

**Syllabus prescribed for
MBA Semester – I**

Sr. No.	Subject Code	Name of Subject	Course Type
1	MBA 101	Managerial Economics	DSC
2	MBA 102	Financial Reporting, Statements and Analysis	DSC
3	MBA 103	Organizational Behaviour	DSC
5	MBA 104	Management Practices	DSC
6	MBA 105	Research Methodology and Intellectual Property Rights	DSC
	MBA106 MBA 107	Indian Ethos and Business Ethics / Legal and Business Environment	DSE
7	MBA 108	Computer Application for Business	DSC

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
1	Develop a fundamental understanding of supply, demand, buyer surplus, seller's surplus, and elasticities.
2	Understand competitive markets and economic efficiency.
3	Use firm and industry cost analysis for production and strategic decisions.
4	Distinguish between different market structures and different business strategies

Unit I:

Principles of Economics: Ten Principle of Economics

Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-Marginal Principle,

Utility Analysis, Cardinal Utility and Ordinal Utility, Marginal Rate of Substitution, Indifference Curve Analysis

Managerial Economics and its relevance in business decisions: Rationale of objectives of a firm, Theory of Firm, Constraints Faced by a Firm

Unit II:

Demand Analysis: Theory of Demand, Types of Demand. Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shifts in demand curve.

Elasticity of Demand and its measurement, Price Elasticity, Income Elasticity, Arc Elasticity. Cross Elasticity and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making.

Demand forecasting meaning, significance and methods- Time-Series analysis, Smoothing, Barometric Technique.

Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making. Price of a Product under demand and supply forces. Price Restriction and Market Equilibrium – Price Ceiling & Floor, Tax & Subsidy, Comparative Statics.

Unit III:

Production concepts & analysis: Production function, Types of production function, Laws of production: Law of diminishing returns, Output Elasticity of a variable input, Law of returns to scale. Measures of Productivity, Production Isoquant, Iso-cost, Expansion Path, Optimal Input Substitution. Role of Manager in Production Process.

Cost concept and analysis: Relationship between production and Cost, Types of costs-Relevant cost, Cost of Production, Returns to scale, Scope and Learning, Cost Analysis and Optimal Decision.

Unit IV:

Market structures: Perfect Competition, Monopoly, Oligopoly, Monopolistic Competition. Pricing Behavior in different market structure

Pricing Practices: Price Discrimination-First-, Second- and Third-Degree Price Discrimination. Peak Load Pricing. Transfer Pricing

Oligopoly: Cournot, Bertrand, Stackelberg Model, Collusion, Cartel

Game Theory and Competitive Strategy- Market Entry, Bargaining, Application of One-Shot Games, Infinitely Repeated Games, Factors affecting Collusion in pricing games, finitely repeated games.

Auctions; Types of Auctions-English and Dutch, Sealed-Bid Auction.

Asymmetric Information – Adverse Selection, Signaling, Principal, Agents and Moral Hazards.

Suggested Readings:

1. Principles of Microeconomics, N. G. Mankiw, 4th edition, Pearson Education, 2017
2. Microeconomics, Paul Krugman & Robin Wells, Worth Publisher, 2014

3. Microeconomics, Daniel L. Rubinfeld and Robert Pindyck, 9th Edition, Pearson Education, 2018
4. ManagerialEconomics, Thomas J. Webster, Elsevier Publication, 2004
5. ManagerialEconomics and Business Strategy, Michael R. Baye& Jeffrey T. Prince, McGraw Hill Education, 2014
6. ManagerialEconomics, William F. Samuelson & Stephan G. Marks, Wiley Publication, 2012
7. ManagerialEconomics – Applications, Strategy and Tactics, McGuigan, Moyer & Harris, 13th Edition, Cengage Publication, 2011
8. ManagerialEconomics, Mark Hirschey, Cengage Publication, 12thedition, 2008
9. ManagerialEconomics, V. L. Mote, McGrawhill, 2017
10. ManagerialEconomics, H. L. Ahuja, S Chand Publication.

MBA 102 FINANCIAL REPORTING, STATEMENTS AND ANALYSIS

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
1	Understand the basic concepts related to accounting, financial statements, process and principles with accounting equation.
2	Explore the financial accounting concepts and preparation of financial statements with various analysis tools.
3	Acquainting the knowledge regarding various cost accounting concepts with analytical skills for its application in managerial decision making.
4	Abel to present the financial results and position of a company relative to its industry by developing skills for interpretation to adopt for financial reporting purposes.

Unit I: Conceptual Framework of Accounting

Financial Accounting: Basic concepts and Terms Used in Accounting, Book-keeping and Importance of Accounting in Business Organization, Differences between Financial Accounting, Cost Accounting and Management Accounting. **Accounting Process:** Concept of Journal, Ledger, Trial Balance, Bank Reconciliation Statement, and Double Entry System. **Structure of Business Firms:** Users of Accounting Information, Capital & Revenue Expenditure, Capital & Revenue Receipts, Accounting Principles and Conventions, Fundamental Accounting Equation. **Depreciation:** Causes, Methods of Calculating Depreciation - Straight Line Method, Diminishing Balance Method, and Annuity Method.

Unit II: Financial Statement Analysis

Financial Statements: Nature, Objectives, Uses and Limitations of Financial Statements, Types of Financial Statements, Preparation of Final Accounts,

Tools and Techniques of Financial Statement Analysis: Ratio Analysis, Comparative Statement, Common Size Statement and DuPont Analysis,

Fund Flow Statement: Nature, Objectives, Uses and Importance of Fund Flow Statement, Preparation of Funds Flow Statement-Sources and Application of Fund, Schedule of Changes in Working Capital, Treatment of Provision for Taxation, Proposed Dividend and Interim Dividend.

Cash Flow Statement: Nature, Objectives, Uses and Limitations of Cash Flow Statement, Distinction Between Funds Flow and Cash Flow Statement, Classification, Preparation, and Calculation of Cash Flow Statement, Cash from Operation and Utility of Cash Flow Statement.

Unit III: Business Decision Techniques and Costing

Short Term Business Decisions: Product Mix Decisions, Make or Buy (Outsourcing) Decisions, Accept or Reject Special Order Decisions, Shutting Down Decisions.

Inventory Valuation - Methods of Inventory Valuation - FIFO, LIFO, and Weighted-Average, Valuation of Goodwill.

Cost Accounting: Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Elements of Cost, Classification and Analysis of Costs, Relevant and Irrelevant Costs, Differential Costs, Sunk Cost, Opportunity Cost, Preparation of Cost Sheet.

Marginal Costing: Meaning, Principles, Advantages and Limitations, Contribution, P/V Ratio, Break Even Point (BEP) Analysis and Cost Volume Profit (CVP) Analysis.

Unit IV: Exercising Control and Reporting

Budgeting: Meaning of Budget, Importance, Advantages and Disadvantages, Functional Budgets–Raw Material Purchase & Procurement Budget, Cash Budget and Flexible Budget.

Standard Costing: Meaning, Importance, Advantages and Disadvantages, Analysis of variances: Cost, Material, Labour, Overhead, and Profit - Usage, Price, Volume and Sale Price Variances.

Financial Reporting: Quality of Financial Reporting, Reporting Regulation in India, Window Dressing, Recent Scandals in Financial Reporting,

Management Reporting and Audit: Meaning of Management Reports, Essentials of Effective Reporting, Reports to Different Levels of Management, Management Audit - Meaning, Objectives, Scope and Areas.

Suggested Readings:

1. Narayanaswamy, R Gupta, Ambrish, "Financial Accounting for Management - An Analytical Perspective", 4th Edition, Pearson Education.2012.
2. Subramanyam, K. R. and John, J.W, "Financial Accounting – A Managerial Perspective", 5th Edition, Prentice Hall of India. 2015.
3. Penman, S.H, "Financial StatementAnalysis", 12th Edition, Tata McGraw Hill. 2014.
4. Erich, A. H "Financial StatementAnalysis and Security Valuation", 4th Edition, Tata McGraw Hill, 2014.
5. Ashish K. Bhattacharya: Financial Accounting for Business Managers: Prentice-Hall of IndiaPvt. Ltd, 2006.
6. S.P.Jain, K.L.Narang, Simmi Agrawal: Accounting for Managers: Kalyani Publishers: Year of Publication, 2006.
7. T.P. Ghosh : Financial Accounting for Managers : Taxmann : Year of Publication 2006
8. Horngren, Sundem, Elliott: Introduction to Financial Accounting: Pearson Education, 2005.
9. S.N.Maheshwari, S.K.Maheshwari: An Introduction to Accountancy: Vikas Publishing House Pvt. Ltd, 2005.
10. Khan M.Y. and Jain, P.K. Management Accounting, TMH, N. Delhi.
11. Sanjay Dhmiya, Financial Accounting for Managers, Pearson Publications.
12. ShankarnarayananRamanath, Financial Accounting for Management, Engage Learning.
13. Horngren, Sundem, Stratton, Introduction to Management Accounting, Pearson Education.
14. S. N. Maheshwari, Management Accounting, Sulthan Chand & Sons.
15. M. .N. Arora, Management Accounting, Himalaya Publishers.

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
1	Aware the students regarding human interaction in an organisation.
2	Finding what forces enhancing it for setting better results in attending the business goals.
3	Formulate approaches to reorient individual, team, managerial and leadership behaviour in order to achieve organizational goals.
4	Abel to analyse the behaviour of individuals and groups in organisations in terms of the key factors that influence organisationalbehaviour and demonstrate skills required for working in groups

Unit I:Foundation of Organizational Behavior Ability Attitude: Constituents, Function, Attitude Change.

Job Satisfaction: Factors, Evaluation.

Values: Concept, Development Process.

Perception: Concept, Process, Sensory, Absolute and Differential Threshold.

Unit II:Leadership: Concept, Theories of Leadership, Style.

Motivation: Concept, Theories of Motivation.

Foundation of Group Behaviour: Group, Group Development, Group Properties, Roles Status, Size and Cohesiveness, Group Decision Making, Group Dynamics, Work Teams.

Unit III:Understanding Organization: Structure, Role, Types Division and Span of Control.

Managing Organizational Culture: Concept Fundamentals of Organizational Culture, Technology and Organizational Decision, Organizational Decision Making.

Unit IV:Managing Organizational Conflict: Power, Politics, Negotiation and Stress,

Organizational Change: Process, Stages, Resistance to Change Measure to Overcome Resistance to Change.

Suggested Readings:

1. Organisational Behavior Text Cases and Games, K. Aswathappa, Himalaya Publishing House Pvt Ltd, 10th Edition,
2. Dr. Niraj Kumar, “Organizational Behavior -A new Look Concept, Theory and Cases”, Himalaya Publication, First Edition 2009.
3. Margie Parikh, Rajen Gupta, “OrganisationalBehaviour”, McGraw Hill Education (India) Private Limited, 1st Edition.
4. PG Aquinas, “Organizational Behaviour: concepts, realities, application and challenges”, First edition, Excel Books.
5. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra, Pearson.
6. Organization Behavior: A south Asian perspective – Nelson, Quick, Khandelwal, Cengage Publication.
7. Organization Behavior, Suja R. Nair, Himalaya Publication
8. Organization Behavior , 2E – Bhattacharyya – Oxford University Press
9. Organization Behavior, P. Subba Rao – Himalaya Publication House.
10. Understanding Organization Behavior by Pareekh& Khanna - Oxford University Press.

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
1	Apply management principles and practices to solve real-world business problems
2	Evaluate and critique management strategies and decisions using relevant frameworks and theories.
3	Demonstrate effective communication and teamwork skills in a managerial context.
4	Recognize the importance of ethical behavior and social responsibility in business management.

Unit-I: The Concept of Management: Development of management thought- various approaches to and of management philosophy: Mathematical, Behavioral, Scholastic school of management and systems, contingency approaches. Contribution of Taylor, Fayol & Elton Mayo

Unit-II: Planning: The Nature and Purpose of Planning, Objectives of Planning, Planning Premises, Policies, Procedures and Methods; Forecasting and Planning, Planning Process, The Process of Decision Making.

Unit-III : Organizing: Nature and Purpose of Internal Organization of Business Enterprise, Principles of Organizing; Span of Management; Departmentation Line and Staff Authority relationship; Service departments, Centralization vs. Decentralization of authority; Delegation of Authority; Committees, Staffing.

Unit-IV: Directing, Nature of Directing, Leadership Concept and Styles, Motivation Concept, Theory: Maslow, Herzberg, Supervision, Concept of Communication, Coordination; Need & Principles.

Unit-V: Control; Process of Control; Techniques and Tools; Management by objectives, Participative Management. Management by exception

Suggested Reading:

1. Koontz, Harold and Wehrich, H. Management. 10th ed. New York McGraw Hill, 1995.
2. Luthans F. Organizational Behaviour. 7th ed. New York, McGraw Hill, 1995
3. Robbins S.P. Management 5th ed. New Jersey, Englewood Cliffs. Prentice Hall Inc. 1996.
4. Robbins S.P. Organizational Behaviour. 7th ed., New Delhi, Prentice Hall of India, 1996.
5. Singh, Dalip Emotional Intelligence at Work, Response Books, Sage Publications, Delhi 2001.
6. Staw, B.M. Psychological Dimensions of Organizational Behaviour 2nd ed. Englewood Cliffs. New Jersey Prentice Hall Inc., 1995.
7. Stoner, J. etc. Management 6th ed., New Delhi, Prentice Hall of India 1996.

MBA 105 RESEARCH METHODOLOGY & IPR (INTELLECTUAL PROPERTY RIGHTS)

Course Outcomes: On successful completion of the course the learner will be able to

CO	Course Outcome
1	Understand the fundamentals of research methodology and its role in business decision-making.
2	Apply research techniques to solve business problems and make informed decisions.
3	Identify, protect, and manage intellectual property assets.
4	Develop research proposals and projects that address real-world business challenges.
5	Apply ethical standards and best practices in research and IPR.

Unit 1: Introduction to Research Methodology:

What is research, The research processes, Types of research, The role of research in business, Research Design and Planning, Research objectives and questions, Research hypotheses, Research variables, Literature review, Data Collection Methods, Surveys and questionnaires, Interviews and focus groups, Observations and experiments, Sampling techniques.

Unit 2: Data Analysis and Interpretation:

Data coding and cleaning, Descriptive statistics, Inferential statistics, Data visualization, Ethical Considerations in Research, Research ethics, Informed consent, Handling sensitive data, Plagiarism, and academic integrity.

Unit 3: Introduction to Intellectual Property Rights:

What is intellectual property, Types of intellectual property (patents, copyrights, trademarks, trade secrets), Importance of IPR in business, Patent Law, and Protection, Understanding patents, Patent application process, Patent infringement and defences, Patent strategies in business.

Unit 4: Copyright and Trademark Law:

Copyright protection, Trademark registration and enforcement, Fair use and intellectual property rights in creative industries, Trade Secrets and Confidential Information, Protecting trade secrets, non-disclosure agreements (NDAs), Trade secret litigation, IPR Management and Commercialization, Licensing intellectual property, Technology transfer, IP valuation and strategy.

Textbooks and Reference Materials:

"Research Methodology: A Step-by-Step Guide for Beginners" by Ranjit Kumar

"Intellectual Property: A Very Short Introduction" by Siva Vaidhyanathan

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
1	Students will be acquainted with the fundamentals of Indian ethos and its relevance in the practical aspects.
2	Students will comprehend the allied root reasons and nature of ethical issues.
3	Aspirants will endeavor to find remedies for ethical issues being faced by organizations, employees, managers and policymakers.
4	Students will reflect a personality well equipped by values and spread the same at workplaces in future.

Unit I:

Indian ethos- history and relevance (Gandhian thoughts, Vedantic tradition, holistic management, Liberation from oppression, Confluencism), Role of scriptures, Management lessons from- Vedas- Dwait and Adwait traditions, Mahabharata with emphasis on message from Gita, Bible and Kuran

Unit II:

Kautilya's Arthashastra, Indian v/s Western Management- difference between core values, foremost thinkers and philosophers, Value based management in global change- Need and contemporary scenario, Secular v/s Spiritual values, Theory of Karma, Nishkam Karma, Sakam Karma, Prarabdha, Kriyaman, Ancient Indian Educational system- Gurukul system- History, significant places, symptoms of studenthood

Unit III:

Theories of ethics- Utilitarianism, Deontology, Rawlsian ethics, Aristotle's Virtue Ethics, Situational ethics, Kohlberg's six stages of moral development, Absolutism v/s Relativism, Ethical dilemma- Meaning, Current situations reflecting dilemmas, Process to resolve, Codes of ethics, codes of conduct- Significance, features, design.

Unit IV:

Ethical and value-based leadership- Distinction from Western concept of leadership, Impact during functioning, Stress management- types, reasons, signals, remedies, significance of hobbies, Indian perspective of stress management, Yoga, Meditation

Suggested Readings:

- 1- Andrew Crane And Derk Matten, Business Ethics, Second Edition, 2007, Oxford University Press
- 2- C.S.V. Murthi, Business Ethics- Text And Cases, Reprint 2011, Himalaya Publishing House
- 3- D M Pestonjee, Stress And Coping- Indian Experience, Second Edition 1999, Sage Publishing
- 4- M G Velasquez, Business Ethics- Concepts And Cases, Sixth Edition, Prentice Hall India
- 5- S A Sherlekar, Ethics In Management, Reprint 1999, Himalaya Publishing House
- 6- Satish Modh, Ethical Management- Text And Cases; First Edition 2005, Macmillan India Pvt Ltd
- 7- William H Shaw, Business Ethics; Fourth Edition; Thomson Learning
- 8- Business Ethics- An Indian perspective, II Edition, A.C. Fernando, Pearson Publication
- 9- Business Ethics and Corporate Governance, Jyotsna G.B., R.C. Joshi, McGraw Hill Publication, First Edition
- 10- Chakraborty S.K., "Management Transformation by Values", New Delhi, Sage Publication, 1990.
- 11- Chakraborty S.K., "Management by Values", New Delhi, Oxford University Press, 1992.
- 12- Chakraborty S.K., Chakraborty Debangshu, Spirituality in Management: Means Or End?, Oxford University Press, 2008.
- 13- Chakraborty, S.K., Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd. 1995.

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
1	Identify and evaluate the complexities of business environment and their impact on the business.
2	Analyze the relationships between Government and business and understand the political, economic, legal and social policies of the country.
3	Analyze current economic conditions in developing emerging markets, and evaluate present and future opportunities.
4	Understand the Industrial functioning and strategies to overcome challenges in competitive markets.

Unit 1

Legal Aspect of Business: Introduction of Business Laws, Structure of the Indian Legal system, Sources of Laws.

Fundamentals of contract laws, Special Contracts: Laws of Agency, Contract of Bailment and Pledge, Contract of Indemnity and Guarantee.

Unit 2

Sales of Goods Act 1930, Consumer Protection Laws, Laws relating to Business Organization: Difference between Partnership and Trusts, Company form of Organization.

Protecting the property of Business: Copyright, Trademark.

Unit 3:

Macro and Micro Indicators: assessing risk in business environment; emerging sectors of Indian economy; relative size and growth of public and private sectors- Design and strategy of economic reforms; current state of growth and investment; interest rate structure and present monetary policy; fiscal environment; current inflationary position and its impact on business sector.

Competitive Environment: legislation for anti-competitive and unfair trade practices; consumer and investor protection

Unit 4:

Current Industrialization Trends and Industrial Policy: environment for the SME sector; infrastructure development and policy; public sector reforms and performance; public-private partnership; intellectual property regime and the R&D environment; trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector.

Globalization Trends and Challenges: Balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's business environment.

Suggested Readings:

1. Legal Aspects of Business- Ravindra Kumar - Cengage Learning
2. Business Law Including Company Law- S. S. Gulshan & G. K. Kapoor – New Age International Publication
3. Law Relating to Intellectual Property – Dr. B. L. Wadehra- Universal LexisNexis
4. Legal Aspects of Business (Concepts and Applications) – Parul Gupta – Vikas Publication
5. Business Legislation for Management – MC Kuchhal & Vivek Kuchhal – Vikas Publication
6. Principles of Business Law – K. Aswathappa – Himalaya Publication
7. Indian Economy-For Civil Services Exam, 9th Edition, McGraw Hill, 2017, Ramesh Singh
8. Changing the Indian Economy: Renewal, Reform and Revival, Elsevier, 2018, edited by Rama P. Kanungo, Chris Rowley, Anurag N. Banerjee
9. Economic Environment of Business, 3rd Edition PHI, 2012, Veena Keshav Pailwar
10. Business Environment, 3rd Edition, Pearson, 2015, Shaikh Saleem

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
1	Develop the basic understanding of the information system for businesses in decisionmaking process alongwith focus on Information technology and security/privacy of MIS.

Unit I: Management Information System: Information, Information System, Management Information System, Role of MIS, Subsystems of MIS, Development of MIS: Information requirement, Designing of MIS, Implementation of MIS, System Development Models

Unit II: Information Technology - Definition, IT Capabilities and their organizational impact - Telecommunication and Networks - Types and Topologies of Networks - IT enabled services such as Call Centers, Geographical Information Systems etc., Data Base Management Systems - Data Warehousing and Data Mining

Unit III:Decision Making: Decision Making Process, Stages in Decision Making, Decision Making Models, Information System support for Decision Making Phases. Decision Support Systems: Concept, Constructing a DSS, knowledge Based Expert System (KBES), Enterprise Management System (EMS),

Unit IV:Management Issues in MIS - Information Security and Control - Quality Assurance - Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products - Managing Global Information Systems

Suggested Readings:

1. Theierauff, Robert J, Decision Support System for-Effective Planning, Prentice Hall, 1982.
2. Davis L., Michael W., A Management Approach, Macmillan Publishing Company, Prentice Hall, New Jersey, 1988.
3. Management Information Systems, Laudon and Laudon, 7th Edition, Pearson Education Asia
4. Goyal, Management Information System, McMillan India.
5. Gupta, Management of Systems, McMillan India.
6. Oka Dr.Milind, Management Information Systems, Everest Publishing House, 7th ed., 2003.
7. Management Information Systems, Jawadekar, Tata McGraw Hill

Syllabus prescribed for
MBA Semester – II
MBA IN BUSINESS ANALYTICS

Sr. No.	Subject Code	Name of Subject	Course Type
1	MBA/201/BA	Quantitative Business Analysis	DSC
2	MBA/202/BA	Data Mining For Business Intelligence	DSC
3	MBA/203/BA	Machine Learning Application For Business	DSC
4	MBA/206/BA	BA & Tools Of BA - R, Python, SPSS	DSC
5	MBA/204/BA	Data Visualization	DSE
6	MBA/205/BA	Web Analytics	DSE

MBA/201/BAQUANTITATIVE BUSINESS ANALYSIS

Course Outcomes: On successful completion of the course the learner will be able to

CO	Course Outcome
1	Apply Quantitative Methods: Students will be able to apply various quantitative techniques, such as statistical analysis, data modelling, and optimization, to solve complex business problems.
2	Data Interpretation: Students will demonstrate the ability to collect, analyse, and interpret data, making informed decisions based on quantitative insights.
3	Critical Thinking: Develop critical thinking skills by critically evaluating quantitative information and its implications on business decisions.
4	Effective Communication: Improve the ability to communicate quantitative results and findings clearly and persuasively.

Unit 1: Introduction to Quantitative Business Analysis:

Importance of quantitative analysis in business, Data types and sources, Introduction to Excel for data analysis, Descriptive Statistics, Measures of central tendency, Measures of dispersion, Frequency distributions, Data visualization, Probability and Probability Distributions, Probability concepts, Discrete and continuous probability distributions, Normal distribution and its applications, Unit 2: Strategic Marketing Planning

Unit 2: Statistical Inference, Sampling and sampling distributions :-

Confidence intervals, Hypothesis testing, Regression Analysis, Simple and multiple regression, Model interpretation, Practical applications in business, Decision Analysis, Decision-making under uncertainty, Decision trees, Sensitivity analysisUnit 4: Marketing Ethics and Global Marketing

Unit 3: Probability Concepts and Rules, Introduction to Probability: -

Definition of probability, Sample space and events, Basic probability rules (addition, multiplication, and complement rules), Expected value and variance for discrete random variables, Common Discrete Distributions, Binomial distribution, Poisson distribution, Hypergeometric distribution, The Normal Distribution and Its Applications, The Normal Distribution, Characteristics of the normal distribution, Standardization and the z-score, Using z-tables and calculators.

Unit 4: Linear programming, Integer programming: -

Goal programming, Application of optimization in business, Determine the optimal production mix to maximize profit or minimize costs, Supply chain optimization, optimize logistics and distribution operations, Financial portfolio optimization, create diversified portfolios with minimal risk, Network flow problems.

Suggested Readings:

1. "Quantitative Methods for Business" by David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, and Jeffrey D. Camm
2. "Business Analytics" by James R. Evans
3. "Data Science for Business" by Foster Provost and Tom Fawcett
4. "Principles of Statistics" by M.G. Bulmer
5. "Operations Research: Applications and Algorithms" by Wayne L. Winston
6. "Business Analysis with Microsoft Excel" by Conrad Carlberg
7. "Quantitative Analysis for Management" by Barry Render, Ralph M. Stair Jr., and Michael E. Hanna
8. "Statistics for Business and Economics" by Paul Newbold, William L. Carlson, and Betty Thorne

MBA/202/BA DATA MINING FOR BUSINESS INTELLIGENCE

Course Outcomes: On successful completion of the course the learner will be able to

CO	Course Outcome
1	Understand the principles and concepts of data mining.
2	Apply data preprocessing techniques to prepare data for analysis.
3	Utilize data mining algorithms to discover patterns and trends in business data.
4	Create effective data visualizations for business intelligence.
5	Apply data mining and visualization tools to real-world business problems.

Unit 1: Introduction to Data Mining and Business Intelligence:

Understanding data mining and its applications in business, Overview of business intelligence and decision support systems, Data-driven decision-making in business.

Unit 2: Data Preprocessing:

Data cleaning, transformation, and integration, Handling missing data and outliers, Data reduction and feature selection, Data Mining Techniques, Supervised learning, Classification and regression, Unsupervised learning: Clustering and association analysis, Introduction to ensemble methods.

Unit3: Data Mining Tools and Software:

Overview of data mining tools and software (e.g., Python, R, Weka), Selection of appropriate tools for different tasks, Data Visualization Principles, Principles of effective data visualization Types of charts and graphs for business data, Designing dashboards for business intelligence.

Unit 4: Data Visualization Tools:

Introduction to data visualization tools (e.g., Tableau, Power BI), Hands-on practice with data visualization software, Creating interactive visualizations, Business Data Mining and Visualization Projects, Forming project teams, Identifying real-world business problems, Project planning and proposal development, Project Implementation and Presentations, Data collection and preprocessing for project, Applying data mining and visualization techniques, Final project presentations and submissions.

Textbooks and Reference Materials:

"Data Mining: Concepts and Techniques" by Jiawei Han, Micheline Kamber, and Jian Pei -

"Data Visualization: A Successful Design Process" by Andy Kirk -

Online resources and tutorials for data mining and visualization tools such as Python, R, Tableau, and Power BI.

MBA/203/BAMACHINE LEARNING APPLICATION FOR BUSINESS

Course Outcomes: On successful completion of the course the learner will be able to

CO	Course Outcome
1	Understand the core concepts and principles of machine learning.
2	Identify and evaluate business problems suitable for machine learning solutions.
3	Apply machine learning algorithms to analyse and interpret business data.
4	Create predictive models for business decision-making.
5	Effectively communicate results and recommendations derived from machine learning.

Unit 1: Introduction to Machine Learning:

What is machine learning, Types of machine learning (supervised, unsupervised, reinforcement learning, Machine learning in business decision-making, Data Preprocessing and Exploration, Data cleaning and preparation, Feature engineering, Data visualization for business insights

Unit 2: Supervised Learning:

Linear regression, Logistic regression, Decision trees and ensemble methods (random forests, gradient boosting), Unsupervised Learning, Clustering techniques (K-means, hierarchical clustering), Dimensionality reduction (PCA), Anomaly detection.

Unit3: Model Evaluation and Validation:

Model evaluation metrics (accuracy, precision, recall, F1-score), Cross-validation, Hyperparameter tuning, Introduction to Deep Learning, Neural networks and deep learning concepts, Feedforward neural networks, Deep learning libraries (e.g., TensorFlow, PyTorch).

Unit 4: Business Applications of Machine Learning:

Customer segmentation and targeting, Churn prediction, Recommender systems, Sentiment analysis, Machine Learning Projects, forming project teams, Identifying, and defining real-world business problems, Project implementation and presentations.

Textbooks and Reference Materials:

"Introduction to Machine Learning with Python" by Andreas C. Müller & Sarah Guido -
"Machine Learning: A Probabilistic Perspective" by Kevin P. Murphy -
Online tutorials, documentation, and resources related to Python, scikit-learn, and other machine learning libraries.

MBA/204/BADATA VISUALISATION

By the end of this course, students will be able to:

CO	Course Outcome
1	Understand the importance of data visualization in data-driven decision-making.
2	Create clear and effective data visualizations using various tools and techniques.
3	Apply design principles for visual communication.
4	Analyze and critique data visualizations for accuracy and clarity.
5	Develop a portfolio of data visualizations for diverse purposes.

Unit 1: -Introduction to Data Visualization - The role of data visualization in data analysis and communication, Types of data visualizations (e.g., charts, graphs, maps), Data visualization tools and software, Overview of popular data visualization tools and software (e.g., Tableau, Excel, Python libraries), Features and capabilities of selected tools, Exploration of design principles, including colour theory, typography, and layout, Importance of visual hierarchy and consistency in visualization design.

Unit 2:-Data Visualization Principles - Design principles for effective data visualization, Color theory and usage in data visualization, Human perception and cognition in visualization design, Tools and Techniques, Introduction to data visualization tools (e.g., Tableau, Python libraries)., Creating basic charts and graphs, Interactive and dynamic visualizations.

Unit 3: - Exploratory Data Visualization - Data exploration and visual data profiling, Univariate and multivariate data visualization, Visualizing patterns, outliers, and distributions, Storytelling with Data, Narrative structure in data storytelling, building data-driven narratives, using visualizations to support storytelling.

Unit 4: - Advanced Topics:Geographic and spatial data visualization (e.g., maps and geospatial analysis), Network and hierarchical data visualization, Visualizing time series and temporal data, Future Trends and Emerging Technologies, Exploration of future trends in data visualization, Discussion of emerging technologies (e.g., VR, AR) in data visualization.

Textbooks and Reference Materials:

"Storytelling with Data: A Data Visualization Guide for Business Professionals" by Cole Nussbaumer Knaflic: Focuses on the art of storytelling through data visualization.

"The Visual Display of Quantitative Information" by Edward R. Tufte: A classic book on data visualization principles.

"Data Points: Visualization That Means Something" by Nathan Yau: Explores the principles of meaningful data visualization.

Online resources and academic papers on data visualization best practices and case studies.

MBA/205/BAWEB ANALYTICS

Course Objectives: By the end of this course, students will be able to:

CO	Course Outcome
1	Understand the importance of web analytics in digital marketing and e-commerce.
2	Utilize web analytics tools (e.g., Google Analytics) to collect and interpret data.
3	Analyze website traffic, user behavior, and conversion funnels.
4	Make data-driven recommendations to optimize website performance.
5	Apply web analytics to various business scenarios and industries.

Unit 1: - Introduction to Web Analytics:Overview of web analytics and its role in business, Introduction to web analytics tools (e.g., Google Analytics), Key metrics and KPIs for website performance,

Unit 2: - Web Analytics Tools and Setup: Setting up and configuring web analytics accounts, implementing tracking codes and goals, Understanding data collection and privacy considerations, Measuring Website Traffic, Analysing website traffic sources (organic, direct, referral, paid),

Unit 3: - Identifying user demographics and interests: Understanding user flow and navigation, Conversion Tracking, setting up and tracking conversions (e.g., sales, leads, sign-ups), Analysing conversion rates and funnels, Conversion rate optimization strategies.

Unit 4: - User Behaviour Analysis - Analyzing user behaviour through pageviews, sessions, and bounce rates, Heatmaps and session recordings for user interaction analysis, Identifying user engagement patterns, Advanced Web Analytics, Event tracking for user interactions (e.g., clicks, downloads), E-commerce tracking and product performance analysis, Multichannel attribution and marketing ROI.

Textbooks and Reference Materials:

"Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity" by Avinash Kaushik: A comprehensive guide to web analytics concepts and practices.

Online resources, blogs, and tutorials on web analytics and Google Analytics best practices.

Academic papers and articles on web analytics trends and case studies.

Course Outcomes: On successful completion of the course the learner will be able to

CO	Course Outcome
1	Demonstrate a deep understanding of business analytics principles.
2	Proficiently use R, Python, and Excel for data analysis, visualization, and modelling.
3	Apply advanced statistical techniques to solve complex business problems.
4	Develop predictive models and make data-driven recommendations.
5	Collaborate effectively in teams on real-world analytics projects.

Unit 1: Introduction to Business Analytics:

Data analysis, statistical methods, and predictive modelling to make data-driven decisions and solve complex business problems, insights from data, optimize processes, improve decision-making, and achieve their goals, Business analytics fundamentals, data-driven strategy, and the use of data to gain a competitive advantage, leveraging analytics in business operations, Role of data in decision-making, Data collection and sources, Introduction to R, Python, and Excel for analytics, Data Preprocessing and Cleaning, Data cleaning and transformation, Handling missing data, Data quality assurance, Advanced data visualization principles.

Unit 2: Exploratory Data Analysis:

Advanced descriptive statistics, Data visualization with R and Python, Identifying patterns and trends, Storytelling with data, Advanced Statistical Analysis, Hypothesis testing and advanced techniques, Regression analysis with multiple predictors, ANOVA and advanced statistical tests, Practical applications of advanced statistics, Predictive Modelling and Machine Learning, Introduction to predictive modelling, Advanced regression techniques, Classification and clustering with machine learning, Model evaluation and tuning.

Unit 3: Time Series Analysis:

Time series data and analysis, Forecasting techniques and methods, Applications in business and finance, Time series modelling with R and Python, Big Data Analytics, Introduction to big data and its challenges, Hadoop and Spark for big data processing, Big data analytics with R and Python, Real-world big data applications, R and Python libraries and tools for big data analytics, example, R packages like 'rhipe' and Python has 'PySpark' for big data analysis, Using R and Python for big data analytics in data scientists to leverage for analyzing large datasets.

Unit 4: Final Project and Presentations:

Suggested Readings:

"Data Science for Business" by Foster Provost and Tom Fawcett:

"Python for Data Analysis" by Wes McKinney:

"R for Data Science" by Hadley Wickham and Garrett Grolemund: This book is a valuable resource for learning R, focusing on data analysis and visualization.

"Excel 2019 Bible" by Michael Alexander and Richard Kusleika:

"Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die" by Eric Siegel

MBA SEM II
MBA in Human Resource Management

Sr. No.	Subject Code	Name of Subject	Course Type
1	MBA/201/HR	Introduction to Human Resource Management	DSC
2	MBA/202/HR	Talent Acquisition & Development	DSC
3	MBA/203/HR	Employee Relations Management	DSC
4	MBA/204/HR MBA/205/HR	Compensation & Benefit Management / Industrial Psychology & Sociology	DSE
5	MBA/206/HR	Human Resource Information System	DSC

MBA/201/HR INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
1	Introduce the basic concepts, Principles, Functions & processes of Human Resource Management.
2	Students are aware about the role, functions and functioning of human resource department of the organizations

UNIT I: Introduction & Concepts of HRM, historical evolution of HRM Human Resource planning. Human Resource information system. Recruitment and selection, Major functions of HRM.

Unit II:Developing Human Resources: HRD-Concept, functions and organizationaleffectiveness. Performance Appraisal System. PotentialAppraisal System and Succession Planning. Career Planning and Development , Training and Development.

Unit III : Motivating Human Resources: Motivation at work-concept, objectives, types and applications. Participative Management-Approaches and Applications, EmployeeEmpowerment-concept, nature, objectives, schemes and applications.

Unit IV : DevelopmentEmployee file maintenance ; Drafting Interview Letter, Offer Letter, Appointment Letter, Promotion Letter, Transfer Letter, Appreciation Letter, termination letter, Notice, Circular and Memo.

Suggested Readings:

1. Personnel and Human Source Management by P. Subba Rao, 5th Edition, Himalaya Publication House.
2. Human Resource Management Text and Cases by K. Ashwatappa, 6th Edition Tata McGraw-Hill Education.
3. Essentials of Human Resources Management by Indranil Mutsuddi, New Age Publication.

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
1	Understand psychological theories related to employee motivation and selection, and apply them to improve workplace satisfaction and optimize personnel selection processes.
2	Analyze social theories and research methods to evaluate social structures and contemporary issues, enabling informed solutions and contributions to social change.

Unit- I:Introduction to Industrial Psychology, Definition & Scope, Major influences on Industrial Psychology, Organization Moral & leadership, Industrial Psychology in India.

Unit- II:Individual at work place: Motivation & Job satisfaction, Stress Management, Organizational culture.

Unit-III:Industrial Sociology: Introduction, Industrial Sociology process, obstacles & influences on socialization. Industrial social system: Definition, Concept, Modern Socio-technical system & changes: Features, Effect on productivity, Industrial climate, Group & group cohesion.

Unit- IV:Social responsibility of Business: Concept, Rationale, Changing trend in social responsibility of Indian business, social responsibility of Indian businessmen.

Reference Books:

1. Miner J. B.: Industrial/Organizational Psychology, McGraw Hill.
2. Blum & Naylor: Industrial Psychology, CBS Publication
3. Aamodt M. G.: Industrial/Organizational Psychology an Applied Approach, Belmont, C. A.
4. Gisbert Pascal: Fundamentals of Industrial Sociology, Tata McGraw Hill, Delhi.
5. Scheider Egno V: Industrial Sociology 2nd edition, McGraw Hill, Delhi.
6. Sinha G. P. & P. R. N. Sinha: Industrial Relation & Labour Legislations, Oxford & IBH Publishing Co.

MBA/202/HR TALENT ACQUISITION AND DEVELOPMENT

COURSE OUTCOMES: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Develop the ability to critically analyze and apply effective recruitment strategies by considering various factors of talent acquisition process and retain talent.
2	Develop the ability to design and implement comprehensive selection processes that incorporate various assessment methods so they will gain insights into recruitment strategies employed by top multinational corporations (MNCs).
3	Gain a comprehensive understanding of training concepts, and develop a holistic approach to designing and implementing effective training programs which can create an integrated learning environment within training programs, fostering enhanced knowledge acquisition and skill development.
4	Acquire the skills to effectively determine training needs and design training, they will gain the ability to evaluate training programs, assess their effectiveness, and make informed recommendations for improvement.

UNIT I

Job Analysis: Recruitment, Recruitment process, E-

recruitment and its process, Sources of recruitment, Quality of application pools screening candidates, Resume, CV

UNIT II Selection process: Use of psychological test, Personality test, Ability test, Computer proficiency test, Interview process, Types, Advantages and disadvantages, Planning interview, Errors in selection, Reference and background check, Appointment orders, Verification of character, Criminal antecedent, Previous work behavior & educational qualification, Recruitment strategies in top MNCs.

UNIT III Training concept: Role, Need and importance of training, Types of training, understanding process of learning, Developing an integrated approach of learning in training programme.

UNIT IV Training need assessment: Determination of training needs, Approaches to training needs assessment, TNA, Cycle of events. Designing training programmes, Methods of conducting training, Evaluation of training programmes

Suggested Readings:

1. A.V. Vedpuriswar, "Talent Management: The Indian Scenario", Himalaya Publishing House, Mumbai, India
2. Devdutt Pattanaik, "The Talent Sutra: An Indian Approach to Learning", Aleph Book Company, New Delhi, India
3. Friedman & Schustack - Personality: Classic Theories and Modern Research, Pearson
4. Hall Calvin S. et al - Theories of Personality, Wiley-India Text Books
5. Lance Berger & Dorothy Berger - The Talent Management Handbook, McGraw Hills
6. Lynton & Pareek - Training for Development, Vistaar Publication
7. Sahu R.K. - Training for Development, Excel Books

MBA/203/HR EMPLOYEE RELATIONS MANAGEMENT

COURSE OUTCOMES: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Understand and compare different perspectives on industrial and employment relations, and can evaluate the significance and implications of industrial relations in the emerging socio-economic context.
2	Illustrate the role of trade union in the industrial setup and analyze the dynamics of trade union leadership and the influence of trade union politics and linkages.
3	Comprehend the causes and impact of industrial disputes with proper understanding the provisions of the Industrial Dispute Act of 1947 and its significance in managing industrial conflicts.
4	Understand importance and process of developing and maintaining harmonious relationships between the management and all level of employees and can analyze its implications on employment relationships.

UNIT-I: Industrial Relations perspectives: Introduction & approaches (Unitary, Pluralistic, Class Conflict, Gandhian) to Industrial and employment relations, ILO, Dilemma, Basic aspects of industrial relations in India, Industrial relations and the emerging socio-economic scenario, Industrial relations and the state.

UNIT-II: Trade Union: Role of trade unions, Types of trade union, Trade union as an organization structure, Size, Affiliation, Membership, Finance, Leadership, Trade union recognition and registration, Trade union politics linkage, Implications, White collar unionism, Trade union in MNC's, Impact of globalization on trade union movement.

UNIT-III: Industrial Conflict & Disputes: Industrial disputes-Meaning & causes, Industrial dispute act-1947, Alternated dispute resolution. Layoff, Termination, Retrenchment, Closures, VRS, Collective bargaining, Negotiation and collective settlements, Emotional intelligence, Quality of work life, Worker's participation in management.

UNIT-IV: Laws Governing Employment Relationship & Contemporary Issues in Industrial Relations: Salient features of industrial employment (Standing order) act 1946. Role of labor laws and international bodies such as ILO, Social audit, Industrial relations in the emerging scenario, Employee empowerment and quality circles, Industrial relations and technological change.

Suggested Readings:

1. E.I. Rabindranath, Industrial relations in India. McGraw Hill Education
2. K. Aswathappa, "Essentials of Human Resource Management and Industrial Relations", Himalaya Publishing House, Mumbai, India
3. K. Aswathappa, "Human Resource Management: Text and Cases", McGraw Hill Education, New Delhi, India
4. Kapoor, N.D: Elements of Mercantile Law. Sultan Chand & Sons
5. Mamoria C.B., Rao V.S.P., "Personnel Management", Himalaya Publishing House, Mumbai, India
6. Mamoria, C.B. & Mamoria, S. Dynamics of Industrial Relations in India. Himalaya Publishing House
7. Mamoria, C.B., Mamoria, S. & S.V. Gankar. Dynamics of Industrial Relations in India. Himalaya Publishing House

MBA/204/HR COMPENSATIONANDBENEFITMANAGEMENT

COURSEOUTCOMES:Aftercompletionofthiscoursethestudentswillbeableto

CO	COURSEOUTCOMES
1	Designrationalandcontemporarycompensationsystemsmodernorganizationand analysesdifferenttypesofrewardingproceduresofemployeesonthebasisofperformance.
2	Analyze,integrate,andapply theknowledgesolvecompensationandrewardrelatedproblemsinorganizationStudentswillbeabletojustifytheexistingpaystructureto employees.
3	Gaintheknowledgeofthedifferentsoftwaresusedforcompensationmanagementin thistechnologicalera.
4	SummarizetheimportantprovisionsofsocalsecuritylegislationinreferencetoEmployeeStateInsuranceAct1948 ,PaymentofGratuityAct1982,andEmployee’s providentFundAct1952.

UNIT-I Compensation management and reward management, Components and theories compensationpackage,job evaluation.

UNIT-II CTCStructure,Salaryslipcontents,Diagnosisofcompensationproblem,Designingpaystructure, Pay for performance competency based pay, Bonus calculation, Fringe benefits, Salaryslipsofdifferent types ofemployees.

UNIT-III Reversestrategy,Executivecompensationadministrationofcompensation,Benefitsofadministration, Employee welfare, working conditions & benefits, Different software’s used forcompensationmanagement.

UNIT-IV Lawofminimumwages,Paymentofwages,Paymentofbonus,Workmencompensation,Paymentofgratuity act1982,ESI act1948,State insurance,Providentfund,Gratuity andmaternitybenefits.

SuggestedReadings:

1. AshokKapoor,CompensationManagementinaGlobalizedEnvironment,WisdomPublications,NewDelhi, India
2. B.D.Singh,CompensationManagement:Principles,Practices,andPolicies,ExcelBooks,NewDelhi,India.
3. Bhattacharya,"CompensationManagement",ExcelBooksIndia
4. GeorgeT.Milkovich,JerryM.Newman,Compensation,McGraw-Hill,UnitedStates
5. P.SubbaRao,CompensationManagement:TextandCases,HimalayaPublishingHouse,;Mumbai,India
6. RCTSharma,SulabhSharma,"CompensationManagement",SAGEPublication,India
7. T.V.Rao,CompensationandBenefits:HRPerspectivesfortheIndianContext,ExcelBooks, NewDelhi,India
8. T. V. Rao, Compensation Management: Rewarding Performance, Response Books, ace, New Delhi, India

Course outcomes: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Describe the role and significance of Human Resource Information Systems (HRIS) in modern organizations, emphasizing how they enhance HR management and decision-making.
2	Analyze the various components and functionalities of HRIS, including data collection, storage, retrieval, and reporting, to effectively manage HR data and processes.
3	Evaluate the integration of HRIS with other organizational systems and technologies, understanding the implications for data security, privacy, and compliance..
4	Apply HRIS tools and techniques to solve real-world HR challenges, such as recruitment and selection, performance management, training and development, and workforce analytics.

Unit 1

Introduction to HRIS ; Definition and scope of HRIS .Evolution and importance of HRIS in modern organizations, Benefits and challenges of implementing HRIS

Unit II

HRIS Architecture and Components: Overview of HRIS architecture and infrastructure ,Key components of HRIS: Database, Software, User Interface ,HRIS integration with other systems (e.g., payroll, attendance) HRIS Data Management: Data collection, storage, and retrieval in HRIS , Data security and privacy considerations

Unit III

HRIS Implementation and Administration: HRIS Selection and Vendor Evaluation, Identifying organizational needs and HRIS requirements ,Vendor selection process and criteria, HRIS Implementation Process Planning and project management for HRIS implementation Data migration and system configuration Employee training and change management during HRIS implementation

Unit IV

HRIS Challenges and Future Trends HRIS: Security and Ethical Issues ,Addressing data security and privacy concerns ,Ensuring compliance with data protection regulations ,HRIS Integration and Interoperability , Mobile HRIS applications and accessibility ,AI and automation in HRIS functions

Reference Books :

1. "Human Resource Information Systems: Basics, Applications, and Future Directions" Author: Michael J. Kavanagh, Richard D. Johnson, and Richard N. Dettmer
2. "Human Resource Management with HRIS" Author: Michael J. Kavanagh and Richard N. Dettmer
3. "HRIS and the HR Function: Evolution, Implementation, and Impact" Author: Julia S. Graham

MBA SEM II
MBA In Marketing Management

Sr. No.	Subject Code	Name of Subject	Course Type
1	MBA/201/M	Marketing Management Concepts	DSC
2	MBA/202/M	Integrated Marketing Communications	DSC
3	MBA/203/M	Consumer Behaviour	DSC
4	MBA/204/MAR MBA/205/MAR	Business Marketing Operations/ Marketing Research	DSE
5	MBA/206/MAR	Retail Marketing and Distribution Management	DSC

CO	Course Outcome
1	Understand the fundamental principles of marketing and its role in business operations.
2	Analyze market segmentation, targeting, and positioning strategies to reach specific consumer groups effectively.
3	Develop skills in crafting marketing mix strategies, including product, pricing, distribution, and promotion.
4	Evaluate the ethical and global considerations in marketing, demonstrating awareness of social responsibility and cultural impact.

Unit 1: Fundamentals of Marketing Management

- Introduction to Marketing:** Defining marketing, its evolution, and its role in business.
- Marketing Mix (4Ps):** Understanding product, price, place, and promotion strategies.
- Marketing Environment Analysis:** Examining macro and micro factors affecting marketing decisions.
- Market Segmentation and Targeting:** Identifying customer segments and tailoring marketing strategies.

Unit 2: Strategic Marketing Planning

- Marketing Strategy Formulation:** Developing marketing goals, objectives, and overall strategies.
- Competitive Analysis:** Analyzing competitors' strengths, weaknesses, and positioning.
- SWOT Analysis:** Assessing internal strengths and weaknesses along with external opportunities and threats.
- Market Entry Strategies:** Exploring options for entering new markets and expanding market share.

Unit 3: Consumer Behavior and Market Research

- Consumer Buying Behavior:** Understanding factors influencing consumer decisions.
- Consumer Decision-Making Process:** Analyzing the stages consumers go through when making purchases.
- Market Research Process:** Steps involved in planning, conducting, and interpreting market research.
- Data Collection Methods:** Exploring qualitative and quantitative research methods for data collection.

Unit 4: Marketing Ethics and Global Marketing

- Marketing Ethics and Social Responsibility:** Addressing ethical challenges and social responsibilities in marketing.
- Global Marketing Strategies:** Exploring opportunities and challenges in international markets.
- Cultural Factors in Marketing:** Understanding how culture influences consumer behavior and marketing strategies.
- Emerging Trends in Marketing:** Analyzing current trends like sustainability, technology, and social media in marketing.

Suggested Readings:

- "Marketing Management" by Philip Kotler and Kevin Lane Keller.
- "Marketing: An Introduction" by Gary Armstrong and Philip Kotler.
- "Marketing Management: A South Asian Perspective" by Philip Kotler, Kevin Lane Keller, and others.
- "Principles of Marketing" by Pradeep Kumar.
- "Marketing Management" by S.A. Chunawalla and K.C. Sethia.
- "Marketing Management" by Rajan Saxena.
- "Marketing Management" by Arun Kumar and Meenakshi N.
- "Marketing Management" by Ramaswamy V.S. and Namakumari S.

MBA/204/MARBusiness Marketing Operations:

CO	Course Outcome
1	Explain the differences between business-to-business (B2B) and business-to-consumer (B2C) marketing strategies.
2	Analyze the purchasing behavior of business customers and the factors influencing their decisions.
3	Design effective business marketing communication strategies and promotional tactics.
4	Apply relationship marketing principles and key account management strategies to foster long-term B2B relationships.

Unit 1: B2B Marketing Fundamentals

- Business Marketing Overview:** Defining B2B marketing and its significance in the business landscape.
- Differences between B2B and B2C Marketing:** Understanding the unique aspects of business-to-business marketing.
- Buying Process in B2B Markets:** Analyzing the stages buyers go through in B2B purchasing decisions.
- B2B Market Segmentation:** Identifying and targeting specific segments within the business market.

Unit 2: Industrial Products and Services Marketing

- Industrial Product Characteristics:** Understanding the features of industrial products and their marketing implications.
- Industrial Services Marketing:** Strategies for marketing services to businesses, including logistics and consulting.
- Supply Chain Management:** Exploring efficient supply chain practices and their impact on business marketing.
- E-procurement and E-marketplaces:** Analyzing electronic procurement methods and online marketplaces.

Unit 3: Relationship Marketing and Key Account Management

- Relationship Marketing Principles:** Building and maintaining strong, long-term relationships with business customers.
- Customer Value Proposition:** Creating compelling value propositions for business clients.
- Key Account Management Strategies:** Managing important client relationships for mutual benefit.
- Customer Retention and Loyalty:** Strategies for retaining business customers and fostering loyalty.

Unit 4: Business Marketing Communication and Sales

- Business Marketing Communication Channels:** Exploring communication methods such as trade shows, industry publications, and online platforms.
- Trade Promotion and Sales Promotion:** Designing promotional strategies targeted at business clients.
- Sales Techniques in B2B Context:** Effective selling methods for business products and services.
- Negotiation Skills in Business Marketing:** Techniques for successful negotiations in B2B transactions.

Suggested Readings:

- "Business Marketing Management: B2B" by Michael D. Hutt and Thomas W. Speh.
- "Business-to-Business Marketing: Relationships, Networks and Strategies" by Nick Ellis.
- "Business Marketing: Connecting Strategy, Relationships, and Learning" by F. Robert Dwyer and John F. Tanner Jr.
- "Industrial Marketing: Text and Cases" by Shubhamoy Dey
- "Business Marketing: Sales and Distribution Management" by K. Viswanathan.
- "Business Marketing: Concepts and Cases" by S.S. Khanka.
- "Business Marketing" by Piyush Sinha and Arvind Sahay.

MBA/205/MARMarketing Research:

CO	Course Outcome
1	Understand the importance of marketing research in decision-making and business strategy formulation.
2	Demonstrate proficiency in designing research studies, including selecting appropriate methods and sampling techniques.
3	Analyze and interpret marketing data using descriptive and inferential statistical techniques.
4	Effectively communicate research findings and insights through well-structured reports and presentations.

Unit 1: Introduction to Marketing Research

- Marketing Research Overview:** Defining marketing research and its role in decision-making.
- Research Design:** Understanding different research design options and selecting the appropriate one.
- Secondary Data Analysis:** Using existing data sources to gather insights for research.
- Exploratory Research:** Conducting preliminary research to define research problems and hypotheses.

Unit 2: Data Collection and Sampling Methods

- Data Collection Techniques:** Exploring methods like surveys, interviews, observations, and focus groups.
- Questionnaire Design:** Creating effective and unbiased questionnaires for data collection.
- Sampling Methods:** Understanding random, stratified, and convenience sampling techniques.
- Sampling Errors and Reliability:** Analyzing the accuracy and reliability of research results.

Unit 3: Data Analysis and Interpretation

- Data Cleaning and Preparation:** Cleaning and organizing data for analysis.
- Descriptive Statistics:** Analyzing data using measures like mean, median, and standard deviation.
- Inferential Statistics:** Applying statistical tests to make inferences about populations.
- Cross-tabulation and Chi-Square Tests:** Analyzing relationships between categorical variables.

Unit 4: Market Research Reporting and Presentation

- Research Report Structure:** Organizing research findings into a clear and comprehensive report.
- Data Visualization:** Creating visual representations of data using charts and graphs.
- Research Presentation Skills:** Communicating research findings effectively to stakeholders.
- Actionable Insights:** Translating research results into actionable recommendations for decision-making.

Suggested Readings:

1. "Marketing Research: An Applied Orientation" by Naresh K. Malhotra.
2. "Marketing Research" by Aaker, Kumar, and Day.
3. "Essentials of Marketing Research" by Joseph F. Hair Jr., Mary Celsi, and Robert P. Bush.
4. "Marketing Research" by Rajendra Nargundkar.
5. "Marketing Research:Text and Cases" by G.C. Beri.
6. "Marketing Research: Theory and Practice" by S. Sreejesh and Sanjay Mohapatra.
7. "Marketing Research: Concepts, Practice and Cases" by A.V. Vedpuriswar.
8. "Marketing Research" by P. Gopalakrishnan and M. Saivadivel.
9. "Marketing Research:Text and Applications" by K. Sreejesh and Sangeetha Lakshmi.
10. "Marketing Research" by V. Kumar.

MBA/202/MARIntegrated Marketing Communications

CO	Course Outcome
1	Explain the concept and significance of integrated marketing communications (IMC) in creating consistent brand messages.
2	Develop integrated communication plans that leverage various channels such as advertising, public relations, and digital media.
3	Design creative and compelling marketing messages that resonate with target audiences
4	Evaluate the effectiveness of IMC campaigns and strategies through data analysis and measurement metrics.

Unit 1: Introduction to Integrated Marketing Communications

IMC Fundamentals: Defining integrated marketing communications and its role in conveying a consistent message.

The IMC Process: Understanding the steps involved in creating and implementing an integrated campaign.

IMC Planning: Developing a comprehensive plan that integrates various communication channels.

IMC Budgeting and Measurement: Allocating resources and evaluating the effectiveness of IMC efforts.

Unit 2: Marketing Communication Mix

Advertising: Understanding different advertising methods and strategies.

Public Relations (PR): Managing public relations efforts and maintaining a positive corporate image.

Sales Promotion: Creating and implementing sales promotion strategies to boost sales.

Personal Selling: Developing effective personal selling techniques for direct customer interactions.

Unit 3: Creative Strategy and Media Planning

Creative Strategy Development: Crafting creative messages that resonate with target audiences.

Copywriting and Art Direction: Creating compelling visuals and content for marketing materials.

Media Planning Process: Selecting appropriate media channels to reach target audiences effectively.

Media Buying and Negotiation: Purchasing media space and time to optimize ad placement.

Unit 4: Digital Marketing Integration

Digital Marketing Landscape: Understanding the role of digital platforms in integrated marketing communications.

Social Media Marketing: Leveraging social media platforms for brand awareness and engagement.

Email Marketing: Designing and executing targeted email campaigns for customer engagement.

Content Marketing: Creating valuable content to attract and engage online audiences.

Suggested Readings:

1. "Advertising and Promotion : An Integrated Marketing Communications Perspective" by George E. Belch and Michael A. Belch.
2. "Integrated Marketing Communications : A HolisticApproach" by P. Ramanathan and N. S. Ramesh.
3. "Integrated Marketing Communication : Creative StrategyfromIdea to Implementation" by Jerome M. Juska
4. "Integrated Marketing Communication :Text and Cases" by K. Sreejesh and Anusree Sreedharan
5. "Marketing Communications : Brands, Experiences and Participation" by Chris Fill and Sarah Turnbull
6. "Integrated Marketing Communication :Strategy and Implementation" by Tapan K. Panda
7. "Integrated Marketing Communications :Analysis and Planning" by Bonnie F. Reece and Claudia I. Fisher
8. "Integrated Marketing Communications : Strategic Planning Perspectives" by Keith J. Tuckwell
9. "Integrated Advertising, Promotion, and Value Communications" by Kenneth E. Clow and Donald E. Baack

MBA/203/MAR Consumer Behaviour:

CO	Course Outcome
1	Understand Psychological Influences: Students will grasp the psychological factors shaping consumer choices.
2	Analyze Decision-Making Processes: Students will dissect the consumer decision-making journey.
3	Apply Insights to Marketing: Students will apply consumer behavior insights for effective marketing strategies.
4	Address Ethical Concerns: Students will evaluate and address ethical issues in consumer behavior and marketing.

Unit 1: Understanding Consumer Behaviour

Introduction to Consumer Behavior - Definition and Scope, The Consumer Decision-Making Process, Factors Influencing Consumer Behavior

Psychological and Social Factors - Perception and Consumer Behavior, Motivation and Needs, Social and Cultural Influences

Learning and Memory - Consumer Learning, Memory and Recall, Consumer Attitudes

Unit 2: Consumer Research and Analysis

Market Research for Consumer Insights - Introduction to Market Research, Research Design and Methodology, Data Collection and Sampling

Data Analysis and Interpretation - Data Analysis Techniques, Qualitative vs. Quantitative Research, Research Ethics.

Segmentation and Targeting - Market Segmentation, Target Market Selection, Positioning and Differentiation

Unit 3: Consumer Decision-Making and Marketing Strategies

The Consumer Decision-Making Process - Problem Recognition, Information Search, Evaluation of Alternatives

The Role of Emotions and Influences - Emotional and Psychological Factors, Social Influences, Consumer Decision Heuristics

Marketing Strategies and Consumer Behavior - Consumer-Driven Marketing, Behavioral Economics and Nudging, Ethical Considerations

Unit 4: Consumer Behavior in the Digital Age

Online Consumer Behavior - Digital Consumer Journey, E-commerce and Mobile Commerce, Social Media and Influencer Marketing.

Consumer Privacy and Data Security - Privacy Concerns, Data-Driven Marketing, Online Reviews and Reputation Management

Future Trends and Consumer Behavior - Emerging Trends, Sustainability and Ethical Consumption, Predictive Analytics and Consumer Insights

Reference books:

1. Kotler, P., Keller, K. L., Horsnby, G. J., & Sood, R. (2017). Marketing management: A South Asian perspective (15th ed.). Pearson.
2. Sheth, J. N., & Mittal, B. (2014). Consumer behavior: A managerial perspective. Cengage Learning.
3. Ramaswamy, V. S., & Namakumari, S. (2007). Marketing management: Global perspectives. Macmillan India.
4. Gupta, S. (2013). Consumer behavior: A strategic approach. McGraw-Hill Education.
5. Dash, S. (2014). Consumer behavior in Indian perspective. Excel Books.
6. Chaturvedi, D., & Chaturvedi, A. (2016). Understanding consumer behavior. Pearson.
7. Dhar, U. (2016). Consumer behavior: Theory and practice. Cengage Learning India.

MBA/206/MAR Retail Marketing and Distribution Management

CO	Course Outcome
1	students will comprehend core concepts in retail marketing, from market segmentation to retail strategies.
2	Master Distribution Strategies: Students will be skilled in designing and implementing effective distribution strategies for various retail formats.
3	Apply Visual Merchandising Techniques: Students will apply visual merchandising and assortment planning to enhance product presentation and boost sales.
4	Analyse Retail Trends: Students will critically assess emerging retail trends and develop strategies to remain competitive.

Unit 1: Introduction to Retail Marketing

The Retail Landscape - Definition of Retailing, Types of Retailers, Role of Retail in the Supply Chain.

Retailing Trends and Challenges - Retailing Trends, Challenges in Retailing, Impact of Technology

Retail Marketing Strategies - Retail Marketing Mix, Customer-Centric Retailing, Omni-channel Retailing.

Unit 2: Store Design and Visual Merchandising

Store Layout and Design - Retail Store Layout, Interior Design, Store Signage and Displays

Visual Merchandising Strategies - Visual Merchandising Fundamentals, Window Displays, In-store Displays.

Customer Experience in Retail - Customer Service and Interaction, Personalization and Customer Engagement, Managing Customer Feedback.

Unit 3: Inventory Management and Supply Chain

Inventory Management - Inventory Management Strategies, Just-in-Time (JIT) Inventory, ABC Analysis.

Supply Chain Coordination - Supply Chain Collaboration, Transportation and Logistics, Inventory Optimization.

Retail Pricing and Promotions - Retail Pricing Strategies, Sales Promotions and Discounts, Promotional Planning.

Unit 4: International Retailing and Future Trends

International Retailing - Global Expansion Strategies, Cultural Considerations, Legal and Regulatory Challenges

Emerging Retail Trends - Sustainability in Retail, AI and Automation in Retail, Retail Analytics.

Retail Business Ethics - Ethical Considerations, Consumer Privacy in Retail, Responsible Retailing.

Reference Books:

1. Levy, M., & Weitz, B. A. (2016). Retailing management (9th ed.). McGraw-Hill Education.
2. Berman, B., & Evans, J. R. (2020). Retail management: A strategic approach (14th ed.). Pearson.
3. Keegan, W. J., & Green, M. C. (2017). Global marketing (9th ed.). Pearson.
4. Rajagopal, (2016). Retail management: Principles and practices. Pearson.
5. Shankar, R., & Yadav, R. (2015). Retail management: A global perspective. Excel Books.
6. Dhingra, A., & Pillai, V. (2014). Retail management: Functional and strategic approaches. Pearson.
7. Dash, B., & Dash, N. (2014). Retail management: Text and cases. PHI Learning Pvt. Ltd.
8. Pradhan, S. (2016). Retail management: Functional principles and practices. Oxford University Press.

MBA SEMESTER II
MBA IN FINANCE

Sr. No.	Subject Code	Name of Subject	Course Type
1	MBA/201/F	Financial Management	DSC
2	MBA/202/F	Capital, Money & Commodity Market	DSC
3	MBA/203/F	Financial Derivatives	DSC
4	MBA/204/F MBA/205/F	Personal Finance and Wealth Management / Investment Science	DSE
5	MBA/205/F	Accounting Software and ERP System	DSC

FINANCIAL MANAGEMENT

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Course Outcomes
1	Describe the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Cost of Capital and Receivable Management.
2	Explain in detail all theoretical concepts throughout the syllabus
3	Perform all the required calculations through relevant numerical problems
4	Analyze the situation and <ul style="list-style-type: none">• comment on financial position of the firm• estimate working capital required• decide ideal capital structure• evaluate various project proposals
5	Evaluate impact of business decisions on Time value of Money, Working Capital, Cost of Capital and Receivable Management.

Unit I :Introduction To Financial Management: Concept of business finance, finance function, scope, organization, Responsibilities of finance executive, Goals & objectives of financial management, Time Value of Money

Introduction To Financial Markets - *Money* Market, Equity Market, Debt Market, Derivatives Market, Mutual Funds

Unit II :Time Value of Money: Meaning and concept of Time Value of Money, Future Values, Present Values, Multiple Cash Flows, Perpetuities and Annuities, Effective Annual Interest Rate, Loan types & amortization and Applications

Unit III: Cost of Capital: Meaning & Significance, Cost of Equity, Cost of Preference, Cost of Debt, Cost of Retained Earnings & Weighted Average Cost of Capital, Under & Over Capitalization

Unit IV: Working Capital Management: Concept of working Capital, significance, types, Factors affecting working capital needs, financing approaches for working capital, and Methods of forecasting working capital requirements. (Financing approaches for working capital)

Reference Books

1. "Principles of Corporate Finance" by Richard A. Brealey, Stewart C. Myers, and Franklin Allen:
2. "Corporate Finance" by Jonathan Berk and Peter DeMarzo:
3. "Financial Management: Theory & Practice" by Eugene F. Brigham and Michael C. Ehrhardt:

CAPITAL, MONEY & COMMODITY MARKET

Course Outcomes: On successful completion of the course, the learner will be able to

CO#	Course Outcomes
1	DEFINE the key terms in Capital, Money and Commodity Market.
2	EXPLAIN the key concepts in Capital, Money and Commodity Market.
3	IDENTIFY the various issues in Capital, Money and Commodity Market and DEMONSTRATE their significance from the perspective of Financial Management.
4	EXAMINE the inter-relationships between various facets of Capital, Money and Commodity Market
5	EVALUATE the inter-relationships between various facets of Capital, Money and Commodity Market

Unit I: Introduction to Capital Market & Stock Market:

Meaning of Capital Market, Role of Capital Market in Economy, Stock Markets in India, History of Stock Markets in World, Leading Stock Markets in the World & their indices, BSE & NSE: History of BSE and NSE, SENSEX & NIFTY Indices, Large Cap, Mid Cap, and Small Cap Shares and their significance for investors, Depositories in India: NSDL & CDSL, DEMAT A/C, Types of share - Equity Shares, Preference Shares, Bonus Shares, Right Shares, Employee Stock Option, Contract Note.

Unit II: Issue of Shares & Role of Investment Banker:

Issue of Shares-Meaning, Modes of Issue of Shares- IPO, FPO, Right Issue, Private Placement, Investment Banking Meaning, Role of Investment Bankers in Issues of Shares & Securities, Underwriting of Shares.

Unit III :Introduction to Commodities Market:

History of Commodity Market in India, Products, Participants and Functions, Structure of Commodity exchanges, Instruments available for Trading, Commodity Exchanges: MCX, NCDEX & London Metal Exchange, Commodities Traded on Stock Exchanges Platform-NCDEX, MCX-SX, few commodities Traded on NCDEX Gold, Paper Gold, Silver, Crude Oil, Metals

Unit IV : Introduction to Money Market:

Nature & Characteristics of Money Market, FIMMDA (Fixed Income, Money Market and Derivatives Association), Money market Instruments, Commercial Paper, Certificates of Deposits, Bills of Exchange, Treasury Bills (T-Bills), Bill Discounting, Factoring.

Reference Books:

- 1.Commodity Markets and Derivatives, Author Bharat Kulkarni
- 2.Financial Institutions and Markets, Author Shashi K Gupta

INVESTMENT SCIENCE

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	Understanding	Explain fundamental concepts about investment.
2	Applying	Demonstrate how knowledge of Investment can make more profits in business.
3	Analysing	Analyse the dynamics of investment and the basic factors that influence the investment Decisions.
4	Analysing	Analyses of Sharers & Investment Valuation
5	Understanding	The different types of investments opportunities available in market.

Unit I: Introduction:

Definition, Objectives and Significance of Investments, Long-Term and Short- Term Investment Types and Opportunities, Investment Return and Risk, Consideration of Investment as a Science, Indian Investments

Unit II: Investment Markets and Intermediaries

Money Market, Secondary Market Constitution, Functions, Performance of Indian Security Market. Role and Functions of SEBI, Sensex and Nifty-Construction and Significance, Effect of Pandemic on Security Market and Indian Economy.

Unit III : Investment Valuation

Basic Theory of Interest, Time Value Consideration, Evaluation of Investment opportunities, Price-to-Earnings (PE) Ratio, Dividend-Adjusted PEG Ratio, PEG Ratio, Dividend Yield ,Volatility, NPV-IRR Frame work, Appropriateness of NPV v/s IRR

Unit IV : Investment Options

Fixed Deposits, Mutual Funds, Direct Equity Post Office Saving Scheme, Bonds National Pension Scheme (NPS), Unit Linked Insurance Plans (ULIP),Liquid Funds Public Provident Funds (PPF),Senior Citizen Savings Scheme

Reference Books

- 1."Investments" by Zvi Bodie, Alex Kane, and Alan J. Marcus.
- 2."Fixed Income Securities: Valuation, Risk, and Risk Management" by Pietro Veronesi:

FINANCIAL DERIVATIVES

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Course Outcomes
1	To discover the role of derivative in an organization.
2	To predict and analyze the interrelationship between derivative market and governance.
3	To creates awareness about functioning of derivative securities market.
4	To develop the understanding on Options
5	To develop the understanding on Swaps.

Unit I: Introduction

Financial Derivatives – History ,Nature, Participants, Products, Uses, features, History of Derivatives Market, Myth about Derivatives and regulation of Derivatives Market in India

Unit II :Forward Contracts

Concept & Meaning of Forward Contracts, Mechanics of Forward Contracts, Pricing of the Forwards, Hedging in Forward Contracts.

Unit III: Future Contracts

Concept & Meaning of Future Contracts, Mechanism of Future Contracts; Types of Future, Pricing and Hedging, Stock Index Futures.

Unit IV: Options

Concept & Meaning of Options, Types of Options, Pricing of Options: Black and Scholes, Binomial Model, Trading Strategies involving Options.

Reference Books:

1. Options, Futures and Other Derivatives, Author Gardner
2. Understanding Futures Markets, John C
3. Financial Derivatives,AuthorBrahmaiah& Rao,

PERSONAL FINANCE AND WEALTH MANAGEMENT

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
1	understanding	Describe the investment options available to an individual
2	Analyzing	To predict and analyze the interrelationship between derivative market and governance.
3	Evaluating	retirement and estate planning for an individual and design a financial plan.
4	Remembering	understand the need and aspects of personal financial planning

Unit I: Introduction to Financial Planning: Need for Financial Planning, assessing personal and financial goals, needs and priorities, attitudes and expectations and risk tolerance level, Personal Financial Planning Process, Preparation of Personal Budget, Personal Financial Statements, Responsibilities of a Financial Planner, Time Value of Money, KYC, PAN & AADHAR

Unit II: Investment Planning: Introduction to Investment Planning, Investment Criteria- liquidity, safety and Profitability, Investment vehicles (Gold, Bonds, Equity, FD, Insurance, MFs, ETFs, Post Office Savings, Real Estate etc.), Risk and Return associated with these investments, Return comparison over a period of time from different asset classes, Investment strategies, Mutual Funds as Investment Vehicle-Special focus on SIP, STP, and SWP, NFOs, Trading in Commodities, Derivatives and F&Os, Crypto currency, Creating an Investment Portfolio, Awareness of mis-selling in investment products.

Unit III: Risk Analysis, Insurance Planning and Debt: Risk analysis, Concept of long-term risk, Insurance decisions in personal financial planning, Types of insurance cover- mortality, health, disability, property and liability, ULIPs and Term Plans, Credit Card Financing, Types of Consumer and Home Loans- cost and risk, Credit Score.

Unit IV : Tax Planning: What is Tax Deduction? Tax Deductions under the Section and respective Subsections of: 80C, 80D, 80E, 80G, 80 I, Sections 80 JJA, 80QQB, 80RRB, 80TTA, 80U and other relevant sections, Direct Tax Code (DTC), Taxation impact on different investment options, Personal tax planning, Filing IT Returns.

Reference Books:

1. "Personal Finance: Turning Money into Wealth" by Arthur J. Keown
2. "Financial Management: Principles and Applications" by Sheridan Titman and Arthur J. Keown
3. "Principles of Corporate Finance" by Richard A. Brealey, Stewart C. Myers, and Franklin Allen
4. "Investments" by Zvi Bodie, Alex Kane, and Alan J. Marcus
5. "Financial Planning & Analysis and Performance Management" by Jack Alexander
6. "Financial Planning" by Warren McFarlan, David Hawkins, and Paul Pfleiderer

ACCOUNTING SOFTWARE AND ERP SYSTEMS

Course Outcomes: On successful completion of the course the learner will be able to

CO#	Course Outcomes
1	Fundamental concepts and principles of accounting software and ERP systems and demonstrate a comprehensive understanding of their importance in modern business operations.
2	using accounting software, applying accounting standards and principles to ensure accurate financial recording and reporting.
3	demonstrate a practical understanding of ERP systems by simulating enterprise-wide integration, data flow, and decision-making processes within an ERP environment.
4	To set up and manage financial accounts, create transactions, and generate various financial reports for decision-making purposes.

Unit 1: Introduction to Accounting Software and ERP Systems

Overview of Accounting and ERP Systems ,Historical Development and Evolution, Importance in Modern Business , Benefits and Challenges of Implementing ERP
ERP Modules and Components

Unit 2: Theoretical Foundations

Accounting Principles and Standards , Financial Reporting and Analysis , Integration of Finance and Accounting in ERP , Audit Trails and Internal Controls , Compliance and Regulations (e.g., GAAP, IFRS)

Unit 3: Popular Accounting Software Applications

In-depth Study of Leading Accounting Software (e.g., QuickBooks, Xero) ,Hands-on Practice: Setting Up Accounts, Transactions, and Reports , Cloud-Based vs. On-Premises Solutions

Unit 4: ERP Systems in Practice

Major ERP Software Providers (e.g., SAP, Oracle, Microsoft Dynamics), ERP Implementation Lifecycle , Enterprise-Wide Integration and Data Flow
Hands-on ERP Simulation

Reference books:

1. "Accounting Information Systems" by Ulric J. Gelinas, Richard B. Dull, Patrick Wheeler
2. "Introduction to Enterprise Resource Planning" by Mary Sumner

MBA SEMESTER II
MBA in Information Technology and Systems Management

Sr. No.	Subject Code	Name of Subject	Course Type
1	MBA/201/ITS	Introduction to Information Technology	DSC
2	MBA/202/ITS	Information Systems Analysis and Design	DSC
3	MBA/203/ITS	Data Analytics and Business Intelligence	DSC
4	MBA/204/ITS MBA/205/ITS	Information Security and Cybersecurity / Emerging Technologies in IT	DSE
5	MBA/205/ITS	Introduction to Programming	DSC

INTRODUCTION TO INFORMATION TECHNOLOGY

CO	Course Outcome
1	Understand the fundamental concepts of Information Technology, including the evolution, components, and infrastructure, to form a strong foundational knowledge.
2	Apply practical skills in utilizing common software tools and troubleshooting basic IT issues.
3	Analyze the current and emerging IT trends and their impact on business operations and decision-making.
4	Evaluate the risks and benefits associated with the adoption of information technology in organizational settings.

Unit 1: Evolution of Information Technology:

Historical Overview of IT Evolution, Key Milestones in IT History, The Impact of IT on Society and Business, Emerging Trends in Information Technology

Unit 2: Components of Information Systems:

Hardware Components, Memory and Storage Devices, Software Components, System Software vs. Application Software, The Role of Firmware, Data Components Types of Data and Data Representation, Databases and Data Management, People and Procedures, IT Personnel and Their Roles, IT Procedures and Best Practices

Unit 3: Information Technology Infrastructure:

IT Infrastructure Components - Servers and Data Centers Networking Equipment, Cloud Computing Resources, IT Services and Service Models, Infrastructure as a Service (IaaS), Platform as a Service (PaaS), Software as a Service (SaaS), IT Governance and Compliance, ITIL (Information Technology Infrastructure Library), Regulatory and Compliance Frameworks, Green IT and Sustainability, Energy-efficient IT Practices, E-waste Management

Unit 4: Database Management Systems:

Introduction to Databases - What is a Database, Importance of Databases in IT, Types of Databases (Relational, NoSQL, etc.).SQL Fundamentals - Structured Query Language (SQL), Basic SQL Commands (SELECT, INSERT, UPDATE, DELETE), Database Administration Basics - Database Administration Roles and Responsibilities, Backup and Recovery Procedures, Security and User Permissions, Performance Tuning and Monitoring.

Suggested Readings:

1. "Discovering Computers" by Gary Shelly, Misty Vermaat, and Thomas J. Cashman (2023). Cengage Learning.
2. "Information Technology for Managers" by George Reynolds and Judith S. Reynolds (2022). Pearson Education.
3. "Systems Analysis and Design" by Kenneth E. Kendall and Julie E. Kendall (2021). Pearson Education.
4. "Information Technology" by V. Rajaraman (2023). PHI Learning Private Limited.
5. "Computer Fundamentals and Information Technology" by Alexis Khosla (2022). BPB Publications.
6. "Information Technology for Management" by C.S.V. Murthy (2022). Himalaya Publishing House.
7. "Information Technology: An Introduction" by K.C. Laudon and Jane P. Laudon (2021). Pearson Education India.
8. "Fundamentals of Information Technology" by Leon Albert and Salvator Fernandez (2020). Kalyani Publishers.
9. "Information Technology: Principles, Practices and Applications" by Dinesh Goyal (2019). Tata McGraw-Hill Education.
10. "Computer Fundamentals and Information Technology" by Anita Goel and Sapna Goel (2018). Dorling Kindersley India.

INFORMATION SYSTEMS ANALYSIS AND DESIGN

CO	Course Outcome
1	Define and explain the phases of the Systems Development Life Cycle (SDLC) and compare various SDLC methodologies.
2	Develop the skills to gather and document requirements, and create data flow diagrams and system architecture.
3	Apply best practices in system design and analysis, considering business operations, efficiency, and effectiveness.
4	Evaluate the outcomes of system implementation, analyzing its success and alignment with business objectives.

Unit 1: Systems Development Life Cycle (SDLC)

Phases of SDLC: Planning and Requirements: Introduction to Systems Development Life Cycle (SDLC), Planning Phase: Objectives, Scope, and Feasibility, Requirement Gathering Techniques, Requirements Analysis and Documentation

Analysis and Design Phases in SDLC: Systems Analysis: Goals and Objectives, Data Flow Diagrams (DFD) and Process Modeling, Logical and Physical System Design

Implementation and Maintenance Phases: Transition from Design to Implementation, Coding and System Development, Software Testing and Quality Assurance, Deployment and Post-Deployment Support
SDLC Methodologies: Comparisons: Overview of SDLC Methodologies, Traditional SDLC Models (Waterfall, V-Model), Agile and Iterative Models (Scrum, Kanban), Choosing the Right Methodology for a Project

Unit 2: System Design and Architecture

Design Principles and Patterns: Fundamental Design Principles, Design Patterns and Best Practices, Reusability and Scalability in System Design, Adapting Design Patterns to Project Requirements.

Data Flow and Entity-Relationship Diagrams: Data Flow Diagrams (DFD) and Their Components, Entity-Relationship Diagrams (ERD) and Data Modeling, Relating Data Flow and Data Storage, Tools for Data and Entity-Relationship Diagrams.

Supply Chain Management: Exploring efficient supply chain practices and their impact on business marketing.

User Interface Design: User-Centered Design and Its Importance, User Interface Elements and Principles, Wireframing and Prototyping User Interfaces, Usability Testing and Iterative Design

Unit 3: Software Testing and Quality Assurance

Testing Levels and Types: - Levels of Software Testing: Unit, Integration, System, Acceptance, Types of Software Testing: Functional, Non-Functional, Test Planning and Test Cases

Test Planning and Execution: - Test Plan Development and Test Strategy, Test Case Design and Execution, Test Automation and Tools

Defect Management and Reporting: - Identifying and Reporting Defects, Defect Life Cycle and Prioritization, Defect Tracking and Management Tools

Automated Testing Tools: Introduction to Test Automation, Test Automation Frameworks, Popular Testing Tools (e.g., Selenium, JUnit), Benefits and Challenges of Test Automation

Unit 4: User Acceptance and System Implementation

User Acceptance Testing (UAT): Role of User Acceptance Testing (UAT), UAT Planning and Test Cases, UAT Execution and Validation, UAT Sign-Off and Transition

Deployment Strategies: Deployment Planning and Strategies, Transition Phases and Rollout Approaches, Training and Documentation for End-Users, Monitoring and Post-Deployment Support.

Change Management during Implementation: Managing Change and Resistance, Communication and Training for End-Users, Transition Plans and Go-Live Strategies, Measuring Post-Implementation Success

Suggested Readings:

1. "Systems Analysis and Design" by Kenneth E. Kendall and Julie E. Kendall (2021). Pearson Education.
2. "Systems Analysis and Design in a Changing World" by John W. Satzinger, Robert B. Jackson, and Steven D. Burd (2020). Cengage Learning.
3. "Systems Analysis and Design Methods" by Jeffrey L. Whitten and Lonnie D. Bentley (2019). Pearson Education.
4. "Systems Analysis and Design" by Rajshree Nagarajan, S. Sadagopan, and T.V. Raman (2023). Tata McGraw-Hill Education.
5. "Systems Analysis and Design" by K.C. Laudon and Jane P. Laudon (2021). Pearson Education India.
6. "Systems Analysis and Design" by Rajshree Nagarajan and S. Sadagopan (2020). Tata McGraw-Hill Education.
7. "Systems Analysis and Design" by S.K. Bhattacharya (2019). PHI Learning Private Limited.
8. "Systems Analysis and Design" by V.K. Jain (2018). Oxford University Press India.
9. "Systems Analysis and Design" by S.S. Goel (2017). Himalaya Publishing House.
10. "Systems Analysis and Design" by R.S. Khurana (2016). Vikas Publishing House.

DATA ANALYTICS AND BUSINESS INTELLIGENCE

CO	Course Outcome
1	Understand the different types of data analytics (descriptive, predictive, prescriptive) and data collection methods.
2	Apply data cleaning and preprocessing techniques and construct basic business intelligence dashboards.
3	Analyze and interpret data using descriptive statistics and data visualization to derive actionable insights.
4	Evaluate the impact of data analytics on decision-making and the ability to make data-driven decisions in real-world business scenarios.

Unit 1: Introduction to Data Analytics

Data Analytics Process and Lifecycle: Introduction to Data Analytics, Understanding the Data Analytics Lifecycle, Steps in the Data Analytics Process, Role of Data Analysts

Unit 2: Types of Data Analytics: Descriptive, Predictive, Prescriptive:

Descriptive Analytics: Exploring Historical Data, Predictive Analytics: Forecasting Future Trends, Prescriptive Analytics: Data-Driven Decision-Making, Real-World Applications of Data Analytics

Unit 3: Data Cleaning and Preprocessing:

Importance of Data Cleaning, Data Cleaning Techniques, Data Transformation and Normalization, Handling Missing Data and Data Quality

Unit 4: Market Research Reporting and Presentation

Research Report Structure: Organizing research findings into a clear and comprehensive report.

Data Visualization: Creating visual representations of data using charts and graphs.

Research Presentation Skills: Communicating research findings effectively to stakeholders.

Actionable Insights: Translating research results into actionable recommendations for decision-making.

Suggested Readings:

1. Marketing Research: An Applied Orientation" by Naresh K. Malhotra.
2. Marketing Research" by Aaker, Kumar, and Day.
3. Essentials of Marketing Research" by Joseph F. Hair Jr., Mary Celsi, and Robert P. Bush.
4. Marketing Research" by Rajendra Nargundkar.
5. Marketing Research:Text and Cases" by G.C. Beri.
6. Marketing Research: Theory and Practice" by S. Sreejesh and Sanjay Mohapatra.
7. Marketing Research: Concepts, Practice and Cases" by A.V. Vedpuriswar.
8. Marketing Research" by P. Gopalakrishnan and M. Saivadivel.
9. Marketing Research:Text and Applications" by K. Sreejesh and Sangeetha Lakshmi.
10. Marketing Research" by V. Kumar.

EMERGING TECHNOLOGIES IN IT

CO	Course Outcome
1	Define key terms and concepts related to information security and identify common cybersecurity threats.
2	Develop security policies and governance strategies, including risk management, compliance, and incident response planning.
3	Apply technical skills in network security, access control, and security operations to protect information assets.
4	Analyze and assess the security and legal compliance of network systems, demonstrating a strong understanding of ethical and legal aspects in cybersecurity.

Unit 1: Introduction to Emerging Technologies

Understanding Emerging Technologies - Definition and Overview, Significance and Impact on Business, The Pace of Technological Change, Technology Adoption Lifecycle

Key Emerging Technologies - Artificial Intelligence (AI) and Machine Learning, Internet of Things (IoT) and Smart Devices, Blockchain Technology and Cryptocurrencies, Augmented and Virtual Reality (AR/VR)

Innovation and Competitive Advantage - Technological Innovation Models, Competitive Analysis and Market Disruption, Business Transformation through Technology, Case Studies in Innovation and Success

Unit 2: Implementing Emerging Technologies

Assessment and Technology Selection - Evaluating Business Needs and Objectives, Assessing Technological Readiness, Identifying Suitable Emerging Technologies, Cost-Benefit Analysis and Risk Assessment

Technology Integration and Deployment - Strategic Implementation Planning, Overcoming Integration Challenges, Monitoring and Evaluation, Change Management and Employee Training

Security and Ethical Considerations - Data Privacy and Ethical Use of Technology, Cybersecurity and Risk Mitigation, Compliance with Regulations (e.g., GDPR), Ethical Dilemmas in Emerging Tech.

Unit 3: Business Applications of Emerging Technologies

AI and Machine Learning in Business - Predictive Analytics and Decision Support, AI in Customer Service and Personalization, Automation and Process Optimization.

IoT and Smart Systems - IoT in Supply Chain and Logistics, Smart Cities and Urban Planning, Data Collection and Analysis in IoT, IoT in Healthcare and Industry.

Blockchain and Cryptocurrencies - Blockchain in Financial Services, Supply Chain and Provenance Tracking, Smart Contracts and Decentralized Apps (DApps), Regulatory and Security Challenges.

Unit 4: Strategy and Future Trends

Developing an Emerging Tech Strategy - Aligning IT with Business Goals, Identifying Technology Champions, Strategic Planning for Technology Adoption.

Technology Disruption and Market Trends - Identifying Disruptive Technologies, Strategies for Navigating Technological Disruption, The Impact of Emerging Technologies on Industries, Market Analysis and Competitive Positioning

Ethical and Legal Implications of Emerging Technologies - Ethical Considerations in Technology Adoption, Regulatory Compliance and Legal Frameworks, Intellectual Property Issues.

Reference Books:

1. Kurzweil, R. (2005). **The Singularity Is Near: When Humans Transcend Biology**. Penguin Books.
2. Kelly, K. (2017). **The Inevitable: Understanding the 12 Technological Forces That Will Shape Our Future**. Penguin Books.
3. Christensen, C. M., Raynor, M. E., & McDonald, R. (2015). **What Is Disruptive Innovation?**. Harvard Business Review.
4. Rifkin, J. (2014). **The Zero Marginal Cost Society: The Internet of Things, the Collaborative Commons, and the Eclipse of Capitalism**. Palgrave Macmillan.
5. Tapscott, D., & Tapscott, A. (2016). **Blockchain Revolution: How the Technology Behind Bitcoin Is Changing Money, Business, and the World**. Penguin Books.
6. Rose, D. S. (2017). **Enchanted Objects: Design, Human Desire, and the Internet of Things**. Scribner.
7. Brynjolfsson, E., & McAfee, A. (2016). **The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies**. W. W. Norton & Company.
8. Diamandis, P. H., & Kotler, S. (2015). **Bold: How to Go Big, Create Wealth and Impact the World**. Simon & Schuster.
9. West, J. (2017). **Scale: The Universal Laws of Life, Growth, and Death in Organisms, Cities, and Companies**. Penguin Press.
10. Gilder, G. (2018). **Life After Google: The Fall of Big Data and the Rise of the Blockchain Economy**. Gateway Editions.

INTRODUCTION TO PROGRAMMING

CO	Course Outcome
1	Define and apply programming paradigms and foundational concepts, and utilize variables and control structures in program development.
2	Create functions and solve practical problems, demonstrating programming skills and algorithm design capabilities.
3	Write, debug, and optimize programs in a specific language, and apply programming to real-world challenges.
4	Analyze and evaluate the efficiency of algorithms and code, enabling critical thinking in programming and problem-solving.

Unit 1: Fundamentals of Programming

Understanding Programming Concepts - What Is Programming? Programming Paradigms (Procedural, Object-Oriented, etc.), Programming Languages and Their Types, Importance of Logic in Programming
Basic Programming Structures - Variables and Data Types, Operators and Expressions, Conditional Statements (If-Else, Switch), Loops (For, While, Do-While)
Problem Solving and Algorithm Design - Problem Solving Strategies, Pseudocode and Flowcharts, Developing Algorithms, Efficiency and Optimization in Algorithms

Unit 2: Programming with Data

Working with Arrays and Lists - Array Declaration and Initialization, Array Operations (Accessing, Modifying, Sorting), Lists and Data Structures, Searching and Sorting Algorithms
Functions and Modular Programming - Functions and Their Role, Function Declarations and Parameters, Scope and Lifetime of Variables, Modular Programming and Code Reusability
File Handling and Input/Output - Reading and Writing to Files, Error Handling and Exception Handling, Handling Input and Output Streams, Serialization and Data Persistence

Unit 3: Object-Oriented Programming (OOP)

Introduction to OOP - Principles of Object-Oriented Programming, Classes and Objects, Encapsulation and Data Abstraction, Inheritance and Polymorphism
OOP Concepts and Techniques - Constructors and Destructors, Method Overloading and Overriding, Composition and Aggregation, Design Patterns in OOP
Software Development with OOP - OOP in Real-World Applications, Building OOP-Based Systems, OOP Best Practices and Guidelines.

Unit 4: Problem Solving and Application Development

Designing and Developing Applications - Software Development Life Cycle, Requirements Gathering and Analysis, Designing User Interfaces, Implementation and Testing.
Debugging and Troubleshooting - Identifying and Fixing Programming Errors, Debugging Tools and Techniques, Code Reviews and Quality Assurance, Handling Exceptions and Errors
Introduction to Web Development - Web Technologies (HTML, CSS, JavaScript), Building Basic Web Applications, Web Development Frameworks, Responsive Design and User Experience

Reference Books:

1. **"Python Crash Course"** by Eric Matthes: This book is a hands-on guide to Python programming for beginners.
2. **"C Programming Absolute Beginner's Guide"** by Perry, Miller, and Johnson: An accessible introduction to programming in C.
3. **"Java: A Beginner's Guide"** by Herbert Schildt: A comprehensive introduction to Java for beginners.
4. **"Introduction to Programming with C++"** by Y. Daniel Liang: This book provides a beginner-friendly introduction to C++ programming.
5. **"Let Us C"** by Yashavant Kanetkar: A popular book for learning C programming, widely used in Indian educational institutions.
6. **"Python for Data Science Handbook"** by Jake VanderPlas: A great resource for learning Python programming in the context of data science.
7. **"C Programming for the Absolute Beginner, Second Edition"** by Vine, Vine, and Perry: A beginner's guide to C programming with practical examples.
8. **"Learn Python the Hard Way"** by Zed A. Shaw: This book offers a hands-on approach to learning Python for beginners.
9. **"C++ for Beginners"** by B. Chandrasekaran: A book tailored for beginners to learn C++ programming.
10. **"Automate the Boring Stuff with Python"** by Al Sweigart: A practical guide to automating everyday tasks using Python.

INFORMATION SECURITY AND CYBERSECURITY

CO	Course Outcome
1	Define emerging technologies and their significance, as well as identify key technologies like AI, blockchain, and IoT.
2	Apply strategies for navigating technological disruption and manage technology adoption in organizations.
3	Analyze the ethical and legal implications of emerging technologies and assess their compliance with regulations.
4	Evaluate the potential future trends in technology and their impact on business, fostering a forward-looking perspective in the context of evolving technology landscapes.

Unit 1: Foundations of Information Security

Understanding Information Security - Introduction to Information Security, Key Terminology and Concepts, Goals of Information Security, Security Threats and Vulnerabilities

Information Security Policies and Governance - Creating Security Policies and Procedures, Legal and Regulatory Compliance, Risk Management and Assessment, Security Governance and Frameworks

Security Awareness and Training - Employee Training Programs, Social Engineering and Phishing Awareness, Security Culture and Best Practices, Incident Reporting and Response

Unit 2: Technical Aspects of Cybersecurity

Network Security - Network Security Fundamentals, Firewall and Intrusion Detection Systems Secure Network Design, VPNs and Secure Communication

Authentication and Access Control - Authentication Methods (Passwords, Biometrics), Access Control Models, Identity and Access Management (IAM), Multi-Factor Authentication (MFA)

Cryptography and Data Protection - Principles of Cryptography, Encryption and Decryption, Public Key Infrastructure (PKI), Data Encryption Best Practices

Unit 3: Cybersecurity Operations and Incident Response

Security Operations and Monitoring - Security Information and Event Management (SIEM), Continuous Monitoring, Security Incident Logging and Analysis, Threat Intelligence and Threat Hunting

Incident Response and Recovery - Incident Response Planning, Identifying and Containing Incidents, Recovery and Post-Incident Analysis, Legal and Reporting Requirements

Security Testing and Vulnerability Assessment - Penetration Testing and Ethical Hacking, Vulnerability Scanning and Assessment, Security Audits and Assessments, Remediation and Patch Management

Unit 4: Compliance and Regulations in Cybersecurity

Regulatory Frameworks and Compliance Requirements - Overview of Major Regulatory Standards (e.g., GDPR, HIPAA, PCI DSS), Compliance Challenges in Different Industries, Compliance Audits and Assessments, Navigating International Data Privacy Laws

Ethical and Legal Aspects of Cybersecurity - Legal Aspects of Cybersecurity, Intellectual Property and Copyright Issues, Cybersecurity and Digital Forensics, Ethical Hacking and Responsible Disclosure

Security and Privacy in a Global Context - Cross-Border Data Flows and Privacy, Security Implications in International Business, Cultural Differences and Cybersecurity, Managing Security and Privacy in Global Operations

Reference Books:

1. Whitman, M. E., & Mattord, H. J. (2021). **Principles of Information Security**. Cengage Learning.
2. Schneier, B. (2015). **Data and Goliath: The Hidden Battles to Collect Your Data and Control Your World**. W. W. Norton & Company.
3. Anderson, R. (2020). **Security Engineering: A Guide to Building Dependable Distributed Systems**. Wiley.
4. Dhillon, G. (2017). **Principles of Information Systems Security: Texts and Cases**. Wiley.
5. Pai, D. K. (2018). **Cybersecurity: What You Need to Know About Computer and Cyber Security, Social Engineering, The Internet of Things + An Essential Guide to Ethical Hacking for Beginners**. CreateSpace Independent Publishing Platform.
6. Shinder, D. L., & Shinder, M. D. (2016). **Scene of the Cybercrime: Computer Forensics Handbook**. Syngress.
7. Khawaja, S., & Bagul, D. (2021). **Ethical Hacking: Tools, Techniques, and Strategies for Security Professionals**. Wiley.
8. Peltier, T. R. (2016). **Information Security Policies, Procedures, and Standards: Guidelines for Effective Information Security Management**. CRC Press.
9. Fruhwirth, C., & Reid, S. (2019). **Cybersecurity and Privacy: Bridging the Gap**. Wiley.
10. Norsworthy, S. M., & Harbert, T. W. (2018). **Protecting Your Internet Identity: Are You Naked Online?**. Rowman & Littlefield Publishers.

MBA SEMESTER III
MBA IN BUSINESS ANALYTICS

Sr. No.	Subject Code	Name of Subject	Course Type
1	MBA/301/BA	Pricing Analytics	DSC
2	MBA/302/BA	Business Econometrics	DSC
3	MBA/303/BA	Applied Data Analytics	DSC
4	MBA/304/BA	Big Data Analytics	DSC
5	MBA/305/BA MBA/306/BA	Supply chain analytics/E-Commerce Analytics	DSE

PRICING ANALYTICS

COURSEOUTCOMES:Aftercompletionofthiscoursethestudentswillbeableto

CO	COURSEOUTCOMES
1	Understand the key principles of pricing strategies.
2	Analyse market data and customer behaviour to determine optimal prices.
3	Utilize data analytics tools and techniques to set and adjust pricing.
4	Evaluate the impact of pricing decisions on business profitability.
5	Apply pricing analytics in real-world business scenarios.

Unit 1: - Introduction to Pricing Analytics - Data sources for pricing analytics, Data cleaning and transformation, Data quality assurance, Exploratory Data Analysis. Importance of pricing in business strategy, Key pricing concepts and terminology, Role of data analytics in pricing decisions,

Unit 2: - Cost Analysis and Pricing- Market Analysis and Pricing, Market segmentation and targeting, Competitive analysis, Customer behaviour and price elasticity, Cost structures and break-even analysis, Pricing for profit maximization, Value-based pricing strategies,

Unit 3: - Descriptive statistics Data Collection and Preparation, Visualizing pricing data, Customer segmentation using analytics, Predictive Analytics for Pricing, Regression analysis for price prediction, Demand forecasting.

Unit 4: Dynamic Pricing Strategies – Time-based and demand-based pricing , Personalized pricing strategies , Pricing experiments and A/B testing, Price optimization models.

Textbooks and Reference Materials:

"Pricing Analytics: Models and Advanced Quantitative Techniques for Product Pricing" by Walter R. Paczkowski - A comprehensive guide to pricing analytics concepts and methods.

Online tutorials and documentation for pricing analytics tools and software (e.g., Excel, Python, R, pricing optimization software).

BUSINESS ECONOMETRICS

COURSEOUTCOMES:Aftercompletionofthiscoursethestudentswillbeableto

CO	COURSEOUTCOMES
1	Understand the principles and concepts of econometrics.
2	Apply statistical techniques to analyse economic and business data.
3	Interpret and communicate econometric results.
4	Make informed business decisions based on econometric analysis.
5	Apply econometric methods in real-world business scenarios.

Unit 1: - Introduction to Econometrics:Definition and scope of econometrics, Role of econometrics in business and economics, Basic concepts and terminology, Data Collection and Preparation, Data sources in economics and business, Data cleaning, transformation, and formatting, Dealing with missing data,

Unit 2: - Introduction to panel data: Fixed effects and random effects models, Applications in business and economics, Panel data software tools, Economic and Business Forecasting, forecasting methods and models, evaluating forecast accuracy, Forecasting in business planning, Leading economic indicators.

Unit 3: - Causality and Endogeneity: Causal relationships in economics, Endogeneity and instrumental variables, Granger causality, Methods for addressing endogeneity, Heteroscedasticity and Autocorrelation, Detection and consequences of heteroscedasticity, Detection and consequences of autocorrelation, Remedies for heteroscedasticity and autocorrelation.

Unit 4: - Applications in Business Decision-Making : Pricing strategies and elasticity estimation, Marketing analytics and sales forecasting, financial modelling and risk analysis, Operations and supply chain optimization, Panel Data Analysis, Econometric Software Tools

Textbooks and Reference Materials:

"Econometrics for Dummies" by Roberto Pedace - An accessible introduction to econometrics.

"Principles of Econometrics" by R. Carter Hill, William E. Griffiths, and Guay C. Lim - A comprehensive textbook on econometric principles.

Econometrics software tutorials and documentation (e.g., R, Python, STATA, EViews).

APPLIED DATA ANALYTICS

COURSEOUTCOMES:Aftercompletionofthiscoursethestudentswillbeableto

CO	COURSEOUTCOMES
1	Apply advanced natural language processing (NLP) techniques, including deep learning, to text data.
2	Understand and implement topic modelling for text data.
3	Perform sentiment analysis in multiple languages and contexts.
4	Apply text analytics to specialized domains and industries.
5	Design and execute complex text analytics projects.

Unit 1: - Introduction to Text Analysis: Text preprocessing, Define text analysis and its applications in data analytics, Explore the challenges and opportunities of working with unstructured text data, Introduce the concept of text preprocessing, importance of text preprocessing in preparing text data for analysis.

Unit 2: - Advanced Natural Language Processing (NLP):Introduction to advanced NLP techniques, Recurrent Neural Networks (RNNs) and Long Short-Term Memory (LSTM) networks for text, Transformer models and attention mechanisms, Deep Learning for Text Classification, Text classification using deep learning, Transfer learning with pre-trained embeddings (e.g., Word2Vec, BERT), Building custom deep learning models for text classification tasks.

Unit 3: - Sentiment Analysis in Multiple Languages: Advanced sentiment analysis techniques, Sentiment analysis in multilingual and cross-lingual settings, Handling sarcasm, irony, and context in sentiment analysis, Named Entity Recognition (NER) and Information Extraction, Introduction to NER and information extraction, NER using rule-based and machine learning approaches.

Unit 4: - Advanced Text Analysis Techniques: modelling methods like Latent Dirichlet Allocation (LDA), techniques can uncover deeper insights from text data, Explore advanced text analysis techniques such as Named Entity Recognition (NER), Explore sentiment analysis methods, including lexicon-based and machine learning-based approaches, challenges in sentiment analysis, such as sarcasm and context.

Tools and Resources:

"Natural Language Processing in Action" by Lane, Howard, and Hapke: This book provides a practical introduction to natural language processing techniques, including text analysis and sentiment analysis.

"Text Mining and Analysis: Practical Methods, Examples, and Case Studies Using SAS" by Goutam Chakraborty, Murali Pagolu, and Satish Garla: A comprehensive guide to text mining and analysis using SAS software.

"Applied Text Analysis with Python" by Benjamin Bengfort, Tony Ojeda, and Rebecca Bilbro: This book focuses on practical text analysis techniques using Python, including text preprocessing, sentiment analysis, and topic modeling.

Python or R programming for text and sentiment analysis.

Text analysis libraries (e.g., NLTK, spaCy, TextBlob) and machine learning frameworks (e.g., scikit-learn).

Datasets for sentiment analysis (e.g., movie reviews, product reviews, social media comments).

BIG DATA ANALYTICS

COURSEOUTCOMES:Aftercompletionofthiscoursethestudentswillbeableto

CO	COURSEOUTCOMES
1	Utilize advanced big data processing frameworks and technologies (e.g., Hadoop, Spark, Flink).
2	Implement deep learning techniques for big data analysis.
3	Perform real-time analytics and streaming data processing.
4	Apply big data analytics to specific industries and domains.
5	Design and execute complex big data analytics projects.

Unit 1: - Advanced Big Data Concepts:Review of big data fundamentals, Introduction to distributed computing and parallel processing, Big data storage solutions and data lakes

Unit 2: - Advanced Big Data Processing Frameworks: - In-depth study of Apache Hadoop and Hadoop ecosystem components, introduction to Apache Spark and Spark RDDs (Resilient Distributed Datasets)., Real-time processing with Apache Flink.

Unit 3: - Deep Learning for Big Data, Introduction to deep learning and neural networks, Deep learning libraries for big data (e.g., TensorFlow, PyTorch), Applying deep learning to big data analytics,

Unit 4: - Real-time Analytics and Stream Processing, Introduction to stream processing, Apache Kafka for real-time data ingestion, Stream processing with Apache Kafka Streams and Apache Storm

Textbooks and Reference Materials:

"Advanced Analytics with Spark: Patterns for Learning from Data at Scale" by Sandy Ryza, Uri Laserson, Sean Owen, and Josh Wills: A comprehensive guide to advanced analytics with Apache Spark.

"Deep Learning" by Ian Goodfellow and Yoshua Bengio: Covers deep learning techniques applicable to big data.

Academic papers and articles on recent advancements in big data analytics.

SUPPLY CHAIN ANALYTICS

COURSEOUTCOMES:Aftercompletionofthiscoursethestudentswillbeableto

CO	COURSEOUTCOMES
1	Utilize advanced big data processing frameworks and technologies (e.g., Hadoop, Spark, Flink).
2	Implement deep learning techniques for big data analysis.
3	Perform real-time analytics and streaming data processing.
4	Apply big data analytics to specific industries and domains.
5	Design and execute complex big data analytics projects.

Unit 1: - Advanced Supply Chain - Concepts, Review of supply chain fundamentals, Advanced supply chain analytics techniques, Integration of supply chain analytics with business strategy,

Unit 2: - Demand - Forecasting and Inventory Optimization, Advanced demand forecasting models, Inventory optimization techniques (e.g., EOQ, safety stock), Dynamic pricing and revenue management, Transportation and Logistics Optimization, Routing and scheduling optimization, Freight optimization and carrier selection, Last-mile delivery and urban logistics.

Unit 3: - Supplier Relationship Management (SRM) The role of SRM in procurement and supply chain management, Benefits and challenges of effective SRM, Key components of SRM strategy, Developing an SRM Strategy, setting strategic objectives for SRM, Supplier segmentation and categorization, Designing and implementing an SRM framework, Identifying and assessing supplier risks, Risk mitigation strategies and contingency planning.

Unit 4: -Real-time Supply Chain Analytics, The importance of real-time data in supply chain management, Challenges and opportunities in real-time supply chain analytics, Overview of IoT and sensor technologies. IoT and sensor data in supply chain analytics, Real-time data processing and analytics, Case studies on real-time supply chain decision-making.

Textbooks and Reference Materials:

"Supply Chain Analytics" by Charles D. Chadwell: A comprehensive guide to supply chain analytics techniques and applications.

"Supply Chain Management: Strategy, Planning, and Operation" by Sunil Chopra and Peter Meindl: A textbook that covers supply chain management principles and strategies.

Academic papers and articles on recent advancements in supply chain analytics.

E-COMMERCE ANALYTICS

CO	COURSEOUTCOMES
1	Understand the role of analytics in e-commerce and its impact on business success.
2	Analyse e-commerce data to uncover customer behaviour patterns.
3	Optimize website performance and user experience through analytics.
4	Implement data-driven marketing strategies for e-commerce.
5	Apply e-commerce analytics techniques to real-world scenarios and industries.

Unit 1: - Introduction to E-commerce Analytics: The role of analytics in e-commerce, Benefits of data-driven decision-making in online retail, Key metrics and KPIs for e-commerce success, Data Collection and Tracking

Unit 2: - Implementing analytics tools (e.g., Google Analytics, Adobe Analytics) for e-commerce, Data collection best practices and compliance with privacy regulations, setting up e-commerce tracking and conversion goals, Customer Behaviour Analysis, Analysing customer journeys and behaviour on e-commerce websites, Cart abandonment analysis and recovery strategies, Heatmaps and user session recording for UX optimization.

Unit 3: -Product and Content - Understanding the importance of product recommendations in e-commerce, Types of product recommendation algorithms (collaborative filtering, content-based, hybrid), Implementing recommendation systems using collaborative filtering. Optimization, Product recommendations and personalization, A/B testing for product pages and content, SEO and content marketing strategies for e-commerce,

Unit 4: - Driven Marketing for E-commerce :Email marketing analytics and segmentation, Paid advertising and PPC campaign analytics, Social media analytics for e-commerce, Conversion Rate Optimization, Conversion rate analysis and improvement strategies., Multivariate testing and user experience (UX) design, E-commerce analytics tools for CRO.

Textbooks and Reference Materials:

"Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity" by Avinash Kaushik: Focuses on web analytics for e-commerce.

"E-commerce Analytics: Analyze and Improve the Impact of Your Digital Strategy" by Judah Phillips: Covers e-commerce analytics strategies and techniques.

Academic papers and articles on e-commerce analytics best practices and case studies.

MBA SEMESTER III

MBA in Human Resource Management

Sr. No.	Subject Code	Name of Subject	Course Type
1	MBA/301/HR	Legal Framework Governing Human Relations	DSC
2	MBA/302/HR	Organizational Change and Intervention Strategies	DSC
3	MBA/303/HR	Team Dynamics at Work	DSC
4	MBA/304/HR	Performance Management System	DSC
5	MBA/305/HR MBA/306/HR	International Human Resource Management/Global HRM	DSE

LEGALFRAMEWORKGOVERNINGHUMANRELATIONS

COURSEOUTCOMES:Aftercompletionofthiscoursethestudentswillbeableto

CO	COURSEOUTCOMES
1	Studentswillgainabasicunderstandingofobjectivesandimportanceoflawsrelatingto industrialdisputesandmanagementoftradeunionandtheroleoftradeunionsinchangingenvironment.
2	Understandingofvariousfactorsresponsibleforgrowthanddevelopment oflabour laws.
3	StudentwillbeabletosummarizetheimportantprovisionsofWageLegislations,inreference toPaymentofWagesAct1936,MinimumWagesAct1948&PaymentofBonusAct1965.
4	Student willbe ableto understandthelawsrelatedtoworkingconditions infactories.

Unit:I **Lawsrelatingtoindustrialdisputes;**
Tradeunions,andStandingorders,Lawsrelatingtodischarge,Misconduct,Domesticenquiryand Disciplinaryaction.

Unit:II:Introduction to Employment Law ;
Lawsrelatingtoworkmencompensation,Employeeestateinsurance,Providentfund,GratuityandmaternitybenefitAct.

Unit:IIIWage and Hour Laws; TheLawofminimumwages,Paymentofwages, Minimum wage, overtime, and exempt vs. non-exempt employees,Paymentofbonus. Fair Labor Standards Act (FLSA), Recordkeeping and compliance.

Unit:IV TheLawsrelatingtofactories;Contractlabour. National Labor Relations Act (NLRA), Labor unions and collective bargaining, Strikes, lockouts, and negotiation strategies.

SuggestedReadings:

1. Ghaiye,BR.LawandProcedureofDepartmentalEnquiryinPrivateandPublicSector.Lucknow,EasternLawCompany, 1994.
2. JohnHendyQCandKeithEwing,"TradeUnionsandthe Law",HartPublishing,Oxford,UnitedKingdom
- 3.K.R.Balasubramanyam,"Labour andIndustrialLaws",HimalayaPublishingHouse,Mumbai,India
4. Malhotra,OP.Thelawof IndustrialDisputes.Vol.IandII. Bombay,N.M Tripathi,1985.
5. Malik,PL.HandbookofIndustrialLaw. Lucknow,EasternBook,1995.
- 6.P.L.Malik,"IndustrialLaw",EasternBook Company,Lucknow,India
- 7.S.C.Srivastava,"IndustrialRelations andLabourLaws",VikasPublishing House,NewDelhi,India
8. Saini,DebiS. LabourJudiciary,AdjudicationandIndustrialJustice.NewDelhi,Oxford,1995

ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGIES

COURSE OUTCOMES: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Understand theories and models that form the foundation of disciplines as well as the OD diagnostic process.
2	Understand the ethics of OD professional and also can recognise ethical principles in organisational development.
3	Comprehend the main approaches of change and will be equipped with knowledge and skills required for effective change and organisational development.
4	Apply various OD interventions and can develop a working knowledge of all aspects of OD intervention process.

Unit-I: Organization Development:

Concept and theory of Development, Approaches to problem diagnosis, Managing OD process

Unit-II: Organizational Development Techniques and OD Evaluation:

Steps in OD, General OD competencies, OD skills, Evaluation of OD, Ethics of OD professional, Future of OD.

Unit-III: Intervention Strategies:

The Burke-Litwin model of organizational change, Types and models of organizational change, Major OD intervention techniques.

Unit-IV: Organizational Interventions:

Designing interventions, Interpersonal interventions, Team interventions, Inter-group interventions.

Suggested Readings:

1. Bernard Burnes, "Managing Change: A Strategic Approach to Organizational Dynamics", Pearson, Harlow, United Kingdom
2. Bimal Arora, "Organizational Change: A Comprehensive Framework", Response Books, New Delhi, India
3. HRD (Foundation framework Application) Werner Destmone, Cengage Learning
4. Human Resource Management; P Subba Rao, HPH
5. OD Behavior Science, Intervention for Org. Improvement; Wendell L. French (ed. H. Bell Jr.), PHI
6. R.K. Srivastava, "Organizational Change and Development: Concepts and Applications", Excel Books, New Delhi, India
7. Richard W. Woodman, William A. Pasmore, and Abraham B. Shani, "Research in Organizational Change and Development", Emerald Group Publishing, Bingley, United Kingdom

TEAM DYNAMICS AT WORK

COURSE OUTCOMES: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Students will be able to justify formation and development of teams and can explain the dynamics of Team & Team Building and different learning methodologies in team decision-making.
2	Student will be able to justify the applicability of various theories of Motivation, T-groups sensitivity training and Johari Window and also able to justify the Conflict resolution strategy.
3	Student will be able to understand the development of team and can discover orientation through FIRO-B.
4	Students will be able to determine the importance of Interpersonal Communication and can increase their self-awareness and strengthen ability to better understand others.

UNIT: I

Nature & characteristics of team, Types of teams, Formation and development of teams, Team composition, Team decision making & problem solving processes and models of decision Making.

UNIT: II

Team performance and motivation, Team conflict and leadership, Experiential learning methodologies, T-groups sensitivity training, Encounter groups, Appreciative enquiry, discovering facets of interpersonal trust through Johari Window.

UNIT: III

Team Development, Discovering the interpersonal orientation through FIRO-B, Team politics, cohesiveness.

UNIT: IV

Communication skills, Negotiation skills and strategies for team building, Team morale, Conflict resolution in teams, Competitive vs collaborative behavior, Developing collaboration, Transactional analysis.

Suggested Readings:

1. Angelo Kinicki, Robert Kreitner, "Organisation Behaviour", 3rd ed., 2009, Tata McGraw Hill
2. Bennis, W.G. "Essay in Interpersonal Dynamics". U.S.A., Dorsey Press, 1979.
3. Kolb, D. etc. "Organizational Behaviour: An Experiential Approach". 5th ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
4. Kolb, D. etc. "Organizational Behaviour: Practical Readings for Management". 5th ed. Englewood Cliffs, New Jersey, Prentice Hall of India, 1991.
5. Mainiero, LA & Tromley C.L. "Developing Managerial Skills in OB". New Delhi, Prentice Hall of India, 1985
6. Moore, MD. etc. "Inside Organizations: Understanding the Human Dimensions". London, Sage, 1988.

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

COURSE OUTCOMES: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Recognize, outline, and illustrate the enduring global context of International HRM understanding and key skills required by HR professionals working in an international context with multinational organizations.
2	Demonstrate; appraise the implications of IHRM in the Host Country Context and managing alliances and joint venture.
3	Differentiate the Context of Cross-border Alliances, prepare staffing international operations for sustained global growth, recruiting and selecting staff for international assignments,
4	Evaluate, interpret issues of international training, development and also can able to comprehend HRM practices in different countries.

UNIT-I:

Introduction of international human resource management, Approaches and challenges in global labour market, Linking HR to international expansion strategies, Socio-cultural context, Global integration and differentiation.

UNIT-II:

Culture and employee management, Management issues responding to diversity, Challenges of localization, Mastering expatriation, Managing alliances and joint ventures.

UNIT-III:

HR challenges in cross border integration, Legal issues in global workforce management, Staffing in international context, Appraisal of expatriate, Third and host country national employees, Issue in international performance management.

UNIT-IV:

International training, International compensation approaches, Composition, Social security system across countries, Emerging issues, HRM practices in different countries.

Suggested Readings:

1. K. Ashwathappa, International Human Resource Management, Tata McGraw Hill Publication
2. K. Aswathappa, "International Human Resource Management: Text and Cases", McGraw-Hill Education, New Delhi, India
3. Nilanjan Sengupta, International Human Resource Management, excelbook Publications
4. P. Subba Rao, "International Human Resource Management: Text and Cases", Himalaya Publishing House, Mumbai, India
5. Pawan S. Budhwar and Yaw A. Debrah, "Human Resource Management in Developing Countries", Routledge, New York, United States
6. Pramod Verma, Pawan S. Budhwar, and Harshita A. Kumari, "Advances in International Human Resource Management: Perspectives from India", Routledge, Abingdon, United Kingdom
7. SC Gupta, Textbook of international HRM, MacMillan publishers India Limited
8. Srinivas R. Kandula, "International Human Resource Management: Managing People in a Multinational Context", Oxford University Press, New Delhi, India

PERFORMANCEMANAGEMENTSYSTEM

COURSEOUTCOMES:Aftercompletionofthiscoursethestudentswill beableto

CO	COURSE OUTCOMES
1	Explaintheconceptofperformancemanagement,challengesofperformancemanagementanddifferentadvantagesofimplementingwell-designedperformance managementsystems.
2	Understandthatperformancemanagementisanon-goingprocesscomposedofseveralsub-processes,suchasperformanceplanning,execution,assessment,andreview.
3	Analyzedifferentmethodsandapproachestoperformancemeasurementandalsocan identifysomeofthecommonchallenges,problemswiththepformanceappraisalprocess.
4	Designaperformancemanagementsystemandalsocandevelopkeyskillsinvolvedin effectiveperformancemanagement andemployee development.

UnitI:OverviewPerformanceManagement:

Evolution of concept of performance management, Concept and perspectives of performancemanagement.Meaning,Natureandscopeofperformancemanagement.Theperformancemanagement contribution, Challenges to performance management. Performance managementandstrategicplanning.

UnitII:PerformanceManagementSystem:

Concept,Nature,Objectives,Functions.Effectiveperformancemanagementsystem,Competencybasedperformancemanagementsystemandrecentdevelopments.Modelsforassessing performance-balanced score card; EFQM Model, Performance management process &documentation,Performancemonitoring,Performancecounseling-Concept,Principlesandskills.

UnitIII:PerformanceAppraisalProcess&ImplementationofPMS:

Performanceplanning- Definition,Objectives,characteristicsandprocess.Determinantsofperformance. Performance appraisal-Meaning, Approaches to measuringperformance:Appraisalmethods, Raterserrors, The role of the appraiser&skillsrequired. Diagnosing the causes of poorperformance.Implementingperformancemanagementsystem.

UnitIV:PerformanceManagement&EmployeeDevelopment:

Buildingahighperformanceculture,LinkageofperformancemanagementtorewardandcompensationSystem:Performancemanagementandrewardsystem,Performancelinkedremunerationsystem,Pe rformancelinkedcareerplanningandpromotionpolicy.Highperformance teams. Ethics and performance management: Objectives andsignificance of ethicsinperformancemanagement,Ethical issuesanddilemmas inperformancemanagement,

SuggestedReadings:

1. A.K.Singh,"PerformanceManagementSystems:Design,DiagnosisandUse",ResponseBooks,Ne w Delhi,India.
2. A.S.Kohli,T.Deb,“PerformanceManagement” Oxfordpublications
3. Daniels“Bringingoutthebestinpeople”,McGraw-HillEducation.
4. DipakKumarBhattacharyya,"PerformanceManagement:ANewApproachforDrivingBusinessRe sults", ExcelBooks,NewDelhi,India.
5. GaneshShermon,:"PerformanceManagement:ChangingRolesandStrategies",ExcelBooks,New Delhi,India.
6. HBRGuidetoPerformanceManagement
7. SarmaA.M.,“PerformanceManagementSystem”,HimalayaPublication
8. T.V.RaoandRajuRao,"PerformanceManagementandAppraisalSystems:HRTToolsforGlobalCom petitiveness",Publisher:SAGEPublications, NewDelhi,India.
9. T.V.Rao,“PerformanceManagement:TowardOrganizationalExcellence”Sagepublications
10. V.S.P.Rao,"PerformanceManagementandAppraisalSystems:TextandCases",Himalaya PublishingHouse,Mumbai,India

GLOBAL HRM

COURSE OUTCOMES: After completion of this course the students will be able to

CO	COURSE OUTCOMES
1	Understand the role of HRM in the context of global business strategies.
2	Analyze the challenges and opportunities of managing a geographically dispersed workforce.
3	Apply cross-border HRM practices and adapt them to different cultural contexts.
4	Address ethical and legal considerations in global HRM.

Unit 1: Foundations of Global HRM :Overview of global HRM and its significance,Key drivers of globalization and their HR implications,The role of HRM in achieving international business objectives , Aligning HRM with global business strategy,Developing an international HRM strategy

Unit 2: Managing a Global Workforce :Approaches to international staffing (e.g., expatriation, localization, global sourcing),Challenges in expatriate management,Talent management in a global context,International performance management and appraisal
Retaining and developing global talent

Unit 3:Cross-Cultural HRM;Cross-cultural communication challenges,Developing intercultural communication skills,Leadership styles across cultures,Leading international and multicultural teams,International labor laws and regulations,Ethical dilemmas in global HRM,Ensuring compliance and corporate social responsibility

Unit 4: Emerging Trends and Future Challenges
Emerging trends in global HRM (e.g., virtual teams, gig economy),The impact of technology on global HRM,Preparing for future challenges in global HRM

Suggested Reradings:

1. "The Future of Work: Attract New Talent, Build Better Leaders, and Create a Competitive Organization" by Jacob Morgan
2. : "Global HR Competencies: Mastering Competitive Value from the Outside-In" by Dave Ulrich and Wayne Brockbank
3. "The New HR Leader's First 100 Days: How To Start Strong, Hit The Ground Running & ACHIEVE SUCCESS FASTER As A New Human Resources Manager, Director or VP" by Alan Collins
4. "The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing, and Promoting Your Best People" by Lance A. Berger and Dorothy R. Berger
5. "Business Ethics: Concepts and Cases" by Manuel G. Velasquez

MBA SEMESTER III
MBA IN MARKETING MANAGEMENT

Sr. No.	Subject Code	Name of Subject	Course Type
1	MBA/301/MAR	Brand Management	DSC
2	MBA/302/MAR	Service Marketing	DSC
3	MBA/303/MAR	International Marketing	DSC
4	MBA/304/MAR	Marketing Analytics	DSC
5	MBA/305/MAR MBA/306/MAR	Advertising and Media Planning / Digital Marketing	DSE

BRAND MANAGEMENT

COURSE OUTCOMES: After completion of this course the students will be able to

CO	Course Outcome
1	Defining key concepts in brand management, including brand identity, brand equity, and brand positioning.
2	Understanding the differences between brand identity and brand image
3	Understand the importance of ethical branding and the impact of social responsibility on brand image.
4	Stay updated with the latest industry trends and adapt brand strategies accordingly to remain competitive.

Unit 1: Introduction to Brand Management - Understanding Branding Concepts, The Role of Branding in Marketing, Branding History and Evolution, Brand Equity and Brand Value, Brand Identity and Brand Image, Brand Management Challenges

Unit 2: Brand Strategy and Development - Defining Brand Vision and Purpose, Target Audience and Segmentation, Brand Positioning and Differentiation, Brand Architecture and Portfolios, Brand Extension and Line Extension, Rebranding and Brand Revitalization

Unit 3: Brand Communication and Promotion - Integrated Marketing Communications (IMC), Advertising and Brand Promotion, Public Relations and Brand Reputation, Digital Branding and social media, Content Marketing for Branding, Measuring Brand Communication Effectiveness

Unit 4: Brand Performance and Monitoring - Brand Metrics and Key Performance Indicators (KPIs), Brand Audits and Assessments, Brand Tracking and Market Research, Customer Feedback and Brand Perception, Brand Crisis Management, Brand Growth Strategies

Reference Books: -

1. Keller, K. L. (2016). **Strategic brand management: Building, measuring, and managing brand equity.** Pearson.
2. Aaker, D. A. (2012). **Building strong brands.** Simon and Schuster.
3. Kapferer, J. N. (2012). **The new strategic brand management: Advanced insights and strategic thinking.** Kogan Page.
4. Srivastava, R. K. (2014). **Brand Management: Principles and Practices.** Himalaya Publishing House.
5. Ramanathan, R., & Subramanian, B. (2012). **Brand Management: Indian Context.** PHI Learning.
6. Batra, R., Myers, J. G., & Aaker, D. A. (2019). **Advertising Management.** Pearson.
7. Krishnan, V. S. (2019). **Brand Management: Text and Cases.** Himalaya Publishing House.
8. Das, G., & Kumar, S. (2016). **Branding and Advertising.** Oxford University Press.
9. Rajagopal (2016). **Brand Building and Advertising: Creating Brand Value.** Oxford University Press.
10. Ambler, T., & Vakratsas, D. (2016). **Building Brand Value the Playboy Way.** Penguin.

SERVICE MARKETING

COURSE OUTCOMES: After completion of this course, the students will be able to

CO	Course Outcome
1	Understand unique service characteristics and their impact on marketing.
2	Develop strategies to enhance customer experiences and drive loyalty.
3	Utilize service-specific tools for quality and recovery.
4	Analyze and adapt marketing approaches for various service sectors.

Unit 1: Introduction to Service Marketing

Characteristics of Services, The Service Marketing Mix (7Ps), Role of Services in the Economy, Customer-Centric Service Strategies, Service Quality and Customer Satisfaction, Challenges in Service Marketing

Unit 2: Service Design and Delivery

Service Blueprinting and Process Design, Customer Contact Points and Moments of Truth, Service Innovation and New Service Development, Managing Service Failures and Recovery, Employee Role in Service Delivery, Service Technology and Automation

Unit 3: Managing Customer Relationships in Services

Customer Expectations and Perceptions, Service Personalization and Customization, Customer Loyalty and Retention Strategies, Complaint Handling and Service Guarantees, Measuring Service Quality and Customer Feedback, Building a Service Culture

Unit 4: Service Marketing Challenges and Trends

Globalization of Services, E-services and Online Service Delivery, Sustainable Services, Ethical Considerations in Service Marketing, Legal and Regulatory Issues in Services, Future Trends in Service Marketing

Reference Books: -

1. Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2022). Services Marketing: Integrating Customer Focus Across the Firm. McGraw-Hill Education.
2. Lovelock, C., & Wirtz, J. (2021). Services Marketing: People, Technology, Strategy. Pearson.
3. Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1991). Refinement and Reassessment of the SERVQUAL Scale. Journal of Retailing, 67(4), 420-450.
4. Valarie, Z., A. (2018). Services Marketing: Integrating Customer Focus Across the Firm. Pearson.
5. Hoffman, K. D., & Bateson, J. E. G. (2017). Services Marketing: Concepts, Strategies, & Cases. Cengage Learning.
6. Bhattacharyya, S. K. (2017). Services Marketing: A Managerial Approach. PHI Learning.
7. Bansal, H. S., & Pandey, S. K. (2015). Services Marketing: Text and Cases. Excel Books.
8. Rajendra, N., & Muthiah, A. (2015). Services Marketing: Text and Cases. Pearson.
9. Datta, K. (2019). Services Marketing: Text and Cases. McGraw-Hill Education.
10. Mathur, U. C. (2018). Services Marketing: Text and Cases. PHI Learning.

INTERNATIONAL MARKETING ENVIRONMENT

COURSE OUTCOMES: After completion of this course, the students will be able to

CO	Course Outcome
1	Develop the ability to analyze and evaluate global markets, considering cultural, economic, and political factors that influence international business decisions.
2	Acquire cross-cultural competence by understanding cultural differences and their impact on consumer behavior and marketing strategies.
3	Gain knowledge of international trade laws and regulations, enabling students to navigate legal challenges in global marketing.
4	Understand global consumer trends and preferences, and learn how to conduct market research in international contexts.

Unit 1: Introduction to International Marketing

Globalization and International Business, Benefits and Risks of International Marketing, International Market Entry Strategies, Cultural Factors in International Marketing, Political and Legal Considerations, Ethical Issues in International Marketing

Unit 2: International Market Research and Analysis

International Market Assessment and Selection, Competitive Analysis in Global Markets, Market Entry Modes and Exporting, International Market Segmentation and Targeting, Market Adaptation and Standardization, International Marketing Planning and Strategy

Unit 3: International Marketing Mix

Product and Service Strategies in Global Markets, Pricing Strategies in International Marketing, International Distribution and Channel Management, International Promotion and Advertising, Managing International Marketing Communications, Supply Chain and Logistics in Global Markets

Unit 4: Global Market Expansion and Adaptation

Global Branding and Positioning, Cross-Cultural Marketing, E-commerce and International Marketing, International Marketing Metrics and Performance Measurement, International Marketing Challenges and Crisis Management, Future Trends in International Marketing.

Reference Books: -

1. Czinkota, M. R., Ronkainen, I. A., & Moffett, M. H. (2019). International Business. Wiley.
2. Keegan, W. J., & Green, M. C. (2020). Global Marketing. Pearson.
3. Hollensen, S. (2020). Global Marketing: A Decision-Oriented Approach. Pearson.
4. Cateora, P. R., & Graham, J. L. (2016). International Marketing. Tata McGraw-Hill Education.
5. Sheth, J. N., & Sethia, N. K. (2017). International Marketing: Emerging Markets. Cengage Learning India.
6. Madura, J. (2018). International Financial Management. Cengage Learning India.
7. Jain, S. C. (2018). International Marketing Management. Oxford University Press.
8. Kothari, C. R. (2018). Research Methodology: Methods and Techniques. New Age International.
9. Mohan, R., & Jain, S. (2015). International Marketing: Indian Experiences. PHI Learning.
10. Khanna, K. K. (2016). International Marketing Management. Excel Books.

MARKETING ANALYTICS

COURSE OUTCOMES: After completion of this course, the students will be able to

CO	Course Outcome
1	Develop proficiency in data collection, management, and interpretation to extract actionable insights for marketing decisions.
2	Gain hands-on experience with marketing analytics tools and software for data visualization, statistical analysis, and predictive modeling.
3	Understand consumer behavior through data analysis, enabling the development of customer-centric marketing strategies.
4	Learn to measure and maximize return on investment (ROI) for marketing campaigns through data-driven evaluation.

Unit 1: Introduction to Marketing Analytics

The Role of Analytics in Marketing, Data Sources and Collection Methods, Data Analysis Tools and Software, Key Metrics and Performance Indicators, Marketing Analytics in Decision Making, Ethical Considerations in Marketing Analytics

Unit 2: Customer Analytics and Segmentation

Customer Segmentation and Profiling, Predictive Analytics for Customer Behavior, Customer Lifetime Value (CLV), Churn Prediction and Retention Strategies, A/B Testing and Experimentation, Personalization and Recommendations

Unit 3: Market and Competitive Analysis

Market Trends and Competitive Benchmarking, Market Basket Analysis and Cross-Selling, Competitive Intelligence and SWOT Analysis, Price Elasticity and Demand Forecasting, Market Research and Consumer Insights, Competitor Analysis Tools and Techniques

Unit 4: Marketing Campaign Analytics

Digital Marketing Analytics, Social Media Analytics, Email Marketing Metrics, Content Marketing Performance, Marketing Attribution Modeling, Marketing Dashboards and Reporting

Reference Books:

1. Kumar, V. (2021). Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques. Pearson.
2. King, R., & Yoo, D. (2019). Marketing Analytics: Data-Driven Techniques with Microsoft Excel. Wiley.
3. Farris, P. W., Bendle, N. T., Pfeifer, P. E., & Reibstein, D. J. (2020). Marketing Metrics: The Paul, J., & Sikdar, K. (2019). Marketing Analytics: A Practical Approach. SAGE Publications.
4. Gupta, R. K., & Srivastava, S. (2019). Marketing Analytics: From Data to Decisions. Pearson.
5. Basu, S. (2019). Marketing Analytics: An Effective Way to Understand Consumers. Excel Books.
6. Vohra, R. (2018). Marketing Analytics: Innovative Models and Methods. PHI Learning.
7. Sharma, S., & Panigrahi, R. (2021). Marketing Analytics: A Comprehensive Guide for Beginners. Springer.
8. Bhargava, S. (2018). Marketing Analytics: A Guide to Data-Driven Marketing Strategy. Wiley.
9. Verma, M., & Ahuja, V. (2018). Marketing Analytics: A Practical Approach to Real Marketing Science. SAGE Publications
10. e Manager's Guide to Measuring Marketing Performance. Pearson.

ADVERTISING AND MEDIA PLANNING

COURSE OUTCOMES: After completion of this course, the students will be able to

CO	Course Outcome
1	Explore various media channels, such as print, digital, television, radio, and social media, and understand their strengths and limitations.
2	Analyze consumer behavior and psychology to create advertisements that resonate with target audiences.
3	Develop skills in strategic media planning, including setting objectives, budget allocation, and media channel selection.
4	Understand the process of media buying, negotiation, and placement to maximize the impact of advertising budgets.

Unit 1: Introduction to Advertising and Media Planning

The Role of Advertising in Marketing, Advertising as Communication, The Advertising Industry and Agencies, Advertising Ethics and Regulations

Unit 2: Consumer Behavior and Target Audience Analysis

Understanding Consumer Behavior, Target Audience Identification, Segmentation and Positioning, Consumer Insights for Advertising

Unit 3: Advertising Strategies and Message Development

Advertising Objectives and Goals, Creative Strategy and Message Development, Media Selection and Planning, Media Buying and Negotiation

Unit 4: Advertising Effectiveness and Evaluation

Measuring Advertising Effectiveness, Ad Testing and Pre-Post Campaign Evaluation, Return on Investment (ROI) in Advertising, Emerging Trends in Advertising and Media Planning

Reference Books: -

1. Belch, G. E., & Belch, M. A. (2020). Advertising and Promotion: An Integrated Marketing Communications Perspective. McGraw-Hill Education.
2. Wells, W., Burnett, J., & Moriarty, S. (2018). Advertising: Principles and Practice. Pearson.
3. Percy, L., & Elliott, R. (2012). Strategic Advertising Management. Oxford University Press.
4. Bhatia, T. (2018). Advertising: An IMC Perspective. Excel Books.
5. Sengupta, S. (2019). Advertising: Theory and Practice. PHI Learning.
6. Chopra, S. (2015). Advertising and Sales Promotion. Tata McGraw-Hill Education.
7. Bhattacharyya, S. (2017). Advertising: A Very Short Introduction. Oxford University Press.
8. Dhar, R. L. (2018). Advertising and Sales Management. Vikas Publishing House.
9. Kapil, R., & Gupta, P. (2015). Advertising Management and Sales Promotion. Kalyani Publishers.
10. Kapoor, K. K. (2019). Advertising and Brand Management. SAGE Publications.

DIGITAL MARKETING

COURSE OUTCOMES: After completion of this course, the students will be able to

CO	Course Outcome
1	Learn to design and optimize websites, create engaging content, and understand the role of user experience (UX) in digital marketing.
2	Develop skills in email marketing, including list building, campaign design, and automation for nurturing leads and retaining customers.
3	Understand the use of social media platforms for brand promotion, engagement, and community building.
4	Utilize analytics tools to measure digital marketing performance and make data-driven decisions for continuous improvement.

Unit 1: Introduction to Digital Marketing

The Digital Marketing Landscape, Digital Marketing vs. Traditional Marketing, Digital Marketing Channels and Platforms, Digital Marketing Strategy Development

Unit 2: Website and Content Strategy

Website Design and User Experience (UX), Search Engine Optimization (SEO), Content Creation and Content Marketing, Blogging and Content Management

Unit 3: Social Media and Online Advertising

Social Media Marketing, Paid Advertising (PPC and Display Ads), Email Marketing and Marketing Automation, Online PR and Influencer Marketing

Unit 4: Analytics and Optimization

Web Analytics and Metrics, Data-Driven Decision Making, Conversion Rate Optimization (CRO), Emerging Trends in Digital Marketing

Reference Books:

1. Chaffey, D., & Ellis-Chadwick, F. (2019). Digital Marketing: Strategy, Implementation, and Practice. Pearson.
2. Smith, R., & Zook, Z. (2018). Digital Marketing for Dummies. Wiley.
3. Ryan, D., & Jones, C. (2019). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation. Kogan Page.
4. Dave, C. (2020). Digital Marketing: Strategy and Implementation. Vikas Publishing House.
5. Kapoor, K. K., & Singh, A. (2017). Digital Marketing and E-commerce. SAGE Publications.
6. Kannan, P. K., & Li, H. (2017). Digital Marketing: Global Strategies from the World's Leading Experts. Routledge.
7. Chaffey, D. (2019). Total E-mail Marketing. Butterworth-Heinemann.
8. Zephoria Digital Marketing (Ed.). (2019). The Definitive Guide to Digital Advertising. Wiley.
9. Fawzy, N. (2018). Digital Marketing: An Integrated and Practical Approach. Excel Books.
10. Sánchez-García, J. L., & García, M. J. D. (2017). Digital Marketing: Influence of Online Store Beliefs. Springer.

MBA SEMESTER III
MBA IN FINANCE

Sr. No.	Subject Code	Name of Subject	Course Type
1	MBA/301/F	Financial Derivatives -II	DSC
2	MBA/302/F	Mutual Fund and Portfolio Management	DSC
3	MBA/303/F	Banking and Operations Management	DSC
4	MBA/304/F	Corporate Finance	DSC
5	MBA/305/F MBA/306/F	Rural and Micro Finance /Direct and Indirect Taxes	DSE

BANKING AND OPERATIONS MANAGEMENT

CO#	Course Outcomes
1	Understand the concepts of banking, their working and importance.
2	Illustrate the working and contribution of banks and nbfc's to the Indian economy
3	Analyse the linkages in the financial markets
4	Explain the various banking and accounting transactions.
5	Develop necessary competencies expected of a banking professional

Unit 1: Banking System in India: An Overview of Banking System in India, Commercial Banking Structure: Meaning, Role and Functions, Non-Banking Financial Corporations: Role, Growth, Types, Regulations, Concepts in banking: CAMEL Ratings, Retail Banking, Microfinance, Online Banking, Mobile Banking, Payment Banks, Terms of Payment & settlement system.

Unit 2 : Credit planning & Management: Objective & Scope, CRR, SLR, Bank Rate, Repo Rate, Reverse Repo Rate, Priority Sector Lending, NPA management

Unit 3 : Functions of Bank: Primary Functions Accepting deposits, Granting Loans & Advances ,Secondary Functions: Agency functions, General Utility Functions,Methods of Remittances

Unit 4 : Electronic Banking: ATM, Plastic Money, RTGS(Real Time Gross Settlement), NEFT (National Electronic Fund Transfer System) , IMPS, NACH IFSC, MICR, ECS, Kiosks, payment Wallets. Need for financial literacy and inclusion, Initiatives, New banks, Challenges.

Suggested Readings:

1. "Indian Financial System" by M.Y. Khan and P.K. Jain.
2. "Retail Banking: Principles and Practices" by S. R. Vishwanath
3. "Banking Awareness" by Arihant Experts
4. "Credit Management: Principles and Practices" by T.S. Reddy and K.P. Reddy
5. "Banking Theory, Law, and Practice" by Sundaram and Varshney

MUTUAL FUND AND PORTFOLIO MANAGEMENT

CO#	Course Outcomes
1	Impart knowledge regarding the theory and practices of Portfolio Management.
2	Understand various issues in security analysis and portfolio management.
3	To examine the various investment options available for personal portfolio management.

Unit 1 : Mutual funds ;Concept and performance of Mutual funds, Regulation of Mutual funds (with special reference to SEBI guidelines, Designing and marketing of mutual fund schemes, Latest mutual funds schemes in India.

Unit 2 : Portfolio Analysis ;Concept and Meaning –Risk-return Trade offs, The Mean-Variance Criterion, risk-Total risk, market risk and unique risk, Capital Market theory- Factor models and arbitrage theory, Estimating rate of return and standard deviation of portfolio, Markowitz's Risk- return optimization, Sharpe's Optimisation solution. Portfolio of two Risky Securities, A Three Security Portfolio.

Unit 3 : The Efficient Frontier- Tracing & Constructing, Sharpe: Single Index Model. Capital Asset Pricing Model, characteristics Lines, Factor Models and Arbitrage Pricing Theory, Portfolio Investment Process, Bond Portfolio Management Strategies, Investment Timing and Portfolio Performance Evaluation and Revision Models.

Unit 4 :Portfolio Management: Meaning, Portfolio management process, Portfolio Analysis: Measuring expected risk and return of a portfolio with two securities and more than two securities, portfolio risk diversification, Portfolio Selection: Markowitz model of portfolio selection, Creating optimal portfolio. Problems. CAPM: Assumptions, SML and CML, APT, Portfolio revision: portfolio revision strategies, Portfolio evaluation: measuring portfolio risk adjusted returns – Sharpe ratio – Treynor ratio – Jensen ratio, Single index model, efficient frontier, FAMA decomposition.

Suggested Readings:

1. "Mutual Funds: Investment and Regulation" by Raghunathan Anand and Rajesh Chakrabarti -.
2. "Mutual Funds for Dummies" by Eric Tyson.
3. "Modern Portfolio Theory and Investment Analysis" by Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, and William N. Goetzmann.
4. "Investments" by Zvi Bodie, Alex Kane, and Alan J. Marcus
5. "Portfolio Construction, Management, and Protection" by Robert A. Strong
6. "Portfolio Management Formulas: Mathematical Trading Methods for the Futures, Options, and Stock Markets" by Ralph Vince

FINANCIAL DERIVATIVES – II

CO#	Course Outcomes
1	Describe and explain the fundamental features of a range of key financial derivatives instruments.
2	Solve problems requiring pricing derivative instruments and hedge market risk based on numerical data and current market trends.
3	Estimate the value of interest rate and foreign exchange swaps; Be able to understand the structure of commodity market
4	Acquire ability to selection of various options strategies and able to determine option prices with Binominal and Black Sholes models

Unit I: Introduction to Financial Derivatives Derivatives Market: International and Indian Derivatives Market, Types of Traders, Evolution of Derivatives: History of Derivatives Market, Origin of Derivatives in India. Financial Derivatives: Definition and its Types, Classification of Derivatives Participants, Functions and Uses.

Unit II: Future and Forward Market Future and Forward Contract: Meaning, Difference between Forward and Future Contracts, Structure of Forward and Future Markets, Mechanics of Future Markets, Types of Margin and Mark to Market. Pricing: Determination of Forward and Future Prices, Cost of Carry Model, Forward Rate Agreement, Currency futures. Hedging, Speculation and Arbitrage using Futures: Basis Risk, Factors Affecting Basis Risk, Single Stock Futures, Stock Index Futures and Currency futures.

Unit III: Option and Its Strategies Fundamentals of Options: Concept of Options, Types of Option, Options Contract, Options Terminologies, Moneyness in Options and Option Pricing, Currency options. Option Strategies: Hedging, Straddle, Strangles, Strips and Straps, Butterfly and Spread trading.

Unit IV: SWAP and Commodity Derivatives Basic of Swap: Concept and Nature, Evolution of Swap Market, Features of Swaps and Swap options Types and Valuation of Financial Swap: Interest Rate Swap, Currency Swap and Equity Swap with intermediary. Commodity Market: Introduction, Types, Commodity Futures and Options, Exchanges Multi Commodity Exchange, National Commodity Derivative Exchange Role, Functions and Trading.

Suggested Readings:

1. John C Hull: Options, Futures and Other Derivatives, Prentice Hall of India, New Delhi.
2. Gupta, S.L, Financial Derivatives: Theory, Concepts and Problems, PHI Learning Publications.
3. Kumar S SS, Financial Derivatives, Prentice Hall of India, New Delhi.
4. Vohra &Bagri , Futures and Options, McGraw Hill,
5. Kevin, Financial Derivatives, Prentice Hall of India, New Delhi.

CORPORATE FINANCE

CO#	Course Outcomes
1	To discover the role of finance in an organization.
2	To predict and analyse the interrelationship between finance and governance.
3	To develop the concept of capital budgeting.
4	To understand the Financing of Small Scale Industry.

Unit 1 – Introduction to Corporate Finance Business Finance, Finance Function & Scope in Organization, Key Roles of Finance Executive, Goals & Objectives of Financial Management, Functional areas. Concept of Time Value of Money, Compounding & Discounting, Future Value of Single Amount & Annuity, Present Value of Single Amount & Annuity, Practical application of Time Value Technique, Sources of financing – LONG TERM: Shares, Debentures, Term Loans, Lease & Hire Purchase, Retained Earnings, Public Deposits, Bonds (Types, features & utility) SHORT TERM: bank finance, commercial paper & trade credit & bills discounting INTERNAL: Retained earnings, Depreciation policies.

Unit 2 - Capital structure: Concept, Meaning, Principles & Importance, Introduction to Trading on Equity, Capital Gearing & Leveraging, Cost of Capital, Cost of Different Sources of Finance, Weighted Average Cost of Capital, Theories of Capital Structure, Concept of Optimal Capital Structure, Computation of Leverages, Cost of Capital and EBIT-EPS analysis

Unit 3 - Capital Budgeting :Nature and Significance, Techniques of Capital Budgeting –Pay Back Method, Accounting Rate of Return, Net Present Value and Profitability Index. Financial Institutions- Need, Structure, Policies, Norms & Schemes, Financing Procedures, Changing Role of Project Appraisal, Overview of operations of NBFC's & Financial Institutions.

Unit 4 - Financing of Small Scale Industry : Meaning, Importance, and Growth of SSIs, Special Financing Needs and Sources, Issues & Implications. Corporate Restructuring – Reasons & Drivers of Restructuring, Methods of Restructuring- Mergers, Takeovers, Acquisitions, Divesting, Spin-off, Split ups, Privatization, Buyback & Joint Ventures.

Suggested Readings :

- 1 “Financial Management” by Ravi Kishore
- 2 “Financial Management “ by S. M. Inamdar
- 3 “The Indian Financial System” by Bharati V. Pathak
- 4 “Indian Financial system” by M. Y. Khan

RURAL AND MICRO FINANCE

CO#	Course Outcomes
1	Relate to the basic concepts and the terminologies involved in the Rural finance and Rural Development.
2	Develop a meaningful understanding of Role of Micro and Rural Finance and Recognize various credit lending models
3	Identify role of microfinance institutions and assess the risk associated with microfinance.

Unit 1 - Introduction to Rural Finance :Concept of Rural Finance, Role of Rural Finance in development of rural economy, Evolution of institutional financial agencies and Critical appraisal of the role played by institutional financial agencies with reference to Agriculture credit

Unit 2 Types of banks : Multi - Agency approach in Rural finance. Financial Institutional-Cooperative Banks, Public sector commercial Banks, Role and Scope Corporations and apex bodies.

Unit 3 - Introduction to Microfinance :Evolution and Characteristics of Microfinance in India , Financial Inclusion Impact of Microfinance, Poverty, Rural Credit, Recent developments of Microfinance in India, Microfinance and Disaster, Linkage Building and Successful Micro Entrepreneurs.

Unit 4 - Recent Innovations in Rural Banking : Micro credit, NGOs and self-help groups, The Garmin Bank, Rural service centres of bank, MUDRA Loans, Types,Rural Financial reforms.

Suggested Readings :

- 1 “Rural Financial Market in India” by K.P. Padmanabhan
- 2 “ Agricultural Finance and Management” by S. Subba Reddy
- 3 “Financial Reforms” by Narsimhan Committeee
- 4 “Finance Against Poverty.” By Devid Hulmp

DIRECT AND INDIRECT TAXES

CO#	Course Outcomes
1	Understand various basic concepts/ terminologies related Direct/Indirect Taxation
2	Explain how tax planning can be done.
3	Illustrate how online filling of various forms and returns can be done
4	Analyze and discover intrinsic value of a security.

Unit 1 Introduction::Introduction to Direct Tax, Definition, Income Tax,Transfer taxes, Entitlement tax, Property tax, Capital gains tax. Indirect Taxes, Service Tax,Excise duty, Value Added Tax Custom Duty, Entertainment Tax, Securities Transaction Tax. Tax Planning - Concept, Tax Planning, Customs and central sales tax. tax avoidance vs. tax Evasion. Income from Business & Profession.

Unit 2 Goods and services tax:Fundamentals of GST, Advantages of GST, Constitution [101st Amendment] Act, 2016, Dual GST Model, ONE NATION - ONE TAX, Functions of the GST Council, Goods and Services Tax Network, TDS and TCS under GST, Returns under GST.

Unit 3 Levy and Collection of Tax :Supply ,Scope of Supply ,Composite and Mixed Supplies ,Levy and Collection, Composition Levy ,6 Exemptions ,Person Liable to pay GST ,Supply of Goods or Services or both to or by Special Economic Zone.

Unit 4 - Central Excise Laws : Basis of chargeability of duties of central excise- goods, Manufacture, Classification and valuation of excisable goods- specific issues and case studies; Assessment procedure, Exemption, Payment, Recovery and refunds of duties.

Suggested Readings :

1 “Direct and Indirect Taxes” by C.H Sengupta

2 “Indirect Taxes” by Datey V. S

3 “Income Tax and GST” by V.P. Agrawal

4 “ GST” by Taxmann

MBA SEMESTER III
MBA in Information Technology and Systems Management

Sr. No.	Subject Code	Name of Subject	Course Type
1	MBA/301/ITS	Cloud Management	DSC
2	MBA/302/ITS	Enterprise Resource Planning	DSC
3	MBA/303/ITS	Software Project Management	DSC
4	MBA/304/ITS	Cyber Laws	DSC
5	MBA/305/ITS MBA/306/ITS	Software Quality Assurance / Business Development in Knowledge Economy	DSE

MBA SEMESTER IV

Sr. No.	Subject Code	Name of Subject	Course Type
1	MBA/401/HR	Research Project	RP
2	MBA/402/HR	Internship Project	Internship
3	MBA/403/HR	Case Study Preparation and Presentation	Case Study

ANNEXURE I

Semester I (Discipline Specific Core(DSC) & Discipline Specific Elective(DSE),On Job Training(OJT) ,Field Project(FP))

Sr. No.	Subject Code	Name of Subject	Hrs/Week	Course Type	Credit	Examination Scheme						
						Duration of Exam Hours	External		Internal		Total Max Marks	Min. Agg. Marks
							Max Marks	Min. Pass Marks	Max Marks	Min. Pass Marks		
1	MBA 101	Managerial Economics	4	DSC	3	3	70	35	30	15	100	300
2	MBA 102	Financial Reporting, Statements and Analysis	4	DSC	3	3	70	35	30	15	100	
3	MBA 103	Organizational Behaviour	4	DSC	3	3	70	35	30	15	100	
4	MBA 104	Management Practices	3	DSC	3	3	70	35	30	15	100	
5	MBA 105	Research Methodology and Intellectual Property Rights	4	DSC	4	3	70	35	30	15	100	
6	MBA 106 / MBA 107	Indian Ethos and Business Ethics / Legal and Business Environment	4	DSE	4	3	70	35	30	15	100	
7	MBA 108	Computer Application for Business	2	DSC	2	---	---	---	Internal Assessment Paper		Grade	
Total			25		22						600	300

Semester II (Discipline Specific Core(DSC) & Discipline Specific Elective(DSE),On Job Training(OJT) ,Field Project(FP))

Course Name: MBA in Marketing Management												
Sr. No.	Subject Code	Name of Subject	Hrs/Week	Course Type	Credit	Examination Scheme						
						Duration of Exam Hours	External		Internal		Total Max Marks	Min. Agg. Marks
							Max Marks	Min. Pass Marks	Max Marks	Min. Pass Marks		
1	MBA/201/M	Marketing Management Concepts	4	DSC	4	3	70	35	30	15	100	300
2	MBA/202/M	Integrated Marketing Communications	4	DSC	4	3	70	35	30	15	100	
3	MBA/203/M	Consumer Behaviour	4	DSC	4	3	70	35	30	15	100	
4	MBA/204/MAR MBA/205/MAR	Business Marketing Operations/ Marketing Research	4	DSE	4	3	70	35	30	15	100	
	MBA/206/MAR	Retail Marketing and Distribution Management	2	DSC	2	3	70	35	30	15	100	
6	MBA/207/MAC	OJT/FP	15	OJT/FP	4	—	—	—	Internal Assessment		100	
Total			33		22						600	600

Semester III (Discipline Specific Core(DSC) & Discipline Specific Elective(DSE),On Job Training(OJT) ,Field Project(FP))

Course Name: MBA in Marketing Semester 3												
Sr. No.	Subject Code	Name of Subject	Hrs/Week	Course Type	Credit	Examination Scheme						
						Duration of Exam Hours	External		Internal		Total Max Marks	Min. Agg. Marks
							Max Marks	Min. Pass Marks	Max Marks	Min. Pass Marks		
1	MBA/301/MAR	Brand Management	4	DSC	4	3	70	35	30	15	100	300
2	MBA/302/MAR	Service Marketing	4	DSC	4	3	70	35	30	15	100	
3	MBA/303/MAR	International Marketing	4	DSC	4	3	70	35	30	15	100	
4	MBA/304/MAR	Marketing Analytics	4	DSC	4	3	70	35	30	15	100	
5	MBA/305/MAR MBA/306/MAR	Advertising and Media Planning / Digital Marketing	2	DSE	2	3	70	35	30	15	100	
6	MBA/307/MARFC	OJT/FP	15	OJT/FP	4	—	—	—	Internal Assessment		100	
Total			33		22						600	300

Course Name: MBA in Marketing Semester 4												
Sr. No.	Subject Code	Name of Subject	Hrs/Week	Course Type	Credit	Examination Scheme						
						Duration of Exam Hours	External		Internal		Total Max Marks	Min. Agg. Marks
							Max Marks	Min. Pass Marks	Max Marks	Min. Pass Marks		
1	MBA/401/HR	Research Project	8	RP	8	---	---	---	Internal Assessment		200	300
2	MBA/402/HR	Internship Project	16	Internship	8	---	---	---	Internal Assessment		200	
3	MBA/403/HR	Case Study Preparation and Presentation	8	Case Study	8	---	---	---	Internal Assessment		200	
Total			32		24						600	300

Semester II (Discipline Specific Core(DSC) & Discipline Specific Elective(DSE),On Job Training(OJT) ,Field Project(FP))

Course Name: MBA in Finance												
Sr. No.	Subject Code	Name of Subject	Hrs/Week	Course Type	Credit	Examination Scheme						Min. Agg. Marks
						Duration of Exam Hours	External		Internal		Total Max Marks	
							Max Marks	Min. Pass Marks	Max Marks	Min. Pass Marks		
1	MBA/201/F	Financial Management	4	DSC	4	3	70	35	30	15	100	300
2	MBA/202/F	Capital, Money & Commodity Market	4	DSC	4	3	70	35	30	15	100	
3	MBA/203/F	Financial Derivatives	4	DSC	4	3	70	35	30	15	100	
4	MBA/204/F MBA/205/F	Personal Finance and Wealth Management / Investment Science	4	DSE	4	3	70	35	30	15	100	
5	MBA/206/F	Accounting Software and ERP System	2	DSC	2	3	70	35	30	15	100	
6	MBA/207/FC	OJT/FP	15	OJT/FP	4	---	---	---	Internal Assessment		100	
Total			33		22						600	300

Semester III (Discipline Specific Core(DSC) & Discipline Specific Elective(DSE),On Job Training(OJT) ,Field Project(FP))

Course Name: MBA in Finance Semester 3												
Sr. No.	Subject Code	Name of Subject	Hrs/Week	Course Type	Credit	Examination Scheme						
						Duration of Exam Hours	External		Internal		Total Max Marks	Min. Agg. Marks
							Max Marks	Min. Pass Marks	Max Marks	Min. Pass Marks		
1	MBA/301/F	Financial Derivatives -II	4	DSC	4	3	70	35	30	15	100	300
2	MBA/302/F	Mutual Fund and Portfolio Management	4	DSC	4	3	70	35	30	15	100	
3	MBA/303/F	Banking and Operations Management	4	DSC	4	3	70	35	30	15	100	
4	MBA/304/F	Corporate Finance	4	DSC	4	3	70	35	30	15	100	
5	MBA/305/F MBA/306/F	Rural and Micro Finance /Direct and Indirect Taxes	2	DSE	2	3	70	35	30	15	100	
6	MBA/307/FFC	OJT/FP	15	OJT/FP	4	---	---	---	Internal Assessment		100	
Total			33		22						600	300

Course Name: MBA in Finance Semester 4												
Sr. No.	Subject Code	Name of Subject	Hrs/Week	Course Type	Credit	Examination Scheme						
						Duration of Exam Hours	External		Internal		Total Max Marks	Min. Agg. Marks
							Max Marks	Min. Pass Marks	Max Marks	Min. Pass Marks		
1	MBA/401/HR	Research Project	8	RP	8	---	---	---	Internal Assessment		200	300
2	MBA/402/HR	Internship Project	16	Internship	8	---	---	---	Internal Assessment		200	
3	MBA/403/HR	Case Study Preparation and Presentation	8	Case Study	8	---	---	---	Internal Assessment		200	
Total			32		24						600	300

Semester II (Discipline Specific Core(DSC) & Discipline Specific Elective(DSE), On Job Training(OJT) ,Field Project(FP))

Course Name: MBA in Human Resource Management												
Sr. No.	Subject Code	Name of Subject	Hrs/Week	Course Type	Credit	Examination Scheme						Min. Agg. Marks
						Duration of Exam Hours	External		Internal		Total Max Marks	
Max Marks	Min. Pass Marks	Max Marks	Min. Pass Marks									
1	MBA/201/HR	Introduction to Human Resource Management	4	DSC	4	3	70	35	30	15	100	300
2	MBA/202/HR	Talent Acquisition & Development	4	DSC	4	3	70	35	30	15	100	
3	MBA/203/HR	Employee Relations Management	4	DSC	4	3	70	35	30	15	100	
4	MBA/204/HR MBA/205/HR	Compensation & Benefit Management / Industrial Psychology & Sociology	4	DSE	4	3	70	35	30	15	100	
5	MBA/206/HR	Human Resource Information System	2	DSC	2	3	70	35	30	15	100	
6	MBA/207/HRC	OJT/FP	15	OJT/FP	4	---	---	---	Internal Assessment		100	300
Total			33		22						600	

Semester III (Discipline Specific Core(DSC) & Discipline Specific Elective(DSE), On Job Training(OJT) ,Field Project(FP))

Semester III (Discipline Specific Core(DSC) & Discipline Specific Elective(DSE),On Job Training(OJT),Field Project(FP))												
Course Name: MBA in Human Resource Management Semester 3												
Sr. No.	Subject Code	Name of Subject	Hrs/Week	Course Type	Credit	Examination Scheme						Min. Agg. Marks
						Duration of Exam Hours	External		Internal		Total Max Marks	
							Max Marks	Min. Pass Marks	Max Marks	Min. Pass Marks		
1	MBA/301/HR	Legal Framework Governing Human Relations	4	DSC	4	3	70	35	30	15	100	300
2	MBA/302/HR	Organizational Change and Intervention Strategies	4	DSC	4	3	70	35	30	15	100	
3	MBA/303/HR	Team Dynamics at Work	4	DSC	4	3	70	35	30	15	100	
4	MBA/304/HR	Performance Management System	4	DSC	4	3	70	35	30	15	100	
5	MBA/305/HR MBA/306/HR	International Human Resource Management/Global HRM	2	DSE	2	3	70	35	30	15	100	
6	MBA/307/HR	OJT/FP	15	OJT/FP	4	—	—	—	Internal Assessment		100	300
Total			33		22						600	

Course Name: MBA in Human Resource Management Semester 4

Sr. No.	Subject Code	Name of Subject	Hrs/Week	Course Type	Credit	Examination Scheme						
						Duration of Exam Hours	External		Internal		Total Max Marks	Min. Agg. Marks
							Max Marks	Min. Pass Marks	Max Marks	Min. Pass Marks		
1	MBA/401/HR	Research Project	8	RP	8	---	---	---	Internal Assessment		200	300
2	MBA/402/HR	Internship Project	16	Internship	8	---	---	---	Internal Assessment		200	
3	MBA/403/HR	Case Study Preparation and Presentation	8	Case Study	8	---	---	---	Internal Assessment		200	
Total			32		24						600	300

Semester II (Discipline Specific Core(DSC) & Discipline Specific Elective(DSE),On Job Training(OJT) ,Field Project(FP))

Course Name: MBA in Information Technology and System Administration												
Sr. No.	Subject Code	Name of Subject	Hrs/Week	Course Type	Credit	Examination Scheme						Min. Agg. Marks
						Duration of Exam Hours	External		Internal		Total Max Marks	
							Max Marks	Min. Pass Marks	Max Marks	Min. Pass Marks		
1	MBA/201/ITS	Introduction to Information Technology	4	DSC	4	3	70	35	30	15	100	300
2	MBA/202/ITS	Information Systems Analysis and Design	4	DSC	4	3	70	35	30	15	100	
3	MBA/203/ITS	Data Analytics and Business Intelligence	4	DSC	4	3	70	35	30	15	100	
4	MBA/204/ITS MBA/205/ITS	Information Security and Cybersecurity / Emerging Technologies in IT	4	DSE	4	3	70	35	30	15	100	
5	MBA/206/ITS	Introduction to Programming	2	DSC	2	3	70	35	30	15	100	
6	MBA/207/ITSC	OJT/FP	15	OJT/FP	4	---	---	---	Internal Assessment Paper		100	
Total			33		22						600	300

Semester III (Discipline Specific Core(DSC) & Discipline Specific Elective(DSE),On Job Training(OJT) ,Field Project(FP))

Course Name: MBA in Information Technology System Management Semester 3												
Sr. No.	Subject Code	Name of Subject	Hrs/Week	Course Type	Credit	Examination Scheme						Min. Agg. Marks
						Duration of Exam Hours	External		Internal		Total Max Marks	
							Max Marks	Min. Pass Marks	Max Marks	Min. Pass Marks		
1	MBA/301/ITS	Big Data Analytics and Management	4	DSC	4	3	70	35	30	15	100	300
2	MBA/302/ITS	Software Testing	4	DSC	4	3	70	35	30	15	100	
3	MBA/303/ITS	Information Security and Audit	4	DSC	4	3	70	35	30	15	100	
4	MBA/304/ITS	Data Warehouse and Data Mining	4	DSC	4	3	70	35	30	15	100	
5	MBA/305/ITS MBA/306/ITS	Software Marketing / Role of IT in Ecommerce and Retailing	2	DSE	2	3	70	35	30	15	100	
6	MBA/307/ITSFP	OJT/FP	15	OJT/FP	4	---	---	---	Internal Assessment		100	
Total			33		22						600	300

Course Name: MBA in Information Technology System Management Semester 4												
Sr. No.	Subject Code	Name of Subject	Hrs/Week	Course Type	Credit	Examination Scheme						
						Duration of Exam Hours	External		Internal		Total Max Marks	Min. Agg. Marks
							Max Marks	Min. Pass Marks	Max Marks	Min. Pass Marks		
1	MBA/401/HR	Research Project	8	RP	8	---	---	---	Internal Assessment		200	300
2	MBA/402/HR	Internship Project	16	Internship	8	---	---	---	Internal Assessment		200	
3	MBA/403/HR	Case Study Preparation and Presentation	8	Case Study	8	---	---	---	Internal Assessment		200	
Total			32		24						600	300

Semester II (Discipline Specific Core(DSC) & Discipline Specific Elective(DSE),On Job Training(OJT) ,Field Project(FP))

Course Name: MBA in Business Anlytics												
Sr. No.	Subject Code	Name of Subject	Hrs/Week	Course Type	Credit	Examination Scheme						Min. Agg. Marks
						Duration of Exam Hours	External		Internal		Total Max Marks	
							Max Marks	Min. Pass Marks	Max Marks	Min. Pass Marks		
1	MBA/201/BA	Quantitative Business Analysis	4	DSC	4	3	70	35	30	15	100	300
2	MBA/202/BA	Data Mining For Business Intellegence	4	DSC	4	3	70	35	30	15	100	
3	MBA/203/BA	Machine Learning Application For Business	4	DSC	4	3	70	35	30	15	100	
4	MBA/204/BA MBA/205/BA	Data Visualization / Web Analytics	4	DSE	4	3	70	35	30	15	100	
5	MBA/206/BA	BA & Tools Of BA - R, Python, SPSS	2	DSC	2	3	70	35	30	15	100	
6	MBA/207/BAC	OJT/FP	15	OJT/FP	4	---	---	---	Internal Assessment Paper		100	
Total			33		22						600	300

Semester III (Discipline Specific Core(DSC) & Discipline Specific Elective(DSE),On Job Training(OJT) ,Field Project(FP))

Course Name: MBA in Business Analytics Semester 3												
Sr. No.	Subject Code	Name of Subject	Hrs/Week	Course Type	Credit	Examination Scheme						Min. Agg. Marks
						Duration of Exam Hours	External		Internal		Total Max Marks	
							Max Marks	Min. Pass Marks	Max Marks	Min. Pass Marks		
1	MBA/301/BA	Pricing Analytics	4	DSC	4	3	70	35	30	15	100	300
2	MBA/302/BA	Business Econometrics	4	DSC	4	3	70	35	30	15	100	
3	MBA/303/BA	Applied Data Analytics	4	DSC	4	3	70	35	30	15	100	
4	MBA/304/BA	Big Data Analytics	4	DSC	4	3	70	35	30	15	100	
5	MBA/305/BA MBA/306/BA	Supply chain analytics/E-Commerce Analytics	2	DSE	2	3	70	35	30	15	100	
6	MBA/307/BAFP	OJT/FP	15	OJT/FP	4	—	—	—	Internal Assessment		100	
Total			33		22						600	300

Course Name: MBA in Business Analytics Semester 4

Sr. No.	Subject Code	Name of Subject	Hrs/Week	Course Type	Credit	Examination Scheme						
						Duration of Exam Hours	External		Internal		Total Max Marks	Min. Agg. Marks
							Max Marks	Min. Pass Marks	Max Marks	Min. Pass Marks		
1	MBA/401/HR	Research Project	8	RP	8	---	---	---	Internal Assessment		200	300
2	MBA/402/HR	Internship Project	16	Internship	8	---	---	---	Internal Assessment		200	
3	MBA/403/HR	Case Study Preparation and Presentation	8	Case Study	8	---	---	---	Internal Assessment		200	
Total			32		24						600	300

Table A

Year (2 Yr PG)	Level	Sem. (2 Yr)	Major		RM	OJT /FP	RP	CC (Optional)	Cum. Cr. offered	Degree
			Mandatory	Electives						
I	6.0	Sem I	14	4	4				22	PG Diploma (after 3 Yr Degree)
		Sem II	14	4		4 Cum.			22	
		Cum. Cr. For PG Diploma	28	08	4	4	-		44	
a) Exit option: PG Diploma (42-44 Credits) after Three Year UG Degree upon completion of on-the-job training/internship of 04 credits during summer break in the respective Major Subject										
II	6.5	Sem III	14	4			4		22	PG Degree After 3- Yr UG
		Sem IV	14	4			6	From Sem I to Sem IV 3* Credits Cum.	24	
		Cum. Cr. for 2 Yr PG Degree	28	08			10		46 +3*	
2 Years-4 Sem. PG Degree (88 credits) after Three Year UG Degree										

Table B Distribution of Credits across Two Years PG Degree Programme

Sr. No.	Type of Course		Total Credits Offered	Minimum Credits Required
1	MAJOR			
	i.	DSC	56	56
	ii.	DSE	16	16
	TOTAL		72	72
2	Research Methodology and IPR (FSC/DSC: Major)		04	04
2	On Job Training, Internship/ Apprenticeship; Field projects Related to Major		04	04 for 120 Hours OJT/FP cum. 02 (Minimum 60 Hours OJT/FP is mandatory)
3	Research Project		10	10
	OPTIONAL			
4	Co-Curricular Courses (offline and/or online as applicable): Co-curricular Courses: Health and wellness, Yoga Education, Sports and Fitness, Cultural Activities, NSS/NCC, Fine/Applied/Visual/Performing Arts, CC also include but not limited to Academic activities like paper presentations in conferences, Aavishkar, start-ups, Hackathon, Quiz competitions, Article published, Participation in Summer school/ Winter School / Short term course, Scientific Surveys, Societal Surveys, Field Visits, Study tours, Industrial Visits, online/offline Courses on Yoga (Yoga for IQ development, Yoga for Ego development, Yoga for Anger Management, Yoga for Eyesight Improvement, Yoga for Physical Stamina, Yoga for Stress Management, etc.).		Limited to Maximum 03 only (For 90 Hours of CC cumulatively)	00
	TOTAL			
	TOTAL		93	88

10. Two Years Master's Degree Program with Exit Option