School of Management

(NEW Curriculum - Syllabus, effective from APRIL – 2021)

Choice Based Credit System (CBCS)

Outcome based Education (OBE)

M.B.A.

Scheme and Syllabus

DG Vaishnav College

#833, EVR Periyar High Road,

Arumbakkam, Chennai – 600106

Phone – 91-44-23635104
Web site: www.dgvcmba.com

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List of Electives mentioned in Scheme of Syllabus

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VISION

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Our **Vision** is to emerge as a centre of excellence in Management, imparting value based education to develop transformational leaders with functional expertise and entrepreneurial perspectives.

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MISSION

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M1	Impart Quality Education to the students in core areas and business management with moral Values through our dedicated team.
M2	Create learning atmosphere that fosters individual intellectual development.
M3	Provide platform for the students to explore their innovative and creative skills.
M4	Promoting activities to cultivate the spirit of Entrepreneurship to the students
M5	Empowering the students in Organizing Events to gain Experience in Team work and Leadership Qualities.
M6	Preparing the students for their role as MBA in society with an awareness of Ethical, Environment, Economies, safety and Quality Issues.

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PROGRAM EDUCATION OBJECTIVES (PEOs)

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PEO1	Successful Professionals in Leading National and International Business Enterprise or Research/ Academic or Entrepreneurs.
PEO2	Attitudes and abilities of Leader to adapt the Changing Global Business Scenario.
PEO3	Good Professional Personality and Ethical Values to lead as responsible citizens and competent professionals.

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PEO TO MISSION STATEMENT MAPPING

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MISSION STATEMENTS	PEO1	PEO2	PEO3
M1	3	3	3
M2	3	1	2
M3	3	2	-
M4	3	3	2
M5	3	2	-
M6	3	2	2

CORRELATION
3 - STRONG   2 - MEDIUM   1 - LOW   (-) - NO CORRELATION

PROGRAM OUTCOMES (PO) WITH GRADUATE ATTRIBUTES

PO1	Domain Knowledge	Apply Knowledge of Management Theories & Practices to solve Business Problems
PO2	Critical Thinking & Decision Making / Problem Solving	Foster Analytical & Critical Thinking abilities for Data – Based Decision Making.
PO3	Leadership	Ability to develop value based Leadership Ability
PO4	Environment & Sustainability	Ability to understand, Analyze & communicate Global, Economic, Legal & Ethical aspects of Business.
PO5	Team Work	Ability to lead themselves & others in the achievement of Organizational Goals, Contributing effectively to a team environment.
P06	Entrepreneurship	Ability to identify Entrepreneurial opportunities & leverage, Managerial & Leadership Skills for funding leading start – ups as well as growing family Business
P07	Social Responsiveness & Ethical	Apply ethical principles & commit to Professional Ethics & Responsibility and norms of Management Practices.
P08	Continuous Learning	Recognize the need and prepare to engage in lifelong learning in the broad context of technology changes leading sustainability.

Mapping of POs TO PEOs

PE0/P0	P01	P02	P03	P04	P05	P06	P07	P08
PE01	3	3	2	2	1	1	1	1
PE02	3	3	3	3	3	2	1	1
PE03	3	3	2	2	2	1	3	1

CORRELATION

 3 - STRONG   2 - MEDIUM   1 - LOW   (-) - NO CORRELATION

PROGRAM SPECIFIC OUTCOMES

PSO 1: Graduates will have ability to Identify, Formulate and analyze the problems relating to Marketing, Finance, Human Resource and Supply chain Management.

PSO 2: Graduates will have an ability to implement / Use appropriate Techniques, Management Skills, and   Analytical Techniques and to solve Management Problems.

SCHOOL OF MANAGEMENT

SCHEME OF I SEMESTER MBA PROGRAM

Sl. NO	Course Code	Course	DEPT	Credit Distribution				Over all Credits	Marks		
				L	T	P	C		CIA	SEE	Total
1	MBA-101	MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR	MBA	3	0	1	0	4	40	60	100
2	MBA-102	STATISTICS FOR MANAGEMENT	MBA	3	0	1	0	4	40	60	100
3	MBA-103	ECONOMICS FOR MANAGERS	MBA	3	0	1	0	4	40	60	100
4	MBA-104	ACCOUNTING FOR MANAGERS	MBA	3	0	1	0	4	40	60	100
5	MBA-105	LEGAL SYSTEMS IN BUSINESS	MBA	3	0	1	0	4	40	60	100
6	MBA-106	INTERNATIONAL BUSINESS MANAGEMENT	MBA	3	0	1	0	4	40	60	100
7	MBA- 107	ENTREPRENEURSHIP	MBA	3	0	1	0	4	40	60	100
8	MBA-S-101	SOFT SKILLS-I – ADVANCED LANGUAGE & PRESENTATION SKILLS	MBA	0	0	2	0	2	40	60	100
							Total	30	320	480	800

SCHOOL OF MANAGEMENT

SCHEME OF II SEMESTER MBA PROGRAM

Si. No	Course Code	Course	Dept	Credit Distribution				Over All Credits	Marks		
				L	T	P	C		CIA	SEE	Total
1	MBA-201	HUMAN RESOURCE MANAGEMENT	MBA	3	0	1	0	4	40	60	100
2	MBA-202	RESOURCE MANAGEMENT TECHNIQUES	MBA	3	0	1	0	4	40	60	100
3	MBA-203	OPERATIONS MANAGEMENT	MBA	3	0	1	0	4	40	60	100
4	MBA-204	FINANCIAL MANAGEMENT	MBA	3	0	1	1	4	40	60	100
5	MBA-205	RESEARCH METHODOLOGY	MBA	3	0	1	0	4	40	60	100
6	MBA-206	MANAGEMENT INFORMATION SYSTEMS	MBA	3	0	1	0	4	40	60	100
7	MBA-207	MARKETING MANAGEMENT	MBA	3	0	1	0	4	40	60	100
8	MBA-S-201	SOFT SKILLS-II-Computing Skill-DATA ANALYSIS AND BUSINESS MODELING	MBA	2	0	0	0	2	40	60	100
9	MBA-299	INTERNSHIP –1-(DEC – JAN 4 WEEKS)	MBA	0	0	0	4	4	25	75	100
							Total	34	345	555	900

SCHOOL OF MANAGEMENT

SCHEME OF III SEMESTER MBA PROGRAM

Si. No	Course Code	Course	Dept	Credit Distribution				Over All Credits	Marks		
				L	T	P	C		CIA	SEE	Total
1	MBA-301	STRATEGIC MANAGEMENT	MBA	3	0	1	0	4	40	60	100
2	MBA-302	TOTAL QUALITY MANAGEMENT	MBA	3	0	1	0	4	40	60	100
3		ELECTIVE – 1	MBA	3	0	0	0	3	40	60	100
4		ELECTIVE – 2	MBA	3	0	0	1	3	40	60	100
5		ELECTIVE – 3	MBA	3	0	0	0	3	40	60	100
6		ELECTIVE – 4	MBA	3	0	0	0	3	40	60	100
7	MBA-S-301 MBA-S-302	SOFT SKILLS – SPOKEN AND PRESENTATION SKILL	MBA	0	0	2	0	2	40	60	100
11	MBA 399	INTERNSHIP 2 – (MAY – JUN - 4Weeks)	MBA	0	0	4	0	4	25	75	100
							Total	26	345	555	900

SCHEME OF IV SEMESTER MBA PROGRAM

Si. No	Course Code	Course	Dept	L	T	P	C	Over All Credits	CIA	SEE	Total
1		ELECTIVE – 5	MBA	3	0	0	0	3	40	60	100
2		ELECTIVE – 6	MBA	3	0	0	1	3	40	60	100
3		ELECTIVE – 7	MBA	3	0	0	0	3	40	60	100
4		ELECTIVE – 8	MBA	3	0	0	0	3	40	60	100
5	MBA-S-401	SOFT-SKILLS – MANAGERIAL SKILLS	MBA	0	0	2	0	2	40	60	100
6	MBA-499	FINAL PROJECT – (DEC-JAN- 8 WEEKS)	MBA	0	0	8	0	8	50	150	200
7	MBA-EEC-301	EMPLOYABILITY ENRICHMENT COURSE CIMA/BUSINESS ANALYTICS (IoA)	MBA	0	0	2	0	2			
8	MBA-EEC-302	MOOCS Course (Optional)	MBA	0	0	2	0	1			
9	MBA-EEC-303	INTERNATIONAL IMMERSION PROGRAM (Optional)	MBA	0	0	2	0	1			
							Total	28	250	450	700

	GRAND TOTAL	112	1220	1980	3200

LIST of ELECTIVES for MBA (Full Time)-Semester III and IV

Course Code	Course Title	Dept.	L	T	P	C
FINANCE						
FIN-301	INVESTMENT MANAGEMENT	MBA	3	0	0	3
FIN-302	INTERNATIONAL FINANCIAL MANAGEMENT	MBA	3	0	0	3
FIN-303	MERCHANT BANKING AND FINANCIAL SERVICES	MBA	3	0	0	3
FIN-401	FINANCIAL DERIVATIVES	MBA	3	0	0	3
FIN-402	RISK MANAGEMENT AND INSURANCE	MBA	3	0	0	3
FIN-403	CORPORATE TAXATION	MBA	3	0	0	3
MARKETING						
MKT-301	SERVICES MARKETING	MBA	3	0	0	3
MKT-302	INTEGRATED MARKETING COMMUNICATION	MBA	3	0	0	3
MKT-303	GLOBAL MARKETING MANAGEMENT	MBA	3	0	0	3
MKT-401	SALES AND DISTRIBUTION MANAGEMENT	MBA	3	0	0	3
MKT-402	RETAIL MANAGEMENT	MBA	3	0	0	3
MKT-404	SOCIAL MEDIA MARKETING	MBA	3	0	0	3
HUMAN RESOURCE MANAGEMENT						
HR-301	STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT	MBA	3	0	0	3
HR-302	LABOUR LEGISLATIONS	MBA	3	0	0	3
HR-303	GLOBAL HUMAN RESOURCE MANAGEMENT	MBA	3	0	0	3
HR-305	LEADERSHIP AND ORGANISATIONAL EFFECTIVENESS	MBA	3	0	0	3
HR-401	KNOWLEDGE MANAGEMENT	MBA	3	0	0	3
HR-402	TRAINING AND HUMAN PERFORMANCE ENHANCEMENT	MBA	3	0	0	3
SYSTEMS						

SYS-301	BIG DATA TECHNOLOGY	MBA	3	0	0	3
SYS-302	DATA MINING AND WAREHOUSING	MBA	3	0	0	3
SYS-303	CLOUD COMPUTING	MBA	3	0	0	3
SYS-401	E – COMMERCE TECHNOLOGY AND MANAGEMENT	MBA	3	0	0	3
SYS-402	EMERGING TECHNOLOGIES FOR MANAGEMENT	MBA	3	0	0	3
SYS-403	ENTERPRISE RESOURCE PLANNING	MBA	3	0	0	3
	SUPPLY CHAIN MANAGEMENT ELECTIVES					
SCM-301	INTEGRATED SUPPLY CHAIN MANAGEMENT	MBA	3	0	0	3
SCM-302	PURCHASING MANAGEMENT	MBA	3	0	0	3
SCM-401	INTERNATIONAL LOGISTICS AND MANAGEMENT OF GLOBAL SUPPLY CHAIN	MBA	3	0	0	3
SCM-402	TRANSPORTATION AND WAREHOUSING MANAGEMENT	MBA	3	0	0	3

FIRST SEMESTER

(SYLLABUS)

MANAGEMENT PROCESSES AND ORGANIZATIONAL BEHAVIOUR

Course Code : MBA101   **Credits   : 04**
L:T:P:C   : 3:0:1:4   **CIA Marks : 40**
Exam Hours : 03   **ESE Marks : 60**

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

CO1	Apply the Principles of Management and effective Decision making and critical thinking and strategy formulation.
CO2	Demonstrate the applicability of the concept of OB to analyze the behavior of people in the Organization.
CO3	Analyze Individual Behavior, Job Satisfaction and the importance of Motivation.
CO4	Exposure on Group Behavior and the need of Leadership and to handle stress
CO5	Evaluate Organization needs, structure and its effectiveness

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	2	1	3
CO2	3	1	3	2	3	2	1	1
CO3	3	2	2	2	2	1	2	2
CO4	3	1	3	1	3	2	1	2
CO5	2	2	2	3	3	1	2	2

Si No	CONTENTS OF MODULE	Hrs	Cos
1	Management Processes - Planning, Nature and purpose of planning - Planning process- Types of plans- Objectives- Managing by Objective (MBO) strategies – Decision Making - Types of decision - Decision making process - Organizing - Organization structure - Line and staff authority – Departmentation - Span of control - Centralization and decentralization - Delegation of authority – Staffing - Selection and Recruitment - Career development - Career stages - Directing – controlling - Types of control - Budgetary and non-budgetary control techniques -Managing productivity - Quality control - span of control, centralization Vs decentralization, Business Modeling.	9	CO1
2	Introduction to Organization Behavior - Historical perspective - Organization – Management - Role of managers - Evolution of management thought - Organization and the environmental factors - Managing globally - Strategies for International business.	9	CO2

3	Foundations of individual Behavior - Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification. Attitudes – Characteristics – Measurement - Values. Perceptions –Importance –Factors influencing perception. Motivation – Importance –Types –Effects on work behavior - Motivation- concepts and applications - Theories of Motivation	9	CO3
4	Foundations of Group Behavior – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques –Team building – Interpersonal relations –Communication – Control - conflicts and negotiations, communication - Meaning –Importance –Leadership styles –Theories –Leaders Vs Managers –Sources of power –Power centers –Power and Politics Stress - Managing change. Stress –Work Stressors – Prevention and Management of stress – Balancing work and Life	9	CO4
5	Dynamics of organization - QWL, International OB. Definition, need and importance of organizational behaviour –Nature and scope – Frame work – Organizational behaviour models. Organizational culture and climate –Factors affecting organizational climate – Importance. Job satisfaction –Determinants – Measurements – Influence on behavior. Organizational change –Importance – Stability Vs Change – Proactive Vs Reaction change –the change process – Resistance to change – Organizational development – Characteristics –objectives – Organizational effectiveness Developing Gender sensitive workplace.	9	CO5

TEXT BOOKS:

1. **Robbins,** Essentials of Management, 6e Pearson Education India 2010

2. **Bhattacharya**, Principles of Management: Text and Cases, 1ePearson Education India 2012

3. **Robbins**, Essentials of Organizational Behavior, 14/ePearson Education India 2019

REFERENCE BOOKS:

1. Fundamentals of Management-Stephen P Robbins, Mary Coulter et al, Pearson Publications, 11thedition

2. Management-Richard L. Daft, Cegage learning,12thEdition,2016

3. Organization Behavior – Ashwathappa, Himalaya Publication,7th Edition,2007

4. **Robbins**, Organizational Behavior, 18/ePearson Education India 2019

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	1	2					
Understand		1					
Apply	4	2	2		2.5		
Analyze		2	2	2			Case Study
Evaluate	2	2		2	2.5		
Create		1	1	1		Business Simulation	

ESE- End Semester Examination (100 Marks, weightage 60%)

Bloom's Category	Test
Remember	5
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

STATISTICS FOR MANAGEMENT

Course Code : MBA102　　　　　　　　　　**Credits　　: 04**
L:T:P:C　　: 3:0:1:4　　　　　　　　　　**CIA Marks　: 40**
Exam Hours : 03　　　　　　　　　　　　**ESE Marks　: 60**

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

CO1	Recall and solving problems based on the addition theorem, multiplication theorem, conditional probability and Bye's theorem. Restate the Discrete distributions such as Binomial and Poisson distribution.
CO2	Differentiate the univariate and bivariate analysis. Explain correlation, rank correlation and regression analysis by numerical example
CO3	Summarize the concept of sampling, Null Hypothesis, alternative Hypothesis, type I and type II errors, sampling errors and standard errors.
CO4	Distinguish between small samples and large samples. Summarize the concept of parametric test z-test, t-test, F-test and non parametric test chi-square test by given examples.
CO5	Demonstrate the analysis of variance of one way classification and two way classification with numerical examples

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	-	-	-	-	-	1
CO2	2	3	-	-	-	1	-	1
CO3	2	3	-	-	-	1	-	1
CO4	2	3	-	-	-	-	-	1
CO5	2	3	-	-	-	1	-	1

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	Probability: Introduction to probability theory: events and their probabilities, subjective probabilities; continuous and discrete distributions: Binomial, Poisson, Normal, and exponential distributions; Expected values, averages and standard deviations. Conditional Probability – Bayes' theorem.	9	CO1
2	Correlation, Regression Analysis: Correlation coefficient – Rank Correlation coefficient – Regression lines.	9	CO2
3	Sampling distribution : Estimation and Hypothesis, Sampling Distribution concepts, Introduction to sampling distributions, concepts – sample size — Hypothesis – Testing of Proportion and Mean - Methods of sampling – Concepts of sampling and non- sampling errors – Standard error- Type I and Type II error in Hypothesis testing	9	CO3
4	Parametric Analysis –. Chi Square Test – Goodness of Fit – Relationship between variables - t test	9	CO4
5	Analysis of variance – one-way and two-way classification	9	CO5

TEXT BOOKS:

1. **Mariappan,** Operations Research, 1e by Pearson Education India 2013.

2. **Natarajan,** Operations Research, 2e by Pearson Education India 2014.

3. **Taha,** Operations Research: An Introduction, 10e Pearson Education India 2018

REFERENCE BOOKS:

1. Green & Tull, Market Research, Prentice Hall

2. Amir D. Aczel, Complete Business Statistics, 5th ed., Irwin McGraw Hill,2001

3. Hooda R.P, Statistics for Business and Economics, 2nd ed., McMillan India

4. Richard I .Levin & David S .Rubin, Statistics For Management ,7th ed., PHI

5. Dr. P.N. Arora and Mrs. S. Arora, Statistics for management, S. Chand & Company Ltd.

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY 5)	OTHER ACTIVITIES (PLS SPECIFY) (4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2		Application of correlation on business model	
Analyze	3	2	3	3			Application of Research tools
Evaluate		2			5		
Create							

ESE- End Semester Examination (100 Marks, weightage 60%)

Bloom's Category	Test
Remember	5
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

ECONOMICS FOR MANAGERS

Course Code : MBA103   **Credits   : 04**
L:T:P:C   : 3:0:1:4   **CIA Marks : 40**
Exam Hours : 03   **ESE Marks : 60**

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

CO1	Analyse Market demand and supply patterns through forecasting techniques.
CO2	Evaluate National Income using techniques and underlying policies.
CO3	Compare market structures and different pricing methods.
CO4	Analyse and evaluate demand pattern using Date software.
CO5	Identify the consequence of globalization and role of Banks in International Trade.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	1	3	1	3	1	3
CO2	3	3	1	3	1	2	1	2
CO3	2	1	1	3	2	3	2	2
CO4	3	3	1	3	1	3	2	3
CO5	3	3	1	2	1	2	2	2

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	Introduction to Managerial Economics – Decision making in the household: Consumer choice, Theory of Demand; Its Determination, Estimation and Forecasting – Decision making in the firm: production, cost, supply; its Determination and Derivation.	9	CO1

2	Macroeconomics : National Income – GDP – GNP – NNP –Price Indices – Inflation – Output – Consumption – Savings – Investment– Economic collapse - Economy Resilience - International Trade , IS-LM Model , Impact of government policies –Monetary policy – Fiscal policy – Indian Trade policy –Exchange rate policy	**9**	**CO2**
3	Equilibrium in different market structures – Perfect Competition, Monopoly, Discriminating Monopoly, Monopolistic Competition, Oligopoly; Pricing – Types and Methods	**9**	**CO3**
4	Econometrics – Different Data types – Regression Models ; Demand analysis and Forecasting – Techniques of Demand Forecasting ; Use of Software packages for Forecasting ; Use of Big Data Analytics in Economics.	**9**	**CO4, CO5**
5	Role of Central Banks – Role of Commercial Banks – Impact of Interest Rates in all areas – Foreign Exchange Market : Determination of Exchange rate , Impact of Foreign Exchange Rate , Forward Contracts , Futures and Options to manage the impact of Exchange Rate changes ; Concept of Globalization – Institutions encouraging IN Trade – Balance of Trade – Balance of Payments. New Economic Model.	**9**	**CO5**

TEXT BOOKS:

1. **Agarwal**, Managerial Economics, 1/ePearson Education India 2013

2. **Sloman**, Essential Economics for Business, 5ePearson Education India 2019

3. **Keat**, Managerial Economics, 7ePearson Education India 2013

REFERENCE BOOKS:

1. Mithani, D M, Managerial Economics – Theory & Applications, Himalaya Pub.

2. Mehta, P L, Managerial Economics – Analysis, Problems & Cases, Sultan Chand

3. Peterson, H. C and Lewis, W. C. Managerial Economics, 4th Ed, Prentice Hall

4. Abel & Bernanke, Macroeconomics, 4thed, Pearson Pub

5. Froyen, Macroeconomics, 6th ed., Pearson Education

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			

Analyze	3	2	3	3		Micro And Macro Analysis	
Evaluate		2			5		
Create							Study on Economic Policies

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

ACCOUNTING FOR MANAGERS

Course Code : MBA104   **Credits   : 04**
L:T:P:C   : 3:0:1:4   **CIA Marks : 40**
Exam Hours : 03   **ESE Marks : 60**

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

CO1	Apply the conceptual framework of accounting, and apply the comprehensive treatment of accounting principles and standards.
CO2	Analyze the financial concepts and interpret the Financial statements
CO3	Analyze and Evaluate financial data of Company.
CO4	Apply the cost principles for production of products.
CO5	Apply Analytical techniques to generate financial statements through technology application.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	2	1	2	2	3
CO2	3	3	1	2	1	2	2	2
CO3	3	3	1	2	1	2	2	2
CO4	3	2	1	2	1	2	1	1
CO5	3	3	1	2	1	3	2	2

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	**Unit I: Financial Accounting** **Definition** - Principle Concepts & Conventions – Accounting Standards - **Preparation Of Final Accounts:** Trial Balance- Trading, Profit/Loss Account and Balance Sheet **Understanding Of Final Accounts with Adjustments:** Provision for Doubtful Debts, Discount on Debtors and Creditors, Bad Debts, Interest on Capital, Prepaid Expenses and Outstanding.	9	CO1
2	**Unit II:Company Accounts** Meaning Of Company – Maintenance Of Books Of Accounts – Profit Or Loss Before Incorporation – Alteration Of Share Capital – Preferential Allotment, Employee Stock Option – Buy Back Of Securities - Introduction of Insolvency and Bankruptcy Code 2016 - Objectives.	9	CO2

3	**Unit III: Analysis Of Financial Statement** Financial Statement Analysis-Common size Statement and Comparative Statement, Ratio Analysis - Comparison between Funds Flow and Cash Flow Statement – Cash Flow Analysis (as per IND AS7 Standard)	**9**	**CO3**
4	**Unit IV: Cost Accounting** Cost Accounts – Classification And Accounting Of Manufacturing Costs – Cost Accounting System - Budgets And Budgetary Control – Marginal Cost Analysis, Cost Accounting – Elements Of Cost	**9**	**CO4, CO3**
5	**Unit V: Accounting In Computerised Environment** Significance Of Computerized Accounting System – Codification And Grouping Of Accounts – Maintaining The Hierarchy Of Ledgers – Prepackaged Accounting Software.	**9**	**CO5**

TEXT BOOKS:

1. **Dhamija,** Financial Accounting for Managers, 3e Pearson Education India 2019\

2. **Gupta,**Financial Accounting for Management, 6ePearson Education India 2019

3. **Horngren**, Horngren's Cost Accounting, 16ePearson Education India 2017

REFERENCE BOOKS:

1.Carl S Warren, James M Reeves, Philip E Fess, "Financial Accounting" , Thompson, 2003

2.T.S. Reddy & Y. Hari Prasad Reddy – Financial and Management Accounting –Margham Publications,

3.NhaveshM.SPaul, Cost Accounting or Management Accounting, Allied Publishers Ltd.,New Delhi, 1997

4. S.P. Jain & K.L. Narang, Cost Accounting, Kalyani Publishers, Ludhiana, 1997

5.N.Ramachandran&Ramkumar – "Financial accounting for management – Tata McGraw hill

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	1	1					
Understand	1	2			2		
Apply	2	2		2			
Analyze	3	3	5	3	3	Audit Report analysis	
Evaluate		2					
Create							Financial statement of new business Model

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

LEGAL SYSTEMS IN BUSINESS

Course Code : MBA105   **Credits   : 04**
L:P:T:C   : 3:0:1:4   **CIA Marks : 40**
Exam Hours : 03   **ESE Marks : 60**

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

CO1	Examine the relevance of business law to individuals and businesses and the role of law in an economic, political and social context
CO2	Identify the legal principles governing contractual agreements.
CO3	Apply the principles of company law in Incorporation process.
CO4	Implement appropriate laws in IR.
CO5	Analyze and evaluate Consumer Protection Laws.

Mapping of Course Outcomes to Program Outcomes:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	3	2	1	3	1	2	3	1
CO2	3	1	1	3	1	2	2	1
CO3	3	1	1	3	1	3	2	2
CO4	3	1	2	3	2	2	3	2
CO5	3	3	1	3	1	3	2	2

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	**Commercial Law - The Indian Contract Act 1872** Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.	9	CO1
2	**Commercial Law - The Sale of Goods Act 1930** Special contracts – sale of goods act 1930 – negotiable instruments act 1881, Types of negotiable instruments	9	CO2
3	**Company Law** Kinds of companies – formation & incorporation of a company – memorandum & articles of association – prospectus – Power, duties and liabilities of Directors– meetings– winding up of a company	9	CO3, CO5

4	**Industrial Law** Introduction to Industrial Disputes Act 1947, An Overview of Factories Act, 1948 – Employee Provident Fund & Miscellaneous Act, 1952 – Employee State Insurance Act, 1948, Payment of Wages Act, 1936.	**9**	**CO4, CO5**
5	**Consumer Protection Act and Cyber Laws** The consumer protection act- Consumer rights, Procedure for consumer grievance redressal, Types of consumer redressal machineries and Forums- Cyber Laws, Introduction to IT Act 2000, Introduction of IPRS-Patents, Copyright, Trademarks.	**9**	**CO5**
	Online Course on Taxation - GST (with Completion Certificate mandatory- Internal Assessment)		

TEXT BOOKS:

1. N.D. Kapoor, "Elements of Mercantile Law", Sultan Chand & Company, India, 2006.

2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2008.

3. Sheth, Business Law, 3e16ePearson Education India 2017

REFERENCE BOOKS:

1. P.P.S. Gonga, " Mercantile Law", S.Chand & Co, New Delhi.

2. Dr. Vinod K. Singhania, "Direct Taxes Planning Management".

3. G.K.Kapoor – " Lectures on corporate and allied laws" – Sultan chand & sons

4. Richard Stim, Intellectual Property- Copyrights, Trademarks and Patents, Cenage learning.

5. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2009

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2				Mind Mapping	
Apply	2	2	2	2			
Analyze	3	2	3	3			Case Studies
Evaluate		2			5		Case Studies

Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

ENTREPRENEURSHIP

Course Code : MBA- 107		**Credits**	**: 04**
L:P:T:S : 3:1:0:0		**CIA Marks**	**: 40**
Exam Hours : 03		**ESE Marks**	**: 60**

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

CO1	Imbibe entrepreneurial concept and models, and Develop skill
CO2	Differentiate entrepreneurs and Entrepreneurs skill
CO3	Establish records for small business, relating to legal aspects and other functional management practices
CO4	Mobilize resources for ED in an Optimum way
CO5	Identify and Utilize the support eco-system for managing the business and start a New Business Model.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	2	2	3	1	2
CO2	3	2	3	2	2	3	1	2
CO3	3	2	2	2	2	3	2	2
CO4	3	2	2	2	2	3	2	2
CO5	3	2	3	2	3	3	2	1

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	Competing Theories of Entrepreneurship: Definition of entrepreneurship, Characteristics of entrepreneurship, A conception model, Types of Businesses –Family Business VS Startup- Definition of SSI, MSI, MSE, Ancillary,	7	CO1
2	Understanding Entrepreneurship, Growth of a Business Idea , Intellectual Property, Family Business, Doing Business in India , Entrepreneurial Support Entrepreneurs and emergence of Indian Entrepreneurs – Traits of successful entrepreneurs – Entrepreneurs Vs Managers - Entrepreneurial Development Program – EntrepreneurialDevelopment Institute (EDI)	9	CO2

3	Maintenance of Records - Ledgers, Documentation, formalities - Legal aspects in establishing and maintenance of Small Business Strategic Management in Small Business - Financial Management in Small Business – Working capital management - Marketing Management in Small Business – Selling to Government, Industries, Institutions and Consumer market - Production Management in Small Business - Human Resource Management in Small Business.	**8**	**CO3, CO4**
4	Mobilizing Resources - Buying a Business , Entrepreneurial Finance , Making a Business Plan Operations and Management - Managing Operations , Human Resource Management, Entrepreneurial Marketing, New Product Development , E-Business , Networking ,Project Management	**8**	**CO1 CO5**
5	Growth and Social Responsibility - Growth , Exit Strategies , Social Responsibility, Ethics in Business Institutions Supporting Small Business Enterprises – SIDBI, IDBI, SIPCOT, TIIC, TCO, SIDCO, NSIC, TDA ,Export Promotion council, etc. Intellectual Property Entrepreneurial Support , Women Entrepreneurs ,~~Sickness in Small Business Enterprise~~	**8**	**CO4 CO6**

TEXT BOOKS :
1. **Charantimath,** Entrepreneurship Development and Small Business Enterprises, 3/e Pearson Education India 2018
2. **Kumar,** Entrepreneurship: Creating and Leading an Entrepreneurial Organization , 1e Pearson Education India 2012
3. **Holt**, Entrepreneurship : New Venture CreationPearson Education India 2016.

REFERENCES:

1. Hisrich R D, Peters M P, "Entrepreneurship" 8th Edition, Tata McGraw-Hill, 2013.

2. Mathew J Manimala, "Enterprenuership theory at cross roads: paradigms and praxis" 2nd Edition Dream tech, 2005.

3 .Rajeev Roy, 'Entrepreneurship' 2nd Edition, Oxford University Press, 2011.

4. EDII "Faulty and External Experts – A Hand Book for New Entrepreneurs Publishers: Entrepreneurship Development", Institute of India, Ahmadabad, 1986.

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					

Apply	2	2	2	2			
Analyze	3	2	3	3			Reengineerin g business model
Evaluate		2			5		
Create						Busines s Plan for Start up	

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

INTERNATIONAL BUSINESS MANAGEMENT

Course Code : MBA207   **Credits   : 04**
L:P:T:C   : 3:0:1:4   **CIA Marks : 40**
Exam Hours : 03   **ESE Marks : 60**

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

CO1	Recognize challenges and opportunities for Foreign Trade markets
CO2	Critically analyze the procedures in Exports and Imports
CO3	Explore strategies and analyze the impact of Global strategies in International Business
CO4	Apply the concept of globalisation techniques to support problems in MNC management
CO5	Evaluate the impact of statutory and regulatory compliances on an organizations integrative trade initiatives.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	-	-	2	-	2	-	1
CO2	2	3	-	3	-	2	-	1
CO3	2	1	1	3	-	3	2	1
CO4	2	-	1	2	-	2	-	1
CO5	2	-	-	3	-	-	-	1

Sl No	CONTENTS OF MODULE	Hrs	Cos
1	Introduction to International Business – Conceptual Foundation of International Business – Definition – Growth – Dimensions – Reasons for growth – Differences between Domestic and International Business – Theories of International trade and Investments (FDI) – India's Foreign Trade Policy – Balance of Payments – International Economic Institutions – IMF, World Bank, ADB – International Liquidity	9	CO1
2	Export and Import Management - Export Procedures – Export Documentation – Bill of Lading & Mate's Receipt – Letter of Credit – Meaning, Types and Mechanism – Uniform Customs and Practice (UCP) – Export License – Role of Commercial Banks, EXIM and ECGC in Export Finance – Packing Credit – Export Bills – Export Incentives – Foreign Exchange Market and Exchange Rate Determination	9	CO2
3	International Business Strategy – Role and Impact of Firm Specific Advantage – Location Advantages – Global Entry Modes –Corporate Life Cycle Theory – Strategic Advantages of Exporting, Importing and Counter Trade – Services Export and Import – Franchising and Licensing – Contract Manufacturing - Management Contracts – Trunkey Projects – Wholly Owned Manufacturing Facilities – Assembly Operations – Joint Ventures – Third Party Location – Merger & Acquisition – International Strategies of CSR and Corporate Environmental Sustainability	9	CO3
4	MNC Management – International Environment – Globalization – Concept of MNEs – Meaning and Approaches – Structural Design of MNEs – Performance Measurement and Performance indicators Evaluation System – Culture and Cultural Diversity – Negotiation and Conflict Management.	9	CO4, CO5
5	Multilateral Agreements – Regional Trade Blocks – Multilateral Agreements – WTO – GATT – UNCTAD – Global Arbitration Review (GAR) – International Laws a Brief Review – Tariffs – Import Quotas – Dumping – Exchange Control – International Cartels – State Trading – International Economic integration – Foreign Capital India	9	CO5

	Included Case study on Medicine & Vaccine distribution among countries and role played by various pharma industries during pandemic						

TEXT BOOKS:

1. **Varma**, International Business, 1/ePearson Education India 2012
2. **Sundaram**, The International Business Environment: Text and Cases, Pearson Education India 2015
3. **Daniels**, International Business, 16/ePearson Education India 2018

REFERENCE BOOKS:

1. K Aswathappa, International Business, Mcgraw Hill, 4th Edn, 2010
2. John D Daniels, Lee H Radebaugh and Daniels P Sullivan, INTERNATIONAL BUSINESS – Environments and Operations, Pearson, 2004, 10th Edition
3. Varma, Fundamentals of International Business, 4/ePearson Education India 2019

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3		Trade Policies	
Evaluate		2			5		Foreign Exchange Market
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

SOFT SKILLS-II (ADVANCED LANGUAGE AND COMMUNICATION)

Course Code	: MBA-S-201	**Credits**	: 02
L:T:P:C	: 2:0:0:2	**CIA Marks**	: 40
Exam Hours	: 03	**ESE Marks**	: 60

Objective

ENABLE students to convert the conceptual understanding of communication into everyday practice

TRAINstudents to ground concepts/ideas in their own experience

CREATEa learner-language interface enabling students to exercise control over language use

SENSITIVE students to the nuances of the four basic communication skills – Listening, Speaking, Reading and Writing

Contents:

1. Twinning Functions of Listening and Speaking – Recap of active and passive listening exercises – Analytical listening – syllable/word stress: clear enunciation – Qualities of a good listener and a good speaker.

2. Twinning Functions of Reading and Writing – Discriminatory reader thoughtful writer – Spotting, correcting errors; critique – Skimming, scanning, structuring – language, tone, ordering, etiquette and perspective.

3. Individual Communication – Self advertising – Over stating and under stating – Overcoming shyness – Writing curriculum vitae, Statement of Purpose – Talking about oneself; interview.

4. Intermediary Communication – Overcoming mental blocks, prejudices and hotspots of the addressee – telephone, teleconferencing, web chat – greeting, introducing –memos, reports, minutes, business correspondence.

5. Social Communication – Etiquette in LSRW – polite yet assertive, tackling questions, seeking permission, expressing gratitude – gender fair language – discourse and transactional analysis – empathy.

Practical's:

Unit 1: Listening Comprehension using audio programmes + Creating audio files for speaking.
Unit 2: class and take home exercises
Unit 3and**Unit 4:** Group games and role pay
Unit 5: Create archives from different media for LSRW

Text Books

1. Windshuttle, Keith and Elizabeth Elliot.1999. Writing, Researching and Communicating: Communication Skills for the Information Age. 3rd Reprint. Tata McGraw-Hill. Australia

2. Dignen, Flinders and Sweeney. English 365. Cambridge University Press

3. Goleman, Daniel. 1998. Working with Emotional Intelligence. Bantam Books. New York

4. Jones, Leo and Richard Alexander. 2003.   New International Business English. Cambridge University Press

5. I. Jayakaran. 2000. Everyone's Guide to Effective Writing. 2 M Publishing International.

Personality Enrichment

Course Code	**: MBA-S-102**	**Credits**	**: 02**
L:P:T:C	**: 0:0:2:2**	**CIA Marks**	**: 40**
Exam Hours	**: 03**	**ESE Marks**	**: 60**

Unit 1- Self Disclosure
Characteristics of self-disclosure – Self disclosure benefits and appropriateness – Self disclosure and self-awareness – Self disclosure and feedback.

Exercise:
1. Self-Description– Reflect and answer the following questions on a sheet of paper about yourself: Who am I? What am I like? How do others perceive me? What are my strengths as a person? In what areas do I want to develop greater skills?
2. Adjective Checklist – the following exercise is aimed at providing an opportunity for participants to disclose their view of themselves to the other members of their group and to receive feedback on how the other group members perceive them.
3. Self-Disclosure and Self Awareness – the purpose of this exercise is to allow participants to focus on the areas as described in the Johari Window.

Unit II – Anger, Stress and Managing Feelings
The nature of stress- managing stress through social support systems – the nature of anger – guidelines for managing anger constructively – dealing with an angry person
Exercise:
1. Handling put downs techniques practiced through role plays.
2. changing your feelings discuss how people can make their assumptions more constructively.
3. defusing the Bomb exercise discuss how one can manage provocations.

Unit III – Interpersonal Effectiveness
Managing anxiety and fear – Breathing – an antidote to stress – progressive muscle relaxation – understanding your shyness – building one' self esteem – avoiding self blame – taking risks, tolerating failure, persisting and celebrating success – self talk.
Exercise:
1. being positive about yourself
2. Understanding your shyness analyze the social situation of shyness and the causes of your shyness.
3. Systematic Muscle Relaxation train one in the procedure for systematic muscle relaxation.
4. learning how to breathe deeply help one to relax systematically when one is anxious by controlling one's breathing.

Unit IV: Study Skills
Importance of study environment – using VCR3 to increase memory power: visualizing, concentrating, relating, repeating, reviewing- memory hindrances – memory helpers – knowing vs memorizing – memory and studying – the SQ3R method; survey, write questions, read, recite , review – mnemonic devices – rhymes – acronyms – pegging – cooperative learning .
Exercise: 1.Using the techniques of memory enhancers to review your classroom and textbook notes

Unit V: Goal Setting and Managing Time
The basis of effective goals – steps to be followed to obtain optimum results from goal setting – Identifying the reasons for procrastination – guidelines to overcome procrastination – priority management at home and college
Exercise: 1. Steps to prepare one's short term goals and long term goals.
2. Role play activity through reelection of identifying how priority management affect one's ability to live a balanced life.

Reference:

1. Johnson, D.W. (1997). Reaching out – Interpersonal Effectiveness and Self Actualization. 6th ed. Boston: Allyn and Bacon.

2. Sherfield, R. M. ; Montgomery, R.J. and Moody, P, G. (2010). Developing Soft Skills. 4th ed. New Delhi: Pearson.

3. Robbins, S. P. and Hunsaker, Phillip, L. (2009). Training in Interpersonal skills. Tips for managing people at work. 5th ed. New Delhi: PHI Learning.

SECOND SEMESTER

(SYLLABUS)

HUMAN RESOURCE MANAGEMENT

Course Code : MBA201   **Credits   : 04**
L:P:T:C   : 3:0:1:4   **CIA Marks : 40**
Exam Hours : 03   **ESE Marks : 60**

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

CO1	Evaluate the HR Environment and develop HR policies with IR factors and solve HR Problems
CO2	Analyze the dynamics in HR environment and contribute to development, implementation and evaluation of Employee recruitment, selection and retention plans and process
CO3	Develop relevant skills necessary for application in HR related issues
CO4	Develop, implement and evaluate employee orientation, training and development process
CO5	Facilitate and support effective employee and labor relations

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	-	3	2	-	2	2	1
CO2	3	3	-	3	-	-	2	1
CO3	3	3	2	3	3	3	2	1
CO4	2	3	3	2	-	-	3	1
CO5	3	2	3	2	2	-	3	1

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	**Introduction to HRM** Definition, environment, changing role, HR Manager's proficiencies, Labour legislation in India: Industrial relationship, wages, working hours, conditions of services and employment, equality and empowerment of women, social security, guidelines for handling sexual harassment complaints, Diversity management and affirmative action programs, Strategic HRM, Strategic HR process and roles, HR score card	9	CO1
2	**HR Planning Process** Job analysis, description and specification, HR Planning process, recruitment , Testing and selection, Interviewing candidates, and short listing and appointment, promotion transfers, VRS, exit interview, types of separation, Meaning of HRD and its role in training	12	CO2, CO3
3	**Training and development** Orienting employees, training process, methods, management development managing Organizational change and development, Performance management and appraisal, career planning and development, Workers Engagement.	10	CO3, CO4
4	**Compensation** Establishing pay plans, Pay for performance and financial incentives and non-financial incentives, Benefits and services, Knowledge management	9	CO4, CO5
5	**Labour Relations and Industrial Relations** Collective Bargaining, Grievance Management-Causes-Implications Redressal Methods, Introduction to Trade Union	5	CO5

TEXT BOOKS:

1. **Dessler,** Fundamentals of Human Resource Management, 4e Pearson Education India 2017

2. **Dessler,** Human Resource Management, 18e Pearson Education India 2018

3. Human Resource Management-Aswathappa K HPH

REFERENCE BOOKS:

1. Bohlander, Snell & Sherman, Managing Human Resources, 12th ed, Thompson
2. Dale S. Beach, Personnel - The management of people at work, Mc Millan, New York
3. Human Resource Management - David A. Decenzo, Stephen P. Robbins, 10/e, Wiley India Pvt. Ltd., 20

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3		Case study	HR Policies
Evaluate		2			5		
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

RESOURCE MANAGEMENT TECHNIQUES

Course Code : MBA- 202   **Credits**   : 04

L:P:T:C   : 3-0-1-4   **CIA Marks**   : 40

Exam Hours : 3   **ESE Marks** : 60

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

CO1	Formulate the Linear programming problem and solve by graphical method, simplex method, Big Method.
CO2	Define transportation and assignment problem. Demonstrate the balanced, unbalanced, maximization and minimization assignment problems with illustration. Differentiate Transportation problem and assignment problem
CO3	Recall the concept of Critical Path Method and Programme Evaluation Review Technique. Solving real time problems using critical path method and Programme evaluation technique
CO4	Explain the queuing theory concept. List the out the models of queuing theory and discuss with numerical examples.
CO5	Restate the concept of sequencing problem in Business. Distinguish between n jobs two machines, n jobs three machines, n jobs m machines and 2 jobs n machines by giving examples and illustrate.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	-	-	1	1	-	1
CO2	2	3	-	-	-	-	-	1
CO3	2	3	-	-	1	1	-	1
CO4	2	3	-	-	1	1	-	1
CO5	2	3	-	-	1	1	-	1

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	Introduction - The art of mathematical modeling of Business problems, Business Applications, Linear Programming: Formulation of Problems. Solution using Graphs, Simplex method.	**9**	
2	Transportation – Initial basic feasible solutions – North West corner rule – least cost method – vogel's approximation method – optimum solution – Modi method – Assignment methods – Travelling Salesmen problem.	**9**	
3	Network Analysis: PERT – CPM.,Game theory – Pure strategy – Mixed strategy –Dominance property – graphical method.	**9**	
4	Queuing theory -- single -channel models – Infinite number of customers and infinite calling source. Replacement models – Individual replacement models(with and without time value of money) – Group replacement models.	**9**	

5	Sequencing – processing of n jobs through 2 machines – processing of n jobs through 3 machines – processing of n jobs through m machines – processing of 2 jobs through machines (Graphical method)	**9**	

TEXT BOOKS:

1. **Mariappan,** Operations Research, 1e by Pearson Education India 2013.

2. **Natarajan,** Operations Research, 2e by Pearson Education India 2014.

3. **Taha,** Operations Research: An Introduction, 10e Pearson Education India 2018

REFERENCE BOOKS:

1. Barry Render & Ralph M. Stair, Jr., Quantitative Analysis for Management, Prentice Hall of India, Seventh edition.
2. Hiller & Lieberman, Operations Research.
3. Sharma J.K., Operations Research: Theory and Application, New Delhi, Macmillan India 2001.
4. Quantitative approaches to Decision making, Levis and Krikaptrik. McGraw Hill – 1998.
5. Anderson, Sweeney and Williams, Quantitative Methods for Business, Thomson, 2002.

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2		Network Analysis - Time & Cost	
Analyze	3	2	3	3			
Evaluate		2			5		Queuing Models
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

OPERATIONS MANAGEMENT

Course Code : MBA203   **Credits**   **: 04**
L:P:T:C   **: 3:0:1:4**   **CIA Marks : 40**
Exam Hours : 03   **ESE Marks : 60**

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

CO1	Identify the elements of operations management and various transformation process to enhance productivity and competitiveness
CO2	Analyze and evaluate various facility alternatives and their capacity decisions, develop a PPC,MPS, scheduling and sequencing techniques
CO3	Manage the scope, cost, timing and quality of the project and focus on suitable quality control methods
CO4	Plan and implement suitable inventory/material handling principles and practices
CO5	Utilize and Implement systems integrated managerial functions

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	-	-	-	-	-	1	-
CO2	2	-	-	1	-	-	1	-
CO3	2	2	-	-	-	1	1	-
CO4	2	-	-	-	-	-	1	-
CO5	2	-	-	-	-	-	1	-

Si. No	CONTENTS OF MODULE	Hrs	Cos

1	Introduction to Operations Management: need for emphasis on Operations, Product Design, Plant location, Types of production systems –product layout, process layout and cellular manufacturing system etc. The sub functional areas of Production function, namely: Materials Management, Maintenance Management, Quality Management, Production, Planning and Control.	9	CO1
2	Facility location – Facility layout; Product design, Process selection, Make or buy decision, Layout design and Preparation route chart, Handling of Materials-Systems, Design	9	CO2
3	Project Management- control of time & cost, Quality Management-cost of quality, Six-SIGMA, ISO certification, quality in service industry	9	CO3
4	Demand forecasting, Aggregate planning, Inventory Management – MRP-I, MRP-II, and use of Simulation technique for managing materials, inventory, Supply chain concepts	9	CO4, CO5
5	Computer Integrated Manufacturing systems, Capacity Planning – Just-in-time production systems. Job design and work measurement, Value engineering & value analysis, Business process Re-engineering, Lean concepts.	9	CO5

TEXT BOOKS:

1. **Mahadevan,** Operations Management: Theory and Practice, 3e Pearson Education India 2015.

2. **Krajeswick**, Operations Management, 12e Pearson Education India 2018

3. **Heizer,** Operations Management, 12e Pearson Education India 2017
   REFERENCE BOOKS:

1. Richard B Chase, F Robert Jacobs, Nicholas J Aquilano, Nitin K Agarwal - Operations Management – for competitive advantage, Tata McGraw – Hill Publishing Company Limited, Delhi.

2. P. Saravanan , S. Sumathi - Production and Materials Management, Margham Publications, Chennai

3. Buffa – Production Management – Tata McGraw – Hill publications.

4. Gaither, "Production and Operations Management", Thomson Asia (P) Ltd., Bombay, Ninth Ed, 2002.

5. Lee J. Krajewski and Larry P. Ritzman, "Operations Management: Strategy and Analysis", Addison

6. Wesley, 2000

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY	OTHER ACTIVITIES

MARKS (OUT OF 40)					(5)	(PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2		Product Design of any Startup	
Analyze	3	2	3	3			Case Study
Evaluate		2			5		
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

MARKETING MANAGEMENT

Course Code : MBA207   **Credits   : 04**
L:T:P:C   : 3:0:1:4   **CIA Marks : 40**
Exam Hours : 03   **ESE Marks : 60**

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

CO1	Formulate a marketing plan including marketing objectives, marketing mix, statistics and evaluate competition
CO2	Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken.Formulate marketing plan including marketing objectives, marketing mix, strategies, and budgetary considerations.
CO3	Determine strategies for developing new products and services relevant to evolving market needs and develop pricing policies
CO4	Develop plans for efficient distribution
CO5	Establish the usage of social media, internet to explore new markets.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	-	-	2	-	-	-	1
CO2	3	3	2	2	-	-	2	1
CO3	3	3	2	3	2	-	2	1
CO4	3	1	-	2	3	-	1	1
CO5	3	1	-	3	-	3	-	1

Sl NO	CONTENTS OF MODULE	Hrs	Cos
1	**Unit I:** Introduction, Concepts of marketing, traditional and modern methods of marketing, selling and marketing, marketing environment, Marketing Segmentation and marketing Mix	9	CO1
2	**Unit II:** Consumer Behaviour, Marketing Research and Marketing information System, Positioning and differentiating the marketing offers	9	CO2

3	**Unit III:** Product mix, Levels of product, Branding, label, New product development, Price mix – determination of price, pricing methods and pricing strategies	**9**	**CO3**
4	**Unit IV:** Distribution - channels, physical distribution, logistics, and promotion Mix – advertising, sales promotion, personal selling, publicity, direct marketing	**9**	**CO4**
5	**Unit V:** Consumerism,. Services marketing, rural marketing, new developments in marketing, internet marketing – C2C, B2B, B2C, Digital marketing, Social media Marketing, CRM, relationship marketing, Introduction concepts to Marketing Analytics, Influencer Marketing Strategy.	**9**	**CO5**

TEXT BOOKS:

1. Marketing Management by C B Gupta and Rajan Nair
2. **Kotler,** Marketing Management, 15e Pearson Education India 2018
3. RajanSaxena, Marketing Management, 2nd edition, New Delhi, Tata Mcgraw Hill Publishing Co.Ltd., Yr. 2001.

REFERENCE BOOKS:

1. Kotler, **Marketing: An Introduction,13/e Pearson Education India 2017**
2. S.A. Sharlekar – Marketing Management – Himalaya Publishing Co.,
3. Boyd Walker –Marketing Management - McGraw Hill.
4. **Kotler**, Principles of Marketing, 17e Pearson Education India 2018
5. Gony Armstrong, Philip Kotler, Marketing an Introduction 11th ed., Pearson Education Asia

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS

(OUT OF 40)						SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3		Case Study	
Evaluate		2			5		
Create							Role play

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

FINANCIAL MANAGEMENT

Course Code : MBA204

L:T:P:C   : 3:1:1:5

Exam Hours : 03

Credits   : 05

CIA Marks : 40

ESE Marks : 60

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

CO1	Enables knowledge on Strategic Financial Policy and Planning and various Financial Models involved in it. Importance of Capital Budgeting in Finance.
CO2	Evaluate the Investment Decision and to enrich their knowledge on Risk, Uncertainty and Time value of Money.
CO3	Analyze the role of Capital Structure and Restructuring
CO4	Plan and Implement the required Working Capital and Cash Management
CO5	Explore on Securities and Commercial Paper

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	-	-	-	-	1	1
CO2	3	3	2	-	-	-	-	1
CO3	3	3	-	-	-	1	-	1
CO4	3	3	2	-	-	3	-	1
CO5	3	3	-	-	-	3	-	1

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	Financial Policy and Strategic Planning –Strategic Planning Process – Objectives and Goals – Major Kinds of Strategies and Policies – Corporate Planning – Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modeling – Applications of Financial Models – Types of Financial Models - Process of Financial Model Development	9	CO1
2	Capital budgeting – cash flow estimation - Investments Decisions under Risk and Uncertainty – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments – Time value of money.	9	CO1, CO2
3	Capital structure and dividend policy – leverage and dividend theories, Sources of capital – Cost of capital and financing - Expansion and Financial Restructuring – Corporate Restructuring, Capital Allocation.	9	CO3
4	Working capital management – Managing current assets – Receivables / Inventory management and Cash Management.	9	CO4
5	Financing Strategy **-** Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable**,** Commercial Paper, IPO.	9	CO5

TEXT BOOKS:

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2011.
2. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2012.

REFERENCE BOOKS:

1. Rajni Sofat & Preeti Hiro, STRATEGIC FINANCIAL MANAGEMENT, PHI, Delhi, 2011
2. Weaver & Weston, STRATEGIC CORPORATE FINANCE, Cengage Learning, Delhi, 2001
3. Chandra, Prasanna, FINANCIAL MANAGEMENT, Tata McGraw Hill, Delhi. 2007

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			Current Financial Trend Analysis
Analyze	3	2	3	3	5	Case Study	
Evaluate		2					
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

RESEARCH METHODOLOGY

Course Code : MBA205   **Credits   : 05**

L:T:P:C   : 3:0:1:4   **CIA Marks : 40**

Exam Hours : 03   **ESE Marks : 60**

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

CO1	Analyze the impact of research in business and evaluate research problems and develop hypothesis
CO2	Apply the appropriate research design and construct a measurement scale.
CO3	Develop a valid instrument/Questionnaire for data collection using sampling technique
CO4	Apply the SPSS for data analysis
CO5	Apply SPSS for data analysis and develop a report using APA format

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	-	-	-	-	1	-	1
CO2	3	-	-	-	-	1	-	1
CO3	3	-	-	-	-	1	-	1
CO4	3	3	-	-	-	2	-	1
CO5	3	3	-	-	-	2	3	1

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	Introduction-Business Research-Definition and significance-the research process-Types of Research-Exploratory and causal Research-Theoretical and empirical Research-Cross-Sectional and time-series Research -Research questions/problems-Research objectives-Research hypotheses-Characteristics-research in an evolutionary perspective -the role of theory in research.	9	CO1
2	Research design-definition-types of research design-exploratory and causal research design-descriptive and experimental design-different type of experimental design-validity of findings-internal and external validity-variables in research-measurement and scaling-different scales-construction of instruments-validity and reliability of instrument.	9	CO2
3	Types of data-primary vs secondary data-Methods of primary data collection- Survey Vs observation-Experiments- Construction of questionnaire and instrument- Validation of questionnaire-sampling plan-sample size-determinants optimal sample size-sampling techniques-Probability Vs non probability sampling methods	9	CO3
4	Data preparation-editing-coding-data entry-validity of data-hypothesis testing-qualitative vs quantitative data analysis - bivariate and multivariate statistical techniques-factor analysis - discriminant analysis- cluster analysis-multiple regression and correlation-multidimensional scaling-application of statistical software for data analysis, SPSS & R Open Source software	9	CO4
5	Research report-different types-contents of report-need of executive summary-chapterization -contents of chapter-report writing- The role of audience-Readability-comprehension-tone-final proof-report format-title of the report-ethics in research-ethical behavior of research-subjectivity and objectivity in research. Report Generation and Presentation using Tableau.	9	CO5

TEXT BOOKS:

1. **Bajpai**, Business Research Methods, 2ePearson Education India 2017

2. **Krishnasamy**, Management Research Methodology: Integration of Methods and Techniques , 1e, Pearson Education India 2006

3. **Chandra**, Research Methodology, 1ePearson Education India 2017

REFERENCE BOOKS:

1. Zikmund, Business Research Methods, 7thedn., Thompson

2. Donald R. Cooper and Ramela S. Schindler, Business Research Methods, 8th ed., Tata McGraw Hill Publishing Co Ltd., New Delhi ,2000

3. Research Methodology : a guide for Researchers in Management and Social Sciences, Taylor, Sinha, Prentice Hall India.

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			Case Study
Analyze	3	2	3	3		Identification of Business Research Problems	
Evaluate		2			5		
Create						Team of maximum 6 students would undertake the project. The faculty coordinator would provide the topic based on the modules	

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

MANAGEMENT INFORMATION SYSTEMS

Course Code : MBA- 206   **Credits   : 04**
L:P:T:S   : 3:1:0:0   **CIA Marks : 40**
Exam Hours : 03   **ESE Marks : 60**

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

CO1   Develop leadership qualities through Management Information system in achieving business competitive advantage through informed decision making.

CO2   Develop logical models for the information systems based on stated user requirement.

CO3   Select and apply appropriate programming structure and techniques based on specific problem context.

CO4   Modify implementation plan appropriately in response to unexpected requirement or environmental change.

CO5   Perform common business transaction as an end user in an ERP system.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	-	-	-	-	2	-
CO2	2	-	-	-	-	-	2	-
CO3	2	3	2	2	-	-	2	2
CO4	2	2	-	-	-	-	2	2
CO5	2	2	-	-	3	3	2	2

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	Introduction – concept of MIS – Types of information systems – Efficient information systems – Organization and Business organization –Decision making Process, Types of management decisions and information need – Business, Technical and Economic Dimensions of information- The meaning and role of MIS, Constraint in MIS operation, Ethical and Social Issues in Information Systems	9	CO1
2	Information Technology Infrastructure, IT Infrastructure and Emerging Technologies, Telecommunications, the Internet and Wireless Technology, Securing Information Systems, Cloud computing-infrastructure as a service (IAAS), Platform as a service (PAAS), software / application as a service (SAAS)	7	CO2
3	Statutory compliance reports by company secretary-functional information system- HRIS - marketing information system-production	5	CO3

	information system-accounting information system - inventory information system		
4	SAD- What is system analysis and design-system development life cycle-prototyping -System analysis activities –tools for system analysis and design-pitfalls in MIS development, Enterprise Resource Planning & SAP – characteristics of ERP , Benefits of ERP and ERP Implementation– Expert System – Decision Support System – Executive Information System– SAP Modules	10	CO4
5	Data Base Systems & Business Intelligence: Databases DBMS: Relational data bases –Meaning of Data Base – Components of DBMS – Data Base Technology, Types of Database – Comparison of DBMS&RDBMS – Advantages and disadvantages of data base, Relational Data model, Recent Trends in database-Query language – Data Warehousing – Data Mining	9	CO5

Text books:

1. **Sahilraj**, Management Information System, 2ePearson Education India 2017
2. **Laudon**, Essentials of MIS, 11ePearson Education India 2016
3. **Laudon**, MIS, 16ePearson Education India 2019

References:

2. L.M.Prasad, Management Information Systems, Sultan Chand & Sons, New Delhi 2010
3. Joyce J Elam , Case series for Management Information Systems', Simon and Schuster Custom Publishing, 1996.
4. Steven Alter, Information Systems – A Management Perspective - Addison-Wesley, 1999.
5. Joyce J Elam , Case series for Management Information Systems', Simon and Schuster Custom Publishing, 1996.
6. Steven Alter, Information Systems – A Management Perspective - Addison-Wesley, 1999.

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2		ERP analysis	

	3	2	3	3			Emerging Technologies
Analyze							
Evaluate		2		57	5		
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

SOFT SKILLS-II(COMPUTING SKILL DATA ANALYSIS AND BUSINESS MODELING)

Course Code	**: MBA-S-201**	**Credits**	**: 02**
L:T:P:C	**: 2:0:0:2**	**CIA Marks**	**: 40**
Exam Hours	**: 03**	**ESE Marks**	**: 60**

DATA ANALYSIS AND BUSINESS MODELING
[Business models studied in theory to be practiced using Spreadsheet / Analysis Software]
OBJECTIVE :
To have hands-on experience on decision modeling.

S.No.	Exp. No.	Details of experiments (Experiment Names)	Duration
1	1	Descriptive Statistics	4
2	2	Hypothesis - Parametric	4
3	3	Hypothesis – Non-parametric	4
4	4	Correlation & Regression	4
5	5	Forecasting	4
6	-	Extended experiment – 1	4
7	6	Portfolio Selection	4
8	7	Risk Analysis & Sensitivity Analysis	4
9	8	Revenue Management	4
10	-	Extended experiment – 2	4
11	9	Transportation & Assignment	4
12	10	Networking Models	4
13	11	Queuing Theory	4
14	12	Inventory Models	4
15	-	Extended experiments – 3	4

Spread Sheet Software & Data Analysis Tools.

OUTCOME
Knowledge of spreadsheets and data analysis software for business modeling.

TEXTBOOKS
1. David M. Levine et al, "Statistics for Managers using MS Excel' (6th Edition) Pearson, 2010
2. David R. Anderson, et al, 'An Introduction to Management Sciences: Quantitative approaches to Decision Making, (13th edition) South-Western College Pub, 2011.
3. Hansa Lysander Manohar , " Data Analysis and Business Modelling using MS Excel ",PHI Learning private Ltd, 2017.
4. William J. Stevenson, Ceyhun Ozgur, 'Introduction to Management Science with Spreadsheet', Tata McGraw Hill, 2009.
5. Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3rd edition, Microsoft Press, 2011.
6. Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012
7. Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dreamtech, 2011.

TECHNICAL WRITING AND PRESENTATION

Course Code	: MBA-S-203	**Credits**	: 02
L:T:P:C	: 2:0:0:2	**CIA Marks**	: 40
Exam Hours	: 03	**ESE Marks**	: 60

Objectives of the Course:
Aims to teach oral and written skills in English with illustrations and examples drawn from project reports, paper presentations and published papers in scientific journals. The grammar exercises are not taught in a rule-based manner but through observation and use in specific contexts. Newspaper and popular scientific reports are also included as course material. Presentation skills are taught through practice sessions. During the course, all participants make presentations and also critique the presentations by others. Emphasis is placed on teaching how to present the same findings orally and in writing.

Syllabus Outline:

Unit I

Reinforcement of Language Skills

 [Correcting common errors] – Verbosity – How to avoid unnecessary jargon – Words and Usage – List of "aura" words, Synonyms and Antonyms – Phrasing, Tense, Voice, Prepositions, and Punctuation. Type of technical reports – creating specs, lab manuals, worksheets.

Unit II

 Organization of Ideas

1. Preparing a Basic plan – Structuring the ideas, collecting the relevant materials 2. Creating Outlines – Headings of Sections, Topic Sentences. 3. Reviewing Sentences and Rewriting Paragraphs 4. Revising Drafts

Unit III

Contents of a Report [Some Basic Research Methodology]

 1. Cover and title page 2. Table of Contents 3. List of Tables and Figures 4. Preface, Foreword, Acknowledgement 5. Abstract 6. Introduction 7. Body (in Sections and Subsections) 8. Results 9. Conclusions and Recommendations 10. Appendices 11. References

Unit IV

Format [Both physical and stylistic]

1. Margins 2. Headings 3. Indentation 4. Pagination 5. Type face and fonts 6. Abbreviations 7. Symbols 8. Layouts 16 9. Proofreading Symbols

Unit V

Presentation of the Report

1. Difference between Oral Presentations and Written Reports (Even when the material is the same) 2. How to give a good presentation? 3. Proper use of technological aids 4. Discussion skills

Recommended Texts:

i) E Handouts of Renssalaer Polytechnic, USA.[necessary permission has to be obtained by the course instructor for classroom use] www.rpi.edu Gupta, Ruby and Anugrah Rohini Lall.

ii) Basic Technical Communication. Cambridge University Press, 2009. Hoover, Hardy. Essentials for the Scientific and Technical Writer.1970; Rpt.New York: Dover Publications, Inc.,1980 Kirkman, John. Good Style for Scientific and Engineering Writing. London: Pitman Publishing Ltd., 1980.

SEMESTER 3 & 4

STRATEGIC MANAGEMENT

Course Code : MBA 301 **Credits : 03**
L:T:P:C : 3:0:0:3 **CIA Marks : 40**
Exam Hours : 03 **ESE Marks : 60**

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

CO1	Evaluate the strategies implemented by organizations and to analyze the mission, vision and their objectives
CO2	Analyse micro and macro environmental issues
CO3	Identify strategic capabilities and gap and resolve them by applying suitable strategies
CO4	Apply control techniques/audit performance of strategy implemented
CO5	Analyze the issues faced by the organization

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	-	-	-	-	2	2	-
CO2	3	-	3	-	-	2	-	-
CO3	2	2	-	-	2	2	-	-
CO4	2	3	-	2	-	2	-	-
CO5	2	-	-	2	-	2	2	1

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	Introduction to strategic management, hierarchy of strategic intent- mission, vision, goal and objectives, strategic management process	9	CO1
2	Environmental Appraisal, organizational appraisal, corporate level strategies, business level strategies, strategic analysis and choice	9	CO2
3	Strategic implementation – activating strategies, structural implementation, behavioral implementation, functional and operational implementation	9	CO3
4	Strategy evaluation and control– overview, strategic control techniques, financial and social performance control techniques.	9	CO4
5	Strategic issues in specified areas- global business, managing technology and innovation, organization adaptation and change, specified type of organizations. Global Strategy in the New Normal.	9	CO5

TEXT BOOKS:

1. **David,** Strategic Management Concepts: A Competitive Advantage Approach, 16e Pearson Education India 2018
2. **Wheelen,** Strategic Management and Business Policy, 15e Pearson Education India 2018
3. **Thomas,** Strategic Management, 1e Pearson Education India 2015.

REFERENCE BOOKS:

1. Business Policy and strategic management – by Azhar Kazmi, Tata Mxgraw Hill, new delhi, edn 2, 2006
2. Strategic Management, competitiveness and Globalization, Thomson, 2001.
3. R. Srinivasan, Strategic Management the Indian context, Prentice Hall of India, 2002.
4. **Mohapatra**, Case Studies on Strategic Management , 1e Pearson Education India 2011
5. **Carpenter,** Strategic Management, 2e Pearson Education India 2012

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3			Business Case Studies
Evaluate		2			5	Functional Analysis	
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

TOTAL QUALITY MANAGEMENT

Course Code : MBA302   **Credits   : 04**
L:P:T:C   : 4:0:0:4   **CIA Marks   : 40**
Exam Hours : 03   **ESE Marks   : 60**

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

CO1	Relate Philosophies of Quality Management with organization performance
CO2	Demonstrate tools and techniques of Quality Management and Implementation
CO3	Analyze the various types of techniques are used to measure quality and create customer satisfaction
CO4	Use quality management methods analyzing and solving problems of organization;
CO5	Critically appraise the organizational, communication and teamwork requirements for effective quality management

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	-	-	-	-	1	-	1
CO2	3	3	3	2	2	1	1	1
CO3	3	3	-	1	-	1	1	1
CO4	3	-	-	2	-	1	1	1
CO5	3	3	-	1	-	1	1	1

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	Basics of TQM, Gurus of TQM, Quality-definition & dimensions, Barriers to TQM, Deming Philosophy, Quality Statements, Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Employee Involvement—empowerment, effective teams, suggestion systems, Performance appraisals & rewarding practices	9	CO1

2	KAIZEN- Continuous Process Improvement, Juran Trilogy, PDSA / PDCA Cycle, 5S, Reengineering, Benchmarking-process & pitfalls, The seven tools of quality, Control Charts for improving Process capability, New seven Management tools, Quality circle.	9	CO2
3	SIX SIGMA-process, DMAIC / DMADV, LEAN Management— Value Stream, Flow, Pull, Single Minute Exchange of Dies (SMED); LEAN SIX SIGMA	9	CO3
4	Supplier Partnership – Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures, Benchmarking; Quality Management Systems- ISO 9000:2000, TS 16949, ISO 14000 – Concept, Requirements, Benefits, Documentation, Quality Auditing	9	CO4, CO5
5	Quality Function Deployment (QFD) – Kano's model of customer satisfaction, House of Quality-Voice of the customer, Planning Matrix, Voice of the Organization, technical correlations, Technical descriptors, Targets ; QFD Process, Benefits, Applications of QFD; Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, Failure Mode and Effect Analysis (FMEA) – Stages, documentation	9	CO5

TEXT BOOKS:

1.**Besterfield**, Total Quality Management, 5e Pearson Education India 2018
2.**Charantimath**, Total Quality Management, 5e Pearson Education India 2017
3.Quality Management, Donna C. Summers, 2nd Edition, Pearson Publishing, 2015

REFERENCE BOOKS:

1. James R.Evans & William M.Lidsay, "The Management and Control of Quality", (5th Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).
2. Feigenbaum.A.V. "Total Quality Management", McGraw-Hill, 1991.
3. Oakland.J.S. "Total Quality Management", Butterworth Hcinemann Ltd., Oxford, 1989.
4. Narayana V. and Sreenivasan, N.S. "Quality Management – Concepts and Tasks", New Age International 1996.
5. Zeiri."Total Quality Management for Engineers", Wood Head Publishers, 1991

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGOR	CI A	MODE L	ASSIGNMEN T	PRESENTATIO N	CLUB ACTIVIT	OTHER ACTIVITIES

Y MARKS (OUT OF 40)	(7)	(10)	(5)	(5)	Y (5)	(PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2		Application of TQM in Industry	Six sigma & Lean concept
Analyze	3	2	3	3			
Evaluate		2			5		
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

3.ELECTIVE - 1*

4. ELECTIVE- 2*

5 ELECTIVE- 3*

6 ELECTIVE -4*

* The elective syllabi are on page 34 onwards

<div align="center">**SPOKEN AND PRESENTATION SKILLS**</div>

Course Code	: MBA-S-301	**Credits**	: 02
L:T:P:C		**CIA Marks**	: 40
	: 2:0:0:2		
Exam Hours	: 03	**ESE Marks**	: 60

OBJECTIVES

- *coach* students to identify, classify and apply relevant skill sets.
- *illustrate* role of skills in real-life situations with case studies, role play, etc.
- *translate* performance of skills into efficient habits.
- *enable* students to perceive cultural codes involved in presentation and
   design language performance accordingly.

Contents:

UNIT I: General Language Knowledge and Presentation.

UNIT II: Special Language Knowledge and Presentation.

UNIT III: General Communication Skills for Presentation.

UNIT IV: Professional Communication Skills for Presentation.

UNIT V: Social Communication Skills for Presentation.

REFERENCES:

1. Cathcart, Robert. S. and Larry A. Samovar. 1970. *Small Group Communication: A Reader.* 5th Edition. Wm. C. Brown Publishers. Iowa.
2. Tamblyn, Doni and Sharyn Weiss. 2000. *The Big Book of Humours Training Games.* 2004 Edition. Tata McGraw-Hill. New Delhi.
3. Andrews, Sudhor. 1988. *How to succeed at Interviews.* 21st Reprint. Tata McGraw-Hill. New Delhi.
4. Monippally, Matthukutty. M. 2001. *Business Communication Strategies.* 11th Reprint. Tata McGraw-Hill. New Delhi.

RURAL DEVELOPMENT PROGRAMME

Course Code	: MBA-S-303	**Credits**	: 02
L:T:P:C	: 2:0:0:2	**CIA Marks**	: 40
Exam Hours	: 03	**ESE Marks**	: 60

1. DESCRIPTION:
This course RURAL DEVELOPMENT PROGRAMME is included as an integral part of the curriculum to expose students to rural realities with an emphasis on development and marketing communication. This rural development programme duration is 30 hours.

2. COURSE OBJECTIVE:
• To serve the needs of society and industry through education and research
 • To develop innovative leaders by giving hands on experience in social problems.

3. LEARNING OUTCOMES:
• Participation in these programmes helps students to create grass root level products and services
 • These activities will bolster social- sector organization in development.

4. COURSE APPROACH:
The student spends 30 hours in looking and studying a rural area of their choice. The student interacts with rural people and come up the problems they generally face in the particular locality. The student then will use his expertise to solve few problems by give some suitable solutions.

5. COURSE RUBRICS: Evaluation Items Marks
Rural Diary   -   10
Qualitative Feedback (Finding Gap)   20
Presentation   -   20
Rural report   -   30
Periodic Interaction with Guide   -   20

SEMESTER -IV

SEMESTER -IV

1. ELECTIVE 5*

2. ELECTIVE 6*

3. ELECTIVE 7*

4. ELECTIVE 8*

* The elective syllabi are on page 35 onwards

MANAGERIAL SKILLS

Course Code	: MBA-S-401	**Credits**	: 02
L:T:P:C	: 2:0:0:2	**CIA Marks**	: 40
Exam Hours	: 03	**ESE Marks**	: 60

OBJECTIVES
- To help students to understand the mechanism of stress particularly negative emotions such as anxiety, anger and depression for effective management.
- To introduce the basic concepts of body language for conflict management.
- To give inputs on some of the important interpersonal skills such as group decision-making, negotiation and leadership skills.
- To make students learn and practice the steps involved in time management.
- To impart training for empowerment thereby encouraging the students to become successful entrepreneurs.

Unit I- Stress management
Definitions and Manifestations of stress.,Stress coping ability and stress inoculation training, Management of various forms of fear (examination fear, stage fear or public speaking anxiety), depression and anger.

Unit II- Conflict Management skills
Types of conflict (intrapersonal, Intra group and inter group conflicts), Basic concepts, cues, signals, symbols and secrets of body language, Significance of body language in communication and
assertiveness training, Conflict stimulation and conflict resolution techniques for effective management.

Unit III- Interpersonal Skills
Group decision making (strengths and weaknesses), Developing characteristics of charismatic and transformational leadership, Emotional intelligence and leadership effectiveness- self awareness, self management, self motivation, empathy and social skills, Negotiation skills- preparation and planning, definition of ground rules, clarification and justification, bargaining and problem solving, closure and implementation.

Unit IV- Time Management
Time wasters- Procrastination. Time management personality profile, Time management tips and strategies, Advantages of time management.

Unit V- Towards Empowerment
Stimulating innovation and change- coping with "temporariness", Network culture, Power tactics and power in groups (coalitions), Managerial empowerment and entrepreneurship, Prevention of moral dwarfism especially terrorism, Altruism (prosocial behaviour/helping behaviour), Spirituality (clarifications with regard to spirituality)- strong sense of purpose- tru and respect- humanistic practices- toleration of fellow human beings expressions.

REFERENCES
1. Swaminathan. V.D & Kaliappan. K.V. (2001). Psychology for Effective Living. Chennai. The Madras Psychology Society.
2. Robbins, S.B. (2005). Organizational Behaviour. New Delhi: Prentice Hall of India.
3. Smith, B. (2004). Body Language. Delhi: Rohan Book Company.
Hurlock, E.B. (2006). Personality Development, 28th Reprint. New Delhi: Tata McGraw Hill

CAREER ADVANCEMENT COURSE FOR MANAGERS

Course Code	: MBA-S-402	**Credits**	: 02
L:T:P:C	: 2:0:0:2	**CIA Marks**	: 40
Exam Hours	: 03	**ESE Marks**	: 60

OBJECTIVE

● To improve aptitude, problem solving skills and reasoning ability of the students

● To solve problems in teams & groups

● To understand the importance of verbal and written communication in the workplace

● To understand the significance of oral presentations, and the cases of their use

● To practice verbal communication by making a technical presentation to the class

● To develop time management and creative thinking skills.

UNIT I - BASIC NUMERACY
Types and Properties of Numbers, LCM, GCD, Fractions and decimals, Surds

UNIT II - ARITHMETIC – I
Percentages, Profit & Loss, Equations

UNIT III - REASONING - I
Logical Reasoning

UNIT IV - SOFT SKILLS – I
Presentation skills, Idea Generation & Lateral Thinking, E-mail Etiquette

UNIT V - SOFT SKILLS – II
Goal Setting and Prioritizing

REFERENCES
1. Quantitative Aptitude by Dinesh Khattar – Pearsons Publications
2. Quantitative Aptitude and Reasoning by RV Praveen – EEE Publications
3. Quantitative Aptitude by AbijithGuha – TATA Mc GRAW Hill Publications
4. Soft Skills for Everyone by Jeff Butterfield – Cengage Learning India Private Limited
5. Six Thinking Hats is a book by Edward de Bono - Little Brown and Company 6. IBPS PO - CWE Success Master by Arihant - Arihant Publications (I) Pvt.Ltd

ELECTIVES

For Semester III and IV

INTEGRATED MARKETING COMMUNICATION (IMC)

Course Code : MKT302	**Credits : 03**
L:T:P:C : 3:0:0:3	**CIA Marks : 40**
Exam Hours : 03	**ESE Marks : 60**

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

CO1	Demonstrate a comprehensive understanding of Marketing Communications theories and concepts. Understand primary marketing communication models the marketer's use.
CO2	Develop suitable promotional objective and strategy for the Marketing campaign.
CO3	Describe a range of Advertising media and methods available to marketers. Analyse and evaluate the cost effectiveness of various forms of media.
CO4	Formulate appropriate promotional tool for a product or service.
CO5	Conceive the issues of the Promotional activities.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	-	1	-	-	-	-
CO2	2	-	-	-	-	-	-	-
CO3	2	1	-	1	1	-	1	1
CO4	2	-	-	-	1	1	1	1
CO5	1	-	-	-	-	-	-	-

Si. No	CONTENTS OF MODULE	Hrs	COs
1	**Unit I:** Integrated Marketing Communications, Brand Equity Management -brand leverage, luxury branding, Buyer Behaviors, Promotions Opportunity Analysis, Models of Marketing communication – AIDAS Model, DAGMAR Model, PCB Model and Marketing communication planning process	9	CO1
2	**Unit II** Managing the Marketing Communication Process - Analysis of promotional opportunities, concepts of segmentation and target marketing, promotional strategy of formulation and competitive positioning, determination of promotional objectives, deciding promotional appropriation, integrating marketing communication programme, commissioning and contracting external resources	9	CO2

	Unit III Advertising Media: different types of media; media selection; measuring media effectiveness, advertising appeal, idea generation, copy writing, layout, copy testing, media objectives- reach, frequency, cost, etc. media strategy, media scheduling, ad agency – functions and types, outdoor Advertising	9	CO3
3			
4	Unit IV Promotional Tools: Trade Promotions, Consumer Promotions, Personal Selling, Database Marketing, and Customer Relationship Management, Public Relations, Sponsorship Programs, and Regulations	9	CO4
5	Unit – V Wider Issues and Dimensions - Sales promotions, personal selling, direct marketing, public relations, publicity and corporate advertising, unconventional promotional media, marketing communication budgeting, measuring promotional performance, global marketing communication, legal and ethical issues in integrated marketing Communication	9	CO5

TEXT BOOKS:

1. Kenneth E Clow / Donald E Baack, Intergrated Advertising Promotion and Marketin Communication, Pearson Education
2. **Batra,** Advertising Management, 5e Pearson Education India 2006
3. **Malaval,** Integrated Marketing Communication: Pentacom, 4/e Pearson Education India 2015

REFERENCE BOOKS:

1. Belch, Advertising and Promotion, Tata McGraw Hill

2. Frank Jefkins, Advertising, Macmillan India Ltd

3. Oguinn, Advertising, thomson Learning

4. Kueglar Jr, Web Advertising and Marketing, Prentice Hall of India

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					

Apply	2	2	2	2			Brand War
Analyze	3	2	3	3			
Evaluate		2			5		
Create						Ad Copy	

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

RETAIL MARKETING

Course Code : MKT402
L:T:P:C   : 3:0:0:3
Exam Hours : 03

Credits   : 03
CIA Marks : 40
ESE Marks : 60

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

CO1	Discuss the concept of retailing, its evolution in Global retailing, and India's trend in Retailing. Importance of retail in the distribution component of the marketing mix.
CO2	Conceive the complexity of retail channels (store and non-store) used as alternative routes to market, and evaluate the merits of alternative strategies for different types of retail business.
CO3	Interpret and implement effective retail strategies for better Store Management.
CO4	Apply the core Marketing strategies for effective Retail Shop Management.
CO5	Apprehend emerging trends in Retailing and correlate the factors influencing Retail shopper's behavior.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	-	3	3	3	3	-
CO2	2	1	3	-	3	2	2	1
CO3	1	-	2	2	2	-	-	1
CO4	1	3	-	-	1	-	-	1
CO5	-	2	-	2	-	1	1	-

Si. NO	CONTENTS OF MODULE	Hrs	Cos

	Unit I: Introduction Global Retailing Overview-Retail Trends in India-Technological Influences on Retail Industry-Indian Government Policy Implication on Retail Sector.		
1	Unit I: Introduction Global Retailing Overview-Retail Trends in India-Technological Influences on Retail Industry-Indian Government Policy Implication on Retail Sector.	**9**	**CO1**
2	**Unit II: Retail Formats** Organized and Unorganized Format-Characteristics of Each Format-Emerging Trends in Recent Format-Global Retail Formats &MNC Role in Organized Retail Format	**9**	**CO2**
3	**Unit III: Retailing Decisions** Choice of Retail Location-Atmospherics-Positioning Of Retail Stores-Building Retail Store Image Retail Service Quality Management-Retail Pricing	**9**	**CO3**
4	**Unit IV: Retail Shop Management** Visual Merchandise Management –Inventory Management-Retail Store Brand-Retail Advertising and Promotion	**9**	**CO4**
5	**Unit V:Retail Shopper Behavior and Online Retail** Shopper Profile Analysis-Complaint Management-Factors Influencing Retail Shopper Behavior-Online Retail and Emerging Trends	**9**	**CO5**

TEXT BOOKS:

1. **Vedamani,** Retail Management, 5e Pearson Education India 2017
2. **Berman,** Retail Management, 13e Pearson Education India 2017

REFERENCE BOOKS:

1. Patrick M Dunne And Rober F Lusch,Retailing Thomas Learning,4th Edition 2008
2. Chetan Bajaj, Rajnish Tow And Nidhi,V.Srivatsava Retail Management, Oxford University Press,2007
3. SwapnaPradhan,Retail Management-Text And Cases Tata McGraw Hill, 2nd Edition 2008

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			Case Studie

							s
Analyze	3	2	3	3		Application Strategies	
Evaluate		2			5		
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

SALES AND DISTRIBUTION MANAGEMENT

Course Code : MKT401   **Credits   : 03**
L:T:P:C   : 3:0:0:3   **CIA Marks : 40**
Exam Hours : 03   **ESE Marks : 60**

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

CO1	Apply the concept of sales and demonstrate the roles and responsibilities of sales person as a KEY individual to achieve the Organization goal.
CO2	Describe and Formulate strategies to effectively manage company's sales operations.
CO3	Illustrate the fundamentals of Distribution channels and channel members.
CO4	Identify the Channel intermediary and apply new strategies to pitch new market.
CO5	Perceive digital tools to enhance logistics management.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	-	-	-	-	-	2	-
CO2	1	-	-	-	2	-	-	1
CO3	2	-	-	2	-	2	1	-
CO4	2	-	3	-	1	1	-	1
CO5	1	-	-	-	-	-	-	1

No	CONTENTS OF MODULE	Hrs	Cos
1	**Unit I** Personal selling and marketing - Objectives of sales management, personal selling objectives, theories of selling, personal selling process, size of sales force, ethical responsibilities in sales management, compensation, selection of sales personnel, motivation of sales force	9	CO1, CO2
2	**Unit II** Sales meeting, Sales contest, sales quotas, sales territories, evaluating and controlling of sales personnel, analysis of sales, cost analysis.	9	CO2
3	**Unit III** Physical distribution-Distribution management, Marketing mix, marketing channels, wholesaling and retailing, designing channel system, selecting channel members.	9	CO3
4	**Unit IV** Managing the marketing channel .Product, Pricing and Promotion issues in Channel Management and Physical Distribution, channel information system, Evaluating channel member performance – Vertical marketing systems – Retail co-operatives, Franchise systems and corporate marketing systems	9	CO4
5	**Unit – V** E-enabled selling and distribution .E-commerce and e-retailing as a channel of distribution, Electronic intermediaries, Disintermediation and Re-intermediation, e-enabled logistics management and tracking systems.	9	CO5

TEXT BOOKS:

1. **Still,** Sales and Distribution Management, 6e Pearson Education India 2017
2. **Jobber,** Selling and Sales Management, 10e Pearson Education India 2018

REFERENCE BOOKS:

1. Johnson, Kurtz and Scheuing : Sales Management (McGraw-Hill)

2. Rosenbloom: Marketing Channels – a management view (Dryden Press

3. David Jobber and Geoffrey Lancaster, Selling and Sales Management, Pearson Education

4. Anderson R, Professional Sales Management, Prentice Hall

5. Johnson, Sales Management – Concepts, practices and Cases, McGraw Hill

6. Dalrymple, Sales Management, Concept and Cases, John Wiley

7. Das Gupta, Sales Management, In the Indian Perspective, Prentice Hall

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2		Sales Pitch	
Analyze	3	2	3	3			Case Studies
Evaluate		2			5		
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

SERVICES MARKETING

Course Code : MKT301
L:T:P:C   : 3:0:0:3
Exam Hours : 03

Credits   : 03
CIA Marks : 40
ESE Marks : 60

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

CO1	Interpret the growth of service economy and design service quality measurements to build customer loyalty.
CO2	Demonstrate a knowledge of the extended marketing mix for services.
CO3	Create service blueprinting and adopt positioning strategies for better service.
CO4	Recognize the challenges faced in services delivery as outlined in the services gap model.
CO5	Identify and formulate Marketing strategies for different service sectors.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	3	2	-	3	-
CO2	3	-	-	2	-	-	-	-
CO3	3	3	-	1	-	3	2	1
CO4	1	3	-	3	-	2	2	1
CO5	-	2	1	2	3	2	2	-

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	**Unit I:** Introduction to services marketing – Services economy – evolution and growth of service sector – nature and scope of services – characteristics – classification – service market potential – expanded marketing mix for services – service quality – introduction to gaps model and SERVQUAL dimensions.	**9**	**CO1, CO2**
2	**Unit II** Focus on customers - Assessing service marketing opportunities– customer expectations and perceptions of services – customer behavior specific to usage of services – service markets segmentation – market targeting and selection.	**9**	**CO2**
3	**Unit III** Service design – Levels of service product – Service life cycle – new service development– service blueprinting – physical evidence and service scape – competitive differentiation of services – service positioning strategies – developing positioning maps – pricing of services – methods and specific issues.	**9**	**CO3**
4	**Unit IV** Service delivery – People in services – service process – distributing service direct distribution, channel functions, channels selection, impact of information technology – designing communications mix for promoting services – building service customer relationships and service recovery – role of internal marketing in service delivery-Drivers of service dissatisfaction	**9**	**CO4**
5	**Unit – V** Marketing strategies for different services – Formulating service marketing strategies for health, hospitality, tourism, logistics, financial, information technology, educational, entertainment and public utility services.	**9**	**CO5**

TEXT BOOKS:

1. **Rao,** Services Marketing, 2e Pearson Education India 2011

2. **Lovelock,** Services Marketing : People Technology Strategy, 8ePearson Education India 2017

3. Wirtz, Essentials of Services Marketing, 3ePearson Education India 201

REFERENCE BOOKS:

1. Kenneth E Clow, et. Al "Services Marketing Operation Management and Strategy" Biztantra, New Delhi, 2004.

2. ChiristropherH.Lovelock, JochenWirtz, "Services Marketing",PearsonEducation,N.Delhi, 2004.

3. HalenWoodroffe, "Services Marketing", McMillan Publishing Co, New Delhi 2003.

4. NimitChowdhary and Monika Choudhary, "Text book of Marketing of Services", the Indian experience, MacMillan Publishing Co, New Delhi, 2005.

5. ChristianGronroos, "Services Management and Marketing a 'CRM Approach", John Wiley and sons England 2001.

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					Service Gap Analysis
Apply	2	2	2	2			Case Studies
Analyze	3	2	3	3		Blueprint of Retail Outlet	
Evaluate		2			5		
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

GLOBAL MARKETING MANAGEMENT

Course Code : MKT302   **Credits   : 03**
L:T:P:C   : 3:0:0:3   **CIA Marks   : 40**
Exam Hours : 03   **ESE Marks   : 60**

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

CO1	Apply the principles of Global marketing, for effective marketing in domestic market.
CO2	Apply all Political, legal and regulatory compliances while marketing in different countries.
CO3	Develop skills in researching and analyzing trends in Global markets and in modern marketing places.
CO4	Apply the principles of Marketing mix for effective campaign.
CO5	Assess an organization's ability to enter and compete in international markets.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	-	-	3	-	2	2	1
CO2	3	3	-	3	-	-	3	-
CO3	3	3	2	3	2	3	2	-
CO4	3	1	2	2	-	2	1	1
CO5	2	-	3	2	-	3	2	-

No	CONTENTS OF MODULE	Hrs	COs
1	**UNIT I:INTRODUCTION TO GLOBAL MARKETING-** Global Marketing -The Importance of Global Marketing- Management Orientations-Forces Affecting Global Integration and Global Marketing- The Global Marketing Environment: Multilateral Trade Agreements - Converging Market Needs and Wants and the Information Revolution - Transportation and Communication Improvements -Product Development Costs - World Economic Trends - Leverage -Restraining Forces	**9**	**CO1**
2	**UNIT II:THE GLOBAL MARKETING ENVIRONMENT** The Global Economic Environment -The Global Trade Environment - Social and Cultural Environments - The Political, Legal, and Regulatory Environments of Global Marketing	**9**	**CO2**
3	**UNIT III: APPROACHING GLOBAL MARKETS** Global Information Systems and Market Research - Segmentation, Targeting, and Positioning - Importing, Exporting, and Sourcing - Global Market Entry Strategies: Licensing, Investment, And Strategic Alliances	**9**	**CO3**
4	**UNIT IV: THE GLOBAL MARKETING MIX** -Product and Brand Decisions - Pricing Decisions -Global Marketing Channels and Physical Distribution - Global Marketing Communications Decisions I: Advertising and Public Relations -Global Marketing Communications Decisions II: Sales Promotion, Personal Selling, Special Forms of Marketing Communication	**9**	**CO4**
5	**UNIT V: STRATEGY AND LEADERSHIP IN THE TWENTY-FIRST CENTURY** Strategic Elements Of Competitive Advantage -Leading, Organizing, and Controlling The Global Marketing Effort -The Digital Revolution And The Global E-Marketplace	**9**	**CO5**

TEXT BOOKS:

1. **Gautam Dutta,** Global Marketing, 1e Pearson Education India 2016
2. **Keegan,** Global Marketing Management, 8e Pearson Education India 2017

REFERENCE BOOKS:

1. Patrick M Dunne And Rober F Lusch,Retailing Thomas Learning,4th Edition 2008
2. Chetan Bajaj, Rajnish Tow And Nidhi,V.Srivatsava Retail Management, Oxford University Press,2007
3. SwapnaPradhan,Retail Management-Text And Cases Tata McGraw Hill, 2nd Edition 2008

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember							
Understand							
Apply							
Analyze							
Evaluate							
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

SOCIAL MEDIA MARKETING

Course Code : MKT404   **Credits   : 03**
L:T:P:C   : 3:0:0:3   **CIA Marks : 40**
Exam Hours : 03   **ESE Marks : 60**

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

CO1	Develop effective social media marketing strategies for various types of industries and businesses.
CO2	Apply all Political, legal and regulatory compliances while marketing in different countries.
CO3	Describe the major social media marketing portals that can be used to promote a company, brand, product, service or person.
CO4	To work cooperatively within social media community by observing and listening critically with openness, then act ethically and follow through on commitments when communicating with various audience and build positive reputation within the community.
CO5	Develop social media marketing plan and track progress in achieving goals with a variety of measurement tools, services, and metrics.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	-	-	-	-	-	-	-
CO2	2	-	-	-	-	-	-	-
CO3	2	-	-	-	-	3	2	1
CO4	2	3	-	-	-	2	3	1
CO5	2	3	-	-	-	1	-	-

Si. No	CONTENTS OF MODULE	Hrs	COs
1	**Unit I :Introduction** Social media marketing-definition-scope and concept-history of social media marketing-Need for social media marketing-A comparative study between Traditional and Social media marketing-Social media marketing and consumer engagement-social feedback cycle-Social web and engagement-The operations and marketing connections	9	CO1
2	**Unit II :Social Media Business Eco System** Using social media for business, Social business measurement-Employees as change agent-Social profile-Social application-Using brand outposts and communities	9	CO2
3	**Unit III Social Networking Sites** Different types of social networking sites-Evolution of social networking sites-Marketing through social networking sites-Facebook marketing tools-Organic reach versus paid reach-adverts on Facebook Marketing through twitter-Twitter automation tools-LinkedIn marketing-Blog marketing-Video marketing-Google+ ,Pinterest-personal bonding on social media	9	CO3
4	**Unit IV Social CRM** The new role of a customer-Difference between traditional CRM and social CRM-Outreach and influencer relations-Social CRM and business design-Enterprise design-Internal Collaboration Understanding conversations that matter- Social CRM and decision support system	9	CO4
5	**Unit-V Social Analytics Metrics and Measurement** Social analytics – web analytics- Business analytics-social graph-social objects	9	CO5

TEXT BOOKS:

1. **Evans,** Social Media Marketing
2. **Bhatia,** Fundamentals Of Digital Marketing, 2ePearson Education India 2019
3. **Miller,** Ultimate Web Marketing Guide Pearson Education India 2011

REFERENCE BOOKS:

1. Kotler.p, Roberto,N.,&Lee.N.(2008) social marketing-influencing behaviors for good(3rded) Thousandsoaks,CA:Sage publications, Inc. ISBN:978-1-4129-5647-5(paperback)
2. Jain, Sorav, Social media for business-stories of Indian boards

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember							
Understand							
Apply							
Analyze							
Evaluate							
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

Course Code : HR- 301
L:P:T:S   : 3:0:0:0
Exam Hours : 03

Credits   : 03
CIA Marks : 40
ESE Marks : 60

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

CO1	Analyse the HR Framework in an organization and assess the HRD needs
CO2	Apply digital techniques for HR functions like Recruitment and selection
CO3	Identify the consequences of cultural diversity issues
CO4	Design and optimize career development/planning
CO5	Implement best practices of skill development to employees

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	3	3	2	1	3
CO2	3	3	2	-	3	2	3	1
CO3	3	-	-	3	-	-	3	2
CO4	3	3	1	2	-	3	2	3
CO5	-	-	3	3	3	3	3	3

Sl NO	CONTENTS OF MODULE	Hrs	Cos
1	Human resource development meaning, strategic framework for HRM and HRD. Vision, Mission and Values, Importance and challenges to organizations, HRD functions, roles of HRD professionals, HRD needs assessment, HRD practices, measures of HRD performance, links to HR, strategy and business goals, HRD program implementation and evaluation, recent trends, benchmarking and HRD audit, Industrial Relations – Scope and Need	9	CO1
2	E- employee profile, e-selection and recruitment, virtual learning and orientation e-training and development, e-performance management and compensation design, development and implementation of HRIS, designing HR portals, issues in employee privacy, employee surveys online.	8	CO2
3	Domestic Vs international HRM, cultural dynamics, culture assessment, cross cultural education and training programs, leadership and strategic HR issues in international assignments, current challenges in outsourcing, cross border and a repatriation, etc, building multicultural organizations, international compensation, exit management, shadowing	8	CO3
4	Career concepts, roles, career stages, career planning and process, career development models, career motivation and enrichment, managing career plateaus, designing effective career development systems, competencies and career management, competency mapping models, equity and competency based compensation	7	CO4
5	Employee coaching , Mentoring and counseling, need for coaching , role of HR in coaching, coaching and performance, skills for effective coaching, Mentoring – Scope and effectiveness, need for counseling, role of HR in counseling, components of counseling programs, counseling effectiveness, employee health and welfare programs, counseling effectiveness, work stress, sources, techniques, eastern and western practices, self-management and emotional intelligence.	8	CO5

TEXT BOOKS:

1. **Sharma,** Strategic Human Resource Management and Development, 1ePearson Education India 201
2. **Greer,** Strategic Human Resource Management, 2e Pearson Education India 2005

REFERENCE BOOKS:

1. Jeffrey, Strategic Human resource management, Thompson, 2003
2. Werner,Human Resource Development, Thompson, 2002
3. Harrison, Employee Development, University Press, New Delhi,
4. Srinivas Kanula, Human Resource Management, Prentice Hall of India, 2005
5. Richard Regis, Strategic Human Resource Management and Development, Excel Books India, 2008

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2		Challenges in Multicultural Organisations	
Analyze	3	2	3	3			Case Studies
Evaluate		2			5		
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

LABOUR LEGISLATIONS

Course Code : MBA302

L:P:T:C   : 3:0:0:3

Exam Hours : 03

Credits   : 04

CIA Marks : 40

ESE Marks : 60

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

CO1	To review the perspectives, theories and concepts in the field of labor and employment relations
CO2	To interpret the salient features of welfare and wage Legislations
CO3	To inspect the laws relating to Industrial Relations, Social Security and Working conditions and working conditions in different settings.
CO4	To execute labor law and individual employment rights
CO5	To assess the developments and changes that have taken place in the field of labour law from time to time

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	-	2	3	3	-	3	1
CO2	2	1	-	2	2	-	3	2
CO3	3	2	1	3	2	2	3	2
CO4	3	1	-	3	-	1	3	2
CO5	2	2	1	3	-	2	3	2

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	**Introduction to Labour Legislations and Regulatory Laws:** Meaning and classification of Labour legislations in India. History & Development of Labour Legislations in India The Factories Act, 1948	9	CO1
2	**Legislations related to Wages** The Payment of Wages Act, 1936 The Minimum wages Act, 1948	9	CO2
3	**Legislations related to Social Security** The Employee Compensation Act, 1923 Payment of Gratuity Act, 1972 The Payment of Bonus Act, 1965 The Employee Provident Fund and Miscellaneous Act, 1952 The Employees State Insurance Act, 1948	15	CO3, CO5

4	**Industrial Employment & Service conditions** The Trade Unions Act, 1926 The Industrial Disputes Act, 1947 The Industrial Employment (Standing Orders) Act, 1946	9	**CO4,** **CO5**
5	**Legislations related to environment** Environment Protection Act, 1986	3	**CO5**

TEXT BOOKS:

1. Kapoor N.D, Elements of Industrial Law, Sultan Chand

2. P.K.Padhi, Industrial Laws, PHI, 2008

REFERENCE BOOKS:

1. Srivastava, Industrial Relations and labour laws, Vikas, 4th ed, Respective Acts from Bare act
2. Dhandapani, commercial and Industrial law, Sultan Chand, 1998.
3. Das Gupta, Maintaining Industial discipline, Response Books, 2002

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2		Mind Mapping	
Analyze	3	2	3	3			Case Studies
Evaluate		2			5		
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

GLOBAL HUMAN RESOURCE MANAGEMENT

Course Code : HR 303		**Credits**	**: 03**
L:T:P:C : 3:0:0:3		**CIA Marks**	**: 40**
Exam Hours : 03		**ESE Marks**	**: 60**

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

CO1	Evaluate the developing role of human resources in the global arena
CO2	Analyze complex issues and manifold risks that have arisen due to increased globalization
CO3	Develop a diagnostic and conceptual understanding of HRM in a broader, comparative and international perspective
CO4	Manage the growing presence of multinationals and increasing diversity of workforce demands
CO5	Analyze the strategic issues and strategies required to select and develop cross-cultural manpower resources

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	3	1	-	2	1
CO2	2	3	2	2	2	2	3	2
CO3	3	3	2	3	2	1	2	2
CO4	3	2	1	2	3	2	3	2
CO5	2	3	2	3	2	-	2	1

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	Introduction to GHRM Definition, reasons for going global, Approaches to GHRM, Difference between GHRM and Domestic HRM, Organizational dynamics and GHRM: Role of culture in International HRM, Culture and employee management issues, Organizational Processing GHRM, Linking HR to International expansion strategies, The Challenges of GHRM	9	CO1
2	Strategies for International Growth: Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, Becoming locally responsive: understanding and responding to diversity, the challenges of localization, Managing alliances and joint ventures- planning , negotiating, implementing and supporting alliance	9	CO2
3	Recruitment, Selection and staffing in International context: International Managers- parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions,	9	CO3

	recruitment methods using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, international staffing issues – Outsourcing		
4	Performance Management: A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in GHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management, country specific performance management practices. Training and development in international context:, types of expatriate training, HCN training, Career Development, developing international staff and multinational teams, knowledge transfer in multinational companies, repatriate training.	9	CO4
5	International Compensation: Key components of international compensation and factors that influence compensation policy, Approaches to international compensation, compensation practices across the countries, global compensation: emerging issues. International Labour Relations: Key issues, response of labour unions to HRM practices in different countries.	9	CO5

TEXT BOOKS:

1. The Global Challenge- framework for International Human Resource Management, Evans, Pucik, Barsoux, Tata McGraw-Hill Irwin. Global Human resource management-Peter J Dowling, Denice
2. **E Welch**, Cengage Learning Global Human resource management - Monir H Tayeb – Oxford University Press - 2005.
3. **Edwards,** International Human Resource Management , 1e Pearson Education India 2005

REFERENCE BOOKS:

1. Adler, N.J. International Dimensions of Organizational Behaviour. Kent Pub., Boston, 1991.
2. Bartiett, C and Ghoshal, S Transnational Management: Text Cases and Readings in Cross Border Management, Irwin, Chicago, 1995.
3. Dowling, P.J., etc. International Dimensions of Human Resource Management. 2nd ed. Wadsworth, California, 1994.
4. Hofstede, G. cultures Consequence: International Differences in Work Related Values, 2nd edition Sage, London, 2001

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3			
Evaluate		2			5		
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

LEADERSHIPAND ORGANIZATIONAL EFFECTIVENESS

Course Code : HR 305

L:T:P:C   : 3:0:0:3

Exam Hours : 03

Credits   :03

CIA Marks :40

ESE Marks : 60

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

CO1	Interpret the importance of Leader with the theories applied, grid and models.
CO2	Analyze the complexities associated with management of the group behavior in the organization.
CO3	Develop own strategies for team leadership and influence them
CO4	Examine relevant issues in applied management and leadership; including ethics, globalization, and strategic management.
CO5	Generate ideas Managerial Effectiveness through group influences, negotiation skills and knowledge Management.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2	3	3	2	3
CO2	2	3	2	3	3	2	2	2
CO3	3	3	3	2	3	2	2	2
CO4	2	2	2	2	2	3	3	2
CO5	2	2	2	2	3	1	1	2

Sl NO	CONTENTS OF MODULE	Hrs	Cos
1	Introduction to Leadership :Definition ,Importance of leadership,Rolesofaleader,Leadershipattitudes,ethicalleadership,Theories of Leadership, leadership grid,, Content and process theories, Reinforcementtheory,Contingencyleadershiptheoriesandmodels,Leader ship continuum theory, Normative leadership theory, Leadership substitute theory	9	CO1
2	Team Leadership: Ginnet steam effectiveness leadership model the changing role of leadership in self- manage dreams, Leader follower relations, Dyadic theory, Leader member exchange theory ,Delegation ,Coaching, Managing conflict. OrganizationalLeadership:Charismaticandtransformationalleadership,	9	CO2

	Stewardship and servantleadership,Leadershipofcultureanddiversity,Strategicleadership.		
3	Leadership development and succession: Development through self-awareness and self-discipline, education, experience, andmentoring,succession.Evaluationofleadershipdevelopmentefforts,Indiancaseson leadership	9	CO3
4	The Concept Of Managerial Effectiveness Definition- The person, process, product approaches- Bridging the Gap- Measuring Managerial Effectiveness- CurrentindustrialandGovernmentpracticesintheManagementofManagerial Effectiveness-the Effective Manager as an Optimizer.	9	CO4
5	Environmental Issues In Managerial Effectiveness Organisational Processes- Organisational Climate• Leader-Group Influences-Job Challenge- Competition-Managerial Styles. Developing The Winning Edge Organisational and Managerial Efforts-Self Development-Negotiation Skills-Development of the Competitive Spirit- Knowledge Management-Fostering Creativity.	9	CO5

TEXT BOOKS:

1. **Leadership Development -** *by John Mitchell, Natalie Mitchell and Bogdan Gudzenko, 2012*
2. Human Resource Management - ©2015 | Pearson | Published: 18 Aug 2014
3. Leadership and Management Development: Developing Tomorrow's Managers - ©2010 | Financial Times Press | Published: 24 Jun 2010

REFERENCE BOOKS:

1. Blanchard andThacker,'EffectiveTrainingSystems,StrategiesandPractices'Pearson2005.
2. Dubin.Leadership,'ResearchFindings,Practices&Skills',Biztantra,2005.
3. MathisJackson Human,'ResourceManagement',ThomsonSouthwestern,2005.
ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3			Case Study
Evaluate		2			5	HBR	

Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

KNOWLEDGE MANAGMENT

Course Code : HR401   **Credits   :03**
L:T:P:C   : 3:0:0:3   **CIA Marks :40**
Exam Hours : 03   **ESE Marks : 60**

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

CO1	Analyze the different knowledge types and explain how they are addressed by knowledge management
CO2	Examine how valuable individual, group and organizational knowledge is managed throughout the knowledge management cycle
CO3	Interpret the major roles and responsibilities in knowledge management implementations
CO4	Identify some of the key tools and techniques used in knowledge management applications.
CO5	Formulate and empower employees to solve customer problems in organizations

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	-	1	2	-	1
CO2	2	1	2	3	3	1	2	2
CO3	3	2	1	2	-	-	2	1
CO4	2	2	-	1	2	1	-	2
CO5	3	2	1	-	2	1	2	2

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	**The Basics** Understanding Knowledge ,KM System Life Cycle	9	**CO1**
2	**Knowledge Creation And Capture** Knowledge Creation and Architecture., Capturing Tacit Knowledge., Other Knowledge Capturing Techniques.	9	**CO2**
3	**Knowledge Codification And System Implementation** Knowledge Codification, System Testing and Deployment., Knowledge Transfer and Knowledge Sharing. Knowledge Transfer in the E-World	9	**CO3**
4	**KM System Tools And Portals** Learning From Data, Data Mining, Knowing the Unknown, KM Tools and Knowledge Portals.	9	**CO4**
5	**Ethical, Legal and Managerial Issues** Managing Knowledge Workers, the future of KM, the ownership of knowledge	9	**CO5**

TEXT BOOK:

1. **Awad**, Knowledge Management, 1e Pearson Education India 2007
2. **Tiwana,** Knowledge Management Toolkit w/CD Pearson Education India 2006

REFERENCES:

1. Knowledge Management   – a resource book – A Thothathri   Raman, Excel, 2004.

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember							
Understand							
Apply							
Analyze							
Evaluate							
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

TRAINING AND HUMAN PERFORMANCE ENHANCEMENT

Course Code : HR-402		**Credits : 03**	
L:P:T:S : 3:1:0:0		**CIA Marks : 40**	
Exam Hours : 03		**ESE Marks : 60**	

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

CO1	Discuss various aspects of the training design process and describe the strategic training and development process.
CO2	Identify different methods used in needs assessment and discuss the role of organizational analysis, individual analysis and task analysis in needs assessment.
CO3	Discuss the strength and weakness of traditional training methods and the new technology training methods
CO4	Design a program for preparing for cross cultural assignments and able to discuss the potential legal issues that relate to training
CO5	Effectively perform the manager's role in career management and design an effective socialization program for employees

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2	3	2	1	1
CO2	3	3	3	3	3	2	1	1
CO3	3	3	2	3	2	3	3	1
CO4	3	3	2	3	2	3	3	1
CO5	3	3	3	2	3	3	2	1

Sl NO	CONTENTS OF MODULE	Hrs	Cos
1	Introduction to Education and Development, Strategic Training and development Process, Factors influencing working , learning and Training,	8	CO1
2	Training need Assessment, process, Models of need assessment, Learning theories, process and program design, Transfer of training – training design	8	CO2
3	Traditional training methods, - on the job, off the job, E learning and use of technology in training, Training Evaluation- outcomes used for evaluation, evaluation design, practices , determining ROI	8	CO3
4	Employee development – Approaches, process and strategies, Special issues in Training & Development – external and internal issues, Future of Training and development	8	CO4

5	Careers and career management - definition, model, career management systems, evaluation career management systems, Special challenges in career management – Socialisation, orientation	8	CO5

TEXTBOOK:

1. Employee Training and Development by Raymond A Noe

REFERENCES :

1 Bewnet, Roger cd Improving Training effectiveness, Aldershot, Gower 1988

2 Buckley R & Caple, Jim, The Theory & Practice of Training, London, Kogan & Page 1995

3 Lynton R Pareek U Training to Development 2nd ed. New Delhi, Vistaar, 1990.

4 Pepper, Allan D, Managing the Training and Development function, Aldershot, Gower, 1984

5 Rae L etc. Hon to Measure Training Effectiveness, Aldershot, Gower, 1986

6 Reid M.A. etc. Training interventions, Managing Employee Development, 3rd ed. London IPM 1992

7.Serge P The Fifth Discipline, The Art and Practice of the learning organization London Century,1992

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3			Effective training methods
Evaluate		2			5		
Create						Role Play	

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8

Apply	14
Analyze	22
Evaluate	24
Create	26

RECRUITMENT AND SELECTION

Course Code : HR 403   **Credits   : 03**
L:T:P:C   : 3:0:0:3   **CIA Marks : 40**
Exam Hours : 03   **ESE Marks : 60**

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

CO1	Develop job specifications and person specifications to fit current recruitment needs of the business
CO2	Examine selection methods and their effectiveness in helping identify the best interview candidates
CO3	Best practices and protocols in responding to, and short-listing, applicants
CO4	Develop communications and techniques in order to get the best out of recruitment interviews identify
CO5	Recognize the importance of adopting a structured recruitment process and the use of relevant selection methods

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1								
CO2								
CO3								
CO4								
CO5								

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	Job Analysis. Meaning, definition and purpose. Methods of job analysis: subject expert workshops, critical incident technique, functional job analysis, job element method, repertory grid, critical incident	9	CO1
2	Hiring Process: Hiring decision. Nature of hiring: Existing post or new post to be created. Need analysis, cost analysis and job analysis. Hiring internally and externally. Advantages and disadvantages of the sources. Job advertisement: drafting, size and contents	9	CO2

3	Screening the candidates: Application Forms: bio-data / resume / curriculum vitae and weighted application blanks: meaning definition, purpose, advantages and disadvantages – taking a behavioral approach to recruitment: spotting personality patterns, making basic assumptions, predicting the future, strategy Vs. Technique.	**9**	**CO3**
4	Testing. Meaning, definition, purpose, advantages and disadvantages. Ability tests clerical ability test, mechanical ability test, mental ability test, physical ability test, personality assessment test, typing test, shorthand test, computer proficiency test Interviewing: Planning the interview, Interview process	**9**	**CO4**
5	Reference checking & Appointment orders: meaning, definition and purpose. Meaning, definition, and purpose. Statutory requirements (under the Shops and commercial establishments Act). Contents of appointment letter, hard copy (or soft copy), method of delivery and retrieving the Acknowledgement copy. Medical Examination &acceptance of offer for joining	**9**	**CO5**

TEXT BOOKS:

1. Human Resource Selection by Robert D. Gatewood and Hubert S. Feild, South western Cengage Learning, Mason, Ohio 2001
2. Staffing Organization, Herbert G. Heneman III, Timothy A. Judge, 5th Edition, McGraw Hill International

REFERENCE BOOKS:

1. Employee Selection, Lilly M Berry, Thomson Publications

2. Hiring & keeping the best people, HBS Press

3. Human Resource Planning, Dipak Kumar Bhattacharyya, 2nd edition, Excel Books.

4. High performance hiring by Robert w. Wendover, Crisp Publication, California, 1991.

5. Recruitment and Selection: A Competency Approach, Y Gareth Roberts, CIPD House, 2004

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember							
Understand							
Apply							

Analyze						
Evaluate						
Create						

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

INVESTMENT MANAGEMENT

Course Code : FIN 301   **Credits   : 03**
L:T:P:C   : 3:0:0:3   **CIA Marks   : 40**
Exam Hours : 03   **ESE Marks   : 60**

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

CO1	Analyze the investment securities and settings
CO2	Appraise about capital market and SEBI
CO3	Evaluate about Economy Analysis and Industry life cycle
CO4	Create Fundamental analysis and Technical analysis for their investment
CO5	Analyze the Portfolio theory and the mutual finds benefits and impact.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	-	-	-	-	-	-	-
CO2	2	-	-	-	-	-	-	-
CO3	3	3	-	1	-	-	1	1
CO4	3	3	-	1	-	-	1	1
CO5	2	3	-	-	-	3	1	-

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	Investment setting — Securities — Sources of investment information — Security market indications— Security Contract regulation Act. Investor Protection	9	CO1
2	Overview of capital market, Institutional structure in capital market, Reforms and state of capital market, New issue market and problems, Securities and Exchange Board of India (SEBI), Debt Market.	9	CO2
3	Economic Analysis — Economic forecasting and stock Investment Decisions — Forecasting techniques. Industry Analysis — Industry classification. Economy and Industry Analysis. Industry life cycle - Company Analysis Measuring Earnings —Forecasting Earnings	9	CO3
4	Fundamental Analysis Vs Technical Analysis — Charting methods — Market Indicators. Trend — Trend reversals — Patterns - Moving Average — Exponential	9	CO4

5	Portfolio Theory – Portfolio Construction — Performance Evaluation – Portfolio revision-Mutual Funds	9	CO5

TEXT BOOKS:

1. Punithavathy Pandian, 'Security Analysis & Portfolio Management' – Vikas Publishing

   House Pvt., Ltd.,

   2001

2. **Fischer**, Security Analysis Portfolio Management, 7e Pearson Education India 2018
3. **Ranganatham**, Security Analysis Portfolio Management, 7ePearson Education India 2011

REFERENCE BOOKS:

1. DonaldE.Fischer& Ronald J.Jordan,'SecurityAnalysis& PortfolioManagement',Prentice Hall of India Private Ltd.,New Delhi 2000.
2. Prasanna chandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
3. B. S. Bhatiaand G. S. Batra,"Management of Capital Markets, Financial Services and Institutions" - Deep& Deep PublicationPvtLtd,New-Delhi,2001.

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3			Online Trading
Evaluate		2			5		
Create						Portfolio for an Investor	

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6

Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

INTERNATIONAL FINANCIAL MANAGEMENT

Course Code : FIN 302　　　　　　　　　　　　　**Credits　　: 03**

L:T:P:C　　: 3:0:0:3　　　　　　　　　　　　　**CIA Marks　: 40**

Exam Hours : 03　　　　　　　　　　　　　　　　**ESE Marks　: 60**

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

CO1	Compare Finance Functions nationally and Internationally and also to Analyze the International Monetary System
CO2	Evaluate Foreign Exchange Market and FOREX
CO3	Design International Long Term Finance by Analyzing various Banks both Nationally and Internationally
CO4	Distinguish cross border Financing Decision and also about Working Capital Management
CO5	Analyze the International Taxation and International Accounting

Mapping of Course Outcomes to Program Outcomes:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	2	-	-	-	-	-	-	-
CO2	2	2	-	2	-	-	-	1
CO3	2	1	-	2	-	1	-	1
CO4	1	1	-	1	-	1	1	-
CO5	1	1	-	-	-	-	-	-

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	International financial functions – Scope of international financial management – international flow of funds – development in international monetary system	9	CO1
2	Foreign exchange market – Foreign exchange rates - Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures , Swaps and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting – Reforms in FOREX market	9	CO2
3	International long term finance – IMF – World bank – Euro bond market – Asian development bank – ADR's and GDR's	9	CO3

4	Cross border investment decisions - Financing Decisions of MNCs - Management of Working Capital - FDI - International banking & portfolio management	12	CO4
5	International accounting – International taxation	6	CO5

TEXT BOOKS:

1. International financial management – Thummuluri Siddaiah – Pearson India
2. **Siddiah,** International Financial Management: An Analytical Framework 2e Pearson Education India 2015
3. **Eiteman,** Multinational Business Finance, 14e Pearson Education India 2017

REFERENCE BOOKS:

1. International financial management– Sharan – Pearson India publishers
2. International financial management– Apte – PHI

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember							
Understand							
Apply							
Analyze							
Evaluate							
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

MERCHANT BANKING AND FINANCIAL SERVICES

Course Code : FIN 303   **Credits   : 03**

L:T:P:C   : 3:0:0:3   **CIA Marks : 40**

Exam Hours : 03   **ESE Marks : 60**

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

CO1	Analyses various Financial Services and Products available in the market.
CO2	Evaluate about the Functions and Role of Merchant Banker
CO3	Appraise their credentials for credit Rating and also about Mergers and Acquisitions
CO4	Analyse the concept of Factoring, Financing and Evaluation.
CO5	Evaluate about Consumer credit and Venture Capital

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	2	2	2	2
CO2	3	2	3	2	2	2	2
CO3	3	3	2	2	2	2	2
CO4	3	2	3	2	3	3	1
CO5	3	2	2	2	2	2	2

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	Financial Services Industry – Emergence – Developments – Fund Based and Non-fund based activities – modern activities – New Financial Products and Services, Innovative Financial Instruments – Challenges Ahead.	9	CO1
2	Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments -– Issue Pricing – Book Building – Preparation of Prospectus -Selection of Bankers, Advertising Consultants, etc. - Role	9	CO2

	of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals– Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue activities		
3	Fee based services - Mergers and Acquisitions – Portfolio Management Services – Credit Rating – Credit Rating: Regulatory framework – Credit Rating Agencies – Rating Process and Methodology – Rating symbols/Grades – Pension Plan - Mutual Funds - Business Valuation.	9	CO3
4	Factoring and Forfeiting - Mode of operation , types, functions – Factoring in India - Bills Discounting –Real estate Industry – Housing Finance – Housing Finance system – National Housing Bank – Refinance scheme for HFCs – Asset Liability Management	9	CO4
5	Securitization – Mortgage-Based Securitization – Reverse Mortgage Loan (RML) Securitization of Standard Assets - Financial Evaluation - Consumer Credit – Credit Cards –Real Estate Financing – Bills Discounting –Venture Capital..	9	CO4, CO5

TEXT BOOKS:

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 11th Edition, 2008
2. **Gurusamy,** MERCHANT BANKING AND FINANCIAL SERVIES, *Tata McGraw Hill, Delhi, 2009.*

REFERENCE BOOKS:

1. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
2. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons
3. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2nd Edition, 2011.

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			

Analyze	3	2	3	3			Case Study
Evaluate		2			5	Venture Capital analysis	
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

FINANCIAL DERIVATIVES

Course Code : FIN 401		**Credits**	**: 03**
L:T:P:C : 3:0:0:3		**CIA Marks**	**: 40**
Exam Hours : 03		**ESE Marks**	**: 60**

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

CO1	Anlayse the various types of derivatives and its types
CO2	Evaluate the value of forward contracts, hedging and limitations
CO3	Appraise about Future contracts and its nature
CO4	Critically examine the options and its values and strategies
CO5	Develop knowledge on Swaps its principle and valuation and construct a swap model

Mapping of Course Outcomes to Program Outcomes:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	2	1	-	-	-	-	-	-
CO2	2	3	-	-	-	-	-	-
CO3	2	3	-	-	-	2	-	1
CO4	2	3	-	-	-	2	-	1
CO5	2	2	-	-	-	-	-	-

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	Introduction to Derivatives – Types of derivatives –General characteristics of derivatives-Functions performed by derivatives markets – Traders in derivatives market-- Use of derivatives --Financial Implications in Financial Services, World Derivatives market – Derivatives in India.	9	CO1
2	Forward contracts – Classification-Mechanism-features-advantages and disadvantages-valuation-pricing-hedging-Offsetting-limitations	9	CO2
3	Futures contracts. Nature-Characteristics-Evolution-Participants-Pricing models-hedging strategies.	9	CO3
4	Options-Options contract - Valuation of options-Hedging strategies using options	9	CO4
5	Financial swaps-Principles and valuation	9	CO5

TEXT BOOKS:

1. Bishnupriya Mishra, SathyaSwaroopdebashish-Financial derivatives
2. **Maheswari,** Financial Derivatives: The Currency and Rates Factor, 1ePearson Education India 2012
3. **Hull,** Options, Futures and other Derivatives, 10e Pearson Education India 2018

REFERENCE BOOKS:

1. Janakiraman, Derivatives and Risk Management, 1e Pearson Education India 2011
2. **S.S.S.Kumar,** 'Financial Derivatives – Prentice Hall India Pvt., Ltd.
3. **Gupta, '**Financial Derivatives – Prentice Hall India Pvt., Ltd

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3			Case Study
Evaluate		2			5		
Create						Study of Derivative market	

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

RISK MANAGEMENT AND INSURANCE

Course Code : FIN 402   **Credits   : 03**
L:T:P:C   : 3:0:0:3   **CIA Marks : 40**
Exam Hours : 03   **ESE Marks : 60**

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

CO1	Analyze the various types of risk and also to measure risk.
CO2	Evaluate the value of Risk, its avoidance, retention, diversifying and Controlling.
CO3	Apply Risk Management tools and Hedging. It also gives exposure to Forward and Future Contracts
CO4	Evaluate an exposure on Insurance sector and IRDA
CO5	Evaluate on Insurance Policies, its process of claim, Foreign Insures in India and Bank Assurance

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	-		-	-	-	-
CO2	3	2	-	1	-	-	-	1
CO3	3	2	-		-	-	2	1
CO4	2	1	-		-	3	2	1
CO5	2	1	-		-	-	-	-

Sl NO	CONTENTS OF MODULE	Hrs	Cos
1	Risk – Types of Risk – Objectives of Risk Management – Sources of Risk – Risk Identification – Measurement of Risk	9	CO1
2	Risk Avoidance – Risk retention – Transfer of risk – Value of Risk Management – Pooling – Diversifying risk – Loss of control	9	CO2
3	Risk Management Tools options – Forward Contracts – Future contracts – Hedging – SWAPS	9	CO3
4	General Insurance – Principles of General Insurance – General Insurance Products – Insurance contracts – objectives – Elements – Characteristics – Pricing – Market regulation & solvency regulations- Government regulation of insurance sector - Privatization of insurance business in India – insurance intermediaries – Insurance products pricing – IRDA –Objectives and implications.	9	CO4
5	Insurance Principles and Policies - Insurance cost and Pricing - Claim valuation and cost- Reinsurance – Bank assurance – Foreign insures in India	9	CO5

TEXT BOOKS:

1. Dorfman – Introduction of risk management and insurance – Prenticehall
2. Harrington and Niehaus, 'Risk management and Insurance, Tata Mcgraw Hill Publishing, New Delhi,
   3rd Edition, 2010.
3. Trieschman, Hoyt, Sommer, 'Risk management and Insurance, Cengage Learning, 3rd Edition,2011

REFERENCE BOOKS:

1. Mark S. Dorfman, Introduction to Risk management and Insurance, 10th Edition, Prentice hall of
2. India, 2011.
3. Stulz, Risk Management and Derivatives, Cengage Learning, 2nd Edition, 2011.
4. Skipper and Kwon, Risk management and Insurance, Blackwell Publishing, 2009.

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3			Insurance Policies
Evaluate		2			5		
Create						Risk Management ools	

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

CORPORATE TAXATION

Course Code : FIN 403

L:T:P:C : 3:0:0:3

Exam Hours : 03

Credits   : 03

CIA Marks : 40

ESE Marks : 60

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

CO1	Evaluate Income Tax and accounting and Income exempted from Tax
CO2	Formulate head of income and about salaries and house property
CO3	Compare Profits and Gains of business and profession, Capital gains and income from other sources
CO4	Appraise Set off and carry forward of losses, assessment of individual & firms and deductions
CO5	Formulate Assessment procedures, Tax planning, PAN , Filing of returns and IT authorities

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	-	-	-	1	-	1
CO2	3	3	-	-	-	1	1	1
CO3	3	3	-	-	-	1	1	1
CO4	3	3	-	-	-	1	1	1
CO5	3	3	-	1	-	1	-	1

Si. No.	CONTENTS OF MODULE	Hrs	Cos
1	Income tax law- scheme of taxation – important concepts – method of accounting – scope of total income and residential status – income exempted from tax	9	CO1
2	Heads of Income – salaries and house property	9	CO2
3	Profits and Gains of business and profession- Capital gains and income from other sources	9	CO3
4	Set off and carry forward of losses – assessment of individual & firms – deductions under Chapter	12	CO4
5	Assessment procedures - Tax planning – PAN – Filing of returns – IT authorities	6	CO5

TEXT BOOKS:

1. Income tax law and practice – V.P.gaur and Narang – Kalyani publishers

REFERENCE BOOKS:

1. Income tax – B.B.Lal – pearson india publishers
2. Income tax :law & practice – Singhania – tax man publishers

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3			
Evaluate		2			5		
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

E-COMMERCE TECHNOLOGY AND MANAGEMEN

Course Code	: SYS-401	**Credits CIA**	: 03
L:P:T:S	: 2:1:0:0	**Marks**	:40
Exam Hours	: 03	**ESE marks**	:60

Course objectives :

- To provide an understanding of e-commerce, the technology infrastructure and the business applications.
- To introduce ecommerce payments methods and security threats in e-commerce
- To recognize the ethical, social, legal and privacy issues in e-commerce

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

CO1	Identify and describe the unique features of e-commerce technology and discuss their business significance
CO2	Discuss the influence of electronic retailing, marketing and advertising on Business.
CO3	Describe the business models and recognize business models in other emerging areas of e-commerce
CO4	Identify the key security threats in business environment and understand the major e-commerce payment mechanism.
CO5	Appreciate the importance of policies , procedures and laws in creating security.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	2	3	2	1
CO2	3	3	3	3	3	2	1
CO3	3	3	2	3	2	3	1
CO4	3	3	2	3	2	3	1
CO5	3	3	3	2	3	3	2

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	**Unit I - Fundamental Of E-Commerce** Driving forces – benefits and limitations of e-commerce. Basics of Data mining, data warehousing and network infrastructure requirements. Overview of IP, TCP, HTML, OLAP and Cryptography.	8	CO1

2	**Unit II - Business Applications in E-Commerce** Retailing in E-commerce – market research on internet customers – e-commerce for service sector – Advertising in e-commerce – B2B ecommerce.	8	CO2
3	**Unit IIIE - Commerce Infrastructure** Intranet, Internet & Extranet – Structure, Architecture, Applications & Business Models.	8	CO3
4	**Unit IVE - Commerce Payments and Security** E-Payments and Protocols-Security schemes against internet fraud. Principles of e-fund transfer, credit and debit card usage, E-check and unified payment systems.	8	CO4
5	**Unit V - Legal and Privacy Issues in E-Commerce** Legal, Ethics and Privacy issues – Protection needs and methodology - Consumer protection, Cyber laws, contracts and warranties. Taxation and Encryption Policies.	8	CO5

REFERENCES

1.Efraim Turban et al., 'Electronic Commerce – A managerial perspective', Pearson Education Asia

2. Kalakota et al, 'Frontiers of Electronic Commerce', Addison Wesley.

3. Sandeep Krishnamurthy, 'E-Commerce Management – Text and Cases', Thomson Learning.

4. P.T Joseph , 'E -Commerce A managerial perspective', Prentice Hall of India

5. Greenstein Firsman, 'Electronic Commerce', Tata McGraw Hill.

6. Nabil Adam et al, 'Electronic Commerce – Technical, Business and Legal Issues'. Prentice Hall.

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember							
Understand							
Apply							
Analyze							
Evaluate							
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

EMERGING TECHNOLOGIES FOR MANAGEMENT

Course Code	: SYS-402	**Credits CIA**	: 03
L:P:T:S	: 2:1:0:0	**Marks**	:40
Exam Hours	: 03	**ESE mar**	

Course objectives :

● To explore the emerging technologies Mobile computing, Wireless architecture,WAP and Green computing.

● To analyze the privacy risk and security management in using the emerging technologies for business management.

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

CO1	Explain the basic concepts of mobile computing, mobile security mobile OS and mobile database
CO2	Describe the wireless architecture, tis benefits, applications and limitations.
CO3	Discuss the WAP architecture , development tools and software and apply them in business management.
CO4	Identify and analyse the environmental impact of the Information and Communication Technology and current mechanisms to reduce the energy consumption of ICT products
CO5	Discuss the privacy risk and security management in the cloud.

Mapping of Course Outcomes to Program Outcomes:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**
CO1	3	3	3	2	3	2	1
CO2	3	3	3	3	3	2	1
CO3	3	3	2	3	2	3	1
CO4	3	3	2	3	2	3	1
CO5	3	3	3	2	3	3	1

Sl NO	CONTENTS OF MODULE	Hrs	Cos
1	**Introduction to Mobile Computing** Technology- Fundamentals of Cellular Systems. Mobile Security Introduction- Security in Wireless network - Security in Ad-hoc Networking Technologies – Security in Mobile Agents - Security Protocols. Mobile Database: Introduction – Databases – Database Hoarding. Mobile Operating System: Introduction- Palm OS – Windows Mobile OS	**8**	**CO1**
2	**Wireless Architecture- GSM** Introduction- System Architecture – GSM Address and Identifiers – GSM Mobility Management. GPRS: Introduction- Benefits of GPRS - GPRP Architecture – GPRS Applications – Limitations of GPRS. WLL:	**8**	**CO2**

	Introduction – Configuration – Architecture – WLL technologies. VPN: Introduction – Goals of VPN – Types of VPN – Benefits. WiMAX: Introduction – Features – Architecture – Applications. Wi-Fi: Introduction – Working Concepts.		
3	**Introduction to WAP** History-WAP architecture - WAP Application - WAP development tools and software – Working with WML Interactivity - Forms and User Input – Adding functionality with WML script – Database Driven WAP – Dynamic WAP application – Converting existing websites to WAP.	**8**	**CO3**
4	**Green Computing** Green IT Fundamentals: Business, IT, and the Environment- Green Assets: Buildings, Data Centers- Socio-cultural aspects of Green IT – Green Enterprise Transformation Roadmap – Green Compliance: Protocols, Standards, and Audits – Emergent Carbon Issues: Technologies and Future- The Environmentally Responsible Business Strategies (ERBS)	**8**	**CO4**
5	**Security and Privacy** Privacy: What is Privacy – Data Life Cycle – Key Privacy Concerns – Who is responsible for protecting Privacy – Privacy Risk Management – Legal and Regulatory Implications Security Management: Standards – Security Management in the Cloud – Availability Management – Access Control.	**8**	**CO5**

TEXT BOOKS

1. Prashant Kumar Patra, sanjit Kumar Dash (2010). Mobile Cloud Computing SCITECH

2. Tim Mather – Subra Kumaraswamy – Shahed Latif (2010). Cloud Security and Privacy – OREILLY

3. WAP (2001) – A beginners guide – Dale Bulbrook – Tata McGraw Hill Edition

REFERENCES

1. Kumkum Garg (2010). Mobile Computing Theory and Practice Pearson 2010

2. Ronald L. Krutz and Russell Dean Vines(2010)- Cloud Secutrity — Wiley – India

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember							
Understand							
Apply							
Analyze							
Evaluate							
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

ENTERPRISE RESOURCE PLANNING

Course objectives :

- To understand the business process of an enterprise and to get an over view of the scope, benefits and the evolution of ERP.
- To discuss the ERP implementation methodology, different phases of implementation and maintenance of ERP.
- To introduce the emerging trends in ERP developments.

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

CO1	Describe the fundamental technology , issues in planning design and the implementation of ERP systems.
CO2	Analyse the business process and able to redesign and restructure the organisation.
CO3	Discuss the role of customers ,vendors and employees, the key issues, the implementation methodology and the guidelines for the ERP implementation.
CO4	Explain the post implementation phase ,success , failures and costs and risks of failure in ERP implementation.
CO5	Explore the emerging trends in ERP .

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	2	3	2	1
CO2	3	3	3	3	3	2	1
CO3	3	3	2	3	2	3	1
CO4	3	3	2	3	2	3	1
CO5	3	3	3	2	3	3	1

Sl NO	CONTENTS OF MODULE	Hrs	Cos

1	**Introduction** Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology – Issues to be consider in planning design and implementation of cross functional integrated ERP systems.	**8**	**CO1**
2	**ERP Solutions and Functional Modules** Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR, and best business practices - Business process Management, Functional modules.	**8**	**CO2**
3	**ERP Implementation** Planning Evaluation and selection of ERP systems - Implementation life cycle – ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation-Consultants, Vendors and Employees.	**8**	**CO3**
4	**Post Implementation** Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.	**8**	**CO4**
5	**Emerging Trends on ERP** Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies, cloud computing.- SAP modules	**8**	**CO5**

REFERENCES

1. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System,Wiley India,

2. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill,

3. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill,

4. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India,

5. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India.

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember							
Understand							
Apply							
Analyze							
Evaluate							

Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

BIG DATA TECHNOLOGY

Course Code : SYS301   **Credits   : 03**
L:P:T:S   : 2:1:0:0   **CIA Marks : 40**
Exam Hours : 03   **ESE Marks : 60**

Course objectives :

- To optimize business decisions and create competitive advantage with Big Data analytics.
- To explore the fundamental concepts of big data analytics and learn to analyze the big data using intelligent techniques.
- To analze the various search methods and visualization techniques.
- To introduce programming tools PIG & HIVE in Hadoop echo system.

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

CO1	Work with big data platform and explore the big data analytics techniques business applications.
CO2	Apply the fundamentals of various big data analytics techniques.
CO3	Analyze the HADOOP and Map Reduce technologies associated with big data analytics.
CO4	Design efficient algorithms for mining the data from large volumes
CO5	Differentiate various big data technologies like Hadoop , Pig, Hive, Hbase and No-SQL

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	2	3	2	1
CO2	3	3	3	3	3	2	1
CO3	3	3	2	3	2	3	1
CO4	3	3	2	3	2	3	1
CO5	3	3	3	2	3	3	1

Sl NO	CONTENTS OF MODULE	Hrs	Cos
1	**Introduction to Big Data-** Introduction-distributed file system-Big Data and its importance, Four Vs, Drivers for Big Data, Big data analytics, Big data application. Algorithms using map reduce, Matrix-Vector Multiplication by Map Reduce.	8	CO1
2	**Introduction Hadoop** Big Data- Apache Hadoop & Hadoop Ecosystem- Moving Data in and out of Hadoop- Understanding inputs and outputs of Map Reduce- Data Serialization.	8	CO2
3	**Hadoop Architecture** Hadoop Architecture, Hadoop Storage: HDFS, Common Hadoop Shell commands, Anatomy of File Write and Read., NameNode, Secondary NameNode, and DataNode, Hadoop Map reduce paradigm, Map and Reduce tasks, job, Task trackers- Cluster Setup- SSH & Hadoop Configuration – HDFS Administering- Monitoring & Maintenance.	8	CO3
4	**Hadoop Ecosystem And Yarn** Hadoop ecosystem components- Schedulers- Fair and Capacity, Hadoop 2.0 New Features- Name Node High Availability, HDFS Federation. MRv2, YARN, Running MRv1 in YARN	8	CO4
5	**Hive and Hive Ol, HBase** Hive Architecture and Installation, Comparison with Traditional Database, HiveQL- Querying Data- Sorting and Aggregating, Map Reduce Scripts, Joins & Sub queries, Hbase concepts-Advanced usage, schema design, advance indexing-PIG, Zookeeper- How it helps in monitoring a cluster, Hbase uses zookeeper and how to build application with zookeeper.	8	CO5

References:

1. Boris Lunlinsky, Kevin.T.Smith, Alexey Yakubovich, "Professional Hadoop Solutions", Wiley.
2. Chris Eaton, Dirk Deroos et al., "Understanding Big Data", McGraw Hill,2012.
3. Tom White, "HADOOP: The definitive Guide", O Reilly 2012.
4. Frank J Ohlhorst "Big Data Analytics: Turning Big Data into Big Money", Wiley and SAS Business Series, 2012
5. Colleen Mccue, "Data Mining and Predictive Analysis: Intelligence Gathering and Crime Analysis", Elsevier, 200

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember							
Understand							
Apply							
Analyze							
Evaluate							
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

DATA MINING AND WAREHOUSING

Course Code : SYS 302		**Credits**	**: 03**
L:P:T:S : 2:1:0:0		**CIA Marks**	**: 40**
Exam Hours : 03		**ESE Marks**	**: 60**

Course Objectives:

- Apply and implement classical models and algorithms in data warehouses and data mining
- Master data mining techniques in various applications like social, scientific and environmental context.
- Develop skill in selecting the appropriate data mining algorithm for solving practical problems.

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

CO1	Analze the basic concepts of data warehousing and the required skills to develop and use them.
CO2	Apply the methods and techniques for preprocessing of data.
CO3	Describe the designing of Data Warehousing to solve the root problems.
CO4	Explain different methodologies used in data mining and data ware housing
CO5	Compare different approaches of data ware housing and data mining with various technologies.

Mapping of Course Outcomes to Program Outcomes:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**
CO1	3	3	3	2	2	3	1
CO2	3	3	2	2	3	2	1
CO3	3	3	2	3	3	2	1
CO4	3	3	2	2	2	2	2
CO5	3	3	3	3	3	3	2

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	**Introduction** Introduction: The Evolution Of Data Warehousing (The Historical Context), The Data Warehouse - A Brief History, Characteristics, Operational Database Systems and Data Warehouse (OLTP & OLAP), Today's Development Environment.	9	CO1

2	**Data Processing** Data Marts, Metadata, Multidimensional Data Models: Types of Data and Their Uses, from Tables and Spreadsheets to Data Cubes, Identifying Facts and Dimensions, Designing Fact Tables	**8**	**CO2**
3	**Data warehouse** Principles of Data Warehousing(Architecture and Design Techniques):System Processes, Data Warehousing Components, Architecture for a warehouse, Three-tier Data Warehouse Architecture, Steps for the design and construction of Data Warehouses	**8**	**CO3**
4	**Data Mining** Data Mining: Introduction: Motivation, Importance, Knowledge Discovery Process, KDD and Data Mining, Classification of data mining systems, Major issues, from Data warehousing to data Mining.	**7**	**CO4**
5	**Data Integration** Data Integration and Transformation, Data Reduction, Data Warehouse and OLAP Technology for Data Mining: data warehouse, Architecture, Implementation, Data warehouse usage.	**8**	**CO5**

Text Book

1. Krzysztof J. Cios, WitoldPedrycz, Roman W. Swiniarski, "Data mining: A Knowledge Discovery Approach" ,Springer, 2007.

References

1 .Hand D. J. , HeikkiMannila, PadhraicSmyth, "Principles of data mining"MIT Press, 2001.
2. SoumenChakrabarti, Earl Cox, Ian H. Witten, Morgan Kaufmann, "Data mining: know it all ",2008

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember							
Understand							
Apply							
Analyze							
Evaluate							
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

CLOUD COMPUTING

Course Code : SYS 302   **Credits   : 03**
L:P:T:S   : 2:1:0:0   **CIA Marks : 40**
Exam Hours : 03   **ESE Marks : 60**

Course objective :

To provide comprehensive and in-depth knowledge of Cloud Computing concepts, technologies, architecture and researching state-of-the-art in Cloud Computing fundamental issues, technologies, applications and implementations.

To provide the basic ideas and principles in data center design; cloud management techniques and cloud software deployment considerations

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

CO1	Describe the key technologies, architecture, strengths, limitations and applications of cloud computing and explain the types and service models of cloud.
CO2	Deploy applications over commercial cloud computing infrastructures such as Amazon Web Services, Windows Azure, and Google AppEngine.
CO3	Communicate through cloud for the management and improvement of business or an organisation.
CO4	Understand different CPU, memory and I/O virtualization techniques that serve in offering software, computation and storage services on the cloud
CO5	Describe the core issues such as security, privacy, and interoperability in cloud platform.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	2	3	2	1
CO2	3	3	3	3	3	2	1
CO3	3	3	2	3	2	3	1
CO4	3	3	2	3	2	3	1
CO5	3	3	3	2	3	3	1

Sl NO	CONTENTS OF MODULE	Hrs	Cos
1	Cloud-definition, Benefits, Usage Scenarios, History of Cloud Computing - Cloud Architecture - Types of Clouds - Business models around Clouds – Major Players in Cloud Computing - Issues in Clouds - Eucalyptus - Nimbus - Open Nebula, CloudSim.	8	CO1
2	Types of Cloud services: Software as a Service - Platform as a Service – Infrastructure as a Service - Database as a Service - Monitoring as a Service – Communication as services. Service Providers- Google, Amazon, Microsoft Azure, IBM, Salesforce.	8	CO2
3	Email Communication over the Cloud - CRM Management - Project Management- Event Management - Task Management – Calendar - Schedules - Word Processing – Presentation – Spreadsheet - Databases – Desktop - Social Networks and Groupware.	8	CO3
4	Need for Virtualization – Pros and cons of Virtualization – Types of Virtualization –System Vm, Process VM, Virtual Machine monitor – Virtual machine properties - Interpretation and binary translation, HLL VM - Hypervisors – Xen, KVM , VMWare, Virtual Box.	8	CO4
5	Security in Clouds: Cloud security challenges – Software as a Service Security, Common Standards: The Open Cloud Consortium – The Distributed management Task Force – Standards for application Developers – Standards for Messaging – Standards for Security, End user access to cloud computing, Mobile Internet devices and the cloud.	8	CO5

Text Books

1. John Rittinghouse & James Ransome, Cloud Computing, Implementation, Management and Strategy, CRC Press, 2010.
2. Michael Miller, Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Que Publishing, August 2008.
3. James E Smith, Ravi Nair, Virtual Machines, Morgan Kaufmann Publishers, 2006.

Reference Books

1. David E.Y. Sarna Implementing and Developing Cloud Application, CRC press 2011.
2. Lee Badger, Tim Grance, Robert Patt-Corner, Jeff Voas, NIST, Draft cloud computing synopsis and recommendation, May 2011.
3. Anthony T Velte, Toby J Velte, Robert Elsenpeter, Cloud Computing : A Practical Approach, Tata McGraw-Hill 2010.
4.Haley Beard, Best Practices for Managing and Measuring Processes for On demand Computing, Applications and Data Centers in the Cloud with SLAs, Emereo Pty Limited, July 2008.
5.G.J.Popek, R.P. Goldberg, Formal requirements for virtualizable third generation Architectures, Communications of the ACM, No.7 Vol.17, July 1974.

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember							
Understand							
Apply							
Analyze							
Evaluate							
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

SUPPLY CHAIN MANAGEMENT

TRANSPORTATION AND WAREHOUSING MANAGEMENT

Course Code : SCM402	**Credits :03**
L:T:P:C : 3:0:0:3	**CIA Marks :40**
Exam Hours : 03	**SEE Marks : 60**

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

CO1	Apply the flow of goods, Ordering rules and Information transmittal methods.
CO2	Evaluate the different types of transportation and Insurance procedure to ship the goods.
CO3	Plan Warehouse and Logistics operations for optimum utilization of resources. Learn more about technology enabled fulfillment centers.
CO4	Analyze and Interpret different types of Machinery used to process materials and for stock storage and revival.
CO5	Apprehend different Transportation and Warehousing Management System and its usage in Shipment of goods.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	-	-	-	-	-	-	-
CO2	2	-	-	1	-	2	-	-
CO3	2	-	-	2	-	2	1	1
CO4	2	-	-	2	-	1	1	1
CO5	2	3	-	-	-	2	1	-

Si. No	CONTENTS OF MODULE	Hrs	COs
1	**Unit I:** Information flows and order processing--Sales order-inventory interface procedures, Order information transmittal methods, Ordering rules, Schedule supplies for production/operations.	9	CO1

	Unit II:		
2	Transportation—Modes and transport service selection, Outbound Shipments to Customers, inbound Shipments from Vendors, Freight Bills and Freight Claims, Carrier routing, Vehicle scheduling, Equipment selection, Claims processing, Rate auditing	**9**	**CO2**
3	Unit III: Warehousing—Types of warehouses, Space determination, Functions & operations of a warehouse--- consolidation, Break-bulk, Cross docking , Mixing, Assembly, Stock placement, packaging, racking, safety, quality, labor efficiency, layout and design, Reverse logistics and returned goods processing, Picking by FIFO, FEFO, LIFO, LEFO, expiration date, Pick Pack and Delivery Fulfillment, Inventory & Shelf Life Management Stock layout and dock design	**9**	**CO3**
4	Unit IV: Materials handling--- Equipment selection, Equipment replacement policies, Order-picking procedures, Stock storage and retrieval	**9**	**CO4**
5	Unit V: Transportation Management Systems (TMS) and Warehousing Management Systems (WMS), GPS & Communication Applications in Transport, Navigation & Fleet Management Using GPS	**9**	**CO5**

TEXT BOOKS:

1. Michael Hary, Baston Aweitz And Ajay Pandit, Retail Management, Tata McGraw Hill, 6th Ed 2007
2. Ogden, Integrated Retail Management, Biztranza India 200

REFERENCE BOOKS:
1. Patrick M Dunne And Rober F Lusch, Retailing Thomas Learning,4th Edition 2008
2. Chetan Bajaj, Rajnish Tow And Nidhi,V.Srivatsava Retail Management, Oxford University Press,2007
3. Swapna Pradhan, Retail Management-Text And Cases Tata McGraw Hill, 2nd Edition 2008

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					

Apply	2	2	2	2			
Analyze	3	2	3	3			Case Studies
Evaluate		2			5		
Create						Modes of transportation	

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

INTEGRATED SUPPLY CHAIN MANAGEMENT

Course Code : SCM -301		**Credits**	**: 03**
L:P:T:S : 3:0:0:0		**CIA Marks**	**: 40**
Exam Hours : 03		**ESE Marks**	**: 60**

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

CO1	Recollect the implications of SCM, network design decisions and models and scheming distribution network in supply chain management
CO2	Asses the sourcing decisions in supply chain boons and banes of 3 PL/4PL and various types of RSP.
CO3	Understand the tools and techniques useful in implementing supply chain management
CO4	Analyze and appraising the performance of supply chain to control it effectively.
CO5	Understand the key concepts and techniques that will allow you to analyze, manage and improve supply chain processes for different industries and markets.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	2	2	2	2	1
CO2	3	3	2	2	2	1	1
CO3	3	3	2	2	2	2	1
CO4	3	3	2	3	2	3	2
CO5	3	3	3	2	3	3	2

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	The Role of Supply chain management in economy & organization– evolution, key concepts & importance of supply chain, Indian scenario in supply chain, Enablers of Supply Chain performance, Supply Chain Drivers and Metrics, Supply Chain performance Measures, Customer service & cost trade-offs	8	CO1
2	Sourcing decisions in supply chain- supplier assessment & selection, design collaboration, procurement process ; Outsourcing-make vs buy. – 3PL & 4PL 5PL	8	CO2
3	Managing Information flow in supply chains, Demand forecasting- qualitative, quantitative, time-series, behavioral issues ; Role of IT in supply chain—CRM, supplier relationships, Transaction execution, decision support ; E-Business & supply chain; emerging technologies	8	CO3

	such as radio-frequency identification (RFID), electronic product code (EPC), and voice directed activities		
4	Managing material flow in Supply Chain—Inventory management & control, Warehousing – Strategic issues – Economic benefits, Service benefits ; Transportation in a Supply chain– Drivers of transportation decisions, Modes of Transportation– Design Options for a Transportation network , Vehicle scheduling, Transportation costs & E- Retailing, Network design in the supply chain.	**8**	**CO4**
5	Supply chain integration—internal & external integration, relationships building; Supply chain restructuring—postponement; Agile supply chain; Pricing & revenue management, Conflict resolution in supply chain.	**8**	**CO5**

Text Books :
1. Supply Chain Management-Text & Cases, Janat Shah, Pearson, 2009
2. Supply Chain Management--Strategy, Planning and Operation, Sunil Chopra, Peter Meindl, D.V.Kalra, Pearson Education, India

References
1. Supply Chain Logistics Management , Donald J. Bowersex, David J. Closs, M. Bixby Cooper, Tata McGraw – Hill Publishing co Ltd, New Delhi.
2. Modeling the Supply Chain, Jeremy F. Shapiro, Massachusetts Institute of Technology, Published by Thomson India Edition, India.
3. Supply Chain Management , Stanley E . Fawcett, Lisa M. Ellaram, Jeffrey A Ogdan Pearson Education, India
4. Designing & Managing the Supply Chain, Simchi-Levi, Kaminski & Simchi-Levi, Tata McGraw Hill, 2004
5. Logistics and Supply Chain Management, authored by Anurag Saxena, Ph D, Lt. Col Kaaushik Sircar, published by Jaico Publishing House, India.
6. Supply Chain Management – A Logistics Perspective, Coyle, Bardi, and Langley 8th Edition, South- Western Thompson Learning (2008) ISBN 0-324-37692-8

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					

Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3			Case Studies
Evaluate		2			5		
Create						Emerging Technology	

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

PURCHASING MANAGEMENT

Course Code : SCM301		**Credits**	**: 03**
L:P:T:S : 3:0:0:0		**CIA Marks**	**: 40**
Exam Hours : 03		**ESE Marks**	**: 60**

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

CO1	Learn to analyze and develop a company's purchasing processes and organization
CO2	Understand the companies' purchasing decisions and to compare Local, Nation wide and World wide suppliers
CO3	Understand the role of purchasing in successful cooperation between companies
CO4	Design purchasing profit centric models and perform cost analysis
CO5	Know the best practices in Negotiations, ethics in purchasing and code of conduct for suppliers

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	2	3	2	1
CO2	3	3	3	3	3	2	1
CO3	3	3	2	3	2	3	3
CO4	3	3	2	3	2	3	3
CO5	3	3	3	2	3	3	2

Sl NO	CONTENTS OF MODULE	Hrs	Cos
1	Purchasing -- policy & procedures, purchasing cycle, purchase orders, Purchasing tools & techniques (ABC, VED, HML, FSN), Purchasing related information system, E-purchase, Purchasing organization. Purchasing of services.	8	CO1

2	Supply management, Local Vs National suppliers, Distributor Vs Direct supply, Single Vs multiple sourcing, Commodity strategy development, Public purchasing, outsourcing, Worldwide Sourcing— foreign Vs developing countries, Just In time and lean thinking, managing supply chain risks & disruptions, Creating purchasing dashboard,	**8**	**CO2**
3	Supplier Selection, Evaluation, Classification and Development – location, reserve capacity, technological capability, inspection, labor relations, warranty, Supplier scorecard, Supplier development and new product development.	**8**	**CO3**
4	Strategic Cost Mgt, Price/Cost Analysis, Total cost of Ownership— usefulness and limitations, Purchasing profit center models,	**8**	**CO4**
5	Negotiation, Contract Management, Best practices in negotiations, contracts etc., suppliers as partners, Ethics in Purchasing, Supplier code of conduct.	**8**	**CO5**

REFERENCES

1. Purchasing & Supply Chain Management, 4th ed., Monczka, Handfield, Giunipero, Patterson, Southwestern/Cengage Learning (2009), ISBN: 0324381344

2. Purchasing and Supply Chain Management, Kenneth Lysons; Brian Farrington, ISBN 10: 0273694383 / 0-273-69438-3 , ISBN 13: 9780273694380

3. World Class Supply Management, Burt, Dobler, and Starling, 7th edition

4. Purchase and Supply Chain Management, Benton Jr, W.C, McGraw-Hill, second ed., 2010

5. Purchasing and Supply Chain Management, Monczka, Robert; Trent, Robert; and Handfield, Robert, 3rd Edition, 2004, Cincinnati: South-Western. ISBN 0-538-81495-0.

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)

Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3			Case Studies
Evaluate		2			5		
Create						Vendor Analysis	

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

INTERNATIONAL LOGISTICS AND MANAGEMENT OF GLOBAL SUPPLY CHAIN

Course Code : SCM301		**Credits : 03**	
L:P:T:S : 3:0:0:0		**CIA Marks : 40**	
Exam Hours : 03		**ESE Marks : 60**	

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

CO1	Analyse the global movement of goods and compare the size of Industry with different Industries.
CO2	Evaluate the low cost sourcing from different countries and their challenges faced.
CO3	Implement Green supply chain movement of goods.
CO4	Design Global network to achieve Seamless performance across the market.
CO5	Design Supply chain mapping for the process.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	-	-	-	-	1	-	1
CO2	2	-	-	-	-	-	2	-
CO3	2	-	-	3	-	-	3	-
CO4	-	-	-	2	-	1	-	-
CO5	-	-	-	-	-	-	-	1

Si. No	CONTENTS OF MODULE	Hrs	Cos
1	Global supply chain – its importance– Supply Chain Management and Logistics in a Global economy – Stages in International Development - export / import, Terms and conditions of purchase of sales (including INCOTERMS, method of payment, etc.), Quality considerations (e.g. ISO9000, industry quality specifications, etc, Transportation modes and costs, · Security issues, · Packing requirements (i.e. regulatory, preservation of cargo types of containers, packing materials,etc.), Insurance and transportation liability regimes	8	CO1
2	International Sourcing – Rationale for low cost country sourcing – Challenges for Low Cost Country Sourcing, Calculation of landed costs , total cost approach , issues of contract administration, location, and evaluation of foreign suppliers, exchange fluctuations, customs procedures, and related topics – Guidelines for Sourcing , 3PL, 4PL . Trade agreements between countries, WTO,	8	CO2

3	Green sustainable supply chain, Environmentally Sustainable Purchasing, Green Transportation, Forces Shaping Today's Supply chain Environment, competitive Pressure, Corporate Social responsibility, Customer expectations, Role Shifting, Financial Pressure, Global capacity, Globalization, Mergers and Acquisitions, Technological innovation, Time compression	8	CO3
4	Designing a Global Network --Establish a Triadic Presence, Achieve Seamless Performance Across Markets, Extend Reach Through Alliances, compete in Competitor's Home Market, Coordinate Global Activities, , Coordination and Control through Information Technology	8	CO4
5	Supply Chain Mapping– Importance of Supply Chain Design – Process mapping – Process Analysis – Supply chain Design – Supply chain Mapping approaches	8	CO5

References

1. Purchasing & Supply Chain Management, 4th ed., Monczka, Handfield, Giunipero, Patterson, Southwestern/Cengage Learning (2009), ISBN: 0324381344

2. Purchasing and Supply Chain Management, Kenneth Lysons; Brian Farrington, ISBN 10: 0273694383 / 0-273-69438-3 , ISBN 13: 9780273694380

3. World Class Supply Management, Burt, Dobler, and Starling, 7th edition

4. Purchase and Supply Chain Management, Benton Jr, W.C, McGraw-Hill, second ed., 2010

5. Purchasing and Supply Chain Management, Monczka, Robert; Trent, Robert; and Handfield, Robert, 3rd Edition, 2004, Cincinnati: South-Western. ISBN 0-538-81495-0

ASSESSMENT PATTERN

CIA- Continuous Internal Assessment (40 Marks)

BLOOM'S CATEGORY MARKS (OUT OF 40)	CIA (7)	MODEL (10)	ASSIGNMENT (5)	PRESENTATION (5)	CLUB ACTIVITY (5)	OTHER ACTIVITIES (PLS SPECIFY)	
						(4)	(4)
Remember	2	2					
Understand		2					
Apply	2	2	2	2			
Analyze	3	2	3	3			Case Study
Evaluate		2			5		

						Designing Global Supply Chain Network	
Create							

ESE- End Semester Examination (60 Marks)

Bloom's Category	Test
Remember	6
Understand	8
Apply	14
Analyze	22
Evaluate	24
Create	26

PAPER 1: MANAGING NEW BUSINESS INITIATIVES

Objective: This paper provides a step-by-step process for managing innovation and entrepreneurship in an organization in both turbulent and stable economic times. It demonstrates the students how to manage innovation on a day-to-day basis--using a wide range of real world scenarios and the opportunities available Globally.

Content

Unit I

The Entrepreneurial/Innovative Economy-Creativity and Innovation-Building Innovation and Entrepreneurship strategic-Design Thinking-Aspects of Design Thinking-Future Thinking

Unit II

Developing New Product, Service and Ventures-Business Plan-Innovation Strategy and Sources of Innovation-Technology Change and Emerging Technologies

Unit III

Data-Driven Decisions and The Lean Startup-Business Model Canvas and Value Proposition Design-Industry, Feasibility and Market Analysis

Unit IV

Organisational Structure, People and Processes-Entrepreneurial Financing-Protecting your Innovation-Pitching and Presenting your business or innovation

Unit V

International and Domestic Innovation- Change in Business Environment-Global Market-International opportunities for Innovation and Entrepreneurship-Performance Measures of Innovation and Entrepreneurship.

REFERENCE:

- Robert D Hisrich; Claudine, Kearney, Managing innovation and entrepreneurship, Sage Publication, 2014
- Peter Drucker, Innovation and Entrepreneurship, Butterworth Heinemann Publication, ISBN 978-0750685085, 2007
- David Smith, Exploring Innovation, 2ⁿᵈ Edition, McGraw-Hill, ISBN 978-0-077-12123-5, 2009

Paper 2: Management Practices for Family Businesses

Objective: This subject covers the most important managerial challenges facing family businesses. The students will understand the differences between family and nonfamily businesses and the unique nature of family businesses.

Content

Unit I

Defining Family Business-Types of family involvement-Economic Contribution of family firm-Strength and Weakness of family business-Governance of family firm-Ownership-Corporate Governance

Unit II

Strategic Management in Family firm-Socioemotional wealth (SEW)-Competitive advantage of the family business-Branding-Paradox perspective

Unit III

Succession in the Family firm-Opportunities and Challenges of Succession option-Succession process-Valuing the firm-Financing the Succession-ESOP

Unit IV

Financial Management in Family Business-Family Equity-Leverage, risk and firm value-Value Management-Key Financial Indicators

Unit V

Relationships and Conflicts in the family firm-Types of Conflict-Conflict Management Style-Communication strategies

REFERENCE

- Thomas Zellweger, Managing the Family Business Theory and Practice, Edward Elgar Publishing, ISBN 9781783470716, 1783470712, 2017
- Keanon Alderson, Understanding the Family Business, Business Expert Press, 2011

PAPER 3: PROJECT MANAGEMENT

Objectives: The course is intended to develop the knowledge of the students in the management of projects, special emphasis will be provided on project formulation as also on various tools and techniques for project appraisal and control so that they are able to draft the project proposal in any area of management and evaluate the worth of projects.

Content

Unit I

Concept of project: Basic concepts, classification, characteristics of project, Project life cycle, Project management, Tools & Techniques of project management, project organization.

Unit II

Organizational Capability-Structure, Culture, and Roles-Types of Organizational Structures-Organizational Culture and Its Impact on Projects-Agile Project Management- Traditional Project Executive Roles-Traditional Project Management Roles

Unit III

Leading and Managing Project Teams-Acquire,Develop and Manage Project Team-Relationship Building Within the Core Team-Managing Project Conflicts-Scope Planning-Work Breakdown Structure (WBS)-Plan Schedule Management- Show the Project Schedule on a Gantt Chart-Resource Management

Unit IV

Budgeting Projects- Estimate Cost-Establishing Cost Control-Plan Risk Management-Risk Analysis-Development of Contemporary Quality Concepts-Develop Project Management Plan

Unit V

Determining Project Progress and Results-Plan Procurement Management-Improving Project Supply Chains-Project Balanced Scorecard Approach-Finishing the Project and Realizing the Benefits

REFERENCE

- Timothy J. Kloppenborg, Vittal S. Anantatmula, Kathryn Wells, Contemporary Project Management, 4th Edition, Cengage India Publishing, 2019
- Dr. Sanjiv MarwahMarwah, Project Management, Dreamtech Press, 2011
- Chaturvedi & Jauhari-Project Management, Himalaya Publishing, 1st Edition, 2016

4ᴛʜ SEMESTER

PAPER 4: MANAGING STARTUPS

Objective: Entrepreneurship is a fast-growing and ever-changing discipline. Of late,people of all ages, backgrounds, and nationalities are launching businesses of their own and, in the process, are reshaping the world's economy. The objective of this paper is to provide the possibilities, the challenges, and the rewards of owning their own business and to provide the tools they will need in order to be successful if they choose the path of entrepreneurship.

Content:

Unit I

The Challenge of Entrepreneurship-The Foundations of Entrepreneurship- Ethics and Social Responsibility: Doing the Right Thing-Inside the Entrepreneurial Mind: From Ideas to Reality

Unit II

The Entrepreneurial Journey Begins-Conducting a Feasibility Analysis and Designing a Business Model-Crafting a Business Plan and Building a Solid Strategic Plan- Forms of Business Ownership and Buying an Existing Business- Franchising and the Entrepreneur

Unit III

Launching the Business-Building a Powerful Bootstrap Marketing Plan- E-Commerce and the Entrepreneur-Pricing and Credit Strategies-Creating a Successful Financial Plan-Managing Cash Flow

Unit IV

Putting the Business Plan to Work: Sources of Funds- Sources of Financing: Equity and Debt- Choosing the Right Location and Layout-Global Aspects of Entrepreneurship-Building a New Venture Team and Planning for the Next Generation

Unit V

Strategic Planning and Supply Chain Management-Sourcing and procurement Methods-Demand Planning and Forecasting-Logistics and Distribution Optimization of the product.

REFERENCE:

- Thomas W. Zimmerer, Norman M. Scarborough, Essentials of Entrepreneurship and Small Business Management, 5ᵗʰ Edition, Pearson Publishing, 1997
- P. Narayana Reddy, Entrepreneurship: Text and Cases, Cengage Learning, 2010

PAPER 5 : FINANCING NEW VENTURES

Objective: Successfully Launching New Ventures explores the allure of entrepreneurship, teaching students how to successfully launch and grow their own business. This paper examines both the excitement and difficulty of launching a new company and the financial requirements.

Unit I

Introduction to Entrepreneurship-characteristics of an entrepreneur, Entrepreneurial scene in India. . Types of entrepreneurship, social entrepreneurship, life cycle in entrepreneurship, general myths about entrepreneurship, Importance of business plan

Unit II

Developing successful Business ideas-Recognizing Opportunities and Generating Ideas-Feasibility Analysis-Developing an Effective Business Model- Industry and Competitor Analysis- Writing a Business Plan

Unit III

Moving from an idea to an Entrepreneurial firm-Preparing the Proper Ethical and Legal Foundation-Assessing a New Venture's Financial Strength and Viability-Building a New-Venture Team-Getting Financing or Funding

Unit IV

Managing and growing an Entrepreneurial firm-Unique Marketing Issues-The Importance of Intellectual Property-Preparing for and Evaluating the Challenges of Growth-. Strategies for Firm Growth- Franchising

Unit V

Funds for Social Innovations-Different ways to get funding :Business plan competitions, challenges and winning awards-Seed stage and angel funding-Grants and donations-Crowd funding-Social enterprise incubators-Social Venture Capital firms-Debt Financing –Loan Guarantees – Pooling –Social Impact Bonds – Micro Finance – Others

REFERENCE:

- Bruce R. Barringer, R. Duane Ireland, Entrepreneurship: Successfully Launching New Ventures, 6ᵗʰ Edition, Pearson Education, 2020
- Kathleen R Allen, New Venture Creation, 6ᵗʰ Edition,South Western, 2012

PAPER 6 : SOCIAL ENTREPRENEURSHIP

Objective: To provide knowledge about The Social Entrepreneurship Help students to develop "a Social entrepreneurial imagination and to bring out the practice of Social Entrepreneurship in India".

Content

Unit I

Social Entrepreneur, Social Entrepreneurship and Social Enterprises-Meaning, definition: Social entrepreneur, social entrepreneurship, social enterprises. Characteristics of Social Entrepreneurship-Characteristics of Social Entrepreneur- social catalysts, socially aware, opportunity seeking, innovative, resourceful, accountable. Differences between Business and Social entrepreneur, Entrepreneurship and Social Entrepreneurship. Social Entrepreneurship in developing countries and in India.

Unit II

The Social Entrepreneurship Process-Social Entrepreneurship Framework-Qualities and Skills of Social Entrepreneur-Challenges in Social Entrepreneurship-Concept on entrepreneurial strategy-Developing an Entrepreneurial Competitive Strategy

Unit III

Systems Thinking and Social Innovation-Social Innovation and the Enabling Environment , Strategic Approaches to Social Innovation - Social Intrapreneurship, CSV & B-Corps. Agripreneurship

Unit IV

Funds for Social Innovations-Different ways to get funding :Business plan competitions, challenges and winning awards-Seed stage and angel funding-Grants and donations-Crowd funding-Social enterprise incubators-Social Venture Capital firms-Debt Financing –Loan Guarantees – Pooling –Social Impact Bonds – Micro Finance – Others

Unit V

Strategic Leadership -Leadership in a Diverse World - Developing Leaders and Planning Succession Leadership Issue for Future Entrepreneurs

REFERENCE

- Robert A. Philips Margret Bonefiel Ritesh Sharma, Social entrepreneurship, the next big business opportunity Global Vision Publishing House, New Delhi, 2011
- Stephen Goldsmith, The Power of Social Innovation: How Civic Entrepreneurs Ignite Community Networks for Good, 1st Edition, 2010.
- Lichtenstein & Plowman, The Leadership of Emergence: A Complex Systems Leadership Theory of Emergence at Successive Organizational Levels Identifying Entrepreneurial Leadership in Practice & Process: Forging a New Path, May 29, 2009

INTERNSHIPS AND PROJECTS

			L	T	P	C
MBA-398	INTERNSHIP-1–(DEC-JAN- 4 WEEKS)	**MBA**	-	-	**4**	**4**
MBA 399	INTERNSHIP 2 –(MAY-JUN – 4 WEEKS)	**MBA**	-	-	**4**	**4**
MBA-499	FINAL PROJECT –(DEC-JAN- 8 WEEKS)	*MBA*	-	-	*8*	*8*

An internship or project is an opportunity for students to apply their theoretical concepts to real life situations in the work place.

Internship I AND II:

- The student will be acquiring skills and hands on work experience during the internship.

- The following parameters will be used to evaluate the internship: Industry knowledge, Process knowledge, Skills acquired, Independent handling of processes or functions, application of theory to practice and Activity Time Sheet and daily attendance to be maintained by the Company Project Guide.

- The internship will be evaluated based on a presentation and study report.

Final Project :

- A problem should be defined, objectives set, data has to be collected and analyzed using statistical tools and techniques, inferences drawn and recommendations made. A 75 to 100 pages Research Report should be submitted at the end of the Final Project .

- The Project will be evaluated for the quality of Research undertaken and the quality of problem solving accomplished.

- The Project will be evaluated based on a viva voce and the Research Project report.

SYLLABUS FOR BUSINESS ANALYTICS (ISDC)

Module 1: Statistics with R

Module Overview

The following module comprises of R programming basics and application of several Statistical Techniques using it. The module aims to provide exposure in terms of Statistical Analysis, Hypothesis Testing, Regression and Correlation using R programming language.

Learning Objectives

The objective of this module to make students exercise the fundamentals of statistical analysis in R environment. They would be able to analysis data for the purpose of exploration using Descriptive and Inferential Statistics. Students will understand Probability and Sampling Distributions and learn the creative application of Linear Regression in multivariate context for predictive purpose.

Learning Outcomes

After the successful completion of this module, students will be able to:

• Install, Code and Use R Programming Language in R Studio IDE to perform basic tasks on Vectors, Matrices and Data frames.

• Describe key terminologies, concepts and techniques employed in Statistical Analysis.

• Define, Calculate, Implement Probability and Probability Distributions to solve a wide variety of problems.

• Conduct and Interpret a variety of Hypothesis Tests to aid Decision Making.

• Understand, Analyse, Interpret Correlation and Regression to analyse the underlying relationships between different variables.

Unit I

Introduction to R Programming

R and R Studio, Logical Arguments, Missing Values, Characters, Factors and Numeric, Help in R, Vector to Matrix, Matrix Access, Data Frames, Data Frame Access, Basic Data Manipulation Techniques, Usage of various apply functions – apply, lapply, sapply and tapply, Outliers treatment.

Unit II

Descriptive Statistics

Types of Data, Nominal, Ordinal, Scale and Ratio, Measures of Central Tendency, Mean, Mode and Median, Bar Chart, Pie Chart and Box Plot, Measures of Variability, Range, Inter-Quartile-Range, Standard Deviation, Skewness and Kurtosis, Histogram, Stem and Leaf Diagram, Standard Error of Mean and Confidence Intervals.

Unit III

Probability, Probability& Sampling Distribution

Experiment, Sample Space and Events, Classical Probability, General Rules Of Addition, Conditional Probability, General Rules For Multiplication, Independent Events, Bayes' Theorem, Discrete Probability Distributions: Binomial, Poisson, Continuous Probability Distribution, Normal Distribution & t-distribution, Sampling Distribution and Central Limit Theorem.

Unit IV

Statistical Inference and Hypothesis Testing

Population and Sample, Null and Alternate Hypothesis, Level of Significance, Type I and Type II Errors, One Sample t Test, Confidence Intervals, One Sample Proportion Test, Paired Sample t Test, Independent Samples t Test, Two Sample Proportion Tests, One Way Analysis of Variance and Chi Square Test.

Unit V

Correlation and Regression

Analysis of Relationship, Positive and Negative Correlation, Perfect Correlation, Correlation Matrix,

Scatter Plots, Simple Linear Regression, R Square, Adjusted R Square, Testing of Slope, Standard Error of Estimate, Overall Model Fitness, Assumptions of Linear Regression, Multiple Regression, Coefficients of Partial Determination, Durbin Watson Statistics, Variance Inflation Factor.

References

1. Ken Black, 2013, *Business Statistics*, New Delhi, Wiley.

2. Lee, Cheng. et al., 2013, *Statistics for Business and Financial Economics*, New York: Heidelberg Dordrecht.

3. Anderson, David R., Thomas A. Williams and Dennis J. Sweeney, 2012, *Statistics for Business and Economics*, New Delhi: South Western.

4. Waller, Derek, 2008, *Statistics for Business*, London: BH Publications.

5. Levin, Richard I. and David S. Rubin, 1994, *Statistics for Management*, New Delhi: Prentice Hall.

Module 2: Python Programming

Module Overview

Python Programming module is intended for students who wish to learn the Python programming language. This module is highly important so as to proceed with this programme. The module comprises of Programming basics with regards to Python Language such as Data Types, Operators, Functions, Classes and Exception Handling.

Learning Objectives

This module will help students gain much needed knowledge pertaining to Python Programming, so as to prepare them for the advanced modules such as ML. Python scripting is user-friendly and is the most used language in industry when it comes to designing and scripting applications with respect to Emerging Technologies.

Learning Outcomes

Upon successful completion of this module, students should be able to:

• To understand why Python is a useful scripting language.

• To learn how to use lists, tuples, and dictionaries in Python programs.

• To learn how to write loops and decision statements in Python.

• To learn how to write functions and pass arguments in Python.

• To learn how to design object-oriented programs with Python classes.

• To learn how to use exception handling in Python applications for error handling.

Unit I

Introduct

ion

History of Python, Need of Python Programming, Applications Basics of Python Programming Using the REPL(Shell), Running Python Scripts, Variables, Assignment, Keywords, Input-Output, Indentation.

Unit II

Types, Operators and Expressions

Types - Integers, Strings, Booleans; Operators- Arithmetic Operators, Comparison (Relational) Operators, Assignment Operators, Logical Operators, Bitwise Operators, Membership Operators, Identity Operators, Expressions.

Unit III

Data Structures and Control Flow

Lists, Operations, Slicing, Methods, Tuples, Sets, Dictionaries, Sequences, Comprehensions, Conditional blocks using If, Else and El-if, For Loop, For loop using Ranges, String, list and Dictionaries, While Loop, Loop Manipulation using Pass, Continue, Break and Else, Conditional and Loops Block.

Unit IV

Functions Modules and Packages

Defining Functions, Calling Functions, Passing Arguments, Keyword Arguments, Default Arguments, Variable-length arguments, Anonymous Functions, Function Returning Values, Scope of the Variables in a Function - Global and Local Variables. Creating modules, Name Spacing, Introduction to PIP, Installing Packages via PIP, Using Python Packages.

Unit V

Object Oriented Programming & Exception Handling

Classes, Self-Variable, Methods, Constructor Method, Inheritance, Overriding Methods, Data Hiding, Difference between an Error and Exception, Handling Exception, Try Except Block, Raising Exceptions, and User Defined Exceptions.

References

1. R.Nageswara Rao, 2018, *Core Python Programming*, Dreamtech.
2. John Hearty, 2016, *Advanced Machine Learning with Python*, Packt.
3. Jake VanderPlas, 2016, *Python Data Science Handbook: Essential Tools for Working with Data*, O'Reilly.
4. Mark Lutz, 2010, *Programming Python,* O'Reilly.
5. Tim Hall and J-P Stacey, 2009, *Python 3 for Absolute Beginners*, Apress.

Module 3: Structured Query Language

Module Overview

In this course, the students will learn the basics of the SQL/No SQL and the Relational Databases. They will learn about the Relational Model and Relational Model concepts and constraints. The students will get exposure to key concepts with regards to SQL Language and DBMS such as Normalization, Transaction Processing along-side an exposure to No SQL programming.

Learning Outcomes

This module will help students gain much needed knowledge pertaining to Relational Database Management Systems, Data Models, SQL query processing, Normalization along with an introduction to No SQL Database systems using Mongo DB.

Learning Objectives

• To understand the basic concepts and the applications of Database Systems.

• To master the basics of SQL and construct queries using SQL.

• To become familiar with the basic issues of Transaction Processing and Concurrency Control.

• To become familiar with NO SQL Programming Language.

• Explain the architecture, define objects, load and query data within No SQL databases.

Unit I

Introduction to Database Management Systems

Introduction-Database System Applications, Purpose of Database Systems, Views of Data, Data Abstraction, Instances and Schemas, Data Models, Database Languages, DDL, DML, Database Architecture, Database Users and Administrators, Database Design, ER Diagrams, Entities, Attributes and Entity Sets, Relationships and Relationship sets, Integrity Constraints, Views.

Unit II

SQL Operators and Relational Theorems

Relational Algebra and Calculus, Selection and Projection, Set Operations, Renaming, Joins, Division, Relational calculus, Tuple Relational Calculus, Domain Relational Calculus, Forms

of Basic SQL Query, Nested Queries, Comparison Operators, Aggregate Operators, NULL values, Logical connectives, AND, OR and NOT, Outer Joins, Triggers.

Unit III

Normalizat
ion

Problems Caused by Redundancy, Decompositions, Functional Dependencies, Normal Forms, First, Second, Third Normal forms, BCNF, Properties of Decompositions, Loss less Join Decomposition, Dependency Preserving Decomposition, Multi Valued Dependencies, Fourth Normal Form, Join Dependencies, Fifth Normal Form.

Unit IV

Transacti
ons

Transaction Management, Transaction Concept, Transaction State, Implementation of Atomicity and Durability, Concurrent, Executions, Serializability, Recoverability, Implementation of Isolation, testing for serializability, Concurrency Control, Lock, Timestamp Based Protocols, Validation Based Protocols, Recovery, Failure Classification, Storage Structure, Atomicity, LogBased Recovery, Remote Backup Systems. **Unit V**

No SQL

Overview of No SQL, Types of No SQL Databases, No SQL Storage Architecture, CRUD Operations in MongoDB, Querying, Modifying and Managing No SQL Databases, Indexing and Ordering, Migrating from RDBMS to No SQL, No SQL in Cloud, Database Administration.

References

1. Guy Harrison, 2015, *Next Generation Databases: No SQL and Big Data*, Apress.
2. Ramez Elmasri, ShamkatB.Navathe, 2013, *Database Systems*, Pearson.
3. Pramod J. Sadalage, Martin Fowler, 2012, *No SQL Distilled,* Addison Wesley.
4. A.Silberschatz, H.F. Korth, S.Sudarshan, 2006, *Database System Concepts*, McGraw Hill.
5. Raghurama Krishnan, Johannes Gehrke, 2003, *Database Management Systems*, McGraw Hill.

Module 4: SaS and Tableau

Module Overview

This module forms an introduction as well an in-depth study in the discipline of SaS programming with regards to Statistical Analysis along with Data Visualization through Tableau. The module comprises of basic introduction and programming in SaS, using Procedures within SaS and Data Visualization using Tableau application.

Learning objectives

This course will provide students and exposure towards SaS, Tableau and its usability in the field of analytics. The course comprises of an introduction to SaS, its procedures, visualizations along with Tableau application usage and visualization basics.

Learning outcomes

Upon successful completion of this module, students should be able to:

• Deploy SaS in a virtual environment and import data for analysis.

• Prepare and manipulate datasets for analysis in SaS.

• Perform exploratory data analysis within SaS environment using various procedures and functions.

• Understand Tableau Interface, Panes and Implement Visualization Techniques.

• Prepare, Deploy and Publish Stories, Dashboards based on Analytical Cases.

UNIT I

Introduction to SaS

Overview of SaS university edition, Deploying SaS Studio on virtual platform, File Management, SaS libraries, importing data, Structure of Data and Data Types, Program Syntax, saving data, PROC IMPORT and PROC CONTENTS, Displaying Data and Generating Logs, List Input.

UNIT II

SaS Programming

Variables and Syntax Rules, Data Set Options, Operators, In-File Statement, Input Styles, Select Statements, Leave and Continue, Decision Making via SaS, Where Statement, Looping Constructs, SaS Functions, Arrays and Array Processing, Modifying and Combining Data Sets.

UNIT III

SaS Procedures

Proc Data, Proc Sort, Proc Means Sort, Proc Means, Proc Univariate, Proc Freq, Proc Plot, Proc Sgplot, Proc Summary, Proc Contents, Proc Append, Proc Copy, Proc SQL, Proc Delete, Proc Format, Proc Import, Proc Export, Proc Transpose, Proc GChart, Proc GPlot, Proc Report.

UNIT IV

Visualization with Tableau -I

Tableau Software Ecosystem, Toolbar Icons, Data Window and Aggregation, Tableau Data Source, Data Extract, Connect to Data, Measure Names, Number of Records & Measures, Heat Maps, Tree maps, Bar Chart, Line Chart, Area Fill Charts, Pie Chart, Scatter Plot, Circle View, Bullet Graph, Packed Bubble, Histogram, Boxplot and Gantt Chart, Sorting Data, Enhancing Views with Filters, Sets, Groups & Hierarchies.

UNIT V

Visualization with Tableau - II

Cross-tabulation, Dashboard Designing, Dashboard Actions, Joining Database, Functions in Tableau, Aggregate Functions, Numeric Functions, Date Functions, Stories, Advanced Mapping, Advanced Parameters, Tableau Best Practices, Combining Multiple Dashboards into Stories, Publishing Stories and Dashboards.

References

1. Ron Cody, 2018, *An Introduction to SaS University Edition*, SaS Institute.

2. Ron Cody, 2018, *Learning SaS by Example*, SaS Institute.

3. Deepti Gupta. 2018, *Applied Analytics through Case Studies Using SaS*, Apress.

4. Joshua N. Milligan, 2015, *Learning Tableau*, Packt.

5. Ben Jones, 2014, *Communication Data with Tableau: Designing, Developing and Delivering Data Visualization*,

<h1>Module 5: Big Data Analytics</h1>

Module Overview

This module forms an introduction as well an in-depth study in the field of Big Data and Hadoop. It comprises of the fundamentals as well as advanced topics needed to progress in this technology. The students will learn about the applications, usage and several use case scenarios pertaining to Big Data- Hadoop where they can use the knowledge and progress ahead.

Learning objectives

This course will help students gain knowledge and understanding about Big Data Technology, Hadoop Ecosystem and various tools related to it. The students will learn about the HDFS File System, Map Reduce Framework, Analysing data using Hbase and Hive along with the Integration of R with Hadoop. **Learning outcomes**

Upon successful completion of this module, students should be able to:

• Understand the fundamentals of Big Data and its Applications in various Domains.

• Conceptualize and Incorporate the Technologies behind Big Data.

• Understand HDFS File Structure, Map Reduce Framework, the architectures related to them and to use them to solve complex problems.

• Integrate R with Hadoop and solve analytical problems.

• Understand and Use Hive/Hbase shell pertaining to relational data handling under Hadoop.

UNIT I

Introduction to Big Data

What Is Big Data? History of Data Management, Evolution of Big Data, Structuring of Big Data, Elements of Big Data, Application of Big Data in the Business Context, Careers in Big Data. Business Applications of Big Data: The Significance of Social Network Data, Financial Fraud and Big Data, Fraud Detection in Insurance, Use of Big Data in the Retail Industry.

UNIT II

Technologies for Handling Big Data

Distributed and Parallel Computing for Big Data, Understanding Hadoop, Cloud Computing, Grid Computing and In-Memory Technology for Big Data. VMWare Installation of Hadoop, Linux and its Shell Commands, Different Hadoop Distributions and their advantages, Hortonworks, Cloudera, MapR. **UNIT III**

Understanding the Hadoop Ecosystem

The Hadoop Ecosystem, Storing Data with HDFS, Design of HDFS, HDFS Concepts, Command Line Interface to HDFS, Hadoop File Systems, Java Interface to Hadoop, Anatomy of a file read, Anatomy of a file write, Replica placement and Coherency Model. Parallel Copying with distcp, keeping an HDFS Cluster Balanced.

Unit IV

Map Reduce Fundamentals

Origins of Map Reduce, How Map Reduce Works, Optimization Techniques for Map Reduce Jobs, Applications of Map Reduce, Java Map Reduce classes (new API), Data flow, combiner functions, running a distributed Map Reduce Job. Configuration API, setting up the development environment, Managing Configuration.

Unit V

Integrating R with Hadoop, Understanding Hive & Hbase

Understanding R-Hadoop, Integration Procedure, Packages needed for R under Hadoop Ecosystem, Text Mining for Deriving Useful Information using R within Hadoop, Introduction to Hive & Hbase, Hive and Hbase Architecture, Understanding Queries, Mining Big Data with Hive & Hbase.

References

1. Arshdeep Bahga, 2016, *Big Data Science & Analytics: A Hands-On Approach,* VPT.

2. Tom White, 2012, *Hadoop: The Definitive Guide*, O'Reilly.

3. Adam Shook and Donald Miner, 2012, *Map Reduce Design Patterns: Building Effective Algorithms and Analytics for Hadoop and Other Systems,* O'Reilly.

4. Dean Wampler, Edward Capriolo & Jason Rutherglen, 2012, *Programming Hive*, O'Reilly.

5. Lars George, 2011, *HBase - The Definitive Guide: Random Access to Your Planet-Size Data,* O'Reilly.

Module 6: Social Media Analytics

Module Overview

This module comprises of advanced disciplines and units pertaining to Analytics, Data Acquisition via web, Understanding and analysing Unstructured Data along with the future implementations and growth in the discipline of Analytics.

Learning objectives

This course aims at giving exposure on the advanced aspects with regards to Analytics. The course comprises of Social Media, Mobile, Text Analytics along with Web Scraping and the future advancements in the field of Analytics.

Learning outcomes

Upon successful completion of this module, students should be able to:

• Apply and use Social Media Analytics for the betterment of the business.

• Use Mobile Analytics for solving complex business problems and to stop churn.

• Evaluate the business problem and apply analytics techniques for better output.

• Analyse and understand patterns and techniques in Social Media & Mobile Analytics to solve complex problems.

UNIT I

Overview

Social Media, On-Line Social Network, Off-Line Social Network, Metrics and Measurement, Dashboard, Target Audience, Desired Action, Content, Market Research Online Communities, Cluster Analysis, Conjoint Analysis, Multidimensional Scaling, Social Media Listening, Social Media Scoring, Social Media Modelling.

UNIT II

Mobile Analytics Understanding Mobile Analytics Concepts, difference between Mobile Analytics and Site Analytics, Natural language Processing with Mobile Analytics, Text Mining for Mobile Analytics, Mobile Analytics Tools, Churn Analytics.

UNIT III

Text Analytics

Text Data, Sources of Text Data, Information Clusters, Patterns, Trends, Tagging, Natural Learning Process, Lexical Analysis, Social Network Nodes, Linkage Structure, Node Labelling, Content-Based Classification, Word Stemming, Stemming Algorithms, Polarity of the Attitude, Psychological Profiling, Sentiment Analysis. **UNIT IV**

Web Scraping

Web Scraping of unstructured data, Gathering data from HTTP and HTTPS format, Web Scraping from XML and JSON file, Regular expressions, Extraction Strategies, Term Document Matrix, Data Cleansing, Data Manipulation and Data Transformation after Scrapping.

UNIT V

Future of Analytics

Introduction to Big Data, Predictive Analysis for Business, Social Information Processing and Distributed Computing, Advances in Machine Learning, Traditional Data Models Evolve, Analytics to Solve Social Problems, Location Based Data Explosion, Data Privacy Backlash, Internet of Things, Artificial Intelligence. **References**

1. Galit Shamuelli, 2017, *Data Mining for Business Analytics: Concepts, Techniques and Applications with R*, Wiley.
2. Luis Torgo, 2017, *Data Mining with R: Learning Case Studies*, Chapman.
3. Zaki & Meira, 2014, *Data Mining and Analysis Fundamental Concepts and Algorithms*, Cambridge.
4. Han, Kamber & Pei, 2013, *Data Mining: Concepts and Techniques*, Morgan Kaufmann.
5. Han, Jiawei and Kamber, Micheline, 2012, *Data Mining: Concepts and Techniques*, Morgan Kaufman.

Module 7: Natural Language Processing

Module Overview

The following module aims to provide an exposure to students based on Natural Language Processing Techniques, Algorithms and Analytics based on Textual Data. The module comprises of NLP basics, Feature Extraction, Relationship Extraction, Text Categorization, Clustering and Topic Modelling Algorithms and Practices.

Learning Objectives

The course introduces the concepts of Text Analytics, Unstructured Information Analysis for better decision making by deriving valuable insights. The course will help the students understand the roots behind Text Mining which evolved from Machine Learning, Natural Language Processing and Statistics. Upon completion, students are expected to be able to describe basic concepts and methods of Text Mining, Information Extraction, Text Classification and Clustering, Topic Modelling.

Learning Outcomes

After the successful completion of this module, students will be able to:

• Understand approaches to Syntax and Semantics in NLP.

• Understand various methods for Statistical approaches to Machine Translation.

• Build Models which extract information from Textual Unstructured Data.

• Understand and implement Topic Modelling and Probabilistic Models for Information Extraction.

• Implement and deploy programs based on Relationship Extraction, POS Tagging and Clustering Algorithms based on NLP.

Unit I

Introduction to Text Mining

Basics of Text Mining, Natural Language Content Analysis, Core Text Mining Operations, Associations, Using Background Knowledge for Text Mining, Domain Ontologies, Domain Lexicons. Text Mining Pre- processing Techniques, Task Oriented Approaches, NLP Tasks, Tokenization, Part-of-Speech Tagging, Syntactical Parsing and Shallow Parsing.

Unit II

Extracting Features, Relations from Text

Finding Implicit Features, Finding Opinion Phrases and their Polarity, Context-Specific Word Semantic Orientation, Analysis of Word and Document Frequency, tf-idf, Zipf's Law, bind tf_idf Function, Subsequence Kernels for Relation Extraction, Capturing Relation Patterns with a String Kernel.

Unit III

Text Categorization and Clustering

Applications of Text Categorization, Document Representation, Knowledge Engineering Approach to Text Categorization, Machine Learning Approach to Text Categorization, Evaluation of Text Classifiers.

Clustering Tasks in Text Analysis, Clustering Algorithms and Clustering of Textual Data.

Unit IV

Relationships between Words

Tokenizing by N-gram, Counting and Filtering N-gram, Analysing Bigrams to provide Context in Sentiment Analysis, visualizing a Network of Bigrams using ggraph, Counting and Correlating Pairs of Words with the widyr Package, Counting and Correlating among Sections, Examining Pairwise Correlation.

Unit V

Topic Modelling and Probabilistic Models for Information Extraction

Latent Dirichlet Allocation, Word Topic Probabilities, Per-Document Classification, By-words Assignments, Alternative LDA Implementations. Hidden Markov models, Stochastic Context

Free Grammar, Conditional Random fields, Parallel Learning Algorithms.

References

1. Julia Silge, David Robinson, 2018, *Text Mining with R-A Tidy Approach*, O'Reilly

2. Matthew L. Jockers, 2014, *Text Analysis with R for Students of Literature,* Springer.

3. James Pustejovsky, Amber Stubbs, 2012, *Natural Language Annotation for Machine Learning,* O'Reilly.

4. Steve R. Poteet, 2007, *Natural Language Processing with Text Mining*, Springer.

5. James Sanger, Ronen Feldman, 2002, *The Text Mining Handbook: Advanced Approaches in Analysing Unstructured Data*, Cambridge.

Module 8: Machine Learning and Artificial Intelligence Module

Overview
This module comprises of conceptual, statistical and Machine Learning algorithms. It covers all the necessary models pertaining to Machine Learning such as Regression, Decision Trees, Support Vectors, Clustering, Association Analysis and Dimensionality Reduction.

Learning Objectives
After this course students will gain critical knowledge and understanding about major Data Mining procedures like Decision Tree, Cluster Analysis, Neural Networks, Support Vector Machine, Bayesian Networks and Machine Learning fundamentals. Students will be able to apply and practice this gained knowledge in variety of Business Scenarios.

Learning Outcomes
Upon successful completion of this module, students should be able to:

• Understand and employ a wide variety of Statistical and Machine Learning Algorithms.

• Identify the characteristics of Datasets, Problem Statement and develop Machine Learning programs with reference to known Computing Techniques.

• Understand the Model Performance Evaluation and select the best one based on the solution.

• Implement Machine Learning techniques and the Programming Framework to obtain acceptable decisionsfor the Real-World problems.

Unit I
Classification and Regression Tree
Classification & Regression, working of a Decision Tree, Attribute Selection Measures, Information Gain, Gain Ratio, Gini Index, Building Decision Trees, CART, C5.0, and CHAID Trees, Prediction by Decision Tree, Advantages and Disadvantages of Decision Trees, Model Overfitting, Building Decision Trees in R. **Unit II**

Clustering
Cluster Analysis versus Factor Analysis, Overview of Basic Clustering Methods, Agglomerative Hierarchical Clustering, Within-Group Linkage, Nearest Neighbour or Single Linkage, Furthest Neighbour or Complete Linkage, Centroid Clustering, Ward's Method, K-Means Algorithm, Dendrogram, Profiling of Cluster, Cluster Evaluation.

Unit III
Support Vector Machine
Decision Boundaries for Support Vector Machine, Maximum Margin Hyperplanes, Structural Risk Minimization, Linear SVM-Separable Case, Linear SVM-Non-Separable Case, Kernel Function, Kernel Trick, Kernel Hilbert Space, Model Evaluation.

Unit IV
Market Basket Analysis
Market Basket Analysis and Association Analysis, Market Basket Data, Stores, Customers, Orders, Items, Order Characteristics, Product Popularity, Tracking Marketing Interventions, Association Rules, Support, Confidence, Lift, Chi-Square Value, Sequential Pattern Analysis.

Unit V
Introduction to Artificial Intelligence
Current Trends in AI, Intelligent Agents, Environments, Problem Solving Agents, Searching Techniques, Knowledge and Reasoning in AI, Forms of Learning, Structure of a Neural Network, Analogy with Biological Neural Network, Activation Functions, Gradient Descent, Model Accuracy.

References

1. Kevin Knight, Elaine Rich, B.Nair, 2017, *Artificial Intelligence*, McGraw.

2. Han, Jiawei and Kamber, Micheline, 2012, *Data Mining: Concepts and Techniques*, Morgan Kaufman Publishers.

3. AnandRajaraman, 2011, *Mining of Massive Datasets*, Cambridge University Press.

4. Mitchell, 2013, *Machine Learning*, McGraw Hill.

5. Stuart Russell, Peter Norvig, 2004, *Artificial Intelligence – A Modern Approach,* Pearson.

CIMA Syllabus 2019

Note: Please refer the detailed prospectus of CIMA for further detail

The CIMA Syllabus

Strategic (Decide)

- Make strategic decisions.
- Formulate and create strategy whilst managing the associated risks.

E3: Strategic Management
A. The strategy process
B. Analysing the organisational ecosystem
C. Generating strategic options
D. Making strategic choices
E. Strategic control
F. Digital strategy

P3: Risk Management
A. Enterprise risk
B. Strategic risk
C. Internal controls
D. Cyber risks

F3: Financial Strategy
A. Financial policy decisions
B. Sources of long-term funds
C. Financial risks
D. Business valuation

Management (Monitor)

- Monitor implementation of decisions.
- Monitor, manage and analyse performance.

E2: Managing Performance
A. Business models and value creation
B. Managing people performance
C. Managing projects

P2: Advanced Management Accounting
A. Managing the costs of creating value
B. Capital investment decision-making
C. Managing and controlling the performance of organisational units
D. Risk and control

F2: Advanced Financial Reporting
A. Financing capital projects
B. Financial reporting standards
C. Group accounts
D. Integrated reporting
E. Analysing financial statements

Operational (Implement)

- Implementation of decisions.
- Translate medium-term decisions into short-term actionable plans; then report on performance.

E1: Managing Finance in a Digital World
A. Role of the finance function
B. Technology in a digital world
C. Data and information in a digital world
D. Shape and structure of the finance function
E. Finance interacting with the organisation

P1: Management Accounting
A. Cost accounting for decision and control
B. Budgeting and budgetary control
C. Short-term commercial decision-making
D. Risk and uncertainty in the short term

F1: Financial Reporting
A. Regulatory environment of financial reporting
B. Financial statements
C. Principles of taxation
D. Managing cash and working capital