
COs										
CO1	3	2	2	3	2	3	2			
CO2	3	3	2	3	2	3	2			
CO3	3	3	2	3	2	3	2			
CO4	3	3	2	3	2	3	2			
CO5	3	3	2	3	2	3	2			
	3	2.8	2	3	2	3	2			

MBAS316	SALES & DISTRIBUTION	L	T	P	C
	MANAGEMENT				
Core / Elective	Elective	3	0	0	3

- To understand and apply concepts and techniques in Personal Selling and Sales Management.
- To understand and apply the dynamics of channel management and the role of out-bound logistics in effective distribution management.

#### **METHODOLOGY:**

The methodology is predominantly lecturing mode and case discussion, complemented with a mini-project work.

UNIT: 1		9 Hours					
DEDGOMA		7.5					
PERSONAI	L SELLING: Types of selling – Alternative Sales Structures: Network	Marketing –					
Mail order	selling – Elements of direct marketing – Teleshopping – Telemarketing	ng – Systems					
selling. The	e selling process - Strategies and Styles - formulating sales object	tives – Sales					
forecasting – Estimating market and Sales Potentials.							
UNIT: 2		9 Hours					
THE SALE	THE SALES FORCE: Size of the sales force, sales organization based on customer, geography,						
product and	combinations and current trends - sales training programs and motiva	ting the sales					
force – sale	s force compensation, sales incentives and sales force evaluation - co	ontrolling the					
sales effort	– sales quotas, sales territories, sales audit.						
UNIT: 3		9 Hours					
PHYSICAL	DISTRIBUTION: participants in the physical distribution function, the	environment					
of physical	distribution - Channel Design strategies and structures, selecting channel	nel members,					
setting distribution objectives and tasks – Target markets and channel design strategies.							
UNIT: 4		9 Hours					

MANAGING THE MARKETING CHANNEL: Product, Pricing and Promotion issues in channel Management and Physical Distribution – Motivating channel members – Evaluating channel member performance – Vertical marketing systems – Retail cooperatives, Franchise systems and corporate marketing systems.

systems and	d corporate marketing systems.	
UNIT: 5		9 Hours
E-enabled s	elling and distribution: e-Commerce and e-retailing as a channel of distri	bution,
Electronic	intermediaries, Disintermediation and Re-intermediation, e-enab	led logistics
managemer	nt and tracking systems	
	Total Lecture Hours	45 Hours
Text Book	$(\mathbf{s})$	
1	Charles Futrell: SALES MANAGEMENT, Pearson Education Books	
2	Eugene M. Johnson, David L. Kurtz & Eberhard E. Scheuing: SALES	
	MANAGEMENT; Mcgraw Hill.	
Reference	Book(s)	
1	Bert Rosenbloom: MARKETING CHANNELS: A MANAGEMENT V	VIEW,
	Dryden Press.	
2	Coughlan, Anderson, Stern & El Ansary: MARKETING CHANNELS,	PrenticeHall
	India.	
3	Satish K. Kapoor& Purva Kansal: BASICS DISTRIB	UTION
	MANAGEMENT – A LOGISTICAL APPROACH, Prentice-Hall India	a, 2003.
4	Richard R. Still, Edward W. Cundiff & Norman A.P. Govani: SALES	
	MANAGEMENT, Prentice-Hall India.	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc	2.]
1	www.webresearchservices.com	
L	I .	

COUR	COURSE OUTCOMES					
On Con	On Completion of the course, the students will be able to					
CO1 Understand the sales process and the role of salespeople in an organization.						
CO2	Develop effective sales strategies and plans.					
CO3	Manage sales teams and build sales capabilities.					
CO4	Design and manage distribution channels.					
CO5	Evaluate sales performance and implement improvement measures.					

	Mapping of COs with POs									
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2			
CO1	3	2	2	3	2	3	2			
CO2	3	3	2	3	2	3	2			
CO3	3	3	2	3	2	3	2			
CO4	3	3	2	3	2	3	2			
CO5	3	3	2	3	2	3	2			
	3	2.8	2	3	2	3	2			

MBAS317	SERVICES MARKETING	L	T	P	C

Core / Elective	Elective	3	0	0	3	
				i I		

To differentiate between product and service businesses and equip for a career in marketing in the service industry.

#### **METHODOLOGY:**

The methodology includes, explaining the basics and problems of services marketing by lecture mode and case discussion, complemented with assignments. The students have to present, individual as well as group assignments in given topics to understand the application of concepts

UNIT: 1		9 Hours							
MARKETII	NG OF SERVICES - Introduction - Growth of the Service Sector- Th	e Concept of							
Service - C	Characteristics of Services- Classification of Services - Designing t	the Service -							
Blueprinting	Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.								
UNIT: 2		9 Hours							
MARKETI	MARKETING MIX IN SERVICES MARKETING - THE SEVEN Ps -								
Product De	cisions, Pricing Strategies and Tactics, Promotion of Services and	d Placing or							
Distribution	Methods for Services - Additional Dimensions in Services Marketi	ing - People,							
Physical Ev	idence and Process								
UNIT: 3		9 Hours							
STRATEGI	C MARKETING MANAGEMENT FOR SERVICES -								
Matching D	emand and Supply through Capacity Planning and Segmentation - Intern	nal Marketing							
of a Service - External versus Internal Orientation of Service Strategy.									
UNIT: 4		9 Hours							
DELIVERING QUALITY SERVICES - Causes of Service-Quality Gaps: The Customer									
Expectations versus Perceived Service Gap, Factors and Techniques to Resolve this Gap - Gaps									
in Service - Quality Standards, Factors and Solutions - The Service Performance Gap - Key									
Factors and Strategies for Closing the Gap - External Communication to the Customer: The									
Promise ver	Promise versus Delivery Gap - Developing Appropriate and Effective Communication about								

Service Qua	ality.				
UNIT: 5		9 Hours			
MARKETI	OF SERVICES WITH SPECIAL REFERENCE TO  ces  vices including Travel, Hotels and Tourism.  rvices ervices  Total Lecture Hours  45 Hours  derie Zeithaml & Mary Jo Bitner: SERVICES MARKETING, McGraw Hill.  k(s)  ristopher H. Lovelock: SERVICES MARKETING: OPLE, TECHNOLOGY, STRATEGY, Pearson Education Asia.  ithaml, Parasuraman & Berry: DELIVERING QUALITY SERVICE; The Free				
Financial So	ervices				
Health Serv	rices				
Hospitality	Services including Travel, Hotels and Tourism.				
Professiona	l Services				
Public Utili	ty Services				
Communica	ation Services				
Educational	Services				
	Total Lecture Hours	45 Hours			
Text Book	$(\mathbf{s})$				
1	Valerie Zeithaml & Mary Jo Bitner: SERVICES MARKETING, McGr	aw Hill.			
Reference 2	Book(s)				
1	Christopher H. Lovelock: SERVICES MARKETING:				
	PEOPLE, TECHNOLOGY, STRATEGY, Pearson Education Asia.				
2	Zeithaml, Parasuraman & Berry: DELIVERING QUALITY SERVIO	CE; The Free			
	Press, Macmillan.				
3	Audrey Gilmore: Services marketing and Management, Response	Books, Sage			
	Publications.				
4	Ron Zemke & Dick Schaaf: THE SERVICE EDGE.				
	1				
Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]					
1	www.webresearchservices.com				

COURSE OUTCOMES					
On Cor	mpletion of the course, the students will be able to				
CO1	Understand the unique characteristics of services and their implications for marketing.				
CO2	Analyze the service marketing mix and its components.				
CO3	Develop service marketing strategies and plans.				
CO4	Manage service quality and customer satisfaction.				
CO5	Understand the role of technology in service delivery and marketing				

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3	2	3	2

MBAS318	SOCIAL MARKETING	L	T	P	C

Core / Elective	Elective	3	0	0	3	
					İ	ı

Social marketing involves the application of marketing theories to influence a change in behaviour and is concerned with health, social, environment and public policy issues. This course is designed for students concerned about social issues and problems, and passionate about making a difference. The objectives are:

• To appreciate the concept of social marketing and its role in behaviour change

INTRODUCTION TO SOCIAL MARKETING

- To understand the social marketing environment and relevant consumer behaviour models
- To develop and apply the social marketing planning and evaluation process to a range of practical situations

#### **METHODOLOGY:**

UNIT: 1

The classroom methodology will include lectures, quizzes, a hands-on mini project, comprehensive case analysis and discussions, topic analysis and developing a reflection essay (term paper)

9 Hours

UNIT: 3	SOCIAL MARKETING STRATEGY	9 Hours					
formative research, efficacy testing, process research, outcome research							
theory - Marketing research and evaluation framework: qualitative versus quantitative research,							
interpersona	al behaviour, Rossiter-Percy motivation model, morality and legitima	cy, diffusion					
social learn	ing theory, theory of reasoned action, theory of trying, cognitive dissonate	nce, theory of					
Models of	attitude and behaviour change - health belief model, protection motiv	vation theory,					
01411.2	MARKETING RESEARCH	y Hours					
UNIT: 2	CONSUMER BEHAVIOUR MODELS AND SOCIAL	9 Hours					
Social mark	eting program						
factors and	external considerations - micro and macro environment variables that	at influence a					
marketing:	key differences - Social marketing environment - 5-forces model -	Environment					
oriented ma	oriented marketing activities - Defining Social marketing - Social marketing Vs Commercial						
Development of Social marketing – Differentiating Social marketing from other socially-							

Segmentation and targeting – psychographics, motives and benefits segmentation, Sheth's and Frazier's attitude-behaviour segmentation – Stage approach to segmentation; Selecting target audiences – cross-cultural targeting, cultural tailoring, individual tailoring; Positioning – behaviour-focussed, barriers- focussed, benefits-focussed, competition-focussed positioning Developing a Social marketing plan

# UNIT: 4 | SOCIAL MARKETING MIX

9 Hours

Product – components of a Social product – core, actual and augmented product levels – branding a social product - Price – cost considerations in performing the desired behaviour – monetary and non- monetary incentives and disincentives – setting prices for tangible objects and services Place – managing distribution channels – Use of existing channels and developing advantages of location, time, place of need, accessibility, keeping competition away and psychological acceptance - Promotion – developing a creative brief – choosing media and methods - communication strategy for a Social product – Cognitive processing models for persuasion: elaboration- likelihood model, Cialdini's six principles of persuasion, Types of appeals – Fear, threat, incentive and messenger appeals – Framing effects

Extended Social marketing mix elements – policy, people and partnerships

### UNIT: 5 ISSUES IN SOCIAL MARKETING IMPLEMENTATION

9 Hours

Ethical issues in social marketing – ethical principles and codes of behaviour – criticisms of social marketing: power imbalances and unintended consequences Issues in using Sponsorship to achieve changes – working and evaluation of sponsorships

Issues in sustaining the desired behaviour change.

	Total Lecture Hours 45 Hours
Reference	e Book(s)
1	Rob Donovan, Nadine Henley: Principles and Practice of Social Marketing (Cambridge University Press)
2	Nancy Lee and Philip Kotler: Social Marketing (Sage)
3	Sameer Deshpande and Nancy Lee: Social Marketing in India (Sage)
4	Alan R. Andreasen: Social Marketing in the 21st Century (Sage)

Related Or	nline Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
1	www.socialmarketingservice.com - a consulting firm specializing in social
	marketing campaign development and evaluation

COUR	COURSE OUTCOMES							
On Con	On Completion of the course, the students will be able to							
CO1	Understand the concept of social marketing and its role in addressing social issues.							
CO2	Analyze the target audience and develop social marketing strategies.							
CO3	Develop and implement social marketing campaigns.							
CO4	Evaluate the effectiveness of social marketing initiatives.							
CO5	Understand the ethical and legal considerations in social marketing.							

Mapping	of COs v	vith POs					
POs	PO1	PO2	PO3	PO4	PO5	PS01	PSO2
COs							
CO1	3	2	3	3	2	3	3
CO2	3	3	2	3	2	3	3
CO3	3	3	2	3	2	3	3
CO4	3	3	2	3	2	3	3
CO5	3	3	3	3	2	3	3
	3	2.8	2.2	3.2	2	3	3

MBAS319	SOCIAL MEDIA MARKETING	L	T	P	C
Core / Elective	Elective	3	0	0	3

- To understand the foundations of social media and its role in marketing
- To conceptualize social media marketing strategy formulation
- To understand the typology of social media platforms and their utility for marketers
- To become familiar with social media analytics and metrics

#### **METHODOLOGY:**

The classroom methodology will include lectures, quizzes, lab sessions, comprehensive case analysis and discussions, brainstorming on industry news and latest developments, white papers and development of a social media marketing plan.

UNIT: 1		9 Hours							
FOUNDAT	FOUNDATIONS OF SOCIAL MEDIA MARKETING								
Social media	Social media and its role within Marketing - The Social media environment – Social consumers –								
Social appli social media	cations – Social business ecosystem – Network structure and group	influences in							
UNIT: 2		9 Hours							
SOCIAL M	EDIA MARKETING STRATEGY AND PLANNING								
Rules of	engagement for social media marketing Target audience – I	nfluencers -							
Message/Co	ntent Developing a Social								
media mark	teting plan								
UNIT: 3		9 Hours							
SOCIAL M	EDIA PLATFORMS: TYPOLOGY, SCOPE AND UTILITY								
-	marketing utility of blogging, micro-blogging, social networks, social lan, video sharing, podcasts, picture sharing, live streaming, webinars	bookmarking,							
UNIT: 4		9 Hours							
SOCIAL MEDIA DATA MANAGEMENT AND MEASUREMENT									
	a analytics, social media metrics — Introduction to analytics tools for plook, Twitter, LinkedIn, YouTube, Instagram) - Social media monitorinanagement	_							

UNIT: 5		9 Hours
USING PO	PULAR SOCIAL MEDIA PLATFORMS	
LinkedIn – traffic and	through Facebook— CommUNIT y building and engagement Market B2B lead generation and personal branding Marketing through Twit conversations - Marketing through YouTube — Viral marketing Market - Visual story telling - Planning and creating multi-channel social media	ter – Driving eting through
	Total Lecture Hours	45 Hours
Text Boo	k(s)	<u> </u>
1	Social Media Marketing: A Strategic Approach (2e). Barker, Bark Zahay and Roberts, 2017, Cengage Learning (https://www.cengage.media-marketing-a-strategic-approach-2e-barker#overview)	
2	Social Media Marketing (3e), Tuten and Solomon, (https://in.sagepub.com/en-in/sas/social-media-marketing/book257852)	2018, Sage
Referenc	e Book(s)	
1	Social Media Marketing for Dummies (3e). Singh and Diamond, (https://www.wiley.com/en-us/Social+Media+Marketing+For+Dummies%2C+3rd+Edition-p- 9783	
2	Social Media Marketing: Next generation of business engagement McKee, 2010, (https://www.pauladaunt.com/books/Social%20Media%20Marketing.p	Wiley
	1	
Related Or	nline Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	

COUI	COURSE OUTCOMES					
On Con	On Completion of the course, the students will be able to					
CO1	Understand the concept of social media and its role in marketing.					
CO2	Develop social media marketing strategies and plans.					
CO3	Utilize social media platforms effectively for marketing purposes.					
CO4	Measure and analyze social media marketing performance.					
CO5	Manage social media crisis and reputation.					

www.hubspot.com-offering in-bound marketing software, support and methodology

Mapping	g of COs	with POs	S				
POs	PO1	PO2	PO3	PO4	PO5	PS01	PSO2
COs							
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3	2	3	2

MBAS320	STRATEGIC MARKETING	L	T	P	C
Core / Elective	Elective	3	0	0	3

This is an applications-oriented course and the primary objective is to develop the capabilities necessary to apply marketing theories and concepts to actual situations and current events. The course will help the students to develop analytical skills in the formulation and implementation of market driven strategies for an organization and to provide practical, decision-making experience necessary for a career in the dynamic global business economy

#### **METHODOLOGY:**

The methodology is predominantly lecturing mode and case discussion, complemented with field based mini projects, terms papers and assignments. The students have to present the cases individually as well as in group assignments to understand the application of concepts.

UNIT: 1		9 Hours			
Strategy Fo	rmulation – Vision, Mission, Objectives and Goals of business and the	r relationship			
with Strate	gic Marketing Management. Considerations for formulation of market	ing strategies			
	ponents of Product, Price, Promotion and Distribution.	8 8			
UNIT: 2		9 Hours			
Strategic M	Tarketing Management – Objectives & concept of Strategic Marketing N	Management -			
Strategy D	efinition, Creating the marketing plan, Anticipating and adapting to	change and			
Ethical and	legal issues.				
UNIT: 3		9 Hours			
Strategic M	Marketing analysis – SWOT Analysis, GAP Analysis – Competitiv	e Analysis –			
Porter's 5 f	Forces Model of competition, BCG Matrix, GE 9 Cell Model as basic	foundation of			
Strategic M	Marketing, McKinsey's 7s framework for analyzing and improving of	organizational			
effectivenes	effectiveness.				
UNIT: 4		9 Hours			
Marketing S	Strategy Implementation – Integration of Marketing Strategies and their	application to			

implementation. Marketing Strategy Evaluation – Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year's Marketing strategy formulation.

UNIT: 5	9 Hours

Specific strategy initiatives new product development and introduction strategies, Planned or unplanned strategy withdrawals /obsolescence, Contingency/alternative strategic planning, Brand Strategies in FMCG markets, Rural and export marketing strategies, Marketing strategies for IT and ITES industries.

	Total Lecture Hours 45 Hour	'S
Text Boo	ok(s)	
1	Strategic Market Management, 9 TH ed. by David A. Aaker; Wiley publications.	
2	David W. Cravens, Strategic Marketing, 6/e, Irwin McGraw-Hill, 2000.	
3	David W. Cravens and Nigel F.Piercy, Strategic Marketing, 8th ed., McGrawH 2006	lill,
4	Roger A. Kerin, Steven W. Hartley, and William Rudelius, "Marketing: The Con-McGraw Hill, 2004.	æ",
5	Philip Kotler and Kevin Keller, "Principles of Marketing", 12th ed, Prentice H 2006	all,
Reference	ce Book(s)	
1	Thompson and Strickland, "Crafting and Executing strategy", 14th ed, McGraw I International edition, 2005.	Hill
2	Alan Andreasen and Phil Kotler, Strategic marketing for non-profit organization 6th ed, Prentice Hall;2002.	ons,
3	Boyd, Walker, Mullins and Larreche, Marketing Strategy – A decision focu approach, TMH 4th Ed, 2003.	sed
4	Damien McLoughlin and David A.Aaker, Strategic Market management-Gloperspectives, John & Wiley sons ltd, 2010.	bal

Related O	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]				
1	www.paulgerhardt.com/				

COU	COURSE OUTCOMES					
On Cor	mpletion of the course, the students will be able to					
CO1	Understand the strategic marketing process and its role in organizational success.					
CO2	Analyze the external and internal environment of an organization to formulate marketing strategies.					
CO3	Develop and implement marketing strategies aligned with organizational goals.					
CO4	Evaluate the performance of marketing strategies and make necessary adjustments.					
CO5	Understand the role of digital marketing in strategic marketing.					

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	2	3	2	3	2
CO2	3	3	2	4	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3.2	2	3	2

MBAS321	CREATIVITY AND INNOVATION		T	P	C
	MANAGEMENT				
Core / Elective	Elective	3	0	0	3

This course shall enable students to generate, improve, expand and conceptualize ideas; to define situations and needs for new ideas, and develop and familiarize students with processes that manage the generation, adaptation and change of ideas and concepts and their implementation.

#### **METHODOLOGY:**

- understand the purpose, processes and tools of creativity and innovation;
- discern appropriate strategies for implementing ideas;
- combine and build on the knowledge acquired from other subjects;
- appreciate the challenges of innovators in today's ever changing, diverse, and global technological environment

UNIT: 1		9 Hours				
Definition	Definition and Justification of creativity and innovation - Types of Creativity & Innovation,					
Barrier to C	Creativity & Innovation - Four stages of creativity: Identify the question	n – Generate				
answers –	Polish outcome- Implement - Four principle approaches to creative	ity – Ignore				
creativity -	- Recognizing the importance of creativity - Develop creative c	ulture in an				
organization	n – Make use of creative techniques in the organizational processes - M	ajor Theories				
of Creativi	ty - The Psychoanalytical Theory of Creativity - The Mental Illnes	ss Theory of				
Creativity -	Eysenck's Theory of Psychoticism - The Addiction Theory of Cre	ativity - The				
Humanistic	Theory of Creativity					

UNIT: 2 9 Hours

Opportunity recognition, Development, Realization - Human creativity- stepping stones of analogy – making the strange familiar and the familiar strange – widening the span of relevance – practice serendipity – chances favours only the prepared mind – curiosity – suspension of judgment – toleration of ambiguity - Idea generation - Sourcing Ideas, Open versus closed Innovation, collaborative Innovation - Linking knowledge, creativity and innovation

UNIT: 3		9 Hours					
Individual creativity and innovation – Grassroot & Professional Innovations - Leadership versus							
Managemen	nt approach to creativity - Creative culture - Individual personality - team	m dynamics –					
free flow of	f communication – acceptance of risks to fail – explicit rewards - Creat	ive resources:					
internal ver	rsus external - training for creativity & innovation - Internet - B	ooks - Open					
innovation.							
UNIT: 4		9 Hours					
TQM, Open	rational Research, Neuro-Linguistic Programming (NLP) – Information	n Technology					
& Artificia	l Intelligence - Kaizen, Quality Circles, Business Process Reenginee	ring, General					
business ski	lls, Suggestion Box - SWOT Analysis of creativity						
UNIT: 5		9 Hours					
Internalizin	g creativity in organizational activities through – four aspects of Cre	eativity - The					
creative pro	duct/Service - The creative person - The creative process- The creative	environment -					
Convergence	ee of creativity across domains - Recent changes in creativity - Future of	f Creativity &					
Innovation.							
	Total Lecture Hours	45 Hours					
Text Book(	(s)						
1	The innovation handbook : how to develop, manage, and protect your	most valuable					
	ideas, Adam Jolly, ISBN 978-0-7494-5318-3, Kogan Page, 2008.						
2	Creativity and Innovation for managers, Brian Clegg, Butterworth-Heir	nemann, 1999					
3	Tidd, J. and Bessant, J. 2009. Managing innovation. 3rd edition, Wiley,	, Chichester.					
4	The art of creative thinking - How to be innovative and develop great ideas, John						
Adair, Kogan Page, London, 2007							
Reference 1	Book(s)						
1	Managing creativity- A practical guide to inventing, developing a	nd producing					
-	innovative products, Donna Shirley, 2007	z L-casem8					
	innovative products, Donna Sinney, 2007						

2	Managing Innovation, Design & Creativity, Bettina Von Stamm, John Wiley &
	Sons, 2003.
3	How the Paper Fish Learned to Swim - A Fable About Inspiring Creativity and
	Bringing New Ideas to Life, JONATHON A. FLAUM, 2007
4	Expect the Unexpected or You Won't Find It A Creativity Tools Based on the
	Ancient Wisdom of Heraclitus" by Roger Von Oech, Berret-Koehler Publishers,
	Inc. San Francisco 2002, ISBN: 1-57675-227-5 (RVO)
Related O	nline Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
1	http://blog.creativethink.com/heraclitus/index.html

COUI	COURSE OUTCOMES				
On Cor	mpletion of the course, the students will be able to				
CO1	Understand the concept of creativity and innovation and their role in organizational success.				
CO2	Develop creative thinking and problem-solving skills.				
CO3	Identify opportunities for innovation and develop new product or service ideas.				
CO4	Manage the innovation process from idea generation to commercialization.				
CO5	Foster a culture of innovation within an organization.				

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3	2	3	2

MBAS322	CONSUMER NEUROSCIENCE	L	T	P	C
	AND NEUROMARKETING				
Core / Elective	Elective	3	0	0	3

This course will provide learners with an introduction to the emerging fields of consumer neuroscience and neuromarketing and some of the research methods applied. The course will give an overview of the current and future uses of neuroscience in business. Designed to equip learners for professional roles in marketing research and brand management.

#### **METHODOLOGY:**

Classroom lectures, Term Project assignments, Analysis of live cases, Group tasks in conducting mini research assignments, Student presentations, etc - Experiential Exercises: An applied orientation will be used for all topics as the learners are expected to identify the neuroscience approaches such as nudge used in marketing.

UNIT: 1		9 Hours			
Defining No	euromarketing - Neuromarketing versus marketing - Brain science and t	he foundations			
of neuroma	rketing - Understanding the New Scientific Foundations of Neuroma	arketing - The			
Rational Co	onsumer: Rational models for rational marketing to consumers and	limitations –			
Consumer F	Consumer Perceptions – Interpretation, Impression, Meaning and Value – The Intuitive Consumer				
Model - Put	Model - Putting Neuromarketing to Work - Branding, Product designing, Packaging, Advertising				
and marketing communications, Shopping behaviour, Online consumer behaviour, Storytelling					
UNIT: 2		9 Hours			

#### NONCONSCIOUS PROCESSES UNDERLYING CONSUMER BEHAVIOUR

The Intuitive Consumer – From cognition to nonconscious thinking, Attention: The doorway to conscious awareness, Emotion: Arousal, attraction, motivation, Memory: How we construct, retrieve, and reconstruct the past - Emotions in Consumer Responses - Nonconscious emotions versus conscious feelings, Emotions and Attention, Emotions and Memory - Consumer Motivation - Conscious and nonconscious goals, Consumer Motivation, Goal Seeking, and Goal Attainment - Consumer Decision Making - Kahneman's System 1 and System 2, explicit and implicit decisions. Judgment heuristics, Persuasion versus implicit consumer decisions, judgment heuristics and habit.

UNIT: 3	9 Hours

#### NEUROMARKETING IN ACTION

Understanding brand "equity" and the brand experience, Brain-friendly brands, brand leadership and Leveraging habitual buying - Creating Products and Packages - Standing out versus blending in, Neurotising, Neuromarketing and New Product Innovation, Testing Product and Package Designs - Advertising Effectiveness - Indirect Route and low-attention processing, Tracking attention - high and low, Monitoring emotional reactions - Shopping and In-Store Marketing - Multisensory experience, Goal pursuit, Personality and shopping styles. Using Neuromarketing to Test Shopping Environments - Simulating the shopping experience - Online consumer behaviour - Embracing interactivity and consumer control, Website frustration, confusion, and rejection, Online search and limitless information, Social networking and limitless sharing, Online shopping and limitless choice. Testing online ad effectiveness and website ease of use - Entertainment Effectiveness and Storytelling - Stories and persuasion, synchronizing the brain, triggering nonconscious goals. Product Placement, Immersive Games and Simulations. Measuring physiological, brain and behavioural responses to entertainment.

UNIT: 4	9 Hours
	I

#### MEASURING CONSUMER RESPONSE

Traditional Approaches - in-depth interviews, focus groups, consumer surveys, Consumer panels, Observational and experimental studies. - Neuromarketing Measures: Listening to Signals from the Body and the Brain - Interpreting facial expressions, Eye tracking, Electrodermal activity, Physiological responses and Biometrics, Behavioral response times - Running Response-Time Studies - Measuring implicit brand attitudes, Measuring semantic and emotional connections. Wisdom of Crowds - Online eye tracking and facial expression analysis, using "gamification" in online research, "Crowdsourcing" with prediction markets - Ten Scientific Pillars Underlying Neuromarketing - System 1 and System 2, Priming, Emotional "Somatic Markers", Processing Fluency, Misattribution, Nonconscious Goal Pursuit, Low-Attention Processing, Implicit Memory, Implicit Decisions, Reverse Inference

UNIT: 5		9 Hours
NEUROMA	ARKETING ETHICS	

Ethics, Standards and Public Policy Implications – protecting the rights of research participants, Setting "Neuro-Standards", Legal Issues - Balancing accountability and free speech. Ten Myths about Neuromarketing - Neuromarketing and public service advertising - health and education.

	Total Lecture Hours	45 Hours
Text Boo	ok(s)	
1	Text Book: Neuromarketing for Dummies (Paperback) 2013; Stepl	hen J Genco,
	Andrew P Pohlmann, Peter Stiedl; John Wiley & Sons, Canada ISB 51868-8	N 978-1-118-
2	Unconscious Branding: How neuroscience can empower (and inspin	re) marketing
	(Paperback) 2014; Douglas van Praet; Palgrave MacMillan ISBN 978-1-	-137-27892-0
3	The Buying Brain: Secrets for selling to the Subconscious Mind 2010;	A K Pradeep;
	John Wiley & Sons ISBN 978-0-470-60177-8	
Reference	ce Book(s)	
1	Introduction to Neuromarketing and Consumer Neuroscience (Paper	erback) 2015;
	Thomas Zoega Ramsoy; Neurons Inc. ISBN 8799760207, 97887997602	206
2	Thinking, Fast and Slow; Daniel Kahneman; Farrar, Straus and	Giroux ISBN
	0374275637 (ISBN13: 9780374275631)	
3	Penguin Books, ISBN 014311526X (ISBN13: 9780143115267)	
4	Hultén, B. (2015). Sensory Marketing: Theoretical and Empirical Groun	nds (Vol. First
	edition). New York: Routledge.	
Related (	Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]	
1	CHARTRAND, T. L., HUBER, J., SHIV, B., & TANNER, R	. J. (2008).
	Nonconscious Goals and Consumer Choice. Journal of Consumer Res	search, 35(2),
	189–201. https://doi.org/10.1086/588685	

COUF	COURSE OUTCOMES					
On Con	On Completion of the course, the students will be able to					
CO1	Understand the fundamentals of neuroscience and its application to consumer behavior.					
CO2	Apply neuroscience principles to marketing research and consumer insights.					
CO3	Develop neuromarketing strategies and tactics for product and brand development.					
CO4	Evaluate the ethical implications of neuromarketing.					
CO5	Understand the future trends and applications of consumer neuroscience					

Mapping	Mapping of COs with POs						
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	3	3	2	3	3
CO5	3	3	2	3	2	3	2
	3	2.8	2.2	3	2	3	2.2

MBAS323	INTERNATIONAL BRAND	L	T	P	C
	COMMUNICATION				
Core / Elective	Elective	3	0	0	3

To equip students to create a relationship between a product offer and the target market in the international and cross-cultural context by designing effective integrated brand communication, advertising and promotion. This course will help students gain an understanding of branding and communication principles and tools for entry level careers in product and brand management. Upon completion of this course, the student should be able to:

- Explore the strategies that brands employ to target international markets and understand how the integrated marketing communication mix works
- Understand how the principles of branding are applied in the international communication mix
- Develop the Product/ Campaign Brief and create ad Copy

TAIREDNIA RIONIA I

• Understand and apply principles of media planning and selection

UNIT: 1	INTERNATIONAL	MARKETING	COMMUNICATION	9 Hours
	STRATEGIC ORIEN	TATIONS		
The Interna	tional Product Lifecycl	e – Internationalizat	ion strategy and target n	narkets - The
standardizat	ion versus customization	n dilemma – Produ	ct-Communication Adapta	ition Strategy
Matrix - In	tegrated Marketing Con	nmunication Mix adv	vertising and promotion ca	ampaigns and
packaging d	esign in the international	context.		
UNIT: 2	<b>ELEMENTS</b> OF	BRANDING	IN MARKETING	9 Hours
	COMMUNICATION			
Brand Equi	ty – Brand Extension - I	Brand Positioning - E	Brand Personality - Brand	Propositions -
Brand Asso	ciations - Points of Par	ity and Points of Di	fference - Brand Meaning	gs and Brand
Values in in	ternational cross-cultura	l contexts – 360 Degr	ree Branding - Storytelling	
UNIT: 3	DEVELOPING T	HE INTEGRAT	TED MARKETING	9 Hours
	COMMUNICATION	CAMPAIGN		
Product Co	Product Concept Platform - Product/ Campaign Brief - Campaign Objectives and Budget -			

elements of ad Copy - hierarchy of effects - message appeals, message strategies and execution

frameworks	<ul> <li>Celebrity endorsement – Sensory Branding.</li> </ul>	
UNIT: 4	ELEMENTS OF MEDIA PLANNING AND STRATEGY	9 Hours

Principles of Media Planning and Selection – Exposure, Reach, Frequency, Continuity, and Media Selectivity - Integrated Brand Placement - Media Metrics – Surrogate Advertising - Self-regulation and Codes of Ethics.

# UNIT: 5 | CORPORATE IMAGE BUILDING | 9 Hours

Measuring Advertising Effects - Control of Advertising by practitioners, media and the market – Owned, earned and owed media communications – Customer Engagement and Interactivity – Crisis Communications.

Experiential Exercise: Analysing media reports, corporate crises, live cases

	Total Lecture Hours 45 Hours
Text Boo	ok(s)
1	Robin Landa (2010 / 2016) Advertising by Design: Generating and Designin Creative Ideas across Media; 2nd Edition / 3rd Edition, Wiley [ISBN 978-0-470 36268-6 (pbk.) or ISBN- 978-111897105-5]
2	Jean-Noël Kapferer (2012). The new Strategic Brand Management: Advance insights and strategic thinking, 5e, Kogenpage.
3	Kevin Lane Keller and Vanitha Swaminathan (2020). Strategic Brand Management Building, measuring and managing Brand Equity, 5e, Pearson

COUR	COURSE OUTCOMES				
On Con	On Completion of the course, the students will be able to				
CO1	Understand the concept of branding and its importance in international markets.				
CO2	Develop effective brand positioning and messaging for global audiences.				
CO3	Create integrated marketing communication plans for international markets.				

CO4	Manage international advertising and promotional campaigns.
CO5	Evaluate the effectiveness of international brand communication efforts.

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	2	3	2	3	2
CO2	3	3	2	3	2	3	2
CO3	3	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	2	3	2	3	2
	3	2.8	2	3	2	3	2

MBAS324	RURAL MARKETING	L	T	P	C
Core / Elective	Elective	3	0	0	3

- To introduce students to the unique characteristics of rural markets in India
- To explain students to appreciate the socio-economic and demographic environment of Rural India and how it shapes consumer behavior, market potential, and strategic business decisions
- To analyze consumer behavior in rural markets, exploring buying patterns, influencing factors.
- To develop strategic insights into rural marketing mix decisions
- To equip students with the ability to design effective rural communication strategies, leveraging appropriate media and messaging techniques

#### **METHODOLOGY:**

- The methodology is predominantly by lecture mode and complemented with applications of case discussion / articles discussion
- Field visits to rural places to understand rural retailing/consumer purchase pattern/distribution characteristics.
- Experiential sharing through various experiments like Project Shakti, E-Chaupal, Mahindra Shubh Labh, Gurukul Adhaar, TATA Kisan Sansar, DSCLHariyali Kisan Bazaar, etc.

UNIT: 1		9 Hours			
Rural Bhara	at: Indian Experiences Introduction through Illustrative cases like HUL	L, Coca-Cola,			
LIC, LG, M	LIC, LG, Max New York Life, ITC				
Rural Mark	Rural Marketing – Why: Importance of rural markets – reasons to tapping rural- Perspectives of				
different co	different companies/ consultants				
Defining R	Defining Rural Markets I: Various Definitions -Rural Marketing; Difference between Urban &				
Rural Marketing; Rural Market Structure					
UNIT: 2		9 Hours			
01111.2		> 110d15			

Demographic, Physical, Economic, Political, Technological & Socio-cultural environment of Indian Rural Markets- Rural Market Size, Rural Consumer Income Pattern - Consumption **Patterns UNIT: 3** 9 Hours Rural Markets: Consumer Behavior I- Buying Models; Types of Consumer Behavior; Factors influencing behavior - Illustrative Perspectives of Consumer Behavior; Rural Market Mapping through Marketing Research- Market Segmentation, Market Targeting Positioning Strategies -Challenges; Strategies for FMCG, Consumer Durables, Agricultural Goods and Services **UNIT: 4** 9 Hours Product Strategy for Rural Markets: Branding and issue of Fakes- Case Studies; Pricing Challenges; Practices of Companies in India - Challenges in Accessing Rural Markets; Channels of Distribution - Present distribution models; Ideal Model of Distribution UNIT: 5 9 Hours Communication Strategy for Rural Markets: Challenges; Developing Effective Communication Strategies-Rural Media; Creating Message for Rural audience **Total Lecture Hours** 45 Hours Text Book(s) 1 Kashyap Pradeep (2016). Rural Marketing, Pearson India, New Delhi, Third Edition 2 Mathur, U.C. (2013). Rural Marketing, Text and Cases, Excel Books, Chennai. Chakraborty, Debarun, Soumya Kanthi Dhara, Adrinil Santra (2021). Rural 3 Marketing in India, Text and Cases. Atlantic Publications, New Delhi. 4 Singh Awadhesh K & Pandey Satya Prakash, Rural Marketing: Indian Perspectives, New Age International Publishers 5 Habib-ur-Rehman, Rural Marketing in India, Himalaya Publishing House Reference Book(s)

1	Suitable research articles, reports by various corporate/independent agencies shall be			
	made available to the class from time to time.			
Related Or	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]			
1	www.emeraldinsight.com (A renowned research journal database)			

COU	RSE OUTCOMES
On Cor	mpletion of the course, the students will be able to
CO1	Describe the structure and unique features of rural markets in India using real-life business examples. [K1/K2]
CO2	Analyze the socio-economic, demographic, and cultural factors influencing rural consumer behavior and market dynamics. [K4]
CO3	Evaluate different consumer behavior models and market segmentation strategies applicable to rural markets. [K5]
CO4	Design suitable product, pricing, and distribution strategies tailored to rural market conditions and challenges. [K6]
CO5	Develop effective rural communication strategies by selecting appropriate media channels and crafting culturally resonant messages. [K6]

Mapping	Mapping of COs with POs						
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	2	3	3	3	2	3	2
CO2	3	2	2	3	2	3	2
CO3	3	1	2	3	2	3	2
CO4	3	3	3	3	2	3	2
CO5	2	3	3	3	2	3	3
	2.8	2.4	2.6	3	2	3	2.2

# OPERATION ELECTIVES

MBAS401	ADVANCED MATERIALS	L	T	P	C
	MANAGEMENT				
Core / Elective	Elective	3	0	0	3

Since parts of this subject have already been taught in an earlier Semester, this Advanced Version is meant to be largely practice-oriented. Hence the mode of coverage will be less through lectures and more through practice sessions, live experiences, data collections, feedback presentations, Case discussions, Seminars, etc.

#### **METHODOLOGY:**

Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT: 1	9 Hours				
Concepts of	Concepts of Integrated Materials Management (IMM) - Organizing for IMM - Types of Inventories -				
Inventory P	roblems in India				
UNIT: 2	NIT: 2 9 Hours				
Codification	n - Computerization and Information Systems - Standardization and V	ariety Reduction -			
Value Analy	ysis: ABC, VED, XYZ and other methods of Selective Analysis, AHP fo	r vendor rating.			
UNIT: 3		9 Hours			
P system of	inventory, Q system of Inventory, Inventory Valuation, Multiple-item	model with storage			
limitations,	Purchase model of inventory for multi-item with inventory carrying	ng cost constraint,			
Purchase m	Purchase model of inventory for multi-item joint replenishment without shortages, Manufacturing				
model of inventory for multi-item joint replenishment without shortages, EOQ for purchase model of					
inventory for multi-item joint replenishment with space constraint.					
UNIT: 4		9 Hours			

Purchasing - Source Selection - Vendor Rating - Purchase Budget - Systems - Tenders - Price Negotiations - Forward Buying - Purchasing Capital Equipments - Seasonal Goods- Special Items - Deferred Payment Schemes - Lending Institutions - Global Purchases - Government Buying - EGS & D - Rate Contract - Insurance - Legal Aspects in Purchasing - Evaluation of Purchase Performance.

UNIT: 5		9 Hours			
Stores Layo	Stores Layouts - Stores Accounting Procedures and Forms - Stock Verification - Practical Problems in				
Managemen	nt of Dead Stocks - Surplus and Scraps - Evaluation of Stores Perfor	rmance - Materials			
Handling ar	nd Transportation Management.				
	Total Lecture Hours	45 Hours			
Text Bool	k(s)				
1	Gopalakrishnan, P & Sundaresan, M: MATERIALS MANAC	GEMENT – AN			
	INTEGRATED APPROACH; Prentice Hall of India Private Ltd.				
2	Gopalakrishnan, P & Sandilya, M.S: INVENTORY MANAGEMEN	NT - TEXT AND			
	CASES; The Macmillan Company of India Ltd.				
3	Datta, A.K: MATERIALS MANAGEMENT - PROCEDURES, TEX	XT AND CASES;			
	Prentice Hall of India Private Ltd.				
Reference	e Book(s)				
1	Panneerselvam, R., OPERATION RESEARCH, PHI Learning, Delhi, 2	2006.			
2	Ammer, D.S, MATERIALS MANAGEMENT; Irwin.				
3	Gokaran, P.R: ESSENTIALS OF MATERIALS MANAGEMENT; Sor	naiya Publications			

COL	COURSE OUTCOMES				
On Co	On Completion of the course, the students will be able to				
CO1	Apply advanced material management concepts and techniques to complex supply chain				
	scenarios.				
CO2	Develop and implement effective inventory management strategies.				
CO3	Optimize supply chain operations through demand forecasting and planning				
CO4	Manage logistics and distribution effectively.				
CO5	Evaluate the impact of technology on material management and supply chain performance.				

Menon, P.G: MATERIALS MANAGEMENT AND O.R. IN INDIA; M.M.J. Publication.

		Ma	pping of (	COs with 1	POs		
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	1	2	2	3	2
CO2	3	2	1	2	2	3	1
CO3	3	3	1	2	2	3	2
CO4	3	2	1	3	2	3	2
CO5	3	3	1	3	2	3	2
	3	2.5	1	2.5	2	3	1.75

MBAS402	ADVANCED OPERATION	L	T	P	C
	RESEARCH				
Core / Elective	Elective	3	0	0	3

- > To equip students with advanced optimization techniques such as linear, integer, and dynamic programming for solving complex business problems.
- > To develop analytical skills in specialized areas including transshipment, assignment, inventory models, and simulation-based queuing systems.
- ➤ To enhance decision-making capabilities using game theory, goal programming, and nonlinear programming approaches.

#### **METHODOLOGY:**

Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT: 1	Linear Programming	9 Hours			
Review of	Linear programming, Dual Simplex method, Two Phase method, Ide	ntification of			
special case	s in simplex table, Sensitivity Analysis: Changes in the right-hand side	e constants of			
constraints,	Changes in the objective function coefficients, adding a new constrain	int, Adding a			
new variabl	e.				
UNIT: 2	Transshipment model	9 Hours			
problem with for Transp Model with Scheme (IC	Transshipment problem with sources and destinations acting as transient nodes, Transportation problem with some transient nodes between sources and destinations, <b>Quantity Discount Model for Transportation Problem</b> : Modeling of transportation problem with quantity discounts: Model with All Quantity Discount Scheme (AQDS), Model with Incremental Quantity Discount Scheme (IQDS), <b>Assignment Problem</b> : 0-1 programming model for assignment problem,				
Branch and	bound method for assignment problem				
UNIT: 3	Shortest Path Problem	9 Hours			
Dijkstra's Algorithm for shortest path problem, <b>Minimum Spanning Tree Problem</b> : Kuruskal's					
algorithm for minimum spanning tree problem, Maximal Flow Problem: Linear programming					
modeling of	modeling of maximal flow problem, Maximal Flow problem (MFP) algorithm, Integer				

**Programming**: Integer programming formulations, Cutting plane algorithm, Branch and bound technique, 0-1 implicit enumeration technique for generalized 0-1 programming problem

UNIT: 4	Inventory Control	9 Hours

Purchase model of inventory for multi-item with inventory carrying cost constraint, EOQ for purchase model of inventory for multi-item joint replenishment with space constraint, **Dynamic Programming**: Stage coach problem, Cargo loading problem, Minimizing Total tardiness in single machine scheduling problem, Optimal subdividing problem, Solution of linear programming, **Queueing Theory:** Simulation for queueing problems, Need for simulation, Simulation using high level languages, Introduction to GPSS (general Purpose Simulation System)

UNIT: 5	Game theory	9 Hours
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Linear programming approach for game theory, **Goal Programming**: Goal programming model, Simplex method for goal programming, **Parametric Linear Programming**: Changes in objective function coefficients, Changes in right-hand side constants, **Non-Linear Programming**: Lagrangean method, Kuhn-Tucker condition, Quadratic programming, Separable programming, Chance-constrained programming or Stochastic programming

	Total Lecture Hours	45 Hours
Text Bo	ok(s)	
1	Panneerselvam, R., OPERATIONS RESEARCH, phi Learning Pv Delhi, 2006.	t. Ltd., New
2	Hiller and Lieberman, Introduction to Operations Research, Tata Mcgra Delhi, 2009	w Hill, New
3	Wagner, Harvey M., Principles of Operations Research, Prentice-Hal Cliffs, N.J., 1969.	l, Englewood
4	Taha, H. A., Operations Research – An Introduction, Pearson Edu Delhi, 2017.	acation, New
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc	]
1	www.or.pubs.informs.org (Popular Operations research Journals)	
2	www.emeraldinsight.com (A renowned research journal database)	
3	www.spinger.com (European Journal of Operations Research)	

COU	RSE OUTCOMES						
On Con	On Completion of the course, the students will be able to						
CO1	Apply advanced linear programming techniques including dual simplex and two-phase methods, and conduct sensitivity analysis for real-world decision variables and constraints.						
CO2	Formulate and solve transshipment, transportation, and assignment problems using programming-based models, including scenarios with quantity discounts and transient nodes.						
CO3	Solve network optimization problems using shortest path, spanning tree, and maximal flow algorithms, and apply integer programming techniques such as branch-and-bound and cutting plane methods.						
CO4	Design and optimize inventory systems under cost and space constraints, apply dynamic programming to sequential decision-making problems, and simulate queuing systems using tools like GPSS.						
CO5	Develop mathematical models for decision-making using game theory, goal programming, and nonlinear optimization techniques stochastic programming.						

		Ma	pping of (	COs with 1	POs		
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PS02
COs							
CO1	3	3	1	2	2	3	1
CO2	3	3	1	2	2	3	2
CO3	3	3	1	2	2	3	2
CO4	3	3	1	3	2	3	2
CO5	3	3	1	3	2	3	3
	3	3	1	2.5	2	3	2.25

MBAS403	ADVANCED PRODUCTION	L	T	P	C
	MANAGEMENT				
Core / Elective	Elective	3	0	0	3

Discussions of Advanced nature on the following topics reinforced by Case Analysis, Situation Diagnosis, finding remedial alternatives, mathematical modeling, heuristics, etc. will form a major component of the teaching methodology.

#### **METHODOLOGY:**

Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT: 1		9 Hours			
Advanced l	Production System Concept: Forecasting using Multiple Regression (Ma	trix Method),			
Introduction	n to CIM, FMS, Reverse Engineering, Integrated Business Logistics, ERI	P.			
UNIT: 2		9 Hours			
Single Faci	lity Location Problem, Multifacility Location Problem – Minimax Location	ion Problem -			
Computeriz	zed Layout Techniques - ALDEP, CRAFT, Group Technology -	Rank Order			
Clustering .	Algorithm				
LINITE 2		0.11			
UNIT: 3		9 Hours			
Aggregate	Planning: Concepts, Mathematical model. Master Scheduling - Sin	gle Machine			
Scheduling	: Branch and Bound Algorithm to Minimize Mean Tardiness, Simple	e heuristic to			
minimize t	otal tardiness, Flow Shop Scheduling: Branch and Bound Technique	to minimize			
make span,	CDS heuristic - Job Shop Scheduling: priority rules, Non-delay schedule	e generation -			
Travelling	Salesman Problem and its use to solve Single Machine Scheduling I	Problem with			
dependent s	set up time.				
UNIT: 4		9 Hours			
Assembly Line Balancing: COMSOAL, Resource Allocation and Resource Leveling in Project					
Networks - Replacement Analysis: - Due to Complete Failure - Distinction between Break Down					
Maintenance and Preventive Maintenance - Use of Simulation for Maintenance Management					
Decision, AHP for vendor rating					

UNIT: 5	9 Hours

Inventory Models - Probabilistic Models - Multi-Item Model with Storage Limitation, Purchase model of inventory for multi-item Joint Replenishment without shortages, Manufacturing model of inventory for multi-item Joint Replenishment without shortages, P&Q Systems of Inventory, ABC Classification, VED Analysis, FSN Analysis, XYZ Analysis, Design of Single Sampling Plan using Nomogram.

	Total Lecture Hours 45 Hours
Text Bo	ok(s)
1	Panneerselvam. R, PRODUCTION AND OPERATIONS MANAGEMENT- 3 <sup>rd</sup>
	Edition, PHI learning, Delhi, 2012.
Referen	ce Book(s)
1	Everett E. Adam & Ronald J. Ebert: PRODUCTION AND OPERATIONS
	MANAGEMENT, (Prentice Hall, 1994).
2	William J. Stevenson: PRODUCTION/OPERATIONS MANAGEMENT, Richard
	Irwin.
3	Joseph G. Monks: OPERATIONS MANAGEMENT - THEORY AND
	PROBLEMS, (McGraw Hill).
4	Norman Gaither: PRODUCTION AND OPERATIONS MANAGEMENT, (The
	Dryden Press).
5	Panneerselvam. R, PRODUCTION AND OPERATIONS MANAGEMENT- 3 <sup>rd</sup>
	Edition, PHI learning, Delhi, 2012.

COUI	COURSE OUTCOMES			
On Con	On Completion of the course, the students will be able to			
CO1	Analyze and apply advanced production management techniques to optimize operational efficiency.			
CO2	Utilize critical thinking and research tools to solve complex production management issues through case analysis and mathematical modeling.			
CO3	Demonstrate ethical leadership and social responsibility in decision-making processes within the production management environment.			
CO4	Develop sustainable production strategies by understanding the global, economic, and legal aspects influencing production management.			
CO5	Collaborate effectively in team-based projects to design and implement production management solutions that align with organizational goals.			

		Ma	pping of (	COs with 1	POs		
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	2	2	2	3	2
CO2	3	3	0	2	2	3	3
CO3	2	0	3	1	0	2	3
CO4	3	2	0	3	1	3	2
CO5	2	2	2	2	3	3	3
	2.6	1.8	1.4	2.0	1.6	2.8	2.6

MBAS404	COMPUTER INTEGRATED	L	T	P	C
	MANUFACTURING SYSTEMS				
Core / Elective	Elective	3	0	0	3

- To enable students to comprehend and evaluate diverse manufacturing systems and production planning methodologies. Emphasis will be placed on integrating CAD/CAM tools, aggregate planning, MRP, and CRP to improve manufacturing efficiency and design effectiveness.
- To equip students with the knowledge of advanced manufacturing concepts including CIM architectures, lean manufacturing principles, and performance modeling techniques.
- To develop the competency to apply and assess intelligent manufacturing systems such as Just-In-Time, FMS, robotics, and CAPP with an understanding of technological enablers like AGVS, RFID, machine vision, and robot programming.

#### **METHODOLOGY:**

UNIT: 1

Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

9 Hours

Manufacturing System Management :Types of production system, CAD and CAM, Concurrent		
engineering, Design for Manufacturing (DFM), Design for Assembly (DFA), Review of aggregate		
planning,	Master production planning, Materials Requirement Planning	(MRP), Capacity
requirement	s planning (CRP)	
UNIT: 2		9 Hours
CIM: Need for CIM, Objectives of CIM, major components of CIM, Standard Architecture of		
CIM: IBM Architecture of CIM, Digital Equipment Corporation CIM Architecture, CASA/ SME's		
CIM wheel, Components of manufacturing enterprise, Integrated view of CIM (Hierarchical		
Planning and Control of CIM, Various Modes of Factory data Exchange ), Benefits of CIM,		
Mathematical Models of Production Performance: Performance Measures of Layout,		

Performance Measures of Capacity Planning, Performance Measures of Inventory Systems, ABC Analysis, Measures of Performance of Single Machine Scheduling Problem, Measures of Performance of Flow Shop Scheduling Problem, Measures of Performance of Job Shop Scheduling Problem, Performance Measures of Maintenance System, **Lean Manufacturing**: Steps of Lean Manufacturing, Components of Lean Manufacturing, **Total Productive Maintenance**: Objectives of TPM Equipment maintenance techniques, Pillars of TPM

UNIT: 3 9 Hours

**Just-In-Time**: Types of Kanban, Push/pull production, Kanban systems - Pull system, **Agile Manufacturing**: Dimensions, Bolts and nuts of agile manufacturing, **Computer Aided Process Planning** (**CAPP**): Variant Process Planning, Generative Process Planning, Knowledge-Based Process Planning, Benefits of CAPP, Feature Recognition in CAPP, FEATURES – A Feature Recognition System, **Algorithms for Group Technology**: Rank Order Clustering (ROC) Algorithm, Bond Energy Algorithm, Production Flow Analysis (PFA), Hierarchical Clustering Algorithm/ Single Linkage Clustering Algorithm, **Classification and Coding System**: Opitz Classification and Coding System, MICLASS system, Multiclass, DCLASS, Introduction to Automated Guided Vehicle System (AGVS)

UNIT: 4 9 Hours

Elements of FMS, types of FMS, Types of FMS layout, Complete FMS, **FMS Scheduling**: Review of single machine scheduling, flow scheduling, Job shop scheduling, **Shop Floor Control**: Operation/production planning and control, Shop floor data collection, Shop floor control elements, Types of factory data collection system, Types of data capturing techniques, Barcode Technology, Radio Frequency Identification (RFID), Machine Vision, Automated data collection systems, **Fundamentals of Communication**: Factory communication linkages, Components of communication, Data flow, **Networks**: Network topology, Types of Networks, Types of data transmission, Computer Network Models [OSI Reference Model, TCP/IP Reference Model, Manufacturing Automation Protocol (MAP), TOP (Technical Office Protocol)

UNIT: 5 9 Hours

Geometric Modelling: Wireframe modelling, Surface modelling, Solid modelling [Constructive Solid Geometry, Boundary Representation (B-Rep)], Robotics: Terminologies of robot, Coordinate systems, Point to Point Type Robot, Continuous Path Type Robot, drive systems of robot, Robot precision, Applications of robots, Sensing: Range sensor, Time-of-flight range finders, Proximity sensors, Touch sensors, Force and torque sensors, Robot End Effector: Grippers, Mechanical

grippers, Gripper mechanisms, Tools as end effectors, **Robot Programming**: Lead through programming methods, Essentials of robot programming (path in space), Select commands to operate robot, Textual robotic languages (Introduction to VAL II, AL and AML robot languages

	Total Lecture Hours 45 Hours			
Text Boo	$\mathbf{k}(\mathbf{s})$			
1	Kant Vajpayee, S., Principles of Computer-Integrated Manufacturing, Prentice- Hall of			
	India Private Limited, New Delhi, 1995.			
2	Rao, P.N., Tewari, N.K. and Kundra, T.K., Computer Aided Manufacturing, Tata			
	McGraw Hill Publishing Company, Delhi, 1993.			
3	Schilling, R.J., Fundamentals of Robotics- Analysis & Control, Prentice Hall of India			
	Private Limited, New Delhi, 1990.			
Reference	e Book(s)			
1	Radhakrishnan, S and Subramanyan, S., CAD/CAM/CIM, Wiley Eastern Limited,			
	New Delhi, 1994.			
2	Panneerselvam, R., Production and Operations Management (3 <sup>rd</sup> Edition), PHI			
	Learning Pvt. Limited, New Delhi, 2012.			
3	Craig, J.J., Introduction to Robotics: Mechanics and Control, Pearson Education, New			
	Delhi, 2009.			
4	FU, K.S., Gonzalez, R.C. and Lee, C.S.G., Robotics: Control, Sensing, Vision and			
	Intelligence, McGraw-Hill Book Company, Singapore, 1987.			
5	Groover, M.P., Weiss, M., Nagel, R.N., Odrey, N.G. and Dutta, A., Industrial			
	Robotics: Technology, Programming, and Applications, McGraw Hill Education			
	(India) Private Limited, New Delhi, 1986.			
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]			
1	http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.135.4069&rep=rep1&type=			
	<u>pdf</u>			
2	http://www.alphace.ac.in/downloads/notes/me/10me61.pdf			
3	http://www.ignou.ac.in/upload/UNIT %201-55.pdf			
4	http://www.me.nchu.edu.tw/lab/CIM/www/courses/Computer%20Inte			
	grated%20Manufacturing/Chapter2%20-CIM-introduction.pdf			
	•			

COUR	RSE OUTCOMES
On Con	appletion of the course, the students will be able to
CO1	Explain various production systems and apply modern design and planning techniques like CAD/CAM, DFM, DFA, and material and capacity planning.
CO2	Describe the architecture and components of CIM, evaluate production performance models, and understand Lean Manufacturing and TPM principles.
CO3	Understand Just-In-Time and Agile Manufacturing concepts, apply process planning methods, and use group technology algorithms and automated guided vehicle systems.
CO4	Identify types and layouts of FMS, analyze scheduling and shop floor control systems, and utilize modern factory data collection and communication technologies.
CO5	Apply geometric modeling techniques and robotics fundamentals, including sensing, end effectors, and robot programming for manufacturing automation

	Mapping of COs with POs									
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2			
COs										
CO1	3	2	1	1	1	3	2			
CO2	3	3	1	1	1	3	2			
CO3	3	3	2	1	1	3	2			
CO4	3	2	1	2	1	3	1			
CO5	3	2	1	1	1	3	1			
	3	2.5	1.25	1.25	1	3	1.5			

MBAS405	COMPUTER SIMULATION	L	T	P	C
Core / Elective	Elective	3	0	0	3

- To understand stochastic models
- To know the various aspects of simulation
- To use high level languages and GPSS etc. In a stochastic environment

### **METHODOLOGY:**

A practical, hands-on approach using simulation software enables students to model, analyze, and interpret real-world systems in a virtual environment. The methodology combines interactive lectures with lab-based exercises to develop problem-solving and decision-making skills through experimentation and scenario analysis

UNIT: 1		9 Hours
System con	acept, need for simulation, Types of model, Major steps of simulation	on, Types of
simulation,	Advantages of simulation, Monte-Carlo simulation, Methods of ran	dom number
generation-	Mid-square method, Multiplicative Congruential method, Testing of ra	andomness of
random nun	nbers- Chi-square method, Kolmogorov-Smirnov Test, Run test	
UNIT: 2		9 Hours
Random vai	riate formulas for Uniform distribution, Exponential distribution, Poissor	n distribution,
Methods o	f Random varitae generation for Normal distribution, Gamma	distribution.
Introduction	n to simulation languages - GPSS, SIMULA I, SIMSCRIPT, GA	SP, SIMAN,
DYNAMO.		
UNIT: 3		9 Hours
a: 1		11 1
Simulation	using high level language- Single server model with single queue, P	arallel server
model with	single queue, Single server queueing system with two queues with alte	rnate service,
Single serve	er queueing system with balking and with reneging, Single server que	eueing model
with single	queue with bulk arrivals, Inventory system, Assembly line system	

UNIT: 4		9 Hours
GPSS Prelin	l minary blocks- GENERATE, QUEUE, DEPART, TERMINATE, SEIZI	E, RELEASE,
ADVANCE	E, TABLE OF DEFINITION, ENTER, LEAVE, STOEAG, TRANSFE	ER BLOCKS,
SAMPLING	G PROBABILITY DISTRIBUTION	
UNIT: 5		9 Hours
GPSS- Star	ndard Numerical attributes (SNAs), Transaction parameters, Priority	block, Select
Block, Equ	rivalence Declaration, Table Entity. ARENA Modules - Basic Proc	ess Modules,
Advanced I	Process Module Panel, Data Modules Simulation case Studies in Manu	facturing and
Service orga	anizations.	
	Total Lecture Hours	45 Hours
Text Book(	(s)	
1	R. PANNEERSELVAM and P. SENTHILKUMAR, SYSTEM SIMUL	ATION,
	MODELLING AND LANGUAGES, PHI Learning, Delhi.	
2	J. Banks, J.S. Carson B.L. Nelson, D.M. Nicol, S. Shah and P.	Shahabudeen,
	DISCRETE EVENT SYSTEM SIMULATION, Pearson Education	, 2011, New
	Delhi.	
Reference 1	Book(s)	
1	G. Gordon, System Simulation, Prentice- Hall.	
2	T.H. Naylor, et.al., COMPUTER SIMULATION TECHNIQUES, John	Wiley.
3	Michael Pidd, COMPUTER SIMULATION IN MANAGEMENT SC	IENCE, John
	Wiley.	
4	R.E. Shannon, SYSTEM SIMULATION: THE ART OF SCIENCE, Pr	entice-Hall.
5	R. Panneerselvam, OPERATIONS RESEARCH, PHI Learning, Delhi	

COUR	RSE OUTCOMES
On Con	npletion of the course, the students will be able to
CO1	Apply stochastic models to simulate complex business scenarios and improve decision-making processes.
CO2	Utilize high-level programming languages and simulation software like GPSS to model and analyze business systems.
CO3	Demonstrate critical thinking in the development and evaluation of simulation models for business applications.
CO4	Integrate ethical considerations and social responsibility when designing simulation models that impact business and society.
CO5	Collaborate effectively in teams to develop and implement simulation projects that address organizational challenges.

Mapping of COs with POs									
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2		
COs									
CO1	3	2	1	2	2	3	2		
CO2	3	3	0	2	1	3	2		
CO3	3	3	2	1	0	2	3		
CO4	2	1	3	1	0	2	3		
CO5	2	2	1	2	3	3	3		
	2.6	2.2	1.4	1.6	1.2	2.6	2.6		

MBAS406	FUNDAMENTALS OF SIX SIGMA	L	T	P	С
Core / Elective	Elective	3	0	0	3

Objective of this course is to train management students about the principles of six sigma implementation and improving quality with respect to products and services.

# **METHODOLOGY:**

Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT: 1		9 Hours					
The funda	mentals of six sigma-principles of quality management- Busin	ness Performance					
Improveme	nt and six sigma-the evolution of Six Sigma-Qualities as a Business Per	formance Metric-					
Quality Prin	Quality Principles and Six Sigma- six sigma and Competitive Advantage.						
Principles	of Six Sigma- process Concept and Systems Thinking- Six Sigma Boo	ly of Knowledge-					
Metrics and	Measurement-Six Sigma Problem Solving-Six Sigma in Service Organi	zation.					
UNIT: 2		9 Hours					
Project Or	ganization, Selection, and Definition- Organizing for Six Sigma Proje	cts- People skills-					
Six sigma P	roject Selection- Project Definition-Project Review.						
Process M	easurement- Process Metrics- Data Collection-Data Summarization	n– Measurement					
System Eva	luation and Verification- Process Capability Evaluation Benchmarking						
UNIT: 3		9 Hours					
Process Ar	nalysis – Statistical Methods in Six Sigma- Probability Distribution-	Basic Statistical					
Methods- T	ools for Process Analysis.						
Process Im	provement- Principles of Process Improvement- Tools for Process I	mprovement- Six					
Sigma and I	Lean Production- Implementation Planning.						
UNIT: 4		9 Hours					
Process Co	ontrol- Control Systems-Statistical Process Control- Constructing an	nd Using Control					
Charts. Des	Charts. Design for Six Sigma-Concept and Design Development- Overview of DFSS- Concept						

Development- Concept Engineering- Design Development- Quality Function Deployment- Detailed Design and Analysis- Design Failure Mode and Effect Analysis- Reliability Prediction in DFSS. UNIT 5 9 Hours Design for Six Sigma-Optimization and Verification-Design of Experiments- Taguchi Methods for Robust Design Design for Reliability Reliability Evaluation Simulation in DFSS-Design Verification. Six Sigma Implementation- Principles for Six Sigma Implementation-Project Management-Organizational Culture and Change Management- Enterprise Leadership- Knowledge Management **Total Lecture Hours** 45 Hours Text Book(s) 1 James R. Evans and William M. Lindsay, 2014. An introduction to six sigma and process improvement 2e, Cengage Learning India Private Limited, New Delhi - 110092. Thomas Pyzdek and Paul Keller ,2015. The Six Sigma Handbook, Fourth Edition by -2 McGraw-Hill. **Reference Book(s)** Dhirendra Kumar, 2006. Six Sigma Best Practices: A Guide to Business Process 1 Excellence for Diverse Industries, J. Ross Publishing. Jiju Antony; Ashok Kumar; Roberto Bañuelas, 2006. World class applications of Six 2 Sigma, Oxford: Butterworth-Heinemann, Georgette Belair and John O' Neill 2007. Implementing Design for Six Sigma: A 3 leader's guide, Pearson Education, New Delhi 110 017. Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.] www.sixsigmatutorial.com 1 www.sixsigmaonline.org 2 3 www.sixsigmaspc.com www.sixsigma.in 4 www.sixsigmaindia.net 5

COUI	RSE OUTCOMES
On Cor	mpletion of the course, the students will be able to
CO1	Apply Six Sigma principles to identify and eliminate defects in business processes,
	enhancing overall quality and efficiency.
CO2	Utilize critical thinking and problem-solving skills to analyze quality-related issues in
	products and services, using Six Sigma tools and techniques.
CO3	Demonstrate ethical leadership in the implementation of Six Sigma projects, ensuring that
	improvements benefit both the organization and society.
CO4	Understand the environmental and legal implications of Six Sigma practices and develop
	strategies that support sustainable business growth.
CO5	Collaborate effectively in team environments to lead Six Sigma initiatives that align with
	organizational goals and improve process performance.

Mapping of COs with POs									
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2		
COs									
CO1	3	2	1	2	2	3	2		
CO2	3	3	0	1	1	3	2		
CO3	2	1	3	1	0	2	3		
CO4	3	2	1	3	0	2	2		
CO5	2	2	2	2	3	3	3		
	2.6	2	1.4	1.8	1.2	2.6	2.4		

MBAS407	INNOVATION AND PRODUCT	L	T	P	C
	DEVELOPMENT				
Core / Elective	Elective	3	0	0	3

Objective of this course is to train management students about the principles of innovation with respect to products and services.

#### **METHODOLOGY:**

Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT: 1	9 Hours

### **High technology-strategic context**

Characteristics of high technology, high-tech markets, high-tech products, high-tech environment –market penetration and marketing management, IT-internet opportunities, IT-enablement of new products and industries, IT and digital technology –implications for new product development and competitive advantage

### **Product Development Strategies**

Business, Market, technology and resource strategies, business strategy, basis of competition, competitive strategy, technology strategy and roadmap, product strategy, global resource strategy, implementing strategy, strategy officer, guidelines for preparing and implementation of strategic plans

UNIT: 2	9 Hours

### **Marketing management**

Marketing-definitions, the role of marketing in high-tech markets-misconceptions, marketing management functions, the marketing process-characteristics, marketing mangers —output and success metrics, inventing the whole product, ancillary products and tools, understanding stakeholders needs and priorities. Need satisfaction and window of opportunity-criticality of timing, S-curve model and growth through successive product introduction, value proposition, market segmentation in product development, segment analysis, market segmentation by

diffusion of innovation and the technology adoption life cycle, impact of market infrastructure on new product penetration, product development and commercialization investment, the product roadmap, positioning strategy, value pricing, the selling process, managing customer relations,

## **Product platform and Knowledge integration**

Product development goals, knowledge-generation, retention, reuse and integration, dimensions of knowledge integration, knowledge integration across the value chain and virtual teams ,time value of knowledge and short time to market, types of products and development projects, product platform and architectural design considerations, product architecture and modularity, strategic outsourcing and product architecture, product life cycle, continuous improvement of a product, baseline and derivative products.

UNIT: 3	9 Hours

## The Product Development process

The product development framework, the product development process at leading companies, the new product development and commercialization process, scaling the process and the dynamic nature of product development, knowledge generation and integration in PDCP, flexibility in product development, market requirement specification, phases of the PDCp, product launch, cross-functional responsibilities and deliverables in product development, deliverables checklist, process development methodology, software product development, product release and post release management, product change management.

## Excellence in design and product reliability

Product design-guidelines for excellence-design for excellence-design for reliability, predictability and robustness, reliability profile over the product life cycle- reliability assurance beyond the design phase-reliability design-reliability modeling and other tools- fault tree analysis-failure modes, effects and criticality analysis-design of experiments passive data collection-accelerated testing and screening, Weibull analysis, The Duane growth Model-reliability growth testing-robustness and predictability of performance terminology in product design and development-definitions-product documentation prototype-product characterization testing-customer participation in product development- quality.

UNIT: 4	9 Hours

#### Flawless execution, Global resources management

Challenges in the development and commercialization of high-tech products-strategies for flawless execution-process orientation-kaizen in PDCP-managing critical interfaces systems analysis, systems engineering and life cycle thinking, product development systems analysis methodology-product development —a global perspective-managing constraints-fostering innovation and entrepreneurship-common innovation problems in large companies-engineering excellence and team productivity-manufacturing metaphors for lean product development-virtual team through strategic alliances and sourcing to external and internal suppliers-core competency, core activities and leveraging resources strategic alliances-sourcing strategy and supplier selection-in sourcing and outsourcing structure and management of internal suppliers-outsourcing strategy.

## Project management in product development

Project management tasks and a project manager's responsibilities-sources of a project manager's authority and influence-responsibilities of a functional manager- midcourse change in project manager-the planning process-the project plan outline-the statement of work-the work breakdown structure—the project schedule-cost estimating-project organization and resource management-product development-an integrated team from engineering and manufacturing-staff deployment-the task assignment sheet-planning resource demand and deployment-Driving Progress and Project Meetings- a cost/schedule/performance trade-off matrix-project cost and schedule variance analysis project closure-aggregate project planning and management-prioritization of projects-the aggregate project plan- a seven step process.

UNIT: 5	9 Hours

#### Best practices for product development managers

Business processes- decision making-risk management- the decision tree in risk management-problem solving-root cause analysis- creative brainstorming- cycles of learning-effective meeting management- effective Presentation.

### Managing product and technology portfolios for shareholder value

Factor affecting long-term growth of shareholder value-return on investment models product and technology portfolio planning-a framework for product portfolio planning product portfolio planning-step 3-product project analysis-product portfolio planning-step 4-portfolio analysis-resource distribution-assessing market and business opportunities project viability assessment-estimating the probability of success and financial exposure in product development-intellectual property portfolio planning and protection-protection of intellectual property and patents.

<b>Total Lecture Hours</b>	45 Hours

Text Boo	ok(s)				
1	Dariush Rafinejad 2006. Innovation, Product Development and Commercialization- case studies and key practices for market leadership, Cengage Learning India				
	Private Limited , New Delhi 110092.				
2	Paul Trott 2010. Innovation Management and New Product Development, Pearson				
	Publication, New Delhi 110 017.				
Referen	ce Book(s)				
1	Kahn, K.B., Ed. PDMA Handbook of New Product Development, New York: John				
	Wiley & Sons; 2005.				
2	Ulrich, K.T., Eppinger, S.D. Product Design and DevelopmentNew York:				
	McGraw-Hill; 1995.				
3	Kuczmarski, T.D.Managing New Products. Upper Saddle River,NJ: Prentice Hall:				
	1988.				
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]				
1	www.productinnovationeducators.com				
2	www.innovationtools.com				
3	www.prod-dev.com				
4	www.innovation-point.com				
5	www.tnsglobal.com				

COUI	COURSE OUTCOMES				
On Cor	On Completion of the course, the students will be able to				
CO1	Apply innovative management theories and practices to develop and implement strategies for new product and service innovation.				
CO2	Utilize critical thinking and communication skills to analyze and articulate the challenges and opportunities in innovation processes.				
CO3	Demonstrate ethical leadership and social responsibility in guiding innovation initiatives that benefit various stakeholders.				

CO4	Assess the global, economic, and legal implications of innovation and design sustainable
	business models.
CO5	Work collaboratively in teams to drive innovation projects and contribute to
	organizational objectives.

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	1	2	2	3	2
CO2	3	3	0	1	1	3	2
CO3	2	1	3	1	0	2	3
CO4	3	2	1	3	0	2	2
CO5	2	2	2	2	3	3	3
	2.6	2	1.4	1.8	1.2	2.6	2.4

MBAS408	SERVICE OPERATIONS	L	T	P	C
	MANAGEMENT				
Core / Elective	Elective	3	0	0	3

The objective of this course is to teach Service Operations Management concepts and also to make students understand tools necessary to solve Service Operations Management problems.

### **METHODOLOGY:**

Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Service organization visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT: 1	9 Hours
The Role of Services in an Economy	
• The Nature of Services	
Service Strategy	
UNIT: 2	9 Hours
New Service Development	
• Technology in Services	
Service Quality	
UNIT: 3	9 Hours
The Service Encounter	l l
The Supporting Facility	
Service Facility Location	
UNIT: 4	9 Hours
Managing Projects	l
<ul> <li>Forecasting Demand for Services</li> </ul>	
Managing Capacity and Demand	
Managing Waiting Line	

UNIT:	5	9 Hours
• Ca	apacity Planning and Queuing Models	
• Se	ervice Supply Relationships	
• M	anaging Facilitating Goods	
• G:	rowth and Globalization of Services	
	Total Lecture Hours	45 Hours
Text Bo	ok(s)	
1	James A. Fitzsimmons and Mona J. Fitzsimmons Service Managemen	t: Operations,
	Strategy, Information Technology, 2013. Tata McGraw Hill Publish	ing Company
	Limited, New Delhi.	
2	Robert Johnston and Graham Clark, 2012. Service Operations	Management:
	Improving Service Delivery, Pearson Education, Delhi.	
Referen	ce Book(s)	
1	William J Stevenson, 2017. Operations Management, McGraw-Hil	l Irwin New
	York, USA	
2	Mark M. Davis and Janelle Heineke 2005. Operations Managemen	t: Integrating
	Manufacturing and Services, McGraw-Hill Irwin New York, USA	
3	Jay Heizer, Barry Render, Chuck Munson and Amit Sachan, 2017	7. Operations
	Management: Pearson Education, USA.	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc	:.]
1	www.amazon.com	
2	www.poms.org	
3	www.ebay.com	
4	www.ibid.informindia.co.in	
5	www.sixsigma.in	

COUI	RSE OUTCOMES
On Con	mpletion of the course, the students will be able to
CO1	Identify and analyze key operational challenges in a service business, enabling them to address issues proactively.
CO2	Adept at resolving quality issues in service operations by applying quality management principles and techniques to ensure consistent service excellence.
CO3	Critically evaluate and optimize design processes to enhance the intended customer service experience, ensuring alignment with customer expectations and business objectives.
CO4	Measure service process performance using relevant metrics and tools, enabling them to implement continuous improvement initiatives for better efficiency and effectiveness.
CO5	Capable of developing comprehensive service operations strategies tailored to the specific needs of a service business, fostering innovation and competitive advantage.

		Ma	pping of (	COs with 1	POs		
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	2	1	1	2	2	2
CO2	3	2	2	1	2	1	2
CO3	2	3	2	2	2	2	1
CO4	2	3	1	2	2	2	2
CO5	3	2	2	3	3	2	2
	2.5	2.5	1.75	2	2.25	1.75	1.75

MBAS409	SUPPLY CHAIN ANALYTICS	L	T	P	С
Core / Elective	Elective	3	0	0	3

- The objective of this course is to study key decision areas in supply chain design and operation. Students will learn what data is needed and how to use these data to measure supply chain performance, such as inventory levels, product availabilities, vendor performance, warehouse operations efficiency and customer service levels.
- Subsequently, they will learn how to use data and apply various tool and methods to analyse
  trends, forecast the customer demand, extract knowledge and business intelligence, and make
  decisions. Finally, through the analysis and discussion of case studies they get useful insights
  on how to optimize the value of supply chain processes and operations, to streamline the
  goals and to design flexible supply chains.

### **METHODOLOGY:**

Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercises

UNIT: 1	IT: 1 BUILDING A STRATEGIC FRAMEWORK TO ANALYZE SUPPLY CHAINS 9 Hou					
• Und	erstanding the Supply Chain					
• Supp	oly Chain Performance: Achieving Strategic Fit and Scope					
• Supp	ply Chain Drivers and Metrics					
UNIT: 2	DESIGNING THE SUPPLY CHAIN NETWORK	9 Hours				
• Desi	igning Distribution Networks and Applications to Online Sales					
• Netv	work Design in the Supply Chain					
• Desi	igning Global Supply Chain Networks					
UNIT: 3	PLANNING AND COORDINATING DEMAND AND SUPPLY	9 Hours				
	IN A SUPPLY CHAIN					
• Den	nand Forecasting in a Supply Chain					
• Agg	regate Planning in a Supply Chain					
• Sales and Operations Planning in a Supply Chain						
• Coo	rdination in a Supply Chain					

UNIT: 4	PLANNING, MANAGING INVENTORIES IN A SUPPLY	9 Hours
	CHAIN AND TRANSPORTATION NETWORKS	
• Man	aging Economies of Scale in a Supply Chain: Cycle Inventory	
	aging Uncertainty in a Supply Chain: Safety Inventory	
	ring Product Availability to Profits	
	asportation in a Supply Chain	
UNIT: 5	MANAGING CROSS FUNCTIONAL DRIVERS IN A SUPPLY	9 Hours
01(11.5	CHAIN	
• Sour	cing Decisions in a Supply Chain	
• Prici	ing and Revenue Management in a Supply Chain	
• Sust	ainability and the Supply Chain	
• Info	rmation Technology in a Supply Chain	
	Total Lecture Hours	45 Hours
Text Bool	$\kappa(s)$	
1	Chopra S (2019), Supply Chain Management: Strategy, Planning and C Edition, Pearson Education, USA.	peration, 7th
2	Fisher M. and Raman A. (2010). The new Science of Retailing: How are transforming the supply chain and improving performance, Harvard Bu Boston, Massachusetts, USA	•
Reference	e Book(s)	
1	Feigin G. (2012). Supply Chain Planning and Analytics: The right pright place at the right time, Business Expert Press, New York, USA.	roduct to the
2	Handfield R. (2006). Supply Market Intelligence: A managerial	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc	·.]
1	SCM Knowledge Base: <a href="http://supplychain.ittoolbox.com">http://supplychain.ittoolbox.com</a>	
2	Supply Chain Council: <a href="http://www.supply-chain.org">http://www.supply-chain.org</a>	
3	Supply Chain Management Review: <a href="http://www.scmr.com">http://www.scmr.com</a>	
4	Supply Chain Podcasts: <a href="http://www.richardwilding.info/podcasts">http://www.richardwilding.info/podcasts</a>	

5	Supply Chain Resource Consortium: <a href="http://scrc.ncsu.edu/index.html">http://scrc.ncsu.edu/index.html</a>
6	Supply Chain Standard: <a href="http://www.supplychainstandard.com">http://www.supplychainstandard.com</a>
7	The Stanford Global SCM Forum: <a href="http://www.stanford.edu/group/scforum">http://www.stanford.edu/group/scforum</a>
8	Logistics Manager.com: <a href="http://www.logisticsmanager.com">http://www.logisticsmanager.com</a>

COUF	RSE OUTCOMES
On Con	npletion of the course, the students will be able to
CO1	Identify and explain key performance indicators (KPIs) and metrics used in supply chain management, such as inventory turnover, order accuracy, and lead time.
CO2	Apply optimization techniques to improve supply chain efficiency, including methods for inventory management, demand forecasting, and transportation planning.
CO3	Predictive models to forecast demand, assess risks, and evaluate the impact of various scenarios on supply chain performance.
CO4	Analytics to support decision-making processes, including supply chain optimization, risk management, and resource allocation.
CO5	Interpret analytical results to provide actionable insights and recommendations for improving overall supply chain performance.

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	2	2	1	2	2	2	2
CO2	2	2	1	2	3	3	2
CO3	2	3	2	2	2	2	2
CO4	2	3	2	3	2	2	3
CO5	2	3	2	3	2	1	2
	2	2.75	1.75	2.5	2.25	2	2.25

MBAS410	SUPPLY CHAIN MANAGEMENT	L	T	P	C
Core / Elective	Elective	3	0	0	3

• The objective of this course is to cover not only high-level supply chain strategy and concepts, but also to give students an understanding of the tools necessary to solve supply chain management problems.

## **METHODOLOGY:**

• Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT: 1		9 Hours
• Intr	oduction to Supply Chain Management	
• Inve	entory Management and Risk Pooling	
• Net	working Planning	
• Sup	ply Contracts	
UNIT: 2		9 Hours
• The	Value of Information	
• Sup	ply Chain Integration	
• Dist	ribution Strategies	
UNIT: 3		9 Hours
• Stra	tegic Alliances	
• Pro	curement and Outsourcing Strategies	
• Glo	bal Logistics and Risk Management	
UNIT: 4		9 Hours
• Coo	rdinated Product and Supply Chain Design	
• Cus	tomer Value	
• Sma	art Pricing	

UNIT: 5		9 Hours
• Info	ormation Technology and Business Processes	
• Tec	hnology Standards	
• Loc	eal Issues in Supply Chain Management	
	Total Lecture Hours	45 Hours
Text Book	(s)	
1	David Simchi-Levi, Philip Kaminsky, Edith Simichi-Levi and Ravi Sh	nankar 2008.
	Designing and Managing the Supply Chain. Concepts, Strategies and	Case Studies,
	McGraw-Hill, New Delhi,2008.	
2	Janat Shah, 2017. Supply Chain Management-Text and Cases, Pearson Noida 201309.	n Education,
Reference	Book(s)	
1	Sunil Chopra, Peter Meindl and D.V.Kalra ,2016. Supply Chain Mana	gement:
	Strategy, Planning and Operations, Pearson, Noida.	
2	Joel D Wisner, G. Keong Leong and Keah- Choon Tan, 2011. Princip.	les of Supply
	Chain Management- A Balanced Approach, Cengage Learning, New l	Delhi.
3	John J. Coyle, C. John Langley, Brian J. Gibson, Robert A. Novack ar	nd Edward
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites et	te 1
1	SCM Knowledge Base: <a href="http://supplychain.ittoolbox.com">http://supplychain.ittoolbox.com</a>	
2	Supply Chain Council: <a href="http://www.supply-chain.org">http://www.supply-chain.org</a>	
3	Supply Chain Management Review: <a href="http://www.scmr.com">http://www.scmr.com</a>	
4	Supply Chain Podcasts: <a href="http://www.richardwilding.info/podcasts">http://www.richardwilding.info/podcasts</a>	
5	Supply Chain Resource Consortium: <a href="http://scrc.ncsu.edu/index.html">http://scrc.ncsu.edu/index.html</a>	
6	Supply Chain Standard: <a href="http://www.supplychainstandard.com">http://www.supplychainstandard.com</a>	
7	The Stanford Global SCM Forum: <a href="http://www.stanford.edu/group/scfe">http://www.stanford.edu/group/scfe</a>	orum_

COU	RSE OUTCOMES
On Co	mpletion of the course, the students will be able to
CO1	CO1 Describe and explain the fundamental framework and scope of supply chain management.
CO2	CO2 Demonstrate the ability to design, build, and manage a competitive supply chain by applying relevant strategies, models, techniques, and leveraging information technology.
CO3	CO3 Effectively plan demand, manage inventory, and coordinate supply to optimize the overall supply chain network.
CO4	CO4 Gain insights into emerging trends in supply chain management and analyze the significant impact of information technology on supply chain processes and performance.
CO5	CO5 Create and apply strategies to optimize supply chain performance and address challenges.

	Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
COs								
CO1	3	2	1	2	2	2	2	
CO2	3	3	2	3	3	2	3	
CO3	2	2	1	2	3	3	3	
CO4	2	3	2	3	2	2	2	
CO5	3	2	2	2	3	1	2	
	2.5	2.5	1.75	2.5	2.75	2	2.5	

MBAS411	TOTAL QUALITY MANAGEMENT	L	T	P	С
Core / Elective	Elective	3	0	0	3

- After undergoing this course student will get clear idea about Total Quality Management and will be able to work efficiently in a Total Quality Management organization
- Also, they
- Can be a member of Total Quality Management Implementation team in an organization.

### **METHODOLOGY:**

• Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT: 1	The Foundations of TQM	9 Hours
• Ur	nderstanding quality	-
• M	odels and frameworks for total quality management	
• Le	adership and commitment	
• Ca	se studies on planning	
UNIT: 2	Planning	9 Hours
• Po	licy, strategy and goal deployment	-
• Pa	rtnerships and resources	
• De	esign for quality	
• Ca	se studies on planning	
UNIT: 3	TQM – performance	9 Hours
• Pe	rformance measurement frameworks.	l .
• Se	lf-assessment, audits and reviews	
• Be	enchmarking	
• Ca	se studies on performance	
UNIT: 4	TQM – Processes	9 Hours
• Proc	cess management	
• Proc	cess redesign/engineering	
• Qua	lity management system	
• Con	tinuous improvement	
• Case	e studies on process	

UNIT: 5	TQM – People and Implementation	9 Hours
• Huma	an resource management	
• Cultu	re change through teamwork	
• Comi	nunications, innovation and learning	
• Imple	ementation	
• Case	studies on people and Implementation	
	Total Lecture Hours	45 Hours
Text Book	$(\mathbf{s})$	
1	John S. Oakland, 2003. Total Quality Management text with cases, I	Butterworth
	Heinmann, Oxford/New Delhi	
2	Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield Besterfield-Sacre, 2003. Total Quality Management, Pearson Educat Delhi.	•
Reference	Book(s)	
1	Feigenbaum, A.V., 1983. Total Quality Control, McGraw-Hill, New	York.
2	Omachonu, V.K., Ross, J.E., 1994. Principles of Total Quality, Lucie Florida.	e Press,
3	J. Juran 1979. Quality Control Handbook, McGraw-Hill, New York	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites e	tc.]
1	www.iso.org	
2	www.qcin.org	
3	www.asq.org	
4	www.qualitymag.com	
5	www.qualitymanagementinternational.com	

COU	COURSE OUTCOMES					
On Cor	mpletion of the course, the students will be able to					
CO1	Understand the fundamental concepts of quality, key TQM models, leadership roles, an					
	demonstrate the ability to analyze quality planning through case studies.					
CO2	Apply policy deployment, strategic planning, resource management, and quality design					
	principles to develop effective TQM plans, supported by case study analysis.					

CO3	Evaluate performance measurement frameworks, conduct self-assessments, audits, and
	benchmarking exercises to improve organizational quality performance.
CO4	Analyze process management and redesign techniques, implement quality management
	systems, and promote continuous improvement initiatives using practical case examples.
CO5	Demonstrate understanding of the role of human resource management, teamwork,
	communication, innovation, and culture change in successful TQM implementation

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	3	2	2	3	2
CO2	3	3	2	2	2	3	2
CO3	3	3	2	2	2	3	2
CO4	3	3	2	3	2	3	2
CO5	3	3	3	2	3	3	3
	3	2.8	2.4	2.2	2.2	3	2.2

# SYSTEMS ELECTIVES

MBAS501	BUSINESS INTELLIGENCE	L	T	P	С
Core / Elective	Elective	3	0	0	3

- This subject aims to presents the importance of data and data warehouse
- It also gives different methods perform data mining to find useful patterns if any
- It focuses on Business performance measures

# **METHODOLOGY:**

UNIT: 1		9 Hours				
Business Intelligence – Introduction, Framework of Business Intelligence- Definition, History,						
Architecture	e of BI, benefits of BI, Intelligence creation and use of BI governance	, Transaction				
processing	versus analytic processing, BI implementation – Developing or a	acquiring BI,				
Justification	and Cost-benefit analysis, Security and protection of privacy, Integration	on of systems				
and applicat	tions, BI tools and techniques, Major vendors.	-				
UNIT: 2		9 Hours				
Data Warel	nousing - Definition, and concepts, Characteristics, Data marts, Ope	erational data				
stores, Ente	rprise data warehouse, metadata, Architectures. Data warehouse proce	ess overview.				
Data integra	ation, ELT.					
Data wareh	ouse development - Vendors, Development approaches, Representation	on of data in				
data wareho	ouse, OLAP Vs OLTP, OLAP operations Implementation issues of dat	a warehouse,				
Administrat	ion, security and future trends of data warehouse.					
UNIT: 3		9 Hours				
Business performance management (BPM) – Overview, Definition, BPM Vs BI, Strategize, Plan,						
Monitor, Act and Adjust of BPM, Performance management, BPM methodologies, technologies						
and applications, Performance dashboards and scoreboards.						

<b>UNIT: 4</b>		9 Hours
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Data mining for business intelligence – concepts, definitions, applications, process, methods, Clustering methods, meta heuristics, Artificial neural networks for data mining, data mining software tools.

UNIT: 5 9 Hours

Text mining – concepts and definitions, Natural language processing, Applications, Process, Tools. Web mining – overview, web content mining, Web structure mining, Web usage mining. BI Implementation – Overview (BI implementation factors, managerial issues), BI and integration implementation, Connecting BI systems to databases and other systems, On demand BI, Issues of legality, privacy and ethics, Social networks and BI for collaborative decision making, RFID and new BI application opportunities.

	Total Lecture Hours	45 Hours
Text Bo	ook(s)	
1	Turban, E., Sharda, R., Delen, D. and King, D., Business Intelligence-Approach, Pearson Education, New Delhi, 2012.	A Managerial
Referen	nce Book(s)	
1	Sonar, R.M., Next generation Business Intelligence – A Know Approach, VIKAS Publications, New Delhi, 201	ledge Based

COUR	RSE OUTCOMES			
On Completion of the course, the students will be able to				
CO1	Explain the fundamental concepts, architecture, and governance of Business Intelligence			
	(BI) and differentiate between transaction and analytic processing.			
	Bloom's Level: Understanding			
CO2	Illustrate the structure, components, and development methodologies of Data			
	Warehousing and evaluate its integration with BI.			
	Bloom's Level: Applying / Analyzing			
CO3	Analyze the concepts of Business Performance Management (BPM), its methodologies,			
	and how dashboards and scorecards are used for performance tracking.			
	Bloom's Level: Analyzing			

CO4	Apply data mining techniques and tools to extract business insights using clustering,
	metaheuristics, and neural networks.
	Bloom's Level: Applying
CO5	Evaluate the applications and processes of text mining, web mining, and the ethical, legal,
CO5	Evaluate the applications and processes of text mining, web mining, and the ethical, legal, and managerial issues in BI implementations.

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	3	1		2		3	
CO2	3	2		2		3	
CO3	3	3	1		2	3	2
CO4	3	2				3	
CO5	3	3	2	2		3	2
	3.3	2.2	1.5	2	2	3	2

MBAS502	DATABASE MANAGEMENT			P	C
	SYSTEMS				
Core / Elective	Elective	3	0	0	3

The objective of the subject is to introduce the concepts of data modelling, database design, DBMS products and Database administration

# **METHODOLOGY:**

Lectures supplemented with case studies and classroom exercises

UNIT: 1		9 Hours				
Concept of	system, Conventional file processing system, Drawbacks of conv	ventional file				
processing	processing system, Database system, Definition, Advantages, Components of Database					
Managemen	nt System, Economic Justification of Database Approach, Terminologie	s of database				
systems, Da	ata structure: Location methods, Types of pointers, Stack, Queue, sort	ed list, Ring,				
Inverted list	, Multi –List, Tree, Balanced tree.					
UNIT: 2		9 Hours				
Data model	: Hierarchical data model, Network data model, Relational data model, E	-R model.				
Database D	esign: Steps of database design, Normalization – 1NF, 2NF, 3NF, Case	problems for				
design of co	onceptual data model, Data Volume and Usage Analysis					
UNIT: 3		9 Hours				
Implementa	tion design: guidelines for mapping conceptual data model into hier	archical data				
model, Netv	work data model and Relational data model, Program design guidelines (	DAD).				
Hierarchical	Database Management Systems: DBD and DL/I of IMS and DDL and	DML of PC-				
FOCUS. Ex	xamples with small programs					
UNIT: 4		9 Hours				
Network database management systems: DDL and DML of IDMS, Relational Database						
Management Systems: Relational Algebra and Relational calculus, DDL and DML of SQL.						

UNIT: 5		9 Hours
Database A	Administration: Functions of DBA, Security Mechanism: Authorization,	Encryption,
Concurrence	cy control, Problem of concurrency control, Resource locking, dead	dlock/Deadly
embrace, D	Oatabase recovery: Restore/Return, backward recovery, Forward recovery.	
	Total Lecture Hours	45 Hours
Text Book	(s)	
1	Panneerselvam, R., Database Management Systems PHI Learning Pvt. I	Ltd., New
	Delhi, 2011.	
Reference	Book(s)	
1	James martin, Principles of Database Management, Prentice-Hall of Ind	ia, 1998.
2	Silberschatz.,	
3	3 Date, C.J., An Introduction to Database Systems, Narosa Publishing House, New	
	Delhi, 1987.	
4	Everest, Gorden, C., Database Management, McGraw-Hill, New York,	1986.
	<u></u>	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc	.]
1	www.sciencedirect.com	
2	www.ebsco.com	
3	www.googlescholar.com	
4	www.scirp.org	
5	www.springerlink.com	

COUR	RSE OUTCOMES			
On Con	On Completion of the course, the students will be able to			
CO1	Describe the basic concepts of database systems and explain their advantages over			
	traditional file processing systems.			
	Bloom's Level: Understand			
CO2	Illustrate and compare various data models (hierarchical, network, relational, E-R) and			
	normalize data structures up to 3NF.			
	Bloom's Level: Apply			
CO3	Design and map conceptual data models into appropriate database architectures and write			
	sample programs using hierarchical and network DBMS.			
	Bloom's Level: Apply			
CO4	Develop queries using SQL and demonstrate an understanding of relational algebra and			
	relational calculus.			
	Bloom's Level: Apply			
CO5	Analyze the functions of a Database Administrator (DBA), and evaluate database			
	security, concurrency, and recovery mechanisms.			
	Bloom's Level: Analyze & Evaluate			

Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
COs							
CO1	2	2				2	
CO2	2	3				3	
CO3	3	3			2	3	
CO4	3	3			2	3	
CO5	3	2	2	2		2	2
	2.6	2.6	2	2	2	2.6	2

MBAS503	DECISION SUPPORT SYSTEMS	L	T	P	С
Core / Elective	Elective	3	0	0	3

- To help towards a career in Info. Systems Management.
- To introduce the basic concepts in Decision Support Systems, illustrating, how they facilitate efficient executive decision making.

## **METHODOLOGY:**

• The methodology of this subject includes lectures, application problem solving and case studies.

UNIT: 1		9 Hours
Decision Su	pport Systems – Definition – Characteristics & capabilities of DSS – C	omponents of
DSS-databa	se, Model base, Communication subsystem & User – Classes of DSS.	
UNIT: 2		9 Hours
DSS hardwa	are and software – Group DSS – components & typology – Constructing	a DSS
– develop	ment process.	
UNIT: 3		9 Hours
DSS develo	opment tools – Yardsticks for choosing DSS software – Executive inferens.	Formation and
UNIT: 4		9 Hours
Illustrative	DSS applications – Portfolio Management – Human Resource	Management,
Marketing I	Decision Support System, Small Business Application, Manufacturing D	SS.
UNIT: 5		9 Hours
Expert Syst	tems - fundamentals - Types of expert systems - Developing ES -	Problems &
Limitations	of ES	
	Total Lecture Hours	45 Hours

Text Boo	$\mathbf{k}(\mathbf{s})$
1	Efralm Turbon: DECISION SUPPORT SYSTEM AND EXPERT SYSTEMS,
	Macmillan.
Reference	re Book(s)
1	Ralph H. Sprange, Jr. and Eric. D.Carlson: BUILDING EFFECTIVE ESS, Prentice
	Hall.
2	Ralph H. Sprange, JR. & Huga, J. Watson (Eds.): DSS-PUTTING THEORY INTO
	PRACTICE, Prentice Hall.
3	R. Jayshankar: DECISION SUPPORT SYSTEMS, Tata McGraw Hill.
4	Janakiraman and Sarukesi, Decision Support Systems, Prentice Hall of India, New
	Delhi.
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
1	www.sciencedirect.com
2	www.ebsco.com
3	www.googlescholar.com
3	www.googlescholar.com

COU	RSE OUTCOMES
On Co	mpletion of the course, the students will be able to
CO1	Describe the fundamental concepts, components, and types of Decision Support Systems (DSS).  Bloom's Level: Understand
CO2	Explain the hardware, software, and development processes involved in building and implementing DSS, including Group DSS.  Bloom's Level: Understand
CO3	Evaluate DSS development tools and software, and distinguish between Decision Support Systems and Executive Information Systems.  *Bloom's Level: Evaluate*
CO4	Analyze real-world DSS applications in functional areas like marketing, finance, HR, and manufacturing.  Bloom's Level: Analyze

CO5	Explain the fundamentals, types, and limitations of Expert Systems and assess their role
	in decision support.
	Bloom's Level: Understand & Evaluate

Mapping of COs with POs							
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	1			2	2	
CO2	2	2	3			2	
CO3	2	3			3	3	
CO4	3	3		2		3	2
CO5	2	2		2		2	2
	2.2	2.2	3	2	2.5	2.4	2

MBAS504	E-COMMERCE			P	C
Core / Elective	Elective	3	0	0	3

- To introduce the concepts of Electronic Commerce
- To make students to understand the concepts of Electronic Commerce through case studies

## **METHODOLOGY:**

Lectures, mini-projects, case studies, tutorials using Open-Source software

UNIT: 1		9 Hours
• Four	ndations of Electronic Commerce	
• Reta	iling in Electronic Commerce	
UNIT: 2		9 Hours
• Inte	rnet Consumers and Market Research	
• Adv	ertisement in Electronic Commerce	
UNIT: 3		9 Hours
• Elec	tronic Commerce for Service Industries	
• Busi	ness-to-Business Electronic Commerce	
UNIT: 4		9 Hours
• Intra	nnet and Extranet	
• Elec	tronic Payment Systems	
UNIT: 5		9 Hours
• EC	Strategy and Implementation	
• Pub	ic Policy: From Legal Issues to Privacy	
	Total Lecture Hours	45 Hours
Text Book	s)	
1	Dave Chaffey, E-Business and E-Commerce Management, Pearson, 2	2007
2	P.T. Joseph, E- commerce: An Indian Perspective, Prentice-Hall, 200	9

Reference Book(s)			
1	Ritendra Goel, E-Commerce, New Age International, 2007		
2	Gary Schneider, Electronic Commerce, Cengage Learning, 2008		
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]		
1	http://www.ecommercetimes.com		
2	http://e-commerce.net.in/		
3	http://e-commerce.meetup.com/		
4	http://www.davechaffey.com/		
5	http://www.ecommerce-ebooks.com/		

COUF	COURSE OUTCOMES					
On Con	On Completion of the course, the students will be able to					
CO1	Describe the fundamental concepts and foundations of Electronic Commerce and retailing models.					
CO2	Bloom's Level: Understand  Analyze Internet consumer behavior, market research techniques, and online advertising strategies.  Bloom's Level: Analyze					
CO3	Explain the application of Electronic Commerce in service industries and Business-to-Business (B2B) transactions.  Bloom's Level: Understand					
CO4	Illustrate the use of intranet and extranet in E-Commerce and evaluate different electronic payment systems.  Bloom's Level: Apply & Evaluate					
CO5	Develop strategies for E-Commerce implementation and assess related public policy issues including legal and privacy concerns.  Bloom's Level: Create & Evaluate					

	Mapping of COs with POs						
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2				2	
CO2	2	3			3	3	
CO3	2	2				2	
CO4	3	3		2		3	
CO5	3	3	2	3		3	2
	2.6	2.6	2	2.5	3	2.6	2

MBAS505	OBJECT-ORIENTED		T	P	C
	PROGRAMMING WITH C++				
Core / Elective	Elective	3	0	0	3

- To introduce the concepts of Object-Oriented Programming using C++ language
- To focus on different components of Object-Oriented Programming using C++ language and to plan, design and develop information systems.

### **METHODOLOGY:**

Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Organization visit and field study, seminar, Subject Video presentation and Illustrative exercise

UNIT: 1		9 Hours		
Intereduction	to Object Oriented Programming (OOP). Organization of data and	l franctions in		
	n to Object-Oriented Programming (OOP) - Organization of data and			
OOP – Con	cepts in OOP - Objects, Classes, Data Abstraction, Data Encapsulation	, Inheritance,		
Polymorphi	sm, Dynamic binding, Message Passing –			
Benefits of	OOP - Application of OOP - Introduction to C++ Programming	Language -		
Structure of	f a C++ Program - Keywords, Identifiers, Data types, Operators in C-	++, Character		
strings, Arra	ays, Functions, Pointers and Structures.			
UNIT: 2		9 Hours		
Classes and	Objects Constructors and Destructors			
UNIT: 3		9 Hours		
Operator O	verloading and Type Conversion Inheritance			
UNIT: 4		9 Hours		
Pointers to	objects, Virtual functions and Polymorphism Managing Console	Input/Output		
Operations				
UNIT: 5		9 Hours		
Working with files – File pointers and Error handling Object-Oriented Systems development				
	Total Lecture Hours	45 Hours		
Text Book(	s)			

1	Balagurusamy, E.2007 OBJECT-ORIENTED PROGRAMMING WITH C++,
	New Delhi: Tata McGraw-Hill Publishing Co. Ltd.
	The Benn. Tada Mediaw Tim Labinshing Co. Etc.
2	Farrell, 2009. OBJECT-ORIENTED PROGRAMMING WITH C++, Cengage
	Learning India Pvt. Ltd, Delhi.
Reference	e Book(s)
1	Malik, 2009. C++ Programming Language, Cengage Learning India Pvt. Ltd, Delhi.
2	Lafore,2002. Object-Oriented Programming in C++; Pearson Education, Noida.
3	Ira Pohl, 2002. Object-Oriented Programming using C++, Pearson Education,
	Noida.
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]
1	www.startwright.com/virtual.htm
2	www.lamp.infosys.deakin.edu.au
3	www.mbsportal.bl.uk
4	www.ibm.com
5	www.infoworld.com

COUR	COURSE OUTCOMES					
On Con	On Completion of the course, the students will be able to					
CO1	Explain the fundamental concepts of Object-Oriented Programming (OOP) and the structure of a C++ program.  Bloom's Level: Understand					
CO2	Design and implement classes and objects, including constructors and destructors in C++. <i>Bloom's Level: Apply</i>					
CO3	Implement operator overloading, type conversions, and inheritance mechanisms in C++. <i>Bloom's Level: Apply</i>					
CO4	Utilize pointers to objects, virtual functions, and polymorphism to achieve dynamic binding and manage console input/output.  Bloom's Level: Apply					
CO5	Develop C++ programs for file handling, error management, and object-oriented systems development.					

	Mapping of COs with POs						
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2				2	
CO2	2	3	2		2	3	2
CO3	3	3		2 2 3		3	
CO4	3	3			3 3		
CO5	3	3			3	3	
	2.6	2.8	2	2	2.5	2.8	2

MBAS506	SOFTWARE ENGINEERING		T	P	C
	MANAGEMENT				
Core / Elective	Elective	3	0	0	3

- To make the students understand the underlying concepts of Software Engineering, Analysis and design, Quality assurance and testing.
- To enable the students to develop software for specific categories.

### **METHODOLOGY:**

• Lectures, mini-projects, case studies, tutorials using Open-Source software

UNIT: 1	Introduction to Software Engineering	9 Hours		
Software as	a product – its characteristics, components and applications, Software e	ngineering as		
a process -	a process - Process Maturity levels - Different process models - Linear sequential model,			
Prototyping	Prototyping model, Rapid application development model, Evolutionary software process			
models, Co	nventional methods for Software Engineering - System Engineering	, Information		
Engineering	and Product Engineering.			

UNIT: 2	Software Quality Assurance	9 Hours
Software qu	ality assurance – concepts, metrics (McCall's Quality Factors and Hewle	ett- Packard's

FURPS factors), Defect Amplification and removal, Formal Technical Reviews (FTRs), Software reliability, statistical quality assurance (SQA) for software.

UNIT: 3	Requirement analysis and Design	9 Hours

Overview of Software requirement analysis and analysis modeling – data modeling, functional modeling and behavioural modeling

Software design – process, principles, concepts and methods – transform flow and transaction flow – interface design.

UNIT: 4	Software testing	9 Hours		
Software testing – methods (white box testing, black box testing, basis path testing, control				
structure To	esting) and strategies (UNIT testing, integration testing, validation te	sting, system		
testing)				
Testing for	specialized environments – GUIs, C/S, Web sites, Documentation/Help	facilities and		
Real-time sy	ystems, Debugging – process and approaches.			
UNIT: 5	Software Engineering applied to Object-oriented systems and	9 Hours		
	Client/Server systems			
Object-orie	nted software engineering - concepts, distinguishing characteristics and	nd principles,		
Object orier	nted Analysis process, Object Design process and Object-oriented Testin	g strategies		
Client-serve	er(C/S) software engineering – structure and design of C/S systems.			
	Total Lecture Hours	45 Hours		
Text Book(	$\mathbf{s}$ )			
1	Roger Pressman, Software Engineering: A Practitioner	r's Approach,		
	Tata McGrawHill, 2005			
2	Nasib Singh Gill, Software Engineering, Khanna Publishers, 2002			
Reference 1	Book(s)			
1	Ian Sommerville, Software Engineering, Pearson Education, 2010			
2	James Peters and Witold Pedrycz, Software Engineering: An Engineeri	ng Approach,		
	Wiley, 2000			
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc	e.]		
1	http://www.rspa.com/spi/			
2	http://www.sei.cmu.edu/			
3	http://www.se.rit.edu/			
4	http://best-practice-software-engineering.blogspot.com/			
5	http://softwareengineeringblog.com/			

COU	RSE OUTCOMES
On Con	npletion of the course, the students will be able to
CO1	Describe the fundamental concepts, process models, and maturity levels in software engineering.  Bloom's Level: Understand
CO2	Explain software quality assurance concepts, metrics, and techniques to ensure software reliability.  Bloom's Level: Understand
CO3	Analyze software requirement specifications and design processes, including data, functional, and behavioral modeling.  Bloom's Level: Analyze
CO4	Apply various software testing methods and strategies, including specialized testing for different environments.  Bloom's Level: Apply
CO5	Illustrate the application of software engineering principles to object-oriented and client-server systems development.  Bloom's Level: Apply & Understand

	Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2		
CO1	2	2				2			
CO2	2	2	2	2		2			
CO3	3	3				3	2		
CO4	3	3			2	3			
CO5	3	3			2	3			
	2.6	2.6	2	2	2	2.6	2		

MBAS507	SOFTWARE PROJECT	L	T	P	C
	MANAGEMENT				
Core / Elective	Elective	3	0	0	3

- To understand the concept of software projects and steps in software project management
- To enable the students to evaluate the technical feasibility, financial viability, market
- acceptability and social desirability of software projects
- To become familiar with Software project management tools and techniques
- To be effective as project managers and as part of software project teams

### **METHODOLOGY:**

standards

• Lectures, mini-projects, case studies, periodic invited talks from industry experts

UNIT: 1	SOFTWARE DEVELOPMENT PROJECT MANAGEMENT	9 Hours			
	Software characteristics and development scenarios (4-quadrant view), Software life-cycle processes, Software development project management strategies: Linear, Incremental, Iterative,				
Adaptive, a	nd Extreme approaches - their characteristics, strengths and weaknesses				
UNIT: 2	SOFTWARE PROJECTS AND METRICS	9 Hours			
Software Pr	roject Management – Concepts and 3 P's (People, problem and process)	Metrics in the			
process and	d project domains, Software measurement - size-oriented metrics, fund	ction-oriented			
metrics and	extended function point metrics, Integrating metrics within the process				
UNIT: 3	SOFTWARE PROJECT PLANNING	9 Hours			
Software Pr	roject planning – objectives, scoping, Resources – human resources, reus	sable software			
resources a	nd environmental resources Software project estimation - Popular d	lecomposition			
techniques -	– problem- based, process based and empirical estimation (COCOMO m	odel)			
Make-or-Bu	uy decision, Project Scheduling and tracking, Managing global software	projects			
UNIT: 4	SOFTWARE RISK MANAGEMENT AND CONFIGURATION	9 Hours			
	MANAGEMENT				
Risk Management – Reactive and Proactive risk strategies, Risk identification, projection,					
mitigation and monitoring - RMMM Plan Software configuration management - process and					

UNIT: 5	MANAGING PEOPLE AND ORGANIZING	9 Hours
	COMMUNICATION	
Managing 1	people – Defining staff requirements, staff selection, managing staff,	management
styles, Pro	oject organization structures – hierarchical, matrix, agile teams	s, managing
communica	tion – Planning a communication strategy, communication styles, mee	tings – types
and approac	ches	
	Total Lecture Hours	45 Hours
Text Book(	(s)	
1	Roger Pressman and Bruce Maxim, Software Engineering: A Practition	er's
	Approach, Tata McGraw-Hill, 2015	
2	Robert K. Wysocki, Effective Software Project Management, Wiley, 20	)10
Reference 1	Book(s)	
1	Ian Sommerville, Software Engineering, Pearson Education, 2016	
2	Ashfaque Ahmed, Software Project Management: A Process-Driven Ap	pproach,
	CRC Press (Taylor & Francis), 2016	
3	Anna P. Murray, the complete Software Project Manager: Mastering ted	chnology
	from Planning to launch and beyond, Wiley, 2016	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc	·.]
1	http://softwareprojectmanager.org/	
2	http://www.softwareprojects.org/	
3	http://www.rspa.com/spi/project-mgmt.html	
4	http://www.project.net/	

COUR	RSE OUTCOMES					
On Con	On Completion of the course, the students will be able to					
CO1	Describe software development life cycle models and project management strategies with					
	their characteristics, strengths, and weaknesses.					
	Bloom's Level: Understand					
CO2	Explain software project management concepts and apply various metrics for measuring					
	process and project performance.					
	Bloom's Level: Understand & Apply					
CO3	Develop comprehensive software project plans, including estimation techniques, resource					
	allocation, scheduling, and tracking.					
	Bloom's Level: Create					
CO4	Analyze software project risks and apply configuration management processes and					
	standards for effective control.					
	Bloom's Level: Analyze & Apply					
CO5	Demonstrate effective management of project personnel and communication strategies to					
	optimize team performance.					
	Bloom's Level: Apply & Evaluate					

	Mapping of COs with POs								
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2		
CO1	3	2				3			
CO2	3	3				3			
CO3	3	2			2	3			
CO4	3	3		2	2	3			
CO5	3	3	2		3	2	2		
	3	2.6	2	2	2.3	2.8	2		

MBAS508	SYSTEMS ANALYSIS AND	L	T	P	C
	DESIGN				
Core / Elective	Elective	3	0	0	3

- To introduce the concepts of System analysis and design
- To focus on different components of System analysis and design and to plan, design and develop such information systems.

### **METHODOLOGY:**

Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Organization visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT: 1		9 Hours		
INTRODUCTION TO SYSTEMS ANALYSIS AND DESIGN – Scope – Functions of a				
Systems An	alyst – What is Systems Analysis and Design – Categories of Information	n Systems.		
MANAGIN	G THE APPLICATIONS DEVELOPMENT PORTFOLIO – Role of			
Information	Systems - Systems, Subsystems and their Interdependence - Class	sical Systems		
Developme	nt - Lifecycle - Introduction to Structured Methodologies - P	rototyping –		
Preliminary	Investigation – Testing Project Feasibility.			
UNIT: 2		9 Hours		
STRUCTU	RED ANALYSIS DEVELOPMENT STRATEGIES – Data Flow Analys	sis –		
Physical and	d Logical – Data Dictionary.			
APLICATION	ON PROTOTYPE DEVELOPMENT STRATEGY – Purpose – Steps	s involved in		
Uses of Pro	totypes – Tools for Prototyping- Prototype Strategies.			
UNIT: 3		9 Hours		
COMPLITE	R AIDED SYSTEMS TOOLS – Role of Tools – Categories of T	ools – Casa		
DESIGN OF COMPUTER OUTPUT – Identification of Computer Outputs – Ways of presenting				
- Information - Designing of Printed Outputs - Designing Visual Display UNIT s.				
- Informatio	on – Designing of Printed Outputs – Designing Visual Display UNIT s.			

UNIT: 4		9 Hours
DESIGN C	 DF INPUT AND CONTROL – Objectives of Input Design – Data Captu	re Guidelines
– Input Val	lidation.	
DESIGN (	OF ONLINE DIALOGUE - Purpose and Definition of Online, Inter-	erface, etc. –
Designing 1	Dialogue – Dialogue Strategies – Data Entry Dialogues.	
UNIT: 5		9 Hours
MANAGIN	NG SYSTEMS IMPLEMENTATION – Training – Conversion Me	thods – Post
Implementa	ation Review.	
HARDWA	RE AND SOFTWARE SELECTION – Overall Economic Analysis.	
	Total Lecture Hours	45 Hours
Text Book	(s)	<u> </u>
1	James A. Senn.2007. ANALYSIS AND DESIGN OF INFORMATIO	N
	SYSTEMS; McGraw Hill International Edition, Singapore.	
2	Alan Dennis, Barbara Haley Wixom and Roberta M. Roth ,2009 . Sy	rstems
	Analysis and Design, John Wiley & Sons Inc, USA.	
Reference	Book(s)	
1	Igor Hawryszkiewycz, 2001.	
2	Jeffrey L Whitten and Lonnie D Bentley. 2007. ANALYSIS AND DI	ESIGN; Tata
	McGraw Hill Publishing Company Limited, New Delhi.	
3	John W. Satzinger, Robert B.Jackson and Stephen D.Burd.2007. S	YSTEM
	ANALYSIS AND DESIGN, Cengage Learning India Pvt. Ltd, Delhi.	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.	c.]
1	www.startwright.com/virtual.htm	
2	www.lamp.infosys.deakin.edu.au	
3	www.mbsportal.bl.uk	
4	www.ibm.com	
5	www.infoworld.com	

	COURSE OUTCOMES						
On Con	On Completion of the course, the students will be able to						
CO1	Describe the role, scope, and functions of systems analysis and design including lifecycle						
	models and methodologies.						
	Bloom's Level: Understand						
CO2	Apply structured analysis techniques such as data flow analysis and prototype						
	development strategies for system design.						
	Bloom's Level: Apply						
CO3	Explain the role and use of computer-aided systems tools for designing outputs and						
	information presentation.						
	Bloom's Level: Understand						
CO4	Design effective input controls, data validation, and online dialogue interfaces for						
	interactive systems.						
	Bloom's Level: Create						
CO5	Evaluate systems implementation strategies, including training, conversion methods, and						
	hardware/software selection based on economic analysis.						
	Bloom's Level: Evaluate						

	Mapping of COs with POs								
POs COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2		
CO1	2	2				2			
CO2	2	3	2		2	3			
CO3	3	2				2			
CO4	3	3			3	3			
CO5	3	3		2	2	3	2		
	2.6	2.6	2	2	2.3	2.6	2		

MBAS509	VISUAL BASIC FOR BUSINESS	L	T	P	C
	APPLICATIONS				
Core / Elective	Elective	3	0	0	3

- To introduce the concepts of Visual Basic
- To focus on different components of Visual Basic and to plan, design and develop information systems.

### **METHODOLOGY:**

 Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Organization visit and field study, seminar, Subject Video presentation and Illustrative exercise

UNIT: 1		9 Hours				
VB environ	VB environment; Tools; Bars; Different Menus; Customizing a Form – Setting Different					
properties;	Saving, Edit, Debug, Run and writing simple programs; user interfac	ce – Creating				
Controls; C	command buttons, simple event procedure; image controls, text boxes	s; Labels and				
Navigation.						
UNIT: 2		9 Hours				
VB Program	nming – Editing Tools; Statements; Variables; Data Types; Strings; Nun	nbers; Picture				
Boxes; Prin	nter Object; Operators, Determinant and Indeterminant loops; Deci	sion Making				
Statements;	Built-In-Functions; Date-Time functions.					
UNIT: 3		9 Hours				
Functions -	- Procedures - Arrays - Writing simple programs using above f	unction (like				
Searching,	Sorting and etc.) - Control Arrays - List and Combo Box; Flex Grid	control – VB				
Object Brow	wser – Introduction to Object Oriented Programming – Making user int	terfaces using				
MS Window common control, MDI Forms.						
UNIT: 4		9 Hours				
Tools and	Techniques for resting, Debugging and optimization; ActiveX Contro	ls, Basic file				
Handling –	Handling – Workspace; Database; Recordset; Report Generation; Accessing with different back					

end (MS	Access, Oracle8i), Building Packages (like Student Information Sy	stem, Library
Information	n System, Railway Reservation System, Inventory Control System etc.)	
UNIT: 5		9 Hours
Fundament	als of Graphics; Monitoring Mouse activity; File System Controls an	d File System
Object, Cor	mmunicating with other Windows Applications, VB Script, Programming	g to Internet.
	<b>Total Lecture Hours</b>	45 Hours
Text Book	(s)	
1	Gary Cornell,1998. VISUAL BASIC 6 FROM THE GROUND UP, T	Γata McGraw
	Hill Publishing Company Ltd.,	
2	Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Connell 1999.VISUAL BASIC 6.0, Tata McGraw McGraw Hill 1999.VISUAL BASIC 6.0, Tata McGraw	rate Limited,
	New Delhi.	
Reference	Book(s)	
1	<b>David Kruglirski</b> . 1998 J, Inside Visual C++, Microsoft press.	
2	Zak, 2008. Visual Basic 2008 Cengage Learning India Pvt. Ltd, Delhi.	
3	Steven Holzner, 2003. Teach yourself Visual Basic .NET, Pearson Ed	ucation,
	Noida.	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites et	<b>c.</b> ]
1	www.startwright.com/virtual.htm	
2	www.lamp.infosys.deakin.edu.au	
3	www.mbsportal.bl.uk	
4	www.ibm.com	

COUR	RSE OUTCOMES					
On Con	appletion of the course, the students will be able to					
CO1	Describe the Visual Basic programming environment and develop simple user interfaces					
	using controls and event procedures.					
	Bloom's Level: Understand & Apply					
CO2	Apply fundamental programming concepts in Visual Basic including variables, data					
	types, loops, and decision-making statements.					
	Bloom's Level: Apply					
CO3	Develop modular programs using functions, procedures, arrays, control arrays, and					
	object-oriented programming basics in Visual Basic.					
	Bloom's Level: Apply & Create					
CO4	Utilize debugging, testing, ActiveX controls, and file handling techniques; integrate					
	Visual Basic with databases and build practical business applications.					
	Bloom's Level: Apply					
CO5	Illustrate the use of graphics, mouse events, file system controls, and internet					
	programming with Visual Basic for enhanced business solutions.					
	Bloom's Level: Apply & Understand					

	Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
CO1	2	2	2			2	2	
CO2	3	2				3		
CO3	3	3			2	3		
CO4	3	3		2	2	3	2	
CO5	2	2		2	2	2	2	
	2.6	2.4	2	2	2	2.6	2	

MBAS510	ADVANCED EXCEL	L	T	P	C
Core / Elective	Elective	3	0	0	3

- The course is designed to provide an in-depth understanding of the various tools and techniques used in Microsoft Excel for data analysis and management.
- The course is divided into five UNIT s that cover conditional logic and text formulas, charts and data organization, pivot tables and pivot charts, data protection, and macros.
- By the end of the course, you will have gained the skills and knowledge necessary to use Excel effectively for data analysis and management.

#### **METHODOLOGY:**

Classroom lectures, discussions, and continuous lab exercises with internal and end-semester end examinations as assessment criteria

UNIT: 1	UNIT: 1 Conditional Logic and Text Formulas			
• Intro	oduction to Conditional Logic			
• IF S	tatement, Nested IF, AND, OR, NOT, IFERROR			
• SUN	MIF, AVERAGEIF, COUNTIF, COUNTIFS, SUMIFS, AVERAGEIFS			
• Intro	oduction to Text Formulas			
• Case	e Formulas, Fix Number Fields, Trim Spaces, Substitute Text			
UNIT: 2	Charts and Data Organization	9 Hours		
T .				

- Introduction to Charts
- Chart types, Instant Chart, Update Chart
- Column Chart, Picture Fill, Line Chart, Scatter Chart
- Chart Styles, Chart Layouts, Add Labels, Axis Options, Chart Title, Legends, Data Labels
- Outline, Sort, Filter, and Subtotal
- Group and Ungroup, Sort Data, Sort Multiple Levels
- Filter Data, Advanced Filter, Conditional Sorting, and Filtering
- Sorting with Custom Lists, Subtotal

UNIT: 3	PivotTables and Pivot Charts	9 Hours
• Intr	oduction to PivotTables	
• Cre	ating PivotTables, Choosing Fields, PivotTable Layout	
• Filt	ering PivotTables, Modifying PivotTable Data, Pivot Charts	
UNIT: 4	Data Protection	9 Hours
• Intr	oduction to Protecting Data	
• Wo	rkbook Passwords, Protecting Workbooks, Unlocking Cells	
UNIT: 5		9 Hours
• Intr	oduction to Macros and Macro Security	
• Rec	ording a Macro, Assigning a Macro to a Button or Shape	
	Total Lecture Hours	45 Hours
Text Book	(s)	
1	"Excel 2016 Bible", John Walkenbach	
2	"Excel 2016 Power Programming with VBA", Dick Kusleika and M	lichael
	Alexander	
3	"Advanced Excel Essentials", Jordan Goldmeier	
	Related Online Contents [MOOC, SWAYAM, NPTEL, Websites	etc.]
1	https://www.youtube.com/watch?v=JYtZ2zsdE_s	
2	https://www.youtube.com/watch?v=RkQl2wVpQAo	
3	https://www.youtube.com/watch?v=NdUZx_yyEqY	
4	https://www.youtube.com/watch?v=Jwo5Ae7tH_I	
5	https://www.youtube.com/watch?v=JYtZ2zsdE_s	

COUF	RSE OUTCOMES
On Con	npletion of the course, the students will be able to
CO1	Apply conditional logic and text formulas to analyze and manipulate data effectively in
	Excel.
	Bloom's Level: Apply
CO2	Create, format, and customize various charts; organize, sort, and filter datasets to enhance
	data visualization and interpretation.
	Bloom's Level: Create & Analyze
CO3	Develop PivotTables and Pivot Charts for summarizing and analyzing large datasets
	efficiently.
	Bloom's Level: Apply
CO4	Implement data protection techniques in Excel to secure sensitive information.
	Bloom's Level: Apply
CO5	Record, assign, and manage Macros to automate repetitive tasks and enhance Excel
	functionality.
	Bloom's Level: Create

	Mapping of COs with POs							
POs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	
COs								
CO1	3	3				3		
CO2	3	3		2	2	3		
CO3	3	3			2	3		
CO4	2	2	1	2		2	2	
CO5	3	3			2	3		
	2.8	2.8	1	2	2	2.8	2	

