



SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 20AU0036
TITLE OF THE COURSE : CREATIVITY & INNOVATION
L: T/A: P: C : 2:0:0:0

Background

The closer you get to the top of organisations, the starker the importance of creativity and innovation. Equally, spend any time with an entrepreneur and quickly they will promote the importance of creativity and innovation too. For this reason, if you are, or plan to be either an entrepreneur or manager, having a clear and articulate understanding for these concepts will give you tremendous advantage. This course will do more than reinforce the vague notions of innovation and creativity as buzzwords but will instead give you a powerful toolkit for both understanding these terms and practically being able to more reliably harness them in organisations and personal projects. We embody these concepts too, and the course itself is fun and memorable, utilising a range of guest speakers, modern materials and on campus exploration.

Course Objectives

The course draws the attention of the student to thinking out of the box.

Course Outcomes

On successful completion of this course, students will be able to:

- Appreciate the imperative of innovation within society to dispel common misconceptions regarding innovation and creativity;
- Critically analyse theories of innovation and creativity;
- Use evidence to critically challenge innovation practices and communicate recommended behavioural changes;
- Identify possible changes in established environments and routines to challenge status quo.

Syllabus:

Unit I: The imperative of innovation

- ☐ The significance of creativity and innovation as a determinant of organisational success
- ☐ Recognition of innovation and creativity as deep habit as well as modern management imperative
- ☐ The purpose of the course and the usefulness for students

Unit II: Definitions of innovation and creativity

- ☐ Selected definitions of both innovation and creativity
- ☐ The role of creativity and innovation in both established business and



entrepreneurial context

- ☐ Contrast to related terms in invention, commercialisation

Unit III: Innovation as systems

- ☐ Innovation systems- collective habit and preference
- ☐ Jumping out of the system- breaking the rules of the game
- ☐ Trajectories of resistance and transformation
- ☐ Internal organisational resistance to change

Unit IV: Creative practice

- ☐ Creativity as routine
- ☐ Creativity and innovation as interaction and management
- ☐ **Design of organisations to foster innovation**

Unit V: Responsible innovation and creativity

- ☐ Ethics of creativity and innovation
- ☐ Ambiguity of novelty
- ☐ Innovation and creativity as a force for good (grand challenges)

Pedagogy and Evaluation

Case Studies, Presentations, projects, Assignments

Text Books

No text books

Evaluation Pattern of CIA

Not Applicable



SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 20AU0037
TITLE OF THE COURSE : EXCEL AND POWERPOINT BASICS L:
T/A: P: C : 2 : 0 : 0 : 0

Background

Microsoft Excel and PowerPoint are the industry-standard spreadsheet and presentation applications. Introduction to both Microsoft Excel and PowerPoint teaches students the key techniques to familiarize and do regular work by helping them how to turn organized data into useful information and quickly make spreadsheets and presentations.

Course Objectives:

- ✓ Impart comprehensive training on Microsoft excel and powerpoint
- ✓ Manage day to day business using these two key softwares
- ✓ Familiarize with data and use them effectively onto spreadsheets and presentations

Course Outcomes

- ☐ Identify the importance of the digital marketing for making businesses to succeed and to have global reach
- ☐ Manage customer relationships across all digital channels and build better customer relationships as compared to traditional marketing
- ☐ Create a digital marketing plan to do swot analysis and defining a target group to track and measure the reach of a product/service
- ☐ Classify digital channels, their advantages and limitations, to perceiving ways of their integration taking into consideration the available budget to promote product/service in a personalized manner

Syllabus:

Microsoft Excel Basics

- ☐ Module – 1: Introduction to Microsoft Excel
- ☐ Module – 2: Getting started with worksheets
- ☐ Module – 3: Editing worksheets
- ☐ Module – 4: Formatting worksheets

Microsoft PowerPoint Basics

- ☐ Module1: Getting Started with PowerPoint
- ☐ Module2: Creating a Basic Presentation
- ☐ Module3: Formatting Text on Slides
- ☐ Module4: Modifying Graphical Objects in Presentations
- ☐ Module5: Working with Tables
- ☐ Module6: Working with Charts
- ☐ Module7: Preparing to Deliver a Presentation



Pedagogy and Evaluation

Presentations, Simulations, Assignments

Text Books

1. **Microsoft Office 365 & Office 2019 Introductory (Authors: Sandra Cable, Steven M. Freund, Ellen Monk, Susan L. Sebok, Joy L. Starks, and Misty E. Vermaat)**
2. Illustrated Microsoft Office 365 & Office 2019 Introductory (Authors: David Beskeen, Carol M. Cram, Jennifer Duffy, Lisa Friedrichsen, and Lynn Wermers)
3. Building a Foundation with Microsoft Office 2019 & 365 (Authors: Alec Fehl, Alex Scott, Ben Linford, and Ian Ewell)
4. Microsoft Office 2019 Inside Out (Author: Joe Habraken)

Evaluation Pattern of CIA

Not Applicable



SEMESTER/YEAR : II / I YEAR
COURSE CODE : 20AU0039
TITLE OF THE COURSE : LEADERSHIP & BUSINESS ETHICS
L: T/A: P: C : 2 : 0 : 0 : 0

Background

The heart of this course is the repeated coaching and real-time feedback the students will receive on their leadership activities from their peers and the instructor. Encourages students to think about the nature of what they will study over the whole Program. It also encourages them to explore and develop personal skills central to leadership. By exploring self-awareness, and developing a personal leadership philosophy, students will be well placed to broaden their understanding of other individuals and social groups at work. Theoretically, the first three units focus on understanding seminal and contemporary leadership theories and principles, their impact on practice, and managing change. This course widens the discussion further by considering Ethical, Socially Responsible and Sustainable Leadership with an Indian Ethos. It gives not only understanding of main theoretical concepts, but also developing skills of identification and analysis of ethical dilemmas using case studies from Indian and US MNCs.

Course Objectives:

1. Identify leadership philosophy, styles, and traits
2. Develop core leadership skills and behaviours
3. Define the characteristics of ethical leadership
4. To enhance awareness and increase understanding of the nature of business ethics, responsibility and sustainability in the Indian as well as the global business environment.

Course Outcomes

By the conclusion of this course, the student should be able to:

1. Examine the practice of leadership in today's context (in business, in society, and in a technology-driven, globally distributed, diverse workforce.
2. To understand ethics, values, business responsibility and sustainability from an Indian western perspective.
3. To understand ethical violations and consequence of their influence on business practice, economy and society in general.

Syllabus:

UNIT I: Leadership Communication for Maximum Impact: Storytelling: Storytelling is an essential part of leadership. Effective leaders communicate to inspire talent to excel; to partner with investors and communities; to engage with customers and clients and to grow their impact in the world as part of a global community. Cultivating an authentic, trustworthy and compelling narrative is vital to a leader's success. This unit helps leaders find their own story through personal branding; develop storytelling success with all constituencies; initiate an effective voice for crisis; interact well through social and third-party media; and communicate a vision for innovation.

UNIT II: Leadership Through Social Influence: This unit will provide learners with a systematic general framework for analysing persuasive influence situations. Learners will be able to identify different challenges faced by persuaders and to fashion appropriate strategies for addressing those challenges. The broad goal is to provide learners with not only an extensive persuasion tool kit, but also with an understanding of how different tools are useful in different situations. Specifically, the unit will address four broad topics: strategies for influencing people's personal attitudes; strategies for affecting social factors influencing behavior; strategies for affecting people's perceived ability to undertake the desired behavior; and strategies for inducing people to act on their existing intentions.

UNIT III: Experiential Understanding: Leadership in Crisis: Ernest Shackleton and the Epic Voyage of the Endurance: Nancy F. Koehn, Erica Helms, Phillip Mead: HBS Provides an opportunity to examine leadership and entrepreneurship in the context of Ernest Shackleton's 1914 Antarctic expedition, a compelling story of crisis, survival, and triumph. Summarizes Shackleton's career as an officer in the British Merchant Marine, his work on several prominent Antarctic missions, and the competitive nature of polar exploration in the late 19th and early 20th centuries. Also examines Shackleton's planning and advance management of what he hoped would be the first-ever trek across the Antarctic continent. Details the events of this epic voyage aboard the Endurance. Readers have the opportunity to examine how, after the vessel became trapped in ice and the crew abandoned ship, the commander shifted his objectives and responsibilities from completing an historic march to ensuring the survival of all 28 expedition members. Considers Shackleton's efforts to maintain his team's morale, loyalty, and commitment in the face of extraordinary mental and physical trials during almost two years in the Antarctic.

UNIT IV: Case Analysis:

1. **Leadership Development at Goldman Sachs:** Boris Groysberg, Scott A. Snook, David Lane: Harvard Business School: In November 1999, 11 of Goldman Sachs' finest gathered to put the final touches on a revolutionary leadership development plan. Following Goldman's explosive growth during the 1990s and its eventual IPO in 1999, a diverse group of leaders from across the firm were selected to "assess the future training and development needs of Goldman Sachs, with a particular focus on the need for a more systematic and effective approach to developing managing directors." After six months of brainstorming, holding discussions with Goldman Sachs colleagues, interviewing experts, and benchmarking best practices, it was finally time to present their findings to the management committee. The briefing contained an integrated leader development plan with concrete recommendations on how to resolve several critical design issues, including: location, faculty, content, format, method, target audience, governance, and sponsorship. No one sitting on the management committee had relied on a formal leadership program to reach the top. How sceptical might they be? How do you convince hard-nosed bankers to leave their desks and invest precious time focusing on what many perceived as "soft" issues?

The Fall of Enron: Paul M. Healy, Krishna G. Palepu: Harvard Business School



The case traces the rise of Enron, covering the company's business innovations, personnel management, and risk management processes. It then examines the company's dramatic fall including the extension of its trading model into questionable new businesses, the financial reporting problems, and governance breakdowns inside and outside the firm. The case offers students an opportunity to explore why Enron failed and to understand the systemic problems in governance that affected its board of directors, the audit committee, the external auditors, and financial analysts.

Unit V: Reading

Evil: Radovan Karadzic--Understanding This Type of Bad Leadership: Harvard Business Press Chapters: Barbara Kellerman

When leaders commit atrocities and still stay in power for years on end, their followers are anesthetized, inflamed, or terrorized - or they are in some way rewarded. A very powerful example is that of Radovan Karadzic, the leader responsible for ethnic cleansing in Bosnia. While he made the orders, many were only too eager to fall into line. Through his story, this chapter illustrates how this type of leadership wins the complicity of followers.

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

Organizational Leadership Specialization: Northwestern University: Coursera
<https://www.coursera.org/specializations/organizational-leadership?specialization=business-english>

Evaluation Pattern of CIA

Not Applicable



SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 20MBA5101
TITLE OF THE COURSE : ACCOUNTING FOR MANAGERS
L: T/A: P: C : 4 : 0 : 0 : 4

Background

The course 'Accounting for Managers' aims at introducing basic concepts of accounting and problem solving. The course deals with introductory topics such as journal, ledger, profit and loss account, balance sheet, and cash flow statements. Application of basic concepts in management situations is done with the help of topics like operating costing, decision making, and budgeting and variance analysis.

Course Objectives:

1. Discuss the concepts, principles and processes in the field of accounting
2. Discuss the case situations in Management accounting
3. Explain the ways to create an impact in the business organization with proper management and control techniques
4. Develop problem solving skills to solve business problems
5. Develop decision facilitating and decision enhancing roles for managerial roles
6. Evaluate alternative solutions to business problems and arrive at right decisions

Course Outcomes

The course should help future Finance Managers by developing competencies to:

1. Understand the fundamentals of financial accounting, the principles and concepts underlying them
2. Understand the functioning of business through financial accounting
3. Appreciate decision facilitating roles of accounting information
4. Understand contemporary developments in the area of accounting

Syllabus:

UNIT - I: Introduction to Accounting

Introduction, meaning & scope of financial accounting, meaning and nature of business transactions, introduction to basic elements of financial accounting, accounting concepts, principles, conventions and assumptions, disclosure, generally accepted accounting principles (GAAP) & IFRS

Accounting mechanics: accounting process: principles of double entry, accounting equation, accounting process--journal entries, ledger accounts, trial balance, systems of accounting and its effect on financial statements, depreciation - estimating the useful life, determination of cost, methods for calculating depreciation (SLM & WDV), inventory - valuation of inventory, different conventions on inventory valuation.

UNIT - II: Preparation of Financial Statements

Preparation of financial statements: balance sheet, profit and loss account, schedule VI of companies act, cash flow statements: understanding cash flow

statements. understanding corporate financial statements - including notes to accounts, off balance sheet items, auditors' & directors' report, corporate governance reports, standalone and consolidated statements financial reporting standards and regulations – Indian AS, IFRS, US GAAP.

UNIT – III: Introduction to Cost and Management Accounting

Meaning, scope, objectives, importance, difference between cost and financial accounting, basic concepts of cost, costing & cost accounting classification of cost, elements of cost, cost centre, cost units & cost object, cost reduction and saving, introduction to prime cost & overheads:

Material cost: purchasing, receiving, storage, issues, **inventory valuation & inventory control**

Labour Cost: Basic Concepts & labour turnover, latest trends Overheads: Meaning and treatment of overheads, Identification of overhead with cost centre, Allocation, apportionment and absorption of overheads.

UNIT – IV: Methods of Cost Accounting

Job costing, operating costing, preparation of cost sheet and quotations marginal costing: cost-volume-profit-analysis, break even analysis, application of cvp analysis, pricing decision and decision making and relevant information budgets and budgetary control: meaning, features, types of budgets like cash, fixed and flexible budget, master budget, zero based budgeting

Standard costing and variance analysis: meaning, types of variances, determination of standard cost, standard cost sheet, variance analysis of material and labour.

UNIT – V: Reconciliation and Integration

Reconciliation and integration between financial and cost accounts.

Pedagogy and Evaluation

Case Studies, Presentations, projects, Assignments

Text Books

Narayanaswamy R., Financial Accounting – A Managerial Perspective, PHI Learning

Reference Books

1. Dr. S. N. Maheshwari, Dr. S. K. Maheshwari, Sharad K. Maheshwari, Accounting for Management, Vikas Publishing House
2. James Jiambalvo Managerial Accounting, John Wiley & Sons;
3. Colin Drury Cost & Management Accounting, Cengage
4. Charles T. Horngren Cost Accounting- A Managerial Emphasis, Pearson
5. Anthony Robert, *Accounting text and cases*. New Delhi: McGraw-Hill Publications
6. Bhattacharya, A.B. *Financial accounting for business managers*. New Delhi: Prentice Hall of India



7. Gupta, Ambrish, *Financial accounting for management*. New Delhi: Pearson Publications
8. Lal, Jawahar, & Srivastava, Seema, *Cost accounting*. New Delhi: McGraw Hill Publications
9. Maheshwari S.N., *Advance accounting*. New Delhi: Vikas Publishing House
10. Ramchandran., & Kakani, *Financial accounting for management* Delhi: McGraw-Hill Publications

Evaluation Pattern of CIA (60 marks)

- ☐ **15 Marks** – Quiz or assigned topics to be given to students for short term duration in organizations.
- ☐ **20 Marks** - Mid Term Exam for 50/100 marks brought down to 20 marks of CIA.
- ☐ **20 Marks** - Case Analysis/Case Presentation/Paper Presentation in a
 - Conference/Paper Publication related to subject/ Hands-on Project
- **05 Marks** – Class Participation



SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 20MBA5102
TITLE OF THE COURSE : MARKETING MANAGEMENT
L: T/A: P: C : 3 : 0 : 0 : 3

Background

This course explains the nature and purpose of marketing, followed by the fundamentals of each of the most important marketing tasks. It analyses the business need for customer orientation, the evaluation of markets and the targeting of market opportunities. Marketing is the art and science of creating customer value and market place exchanges that benefit the organization and its stakeholders. Marketing Management is the core of an operating business. Every organization, be it national or international, requires a marketing team that could popularize the brand through activities, including promotions, advertisements, sales, media and entertainment. It is an organizational philosophy and a set of guiding principles for interfacing with customers, competitors, collaborators, and the environment. Marketing Management course comprises study relating to market research and analysis, product designs, pricing, promotion, selling and distribution and other similar marketing concepts. Scope for Marketing Management is ever-expanding global phenomenon given that marketing itself is a vast field. After the completion of this course, students can be placed as management trainees or executives or managers in reputed companies across industries, including FMCG, retail, tourism, banking, hospitality, media, advertising and market research.

Course Objectives:

1. Evaluate market opportunities by analyzing customers, competitors, collaborators, context, and the strengths and weaknesses of a company.
2. Develop effective marketing strategies to achieve organizational objectives.
3. Design a strategy implementation program to maximize its chance of success.
4. Communicate and defend recommendations and critically examine and build upon further recommendations of both quantitatively and qualitatively.

Course Outcomes

- Gain constructive understanding of key marketing concepts and skills
- Execute situation analysis to evaluate market opportunities
- Develop marketing strategies (Segmentation, targeting, and positioning) to achieve the company's objectives.
- Implement the 4 P's frame (Product, Place, Price, and Promotion) to help define the marketing elements needed for a successful new product offering.

Syllabus:

Module - I: Introduction

Marketing – Marketing Management - Core Concepts – **Marketing of Products and Services**
– Philosophies of Marketing Management – The Marketing Environment, Group

Marketing

Module – II: Consumer Behaviour and Marketing research

Market Segmentation Levels – Importance – Procedures – Bases for Segmentation – Targeting Strategies – Positioning: Differentiation Strategies – Positioning Strategies – Individual Buyer Behaviour: Model – Buying Decision Process – Buying Roles – Buying Influences – Marketing Research - Methods to understand customers and identify problems, Types of research, designing research methodology

Module – III: Customer Relationship Management

Relationship Marketing Vs. Relationship Management, Definitions of Customer Relationship Management (CRM), Forms of Relationship Management, Managing Customer Loyalty and Development, Reasons Behind Losing Customers by Organisations, Significance of Customer Relationship Management, Social Actions Affecting Buyer-Seller Relationships, Rural Marketing, Services Marketing, E-Marketing or Online Marketing

Module – IV: Marketing Mix

Product Classification – Product Levels – Product Hierarchy – New Product Development : Process Adoption Process – Product Life Cycle – Branding, Brand Name and identity – Brand Strategies, Marketing Communication, Process – Integrated Marketing Communications – Advertising – Developing effective advertising programs – Forms of Advertising – Appeals – Sales Promotion, Digital and Mobile marketing.

Pricing methods – Initiating Price Changes – Responding to Price Changes, Sales process, Sales force organization and management. Marketing Channels, Channel Functions – Channel Levels – Channel Design Decisions – Channel Management,

Pedagogy and Evaluation

Lecture, Participative learning, Case Studies and discussion, Quiz Programs, Presentations, Field projects and Assignments

Text Books

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileswar Jha, Marketing Management – A South Asian Perspective, Pearson.

Reference Books

1. Zikmund D Amico, Marketing, Thomson South Western.
2. V S Ramaswamy and S Namakumari, Marketing Management Planning Implementation and Control – The Indian context, Macmillan India.
3. O’Guinn, Allen and Semenik, Advertising and Brand Promotion, Thomson South Western.
4. Philip Kotler: Marketing Management, Prentice Hall of India Ltd, New Delhi.
5. Marchand & B: Vardharajan: An introduction to Marketing, Vikas Publishing House, New Delhi.
6. Maurice & Modell & Larry Rosenberg: Marketing: Prentice Hall of India Ltd. New Delhi.
7. Mohammad Amanatullah: Principles of Modern Marketing, Kalyani Publications New Delhi.



8. Dr. C. N. Sontakki: Marketing Management, Kalyani Publications, New Delhi.

Evaluation Pattern of CIA (60 marks)

- ☐ **15 Marks** – Quiz or assigned topics to be given to students for short term duration in organizations.
 - ☐ **20 Marks** - Mid Term Exam for 50/100 marks brought down to 20 marks of CIA.
 - ☐ **20 Marks** - Case Analysis/Case Presentation/Paper Presentation in a
 - Conference/Paper Publication related to subject/ Hands-on Project
- 05 Marks** – Class Participation



SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 20MBA5103
TITLE OF THE COURSE : HUMAN RESOURCE MANAGEMENT L:
T/A: P: C : 3 : 0 : 0 : 0

Background

Organisations face increasing environmental uncertainty with shortening product and technology life cycles and increasing competition. Managers need to develop an understanding of their organisation's industry structure, external environment as well as its internal strengths and weaknesses. This course is designed to provide students with a foundational understanding of the history and development of Organisational Behaviour (OB) theories and concepts. The body of knowledge focuses on how the attributes and behaviours of individuals and groups influence the culture, design, ethics, learning and structure of an organisation. The applied focus of the course is to facilitate experiential learning of contemporary approaches to conflict resolution, communication, decision making, leadership, motivation, negotiation, power and politics within a team environment.

Course Objectives:

1. To familiarize the students with the HR functions and contemporary HR practices;
2. To discuss how to strategically plan for the human resources needed to meet organizational goals and objectives
3. To help the students in understanding training requirements, appraise the performance of the employees; and
4. To understand the future trends and problem-solving in the area of HR Management.

Course Outcomes

1. To understand the role of human resource management in modern organizations and the key factors shaping that role;
2. To demonstrate a basic understanding of different tools used in forecasting and planning human resource needs, and to analyze the role of recruitment and selection in relation to the organization's business and HRM objectives in an Indian context;
3. To evaluate training programs using appropriate design and data collection procedure; and to understand the administrative complexities of providing a full array of benefits to employees and the ways and means of delivering these benefits.

Syllabus:

UNIT - 1: Introduction

- Nature and Scope of Human Resource Management (HRM), Meaning and Definition of HRM, Objectives and Functions of HRM, HRM's contribution to profitability, efficiency, and effectiveness. Responsibilities of the HR Department, Legal Environment, HRM Process – Opportunities, Challenges, Models of HRM, Strategic Value of HRM for Employees and the Organization.

UNIT - 2: Human Resource Planning

- Strategic Human Resource Planning, Technology and Computer-Based HR Planning, Linking Strategic HR Planning to the HRM Process. Job Analysis – Job Description, Job Specification. Linking Job Analysis and Job Design to the HRM Process. Recruitment – Designing an HR Talent Inventory, Linking Recruitment to the HRM Process. Selection – Foundational Concepts in Designing and Evaluating Selection Methods, Increasing the Validity and Reliability of the Selection Process.

UNIT - 3: Training and Development

- Training and Development, Principles of Learning, Objectives, Training and Analysis, Training Methods, Linking Training and Development to the HRM Process, Opportunities, Challenges, and Recent Trends in Training and Development. Management Development: Meaning, Scope, Objectives and Methods.

UNIT - 4: Compensation and Benefits Management

- Performance Appraisal – Process, Methods, Factors that distort appraisal. Wage and Salary Administration – Principles and Techniques of Wage Fixation, Job Evaluation. Role of Pay and Rewards: A Psychological Framework – Content Perspectives – Compensation and Incentives – Pay Structures – Types of Pay – Linking Compensation to the HR Process. Benefits – Types, Benefits, Voluntary Versus Mandatory Benefits.

UNIT - 5: Future trends in Human Resource Management

- Globalization and HRM, International Assignments and Political Instability, Technology and HRM. HR Legislation and the Future of HRM – Future of Unions – Characteristics and Expectations of the 21st Century – Generational Differences. Future Trends in Human Capital - Green HR, Human Sigma.

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

Human Resource Management: GARY DESSLER & BIJU VARKEY:
ISBN13:9788131754269: PEARSON EDUCATION

Evaluation Pattern of CIA (60 marks)

- ☐ **15 Marks** – Quiz or assigned topics to be given to students for short term duration in organizations.
- ☐ **20 Marks** - Mid Term Exam for 50/100 marks brought down to 20 marks of CIA.
- ☐ **20 Marks** - Case Analysis/Case Presentation/Paper Presentation in a
 - Conference/Paper Publication related to subject/ Hands-on Project
- ☐ **05 Marks** – Class Participation



SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 20MBA5104
TITLE OF THE COURSE : ORGANISATIONAL BEHAVIOUR
L: T/A: P: C : 3 : 0 : 0 : 3

Background

Organisations face increasing environmental uncertainty with shortening product and technology life cycles and increasing competition. Managers need to develop an understanding of their organisation's industry structure, external environment as well as its internal strengths and weaknesses. This course is designed to provide students with a foundational understanding of the history and development of Organisational Behaviour (OB) theories and concepts. The body of knowledge focuses on how the attributes and behaviours of individuals and groups influence the culture, design, ethics, learning and structure of an organisation. The applied focus of the course is to facilitate experiential learning of contemporary approaches to conflict resolution, communication, decision making, leadership, motivation, negotiation, power and politics within a team environment.

Course Objectives:

1. To enable the students to comprehend the contemporary organizational behaviour theories
2. To help them understand methods of motivating and rewarding individuals and groups.
3. To familiarize the students with organizational culture and help them to manage change.

Course Outcomes

1. Able to apply behavioural theories for managing employee's behaviour
2. Able to analyse what motivates employees and adopt appropriate motivation strategies
3. Understand leadership & Team dynamics
4. Able to initiate, manage and implement changes in organization as well as structural changes.

Syllabus:

UNIT – I: Introduction

Meaning and Importance of Organizational Behaviour (OB), Contributing Disciplines, Challenges and Opportunities for OB, Personality Theories, Determinants and Attributes, Values and Attitudes, Components and Functions of Attitudes. Locus of Control.

UNIT – II: Motivation, Leadership & Perception

Motivation, Basic Concepts, Motivation Theories, Problems in Motivation. **Leadership**, Characteristics of a leader, Theories – Managerial grid, Perception. Psychological, Contract and Commitment.



UNIT – III: Employment Relationship & Conflict Management

Employment Relationship and Career Dynamics, Conflict Process, Sources of Conflict, Structural Approach to Conflict Management, **Resolving Conflict through Negotiation.**

UNIT – IV: Organizational Culture & Group Behaviour

Organizational Culture, Elements of Organizational Culture, Organizational Culture and Performance, Changing and Strengthening Culture, Organizational Socialization, Group Dynamics, Types of Groups, **Group Norms and Cohesiveness, Group Roles, Employer Motivation.**

UNIT – V: Organizational Change Management

Organizational change – Forces for change, Resistance to change, overcoming resistance to change, Change Agents, **Organizational Development, Organizational Development intervention.** Organization Structure

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

1. Stephen Robbins, “Organizational Behaviour”, New Delhi, Prentice Hall India.
2. Fred Luthans, “Organizational Behaviour” New Delhi, Tata McGraw Hill.

Evaluation Pattern of CIA (60 marks)

- ☐ **15 Marks** – Quiz or assigned topics to be given to students for short term duration in organizations.
- ☐ **20 Marks** - Mid Term Exam for 50/100 marks brought down to 20 marks of CIA.
- ☐ **20 Marks** - Case Analysis/Case Presentation/Paper Presentation in a
 - Conference/Paper Publication related to subject/ Hands-on Project
- ☐ **05 Marks** – Class Participation



SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 20MBA5105
TITLE OF THE COURSE : INFORMATION SYSTEMS L:
T/A: P: C : 3 : 0 : 0 : 3

Background

Since information technology tools and solutions are essential requirement to run modern enterprises, it is imperative for every manager/entrepreneur to be aware of the landscape of information technology and solutions and their role in businesses. This course intends to equip managers with an understanding of information technology systems to make informed decisions on matters related to this area. This course provides an overview of information technology systems from the supply demand side - the key elements like software development, tools, different ingredients of IT systems , functional information system, how to develop information system.

Course Objectives

1. To understand the activities of IS
2. To explain how database management software helps business professionals and supports the operations and management of a business
3. To identify and explain the business value of several types of e-commerce marketplaces

Course Outcomes

5. The course will help students to use IS at the basic level.
6. The student will be able to understand the different dimensions of IS implementation strategies
7. The course will provide an understanding of important business applications of database systems and models of e-commerce
8. The course will help to identify how neural networks, genetic algorithms and intelligent agents can be used in Business
9. The course will help to describe several evaluation factors that should be considered in Procuring IT infrastructure.

Syllabus

UNIT-I: INTRODUCTION

Components of Information System – Resources – Activities – Types of Information System: Operations Support Systems – Management Support Systems – Strategic Information System and Other Classifications – Strategic Uses of Information Technology, Operating System, Functions of Operating Systems,

UNIT II: e-BUSINESS SYSTEMS

Functional Business Systems: Marketing – Manufacturing – Human Resource – Accounting – Financial Management Systems,



Decision Support Systems Executive Information Systems – Knowledge Management Systems , Artificial Intelligence

UNIT III: ENTERPRISE BUSINESS SYSTEM

ERP- Evolution, Commercial and open ERP, Modules, Selection of ERP vendors, implementation, costs involved, Process Modelling, BPRE

UNIT IV: DATABASE MANAGEMENT SYSTEM AND ECOMMERCE

Database Management System- Technical foundation of database management, Database Structures, Database development, Data resource management, types of databases, Database Management approach
Definition – Concepts – Scope- Framework – Business Models –Payment – Security
–Cyber Law, IT Act

Unit - V: DEVELOPING BUSINESS/ IT SOLUTIONS

Systems Development Life Cycle, Prototyping, System Analysis, Systems Design, Implementation, Software testing

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

- ❑ Management Information Systems- James O' brien, George M Marakas and Ramesh Behl
- ❑ Management Information System – Managing the digital firm by Kenneth C Laudon and Jane P. Laudon – Pearson

Reference Books

- ❑ MIS: Managing Information Systems in Business, Government and Society by Rahul De – Wiley Publications
- ❑ Using MIS by David M Kroenke by Pearson

Softwares Learning

- ❑ MS EXCEL

Evaluation Pattern of CIA (60 marks)

- ❑ **15 Marks** – Quiz or assigned topics to be given to students for short term duration in organizations.
- ❑ **20 Marks** - Mid Term Exam for 50/100 marks brought down to 20 marks of CIA.
- ❑ **20 Marks** - Case Analysis/Case Presentation/Paper Presentation in a Conference/Paper Publication related to subject/ Hands-on Project
- ❑ **05 Marks** – Class Participation



SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 20MBA5106
TITLE OF THE COURSE : STATISTICS FOR MANAGERS
L: T/A: P: C : 2 : 0 : 0 : 2

Background

This course provides students with basic statistical concepts and analytical tools, and the opportunity to apply them to analyze real-world business and economic data. Main topics include descriptive statistics, probability & probability distributions, sampling distributions and methods, confidence interval estimation, hypothesis testing, estimation theory and basics of exponential polynomial differentiations and integrations. Students will learn how to perform basic analysis with statistical software in the lab sessions.

Course Objectives:

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

Course Outcomes

On successful completion of this course, students will be able to

- Define, formulate and solve problems in a systematic approach through graphical and numerical summaries
- Understand the basic functions for data analysis related to statistics applications
- Apply statistical methods to understand real life to make decisions
- Analyses and describe essential features of data sets and problems in real-life situations
- Use the statistical methods evaluating the relationship of the data

Interpret results and make inferences to meet objectives of the study design

Syllabus:

Unit 1: Introduction and Descriptive Statistics

Use of Statistics, Data Collection and Classification, Graphical Representation, Measures of Central Tendency, Measures of Variability, Measures of Skewness and Kurtosis, and Moments.

Unit 2: Basics Probability and Random Variables

Probability: Concept – Definitions – Basic Rules, Conditional and joint probability.

Random Variables: Discrete and Continuous Random Variables --Cumulative Distribution Functions –Mathematical Expectations and Variance and Characteristic Functions



Unit 3: Probability Distributions

Probability Distributions – Functions – Properties – Characteristics – Relations for Binomial, Poisson, Exponential, Normal Distributions and Central Limit Theorem

Unit 4: Estimation and Confidence Intervals

Point Estimation and Interval Estimation-Interval Estimation of the Population Mean (Population Variance Known and Unknown), Sample Size Determination for Estimating, population mean

Confidence Interval Estimation of Population Mean - Variance – Proportions and Sample Size Determination for Estimating the Population Proportion

Unit 5: Testing of Hypothesis

Introduction and Procedure to Hypothesis Testing, One-tail and Two-tail Test, Type-I and Type-II Errors, p-Value, and The Significance Level.

Comparing Several Proportions (Chi-Square Test), Comparing Several Population Means (One-Way and Two-Way ANOVA), t-Test, F-Test and Z-Test

Unit 6: Non-Parametric Tests

Runs Test, Mann-Whitney U-test, Wilcoxon signed test, Kruskal-Wallis test, Friedman's test Parametric vs. Non-Parametric tests

Pedagogy and Evaluation

Case Studies, Presentations, projects, Assignments

Text Books

- 1) Business Statistics, Sharma J K, Pearson Education, New Delhi, First Impression, 2006
- 2) Statistics for Business and Economics, Chandan J S, Vikas Publishing House Pvt Ltd, 1st Edition, 1998
- 3) Statistics Concepts and Applications, Nabendu Pal and Sahadeb Sarkar, 2nd Edition, PHI Learning Private Limited, (Price Rs.325/-)2009 ISBN 978-81-203-3445-8
- 4) Statistics for Managers Using Microsoft Excel, Levine, Stephan, Krehbiel and Berenson, 5th Edition, Prentice Hall, 2009

Evaluation Pattern of CIA (60 marks)

- Quiz--**15 Marks**
- Mid Term Exam for 50/100 marks to be scaled down to **20 marks**
- Case Analysis/Case Presentation/Paper Presentation in a Conference/Paper Publication related to subject/ Hands-on Project—**20 Marks**
- Class Participation--**05 Marks**



SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 20MBA5107
TITLE OF THE COURSE : BUSINESS ECONOMICS AND POLICY
L: T/A: P: C : 3 : 0 : 0 : 3

Background

Economics is the foundation of business and public policy. This course gives an overview of theories and concepts in Microeconomics such as scarcity, demand and supply, elasticity, market structures and pricing. The subject equips the students with the art of decision making based on economic principles. Macroeconomics focuses on how the external factors affect a firm's operations and the need for managers to understand the dynamics of the ever changing economic environment.

Course Objectives:

- ☐ To give an insight into basic economic concepts and principles, demand and supply analysis
- ☐ To provide students with a basic understanding of Microeconomic concepts and various Market structures.
- ☐ To provide students with a basic understanding of the Macro Economic concepts.
- ☐ To provide an insight into the historical development of Indian Policy

Course Outcomes

The course should help future managers by developing competencies to:

- ☐ Able to analyze the economic environment and apply the economical concepts in day to day running of business.
- ☐ Able to apply the economic knowledge gained for developing business strategies.
- ☐ Able to understand and apply microeconomic and macroeconomic concepts and principles
- ☐ Able to understand the Indian Economy and Economic Policy in India

Syllabus:

UNIT - I: Introduction to Markets

Introduction to economics—economic systems, principles, economic efficiency, opportunity cost and profit maximization, **Law of demand**, determinants, exceptions, movements along the demand curve, shift in demand curve, **law of supply**, determinants, movements and shift in supply curve. Market equilibrium, elasticity of demand and supply, practical implications, demand forecasting

UNIT - II: Market structures and decision making

Market types—perfect competition, monopoly, monopolistic, oligopoly—features and price determination, non-price competition, price discrimination



UNIT – III: Economic wellbeing & policy

Measurement of National Income, GNP, GDP, Gross Value Added, per-capita income, alternate approaches to measurement of well-being, human development index, economic policies for productivity and inclusive growth. Public policy: market failure, and the role of government; markets with asymmetric information; externalities and public goods.

UNIT – IV: Macroeconomics

Measurement of inflation & unemployment rate, prices and wages, business cycle and macro-economic stabilization policies, monetary and fiscal policies, budget deficit and surplus; FDI and FII.

UNIT – V: Indian economy

Development strategy in historical perspective – ascendancy and decline of socialism; reforms and their impact on growth, poverty, inequality, health and education; track I and track II reforms for inclusive growth.

Pedagogy and Evaluation

Case Studies, Presentations, projects, Assignments

Text Books

Mankiw, “Principles of Economics”, New Delhi, Thomson Learning, 7th Edition, 2014

Reference Books

- ❑ Jagdish Bhagwati and Arvind Panagariya. India's Tryst with Destiny. Oxford University Publication, 2016
- ❑ Robert Pindyck & Daniel Rubinfeld. Microeconomics. Pearson Education; Eighth edition (25 May 2017)
- ❑ Dornbusch Rudiger, Fischer, Stanley, Startz, Richard, Macroeconomics. McGraw Hill Education; Eleventh edition, 2017
- ❑ Geetika, Piyali Ghosh and Purba Roy Choudhary “Managerial Economics”, New Delhi, Tata McGraw Hill.
- ❑ Samuelson and Nordhaus, “Economics”, New Delhi, Tata McGraw Hill.
- ❑ U.N.Dwivedi, “Macro Economics Theory and Policy”, New Delhi, Tata McGraw Hill.
- ❑ Richard G Lipsey and K.Alex Chrystal, “Economics”, New Delhi, Oxford.
- ❑ Feldman, Mark L / Spratt, Michael Frederick, Five Frogs on A Log: A CEO's Field Guide to Accelerating the Transition in Mergers, Acquisitions, and Gut Wrenching Change. 1st edition, New York: Harper Business

Evaluation Pattern of CIA (60 marks)

- ❑ Quiz--15 Marks



- ❑ Mid Term Exam for 50/100 marks to be scaled down to **20 marks**
- ❑ Case Analysis/Case Presentation/Paper Presentation in a Conference/Paper Publication related to subject/ Hands-on Project—**20 Marks**
- ❑ Class Participation--**05 Marks**



SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 20MBA5108
TITLE OF THE COURSE : BUSINESS COMMUNICATION I
L: T/A: P: C : 2 : 0 : 0 : 2

Background

Businesses and their management have become a crucial part of the corporate society using English as the primary or source language. Communication in business without the use of appropriate tools is another major grey area. While the abilities are expected, there is no formal training on the subject and we acquire these skills as part of growing up. Experience has it that most senior executives in the corporate world end up being poor communicators for the lack of synergy between their thoughts, tools of trade and their methods of applying the skill. Insignificant looking errors can mar major deals

Course Objectives:

1. To understand the different facets of Business Communication
2. To examine the importance of an effective communication system in helping organization's define and achieve long term and short- term goals vital to its overall success
3. To design and craft effective communication systems

Course Outcomes

The course should help future managers by developing competencies to:

1. Communicate effectively and in a coherent manner
2. Select appropriate tools to communicate and be aware of the impact that they are having
3. Formulate an opinion and convey it effectively through presentations
4. Understand and use new age communication – LinkedIn, Facebook, Twitter among others

Syllabus:

UNIT I: English is essential for understanding the business background, public relations, business correspondences, organizing and attending meetings, conferences, **preparation and analysis of reports, for negotiations and interviews, telephones calls**, for marketing and sales, for finance and banking. The phrase 'Business English' represents every linguistic aspect used in all areas of business, like accounting, commerce, e-commerce, economics, finance, HR, insurance, IT, law etc. It is essential for understanding the business background, satisfying the customers, and the addressing issues which are related to it.

UNIT II:

For the students of business and management it is essential that the most appropriate tools are selected by them. One such tool is an enriched Business English vocabulary and Business jargon. This enhances the self-confidence to communicate effectively and face interviews and group discussions. Improvement of professional etiquette in business

negotiations, telephone conversations, written reports, emails, and professional presentations are a few more that can be listed. Needless to say, that in the globalized business arena, Business English and its appropriate use plays the most vital role. Business English needs specific vocabulary. This program will share with the students a glossary of terms in the grammatical sense and how they can be used in improving effectiveness of executive communication. It will serve as an initial guide to improved vocabulary which they can build upon as they grow.

UNIT III: In general, Business English is associated with the skills that most people need to be able to do their jobs well: The difference, therefore, is that Business English focuses on the delegate's job whereas the aim of General English is to improve the four skills of Listening, Speaking, Reading and Writing.

UNIT IV: A business person needs professional etiquette at the time of his/her business dealings. Business etiquette makes communication and negotiation easier. Etiquette means protocol, manners or guidelines that control an individual to behave in the society or people around. Based on custom and morality, business people have to follow some social guidelines and manners in business situations. It is to note that proper manners and business etiquette are essential to the success of the business negotiations. This unit therefor will enable students to understand:

- Forgotten basics of the language by way of a refresher introduction
- Business Communications- How, why, when and where
- Letters
 - Personal
 - Official
 - Demi- official
 - Internet based communications
- Email- messaging and ethics
 - Social media for official messaging
- The nuances of effective business writing and communication
- The 7 Cs and the 4 Ss, the verbal and the non-verbal
- Effects of Communication and Business English on decision making
- Report preparation, agenda setting, conferences and meetings etc.
- Etiquettes in Business Communication
- Barriers in communications and Cultural influences. Dos and Don'ts

UNIT V: Entering the job market – Cover letters & Resume creation. The unit will also cover networking with others and making an 'Elevator Pitch'. Preparation for interviews is important.

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books



1. Business Communication: Developing Leaders for a Networked World: 4th Edition: Peter Cardon: ISBN10: 1260088340: ISBN13: 9781260088342
2. MANAGERIAL COMMUNICATION: STRATEGIES & APPLICATIONS: 4th Edition: Geraldine E. Hynes: 007070659X · 9780070706590

Evaluation Pattern of CIA (60 marks)

- ② **15 Marks** – Quiz or assigned topics to be given to students for short term duration in organizations.
 - ② **20 Marks** - Mid Term Exam for 50/100 marks brought down to 20 marks of CIA.
 - ② **20 Marks** - Case Analysis/Case Presentation/Paper Presentation in a
 - Conference/Paper Publication related to subject/ Hands-on Project
- 05 Marks** – Class Participation



SEMESTER/YEAR : II SEM / I YEAR
COURSE CODE : 20MBA5201
TITLE OF THE COURSE : FINANCIAL MANAGEMENT L:
T/A: P: C : 4 : 0 : 0 : 4

Background

The course helps students learn the basic concepts of finance such as time value of money, cost of capital, risk and return, sources of finance, capital budgeting, capital structure, working capital management and dividend policy. Financial management is an important tool for decision making.

Course Objectives:

1. Discuss the fundamental tools & techniques in Financial Management
2. Develop an analytical approach to corporate financial decision making
3. Develop decision facilitating and decision enhancing roles for managerial roles
4. Explore the sources of long term finance & design financial strategies
5. Evaluate different techniques of investment decisions

Course Outcomes

Upon successful completion of this course, the student will have reliably demonstrated ability to:

1. Able to apply the important elements of finance concepts for running a business
2. Evaluate decision facilitating roles of accounting information
3. Solve business problems of the real world pertaining to basic elements of financial management
4. Appreciate the ethical and social dimensions of managing finance in business

Syllabus:

UNIT – I: Financial Environment of Business

- a. Nature and purpose of financial management – financial objectives and relationship with corporate strategy – Stakeholders and impact on corporate objectives
- b. Capital markets--overview of different markets – equity- primary and secondary, debt, derivatives, foreign exchange and other asset classes
- c. Overview of financial management environment, economic environment, financial markets and institutions
- d. Regulatory framework

UNIT – II: Introduction to financial management--objectives and functions analysis of firm, financial statements analysis

UNIT – III: Investment decisions--time value of money, valuation of stocks and bonds, capital budgeting and analysis, risk and return, cost of capital—cost of debt, preferred stock, equity, WACC computation

UNIT – IV: Financing decisions--long term financing, capital structure decision, Modigliani-



Miller proposition i and ii, capital structure theories, interface with cost of capital, working capital management – estimation of working capital requirement, cash management, inventory management, receivables management

UNIT – V: Dividend decisions

Pedagogy and Evaluation

Case Studies, Presentations, projects, Assignments

Text Books

Financial Management by Khan and Jain, Mc Graw Hill

Reference books

1. Financial Management by IM Pandey, Vikas
2. Financial Management by Prasanna Chandra, Mc Graw Hill
3. Fundamentals of Financial Management by Van Horne and Wachowicz, Prentice Hall

Evaluation Pattern of CIA (60 marks)

- ☐ Quiz--**10 Marks**
- ☐ Mid Term Exam for 50/100 marks to be scaled down to **25 marks**
- ☐ Case Analysis/Case Presentation/Paper Presentation in a Conference/Paper Publication related to subject/ Hands-on Project—**20 Marks**
- ☐ Class Participation--**05 Marks**



SEMESTER/YEAR : II SEM / I YEAR
COURSE CODE : 20MBA5202
TITLE OF THE COURSE : OPERATIONS MANAGEMENT
L: T/A: P: C : 4 : 0 : 0 : 4

Background

While customers are the reasons of existence of business, Operations management is the heart of business irrespective of size, scale and nature. How effectively and efficiently organizations deploy their resources (Man, Machine, Methods, Measures, etc) to meet customer expectations every day and every instance determine the success of the business. How effectively the resources are deployed is the essential ingredient of OM. While tools and techniques are critical elements for OM, so are concepts and principles. This course equips managers and entrepreneurs with the emerging tools and techniques of operations management such as MRP, JIT etc. along with a foundational knowledge of concepts and principles of operations management cutting across different businesses such as manufacturing and services.

Course Objectives

1. To familiarize the concepts of Production and Operations Management systems
2. To understand the technologies to meet global competitions
3. To understand functions of interrelated departments and decisions involved therein for effective operations management

Course Outcomes

1. The course will help students to understand the fundamental concepts of Operations management
2. The student will be able to relate operations management with other functional areas in the organization
3. The course will help students to use quality management tools effectively
4. The students have an understanding of inventory management and control techniques
5. The students will learn about the various supply chain strategies.

Syllabus

UNIT I: INTRODUCTION

Introduction - Meaning & Definition – Classification - Objectives and Scope of Production and operation Management , Plant Location Criteria, Plant Layout Types, Line Balancing, Automation: Introduction – Meaning and Definition – Need – Types - Advantages and Disadvantages. Interaction of operations management with other areas, manufacturing and non-manufacturing operations and their characteristics

UNIT II: PRODUCTION PLANNING AND CONTROL

Objectives and Concepts, Inventory management, Production planning, controlling, scheduling routing, Productivity – factors influencing productivity – Work Study , Method study, Time and Motion Study, Charts and Diagrams, Work Measurements

UNIT III: OPERATIONS PLANNING AND QUALITY MANAGEMENT

Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Developing capacity alternatives.
Quality Management- Seven tools of quality control, Introduction to ISO 9000& ISO 14000, Six Sigma, TQM+ Problems.

UNIT IV: PRODUCT DESIGN AND MATERIAL MANAGEMENT

Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Materials Management – Meaning & Definition – Purchasing, Selection of Suppliers, Inventory Control, Material Handling Principles and Practices, Economic Consideration, Criteria for Selection of Materials Handling Equipment, Standardization, Codification, Simplification.

UNIT V: MAINTENANCE AND WASTE MANAGEMENT

Introduction – Meaning – Objectives - Types of maintenance, Break down, spares planning and control, preventive routine, relative advantages, maintenance scheduling, equipment reliability and modern scientific maintenance methods – Waste Management - Scrap and surplus disposal, salvage and recovery.

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

1. Norman Gaither and Greg Frazier, Operations Management, Thompson Learning
2. Upendra Kachru, Production and Operations Management, EB

Reference books

1. Mahadevan, Production and Operations Management, Pearson Publications
2. William Stevenson, Operations Management, TMH
3. SN Chary, Production and Operations Management, TMH

Evaluation Pattern of CIA (60 marks)

- ☐ **10 Marks** – Quiz or assigned topics to be given to students for short term duration in organizations.
- ☐ **25 Marks** - Mid Term Exam for 50/100 marks brought down to 20 marks of CIA.
- ☐ **20 Marks** - Case Analysis/Case Presentation/Paper Presentation in a Conference/Paper Publication related to subject/ Hands-on Project
- ☐ **05 Marks** – Class Participation.



SEMESTER/YEAR : II SEM / I YEAR
COURSE CODE : 20MBA5203
TITLE OF THE COURSE : INTERNATIONAL BUSINESS
L: T/A: P: C : 3 : 0 : 0 : 3

Background

This course will be instrumental to develop both the core business management knowledge and a more specialist, specific understanding of international markets. It will provide a comprehensive business management knowledge, which helps building a fundamental skills base and an understanding of how businesses operate. As well as professional management practice – from understanding the environment with geopolitics and international relations class, from accounting and trade finance to global marketing, from supply chain management to international business ethics. This course presents basic issues such as theories of international business, exchange rates, managing diversity and the impact of social values and cultural differences, economic variables in international decision-making, corporate-government relations, asset management, marketing and production in the international company are introduced.

Course Objectives:

1. To provide the students an opportunity to learn and understand how business is conducted in the international arena and gain managerial skills to meet the challenges they will face in the global workplace.
2. To provide social insights that will prepare students to lead people and organizations located around the globe, with a focus on building sustainable and socially responsible organisations.

Course Outcomes

1. Conduct business in compliance with relevant national and international law, legislation, policies, and regulations.
2. Assimilate in international business endeavours critical intra-company departments and interpret data used to support international business.
3. Apply the principal theories of international trade and investment (exchange rate regimes, global stock and bond markets).
4. Communicate knowledgeably on the important role played by multinational economic and social aid organizations in facilitating international trade and business.

Syllabus:

Module – I: An overview of International Business

Introduction, Definition of International Business, Changing Environment of International

Business, Elements of International Business, **Globalization of Markets**, Trends in Globalization, Foreign Direct Investments, Effects and Benefits of Globalization.

Module – II: International Trade and Investment Theories

Why do nations trade, Theories of International trade- mercantilism, Mercantilism – Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, **International Product life Cycles**. Investment Theories – Theory of Capital Movements, Market Imperfections theory; Internationalisation Theory; Location Specific Advantage Theory; Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Anti-dumping Policy.

Module – III: International Trade Process and Global Sourcing

Understanding payment mechanism, Documentation in International Trade, Financing Techniques, Export Promotion Schemes, Export and Import Finance Basic Concepts Relating to Foreign Exchange, **Various types of Exchange Rate Regimes – Floating Rate Regimes, Managed Fixed Rate Regime, Purchasing Power Parity**.

Global sourcing, Reasons for global sourcing, advantages and disadvantages, Challenges for Indian Businesses.

Module – IV: Global Trade Institutions and Trade Agreements

WTO, Role and Advantages of WTO. Levels of Economic Integration, Regional Economic Integration in Europe, **Regional Economic Forums**, ASEAN, SAARC, Strategic orientations –Ethnocentric, Polycentric and Geocentric Approach, Overview of Regional Integration, Types of Integration, Regional Trading Arrangements, India and Trade Agreements

Pedagogy and Evaluation

Lecture, Participative learning, Case Studies and discussion, Quiz Programs, Presentations, Field projects and Assignments

Text Books

1. Kumar R and Goel, International Business, UDH Publications.
2. Jaiswal, International Business, Himalaya Publication.

References:

1. Agarwal Raj, International Trade, Excel Books.
2. Albaum Duerr, International Marketing and Export management, Pearson.
3. Cherunilam F, International Trade and Export Management, Himalaya Publishing.
4. Hill C W, International Business, TMH.
5. Kumar R and Goel, International Business, UDH Publications.
6. Jaiswal, International Business, Himalaya Publication.
7. S. K. Chakraborty, Values and Ethics for Organizations, Oxford University Press.
8. SatishModhi, Ethical Management: Text and Cases in Business Ethics and Corporate Governance, MacMillan.
9. R C Sekhar, Ethical Choices in Business, Sage Publications.



Evaluation Pattern of CIA (60 marks)

- ☐ **10 Marks** – Quiz or assigned topics to be given to students for short term duration in organizations.
- ☐ **25 Marks** - Mid Term Exam for 50/100 marks brought down to 20 marks of CIA.
- ☐ **20 Marks** - Case Analysis/Case Presentation/Paper Presentation in a
 - Conference/Paper Publication related to subject/ Hands-on Project
- ☐ **05 Marks** – Class Participation

SEMESTER/YEAR : II SEM / I YEAR
COURSE CODE : 20MBA5205
TITLE OF THE COURSE : ESSENTIALS OF ENTREPRENEURSHIP
L: T/A: P: C : 3 : 0 : 0 : 3

Background

This course is designed to enable the students to analyse the business environment to recognise the business opportunity and generation of business ideas and also to imbibe the concept and spirit of entrepreneurship. At the end of this course the students will be able to seek the business opportunities around them, do the self-analysis, apply the elements of entrepreneurship in their real life and develop a feasible business plan and develop knowledge to start the venture and also come out an entrepreneurial mind-set to meet the real environmental challenges.

Course Objectives

1. To understand the opportunities for entrepreneurs
2. To learn the problem solving and decision making skills
3. To understand the importance of entrepreneurial mind set
4. To choose entrepreneurship as the career choice

Course Outcomes

1. Seek the opportunities around them
2. Generate the problem solving skills and apply the elements of entrepreneurship in their real life
3. Develop the entrepreneurial mind-set
4. Chose entrepreneurship as their career choice
5. Meet the real life challenges

Syllabus:

Unit 1 Introduction

Introduction – Concept of Entrepreneur, Entrepreneurship and Enterprise, Intrapreneur, Women Entrepreneur Attributes and Characteristics of a Successful Entrepreneur, Role of entrepreneur in Indian Economy and Developing economies, Entrepreneurial Culture. Digital Business opportunity, Risk and challenges. Social Enterprise and Social Entrepreneurship, Social Entrepreneurs.

Unit 2 Business Plan

Developing a Business Plan – the Importance of Business Planning, Components of Business Plan.

Business Planning Process, Environmental Analysis

Unit 3 Project Management

Concept, Features, Classification of projects, Issues in Project Management, Project Identification, Project Formulation, Project Design and Network Analysis, Project Evaluation, Project Appraisal, Project Report Preparation. Project Management Technical, Financial, Marketing, Personnel and Management



Feasibility, Estimating Fund Requirement and Fund Raising, Venture Capital Funding.

Unit 4 Business Model

Business models and Strategies – Selection of Appropriate Business model – Business Model Canvas

Unit 5 Role of Government

Government Initiatives – Role of Central and State Government in Entrepreneurship Promotion

Different Agencies, Forms of Financial support, Long term and Short term, Financial support, Sources of Financial support.

Pedagogy and Evaluation

Lectures, Case Discussions, Entrepreneurial Expo, 50 Rs venture, Idea competition

Text Books

Hisrich, D. Robert, Peters, P. Michael, and Shepherd, A. Dean (2017). *Entrepreneurship*, 9/e; New Delhi: McGraw Hill Education

Reference Books

1. Zimmerer, W. Thomas and Scarborough, M. Norman and Doug Wilson (2009). *Essentials of Entrepreneurship and Small Business Management*, 5/e; New Delhi: Prentice Hall India
2. Desai, Vasant (2009). *Dynamics of Entrepreneurial Development and Management*, 4/e; Mumbai: Himalaya Publishing

Evaluation Pattern of CIA (60 marks)

- **10 Marks** – Quiz or assigned topics to be given to students for short term duration in organizations.
- **25 Marks** - Mid Term Exam for 50/100 marks brought down to 20 marks of CIA.
- **20 Marks** - Case Analysis/Case Presentation/Paper Presentation in a
 - Conference/Paper Publication related to subject/ Hands-on Project
- **05 Marks** – Class Participation



SEMESTER/YEAR : II SEM / I YEAR
COURSE CODE : 20MBA5206
TITLE OF THE COURSE : BUSINESS COMMUNICATION II
L: T/A: P: C : 2 : 0 : 0 : 2

Background

In Business Communication II a student will learn and excel in Writing, Graphic Design, and Successful Presentation, and will hone written, visual, and verbal business presentation skills. Students will learn to write well-organized, clear business documents; to design elegant presentation slides, reports, and posters; and to present and speak with confidence and power. In a final short Project, they will develop a portfolio of work—including a memo, a slide deck, and a presentation—to showcase their communication skills.

Course Objectives:

1. To understand the different facets of Business Communication
2. To examine the importance of an effective communication system in helping organizations define and achieve long term and short- term goals vital to its overall success
3. To design and craft effective communication systems

Course Outcomes

By successfully undertaking the Capstone, learners will accomplish three main goals:

1. They will hone their writing, design, and speaking skills and build a portfolio for a job search and/or professional application
2. They will shape these skills into a unique brand identity
3. They will undertake a transformative effect in the world around them and face interviews, group discussions and debates with confidence and articulate their point of view in a sound and coherent manner using management jargon
4. Present information in an organized and engaging way, Share data in charts and graphs, Use persuasive language in a presentation

Syllabus:

In Business Communication II students apply the lessons of Business Writing, Graphic Design, and Successful Presentation to create a portfolio of work that represents their mastery of writing, design, and speaking and that expresses their personal brand. ***The portfolio includes three individual elements—a written memo, a slide deck, and a presentation—integrated around a single topic.*** provide the elements for a basic capstone, but we also invite our learners to create their own project if they so choose.

UNIT I: Advanced Business Writing: Spelling, Grammar, Sentence and Paragraphs, Document Types and their Considerations, Finalizing Formal Document, Informal



Written Communication and Social Media

UNIT II: Successful Presentation: Public Speaking - In this module the professor tackles the one element that makes public speaking difficult: fear. Unlike writing a memo or designing a slide deck, presenting a speech puts you directly in front of an audience. Public speaking is wrapped up in the fear of immediate judgment and of

lasting rejection. Yet the skills of writing and design are exactly the same as those of public speaking: **clarity, structure, revision, and above all, storytelling.** By applying these skills, you can control your fear and take centre stage in public. The results will astound you.

UNIT III: Graphic Design: The fundamentals'

UNIT IV: Framing an argument and participating in a group discussion. Understanding nuances' of managing a high pressure discussion.

UNIT V: Effective Communication Project: This project brings it all together teaches you language and techniques that will help you make effective presentations in English. Ultimately, the importance of Capstone portfolio is greater than the sum of its individual parts. Its true goal lies in each student's personal transformation and expression of their best selves.

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

1. Business Communication: Developing Leaders for a Networked World: 4th Edition: Peter Cardon: ISBN10: 1260088340: ISBN13: 9781260088342
2. MANAGERIAL COMMUNICATION: STRATEGIES & APPLICATIONS: 4th Edition: Geraldine E. Hynes: 007070659X · 9780070706590

Evaluation Pattern of CIA (60 marks)

- **10 Marks** – Quiz or assigned topics to be given to students for short term duration in organizations.
 - **25 Marks** - Mid Term Exam for 50/100 marks brought down to 20 marks of CIA.
 - **20 Marks** - Case Analysis/Case Presentation/Paper Presentation in a
 - Conference/Paper Publication related to subject/ Hands-on Project
- 05 Marks** – Class Participation



SEMESTER/YEAR : II SEM / I YEAR
COURSE CODE : 20MBA5207
TITLE OF THE COURSE : BUSINESS RESEARCH METHODS
L: T/A: P: C : 3 : 0 : 0 : 3

Background

Research helps in establishing facts, analyzing information, and reaching new conclusions. The three key activities that a research involves are searching for, reviewing, and evaluating information. The course research methods offer students the opportunity to learn the various aspects of the research process, framing useful research questions, research design, data collection, analysis, interpretation and report writing. A student develops research orientation thereby making managerial decision making process a scientific process.

Course Objectives:

- To introduce the concept of scientific research and the methods of conducting scientific enquiry.
- To familiarize students in the area of application of multivariate statistical tools in Business Research.
- To enable the students to prepare Business Reports and present them to top management for decision making

Course Outcomes

The course should help future managers by developing competencies to:

- Able to pursue research on a scientific basis and select appropriate research design.
- Able to analyze the collected data using appropriate statistical tools for interpretation of the data.
- Able to present the research report adopting the right tools for enhancing the quality of presentation

Syllabus:

Unit 1: Introduction & Process in the Research

What is Research, Nature, Scope, Characteristics, Objectives and Foundations of Research, The Relationship between theories-research- data, Motivation for Research

Stages of Research Process: Problem Identification, literature survey, Research Strategy, Methods of Data Collection, Sample Design, Analysis Design, Field Data Collection, Data Processing, Data Analysis, Report Writing

Unit 2: Types of Research and Problem Formulation

Exploratory Research – Focus Group, Observation Method, Survey Method, Visual and Content Analysis, Descriptive Research - Depth Interviews, Case Studies, Causal Research – Experimental Design

Identifying Research Problem area, selecting the Specific Research Issue, Formulating the Objectives and Hypothesis Clarifying the Objectives



Unit 3: Research Design and Sampling Design

Introduction- Nature of and Classification of design – Developing an appropriate research design - Experimental Research Design – Completely Randomized Design, Latin Square Design and Factorial Design- Basic principles, types of experimental design - validity - external and internal
Sampling Terminology, Probabilistic and non-Probabilistic Sampling, Sampling Process, Sampling Size Determination, Sampling & Non-Sampling Errors, Statistical Terms in sampling

Unit 4: Measurement, Scaling and Data Collection – Methods

What is Measurement, Levels of Measurement and its issues, Qualitative Measures Basic Scales, Attitude Measurement Scales, Types of Scales, and General Issues in Scaling, Validity and Reliability
Interview and Questionnaire Methods: Questionnaire Design, Pre-test, Telephone Interviews, Personal Interviews, Mail Surveys, e-mail Surveys-- Advantages and Disadvantages of using Secondary Data, Census, Reports of Research Project, Databases, Information on Internet

Unit 5: Data Analysis: Multivariate

Discriminant Analysis, Logit Analysis, Factor Analysis, Cluster Analysis and Conjoint Analysis

Unit 6: Research Report

Procedure for writing a Research Report – Title, Declaration, Certificate, Acknowledgments, Chaptalisation, Synopsis / Executive Summary, Introduction, Review of Literature, Problem Definition, Methodology, About the Organization and the Problem, Data Analysis, Suggestions and Recommendations, Limitations of the Study, Scope for further Research, References

Pedagogy and Evaluation

Case Studies, Presentations, projects, Assignments

Text Books

Donald R Cooper and Pamela S Schindler, Business Research Methods, McGraw-Hill Publishing Company Limited

- “Business Research Methods”, Prahlad Mishra, Oxford University Press, 1st Edition, 2015
- “Business Research Methods”, William G. Zikmund, Thomson SW, 7th Edition, 2003
- “Research Methods for Business Students, Mark Saunders, Philip Lewies and Adrian Thornhill, 3rd Edition, Prentice Hall(Pearson Education Limited), 2003
- “ Marketing Research : An Applied Orientation”, Naresh K Malhotra, 5th Edition, Pearson Education, 2007



Reference Books

- Uma Sekaran, Research Methods for Business, Wiley India.
- Rajendra Nargundkar, Marketing Research, Texts & Cases, Tata McGraw Hill Publishing Co. Ltd.

Evaluation Pattern of CIA (60 marks)

- Quiz--**10 Marks**
- Mid Term Exam for 50/100 marks to be scaled down to **25 marks**
- Case Analysis/Case Presentation/Paper Presentation in a Conference/Paper Publication related to subject/ Hands-on Project—**20 Marks**

Class Participation--**05 Marks**

SEMESTER/YEAR : II SEM / I YEAR
COURSE CODE : 20MBA5208



TITLE OF THE COURSE : INTRODUCTION TO BUSINESS ANALYTICS
L: T/A: P: C : 4 : 0 : 0 : 4

Background

This course builds a solid foundation in analytics by covering industry standard tools and techniques through a practical industry oriented curriculum. By the end of this program the candidates have a deep understanding of statistical techniques critical to data analysis and they are able to apply the models using real time data to drive business impact.

Course Objectives:

1. To enable students to understand the role of data in decision making
2. To enable students to understand data from multiple perspective.
3. To enable students to appreciate various types of Analytics on the continuums of difficulty and value.
4. To enable students to understand the applicability of business analytics in multiple business and functional domains.

Course Outcomes

1. Able to understand the role of data in decision making.
2. Able to understand data from multiple perspectives.
3. Able to appreciate types of analytics on two-dimensional continuum of difficulty and value.
4. Able to understand the applicability of various types of analytics in multiple business and functional domains.
5. Able to use business analytics in the business sector and insurance sector

Syllabus:

UNIT – I: INTRODUCTION

Understanding the data, What is / is not data, Various forms of data, Structured versus unstructured data, **Data collection methods and approaches.**

UNIT – II: PROCESS OF BUSINESS ANALYTICS

Business analytics as a scientific process, **CRISP-DM Model** (Cross-industry standard process for data mining), SEMMA Model (Sample, Explore, Modify, Model, and Assess). Business Analytics as Data Science, Business Analytics as Decision Science.

UNIT – III: TYPES OF BUSINESS ANALYTICS

Gartner Analytics Ascendancy Model, **Two-dimensional continuum of difficulty and value**, **Descriptive Analytics**, **Diagnostic Analytics**, **Predictive Analytics**, **Prescriptive Analytics.**

UNIT – IV: APPLICATION OF BUSINESS ANALYTICS ACROSS FUNCTIONAL DOMAINS

Applications of Business Analytics in the Marketing and Sales Domain, Applications of Business Analytics in the Finance Domain, Applications of

Business Analytics in the 35 Operations Domain, Applications of Business Analytics in the Supply Chain Domain, Applications of Business Analytics in the Human Resources



(HR) Domain, Applications of Business Analytics for Resource Optimization and Scheduling.

UNIT – V: APPLICATIONS OF BUSINESS ANALYTICS ACROSS BUSINESS SECTORS

Applications of Business Analytics in the Fast Moving Consumer Goods (FMCG) Sector, Applications of Business Analytics in the Automobile Sector, Applications of Business Analytics in the Retail Consumer Financial Services Sectors, Applications of Business Analytics in the Banking Sector, Applications of Business Analytics in the Insurance Sector, Applications of Business Analytics in the BPO and BPM Sectors.

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

1. U. Dinesh Kumar, Business Analytics – The Science of Data-Driven Decision Making, Wiley.
2. HBR Guide to Data Analytics Basics for Managers (HBR Guide Series), Harvard Business School Press.

Reference Books

- ❑ Daniel T. Larose and Chantal D. Larose, Data Mining and Predictive Analytics, 2nd Edition, Wiley.
- ❑ Wayne Winston, Microsoft Excel Data Analysis and Business Modeling, 5th Edition, Microsoft Press.
- ❑ Davenport Thomas H., Competing on Analytics: Updated, with a New Introduction, Harvard Business School Press.

Evaluation Pattern of CIA (60 marks)

- ❑ **10 Marks** – Quiz or assigned topics to be given to students for short term duration in organizations.
- ❑ **25 Marks** - Mid Term Exam for 50/100 marks brought down to 20 marks of CIA.
- ❑ **20 Marks** - Case Analysis/Case Presentation/Paper Presentation in a Conference/Paper Publication related to subject/ Hands-on Project
- 05 Marks** – Class Participation

SEMESTER/YEAR : III SEM / II YEAR/ 2021
COURSE CODE : 20MBA6301
TITLE OF THE COURSE : STRATEGIC MANAGEMENT
L: T/A: P: C : 3 : 0 : 0 : 3

Background

Organisations face increasing environmental uncertainty with shortening product and technology life cycles and increasing competition. Managers need to develop an understanding of their



organisation's industry structure, external environment as well as its internal strengths and weaknesses. It is also important that managers are able to think creatively in formulating and implementing their strategies to ensure their organisation's success in its industry. This course, therefore, focuses on providing future managers with relevant strategic management concepts to advance their skills and abilities so that they can contribute towards an organisation's competitive advantage, its sustainability and in contributing to society.

The COVID-19 pandemic is a case in point where organizations need to strategize in a world that is witnessing sharp changes in the environment causing disruption in many areas which include, supply chains, work force and marketing plans.

Course Objectives:

1. Managers need to understand strategic management, whereby strategic thinking is a pervasive aspect of running a business and a way of integrating all other control systems.
2. To use strategic planning effectively, line managers must be prepared for the key role they play in planning, define their business units properly, move beyond general goals, make detailed action plans, fit the plans of all units together at the corporate review stage, and integrate strategic planning with controls like budgeting, information, compensation, and organization.
3. Oversight of the organization's key to future performance--strategy execution and all it encompasses, from strategy formulation and alignment to change management and governance--can no longer be ad hoc or operating in siloes. The student will learn these skills.

Learning Outcomes

1. Analyse and evaluate business/industry issues and cases using appropriate analytical processes, models and techniques to identify, recommend and solve business problems.
2. Identify, describe, analyse and communicate key business strategic management techniques, concepts and theories.
3. Clearly enunciate models of Strategic Management and their application
4. Articulate a vision that gives meaning and a supporting mission to all the firm's stakeholders to achieve the firm's objectives
5. Formulate a strategic plan that operationalizes the goals and objectives of the firm

Syllabus:

UNIT I: Introduction to course and strategic management

- The concepts of strategy
- The strategic management processes

External analysis:

Identification of industry opportunities and threats - external analysis:

Porter's Five Forces Model of competitiveness, the concept of strategic groups, industry life cycle model and the competitive environment.

Internal analysis:

Analysis of internal strengths and weaknesses – resources, capabilities, competencies, and competitive advantage: the building blocks of competitive advantage, value chain and value creation, distinctive competencies, the issues relating to durability of competitive advantage.

UNIT II: Functional level strategy

- Achieving superior efficiency, superior quality, superior innovation and superior customer responsiveness



Business level strategy and industry environment - I

- Competitive positioning, business model, generic business level-strategies, strategic groups and business-level strategy

Business level strategy and industry environment - II

Strategies in fragmented, embryonic, mature, decline and high tech industries

Corporate strategy

- Horizontal and vertical integration, diversification, strategic alliances, internal new venturing, acquisitions, joint ventures, and review of corporate portfolio

UNIT III: Strategy in the global environment

- **The determinants of national competitive advantage**

(Porter's Diamond), profiting from global expansion, pressures for centralisation or local responsiveness, strategic choice, entry strategies, global strategic alliances.

UNIT IV: Strategy implementation

Strategy implementation – I

- Organisational structure and design

Strategy implementation – II

- Strategic control systems, culture and rewards systems, alignment of strategy and structure, and

Strategic leadership.

Stakeholders, corporate governance and business ethics

Strategic for entrepreneurship

UNIT V: Strategic Tools

- BCG Matrix
- McKinsey 7S Framework
- Balanced Scorecard
- Competitive Profile Matrix (CPM)
- SPACE Matrix
- Strategic Audit and Value Chain Analysis
- The Environment and it's sustainability
- SWOT & PESTLE Analysis

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments



Text Books

**Strategic Management: An Integrated Approach; Charles W. Hill / Gareth R. Jones - 9th Ed: Cengage Learning
(ASIN : 813151837X Publisher : Cengage; 9th edition (1 January 2012))**

Evaluation Pattern of CIA (60 marks)

- **20 Marks** – Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
- **15 Marks** – Quiz - CBT at the 9th week (after 3rd & 4th modules)
- **20 Marks** – 2 Assignments (Seminar Presentation or Assignment with Viva, Workshops followed by reflection notes or Webinars followed by reflection notes or \Case Analysis & Presentation)
- **05 Marks** – Attendance (Class Participation)

#	Assessment Method*	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
				1	2	3	4	5	
1	PF	Class Participation	5%	X	X	X	X	X	Mandatory
2	CS	Case Study	0	X		X		X	At least two full length case studies per trimester
3	DTA	Assignments	20%	X		X		X	Two assignments per Semester: 2 x 10 marks = 20 marks
4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X		X			Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks

Course Assessment:

*The following codes for assessment methods apply:-				
LR	literature review	PC	practical	
CB	computer-based	PF	performance	
CS	case study	PL	placement	
DI	dissertation or project	PO	portfolio	
EX	exam	PR	presentation	
GR	group report	RE	individual report	
DTA	during Semester assignment	OR	oral	

**SEMESTER/YEAR : III & IV SEM / II YEAR
COURSE CODE : 20MBAS004**



TITLE OF THE COURSE : DEMAND MANAGEMENT

L: T/A: P: C : 3 : 1 : 0 : 4

Background

This course is intended to enable students to understand the standard industry practices used in Demand Management. The course covers another very critical aspect of demand management, i.e., demand forecasting techniques and the mathematics behind them. Traditional methods of forecasting are covered including times series, Holt-Winter's method. Qualitative aspects of forecasting such as impact of macro factors are covered.

Sales organizations in companies use a standard process along with mathematical techniques to effectively manage demand. This process is collaborative and will be covered in the course.

E-commerce emergence and its impact on forecasting techniques is covered in the course. Students will learn current trends in forecasting methods including the use of Artificial Intelligence techniques such as Machine Learning, NLP to augment statistical methods.

Course Objectives:

- Learn the basics of demand management processes in large organizations
- Understand mathematical underpinnings of forecasting.
- Understand the recent advances in forecasting.
- Learn hands on the use of demand forecasting software tools.

Course Outcomes

By the conclusion of this course, the student should be able to:

1. Be ready to perform a job role as a demand planner in an organization
2. Understand the difference between demand management in practice and forecasting.
3. Be able to analyze data using standard tools and techniques to build forecasting models.
4. Work collaboratively with other departments to manage demand effectively for a given product or a geography.
5. Be conversant with the trends in forecasting including AI.

Syllabus:

UNIT I: Enterprise demand forecasting, planning and demand management process

Overview of demand management and forecasting in an enterprise. Various job functions related to demand management in a company. Annual hierarchical planning process for the entire geography and its hierarchy, entire product family and its hierarchy. Manual override of the mathematical forecasts, rolling forecast revision and correction process. Introduction to a demand management software.

UNIT II: Traditional Demand forecasting methods

Common time series forecasting methods using moving average, regression. Understanding seasonality, trends and exponential smoothing. The popular Holt-Winter method of forecasting. Measurement of error, Understanding forecast errors and different methods of calculating forecast error.

UNIT III: Impact of macroeconomic factors

Understanding Qualitative factors such as calamities, policy changes, international trade on forecast.



UNIT IV: Modern demand forecasting using Artificial Intelligence

Introduction to Machine Learning and Natural Language Processing. New methods in forecasting using Artificial Intelligence to supplement the mathematical forecast.
Use cases such as sentiment analysis from social media feeds for better forecasting.
Short term forecasting for retail and fashion industry.

UNIT V: Web based demand planning: collaborative forecasting and planning

Understanding working with various parts of an organization in the demand planning process.
Collaborating with sales, manufacturing and distribution using simple web based tools.

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

Demand Management Best Practices: Process, Principles, and Collaboration (J. Ross Publishing Integrated Business Management Series), Colleen Crum and George Palmatier, 2003.

References

- Demand-Driven Forecasting: A Structured Approach to Forecasting, Charles W. Chase, 2013

Evaluation Pattern of CIA (60 marks)

- **20 Marks** – Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
- **15 Marks** – Quiz - CBT at the 9th week (after 3rd & 4th modules)
- **20 Marks** – 2 Assignments (Seminar Presentation or Assignment with Viva, Workshops followed by reflection notes or Webinars followed by reflection notes or \Case Analysis & Presentation)
- **05 Marks** – Attendance (Class Participation)

#	Assessment Method*	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
				1	2	3	4	5	
1	PF	Class Participation	5%	X	X	X	X	X	Mandatory



2	CS	Case Study	0	X		X		X	At least two full length case studies per trimester
3	DTA	Assignments	20%	X		X		X	Two assignments per Semester: 2 x 10 marks= 20 marks
4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X		X			Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks

Course Assessment:

*The following codes for assessment methods apply:-			
LR	literature review	PC	practical
CB	computer-based	PF	performance
CS	case study	PL	placement
DI	dissertation or project	PO	portfolio
EX	exam	PR	presentation
GR	group report	RE	individual report
DTA	during Semester assignment	OR	oral

SEMESTER/YEAR : III & IV SEM / II YEAR/ 2021
COURSE CODE : 20MBAB001
TITLE OF THE COURSE : DATA WAREHOUSING, DATA GATHERING AND BIG DATA
L: T/A: P: C : 3 : 1 : 0 : 4

Background

This course teaches how to evaluate business needs and design a data warehouse. This course covers data architecture skills that are increasingly critical across a broad range of technology fields.



Students will learn the basics of structured data modelling, gain practical SQL experience, and develop an in-depth understanding of data warehouse design and data manipulation. Students will work with large data sets in a data warehouse environment to create dashboards and Visual Analytics. Students will learn the use of a BI tool.

Course Objectives:

- Learn the fundamentals of data warehousing.
- Understand the subtleties and challenges involved in building a single data warehouse from disparate data sources.
- Learn how to identify data sources, elements relevant to your business and populate data warehouses.
- Learn the fundamentals of Big Data and its relevance in today's world of Data Analytics.
- Create dashboards and visualisations for reporting.

Learning Outcomes

By the conclusion of this course, the student should be able to:

1. Translate Business domain knowledge to Data Warehouse schema and define a data mart.
2. Requirements of mappings between the data sources and the target repository.
3. Understand translation of Business KPIs to Data Warehouse Schema Design.
4. Understand Data Warehouse Architecture options for performance.
5. Be ready to perform job roles related to Data Warehousing and Data Management.

Syllabus:

UNIT I: Data Warehousing Fundamentals

- What is a data warehouse
- Characteristics of a data warehouse
- Time invariant
- Subject oriented
- Non volatile
- Integrated
- Data warehousing vs OLTP
- Data warehousing architectures

UNIT II: Construction of a data warehouse

- Logical design
- Physical Design
- Hardware considerations
- Parallelism in data warehouses
- Indexes, integrity constraints and dimensions

UNIT III: Management of a data warehouse

- Extract, transform, load operations (ETL)
- Maintenance of the a data warehouse
- Change data capture (CDC)



UNIT IV: Modelling & reporting

- Schema modelling techniques
- SQL for data warehouse construction
- SQL for analysis
- OLAP and DATA MINING

UNIT V: Industry examples

- Standard industry schemas for retail, cpg, manufacturing, hospitality
- Common industry reports using DW and BI

UNIT VI: Introduction to Big Data

- What is Big Data
- Velocity, Volume, Variety
- Advantages and disadvantages of Big Data
- Challenges in using Big Data
- Examples and applications

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments:

An Indian Case study on Maruti Suzuki: Sales to Business performance covering all aspects of the business addressing Domestic and International sales.

Text Books

Data Warehousing, Data Mining & OLAP by Alex Bersen & Stephanie J. Smith - Tata McGraw Hill Edition ISBN 0-07-006272-2

References

1. Data Mining and Data Warehousing by Parteek Bhatia – Cambridge University Press. ISBN 978-1-108-72774-7
2. Introduction to Data Mining with Case Studies G. K. Gupta – Prentice Hall India.- Third Edition ISBN 978-81-203-5002-1
3. Master Data Management & Data Governance by Alex Bersen & Larry Dubov – McGraw Hill Education – 2011 Edition ISBN-13: 978-0-07-107732-3
4. Data Warehouse Toolkit – By Ralph Kindall & Joe Caserta, Wiley Publishing. ISBN – 0764-56767-8
5. A Short Youtube Video – What is a Data Warehouse: [What is a Data Warehouse - Explained with real life example | datawarehouse vs database \(2020\) - YouTube](#)

Evaluation Pattern of CIA (60 marks)

- **20 Marks** – Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
- **15 Marks** – Quiz - CBT at the 9th week (after 3rd & 4th modules)
- **20 Marks** – 2 Assignments (Seminar Presentation or Assignment with Viva, Workshops followed by reflection notes or Webinars followed by reflection notes or \Case Analysis & Presentation)
- **05 Marks** – Attendance (Class Participation)



#	Assessment Method*	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
				1	2	3	4	5	
1	PF	Class Participation	5%	X	X	X	X	X	Mandatory
2	CS	Case Study	0	X		X		X	At least two full length case studies per trimester
3	DTA	Assignments	20%	X		X		X	Two assignments per Semester: 2 x 10 marks = 20 marks
4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X		X			Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks

Course Assessment:

*The following codes for assessment methods apply:-			
LR	literature review	PC	practical
CB	computer-based	PF	performance
CS	case study	PL	placement
DI	dissertation or project	PO	portfolio
EX	exam	PR	presentation
GR	group report	RE	individual report
DTA	during Semester assignment	OR	oral



SEMESTER/YEAR : III & IV SEM / II YEAR/ 2021
COURSE CODE : 20MBAB002
TITLE OF THE COURSE : Overview of Business Analytics for Decision Making
L: T/A: P: C : 3 : 1 : 0 : 4

Background

This course covers Business Analytics and its' importance in assimilating any business situation in terms of understanding what happened & why, the causative factors, understanding of trends and where they would lead the business and also charting a course for future action. Effective decision making is essential in any area of management. This course makes the students understand how business performances, problem situations are analysed, how forecasts are made, and decisions related to future are taken. The course familiarizes the students with the use of various tools and techniques such that they learn to apply them to business problems. The reality is that Analytics is used across several specialised verticals and all the functions in any organisation. The list is endless. However, it's important to mention that it is used in Accounting, Finance, Economics/Government, Human Resources, Marketing & Sales, Operations Management, Sports & Gaming, Agriculture, Forestry, Biodiversity, Environment & Ecology, Health care..... No matter what you do in life, if you have to do it well and be recognized decision sciences are the key. Gaining mastery is the outcome of knowledge and skill acquired through practice in using the best practices. In this course students will be challenged difficult situations and also discuss real world cases all around us whether we have recognized or not. Silently analytics has come to be part of our life. We need to get aware and work towards understanding various aspects of analytics.



Course Objectives:

Learn the fundamentals of Decision Making & Analytics involved.

- Understand the process of Decision Making
- Understand data, information, insights for clear perception for action.
- Processes, tools & techniques involved in translating data into insights.
- Understand the concept of problem model, it's purpose and importance.
- Familiarize with various tools used in constructing business model and evaluating business model behaviour.
- Managing problem / business models.
- Getting comfortable to work with analytics in business.

Learning Outcomes

By the conclusion of this course, the student should be able to:

1. Understand decision making process.
2. Understand various aspects of analytics and be able to start applying in business situations.
3. Will be ready to use Spreadsheet (Excel) for Analytics.
4. Understand business forecasting and its impact on business decisions.
5. Be ready to make informed decisions and make business case.

Syllabus:

UNIT I: Fundamentals of decision making

Decisions have a future impact.

Decision making involves risk.

Decisions can turn out to be successful or disastrous.

How do we know we have made the right decision? That certain feeling is essential in convincing other stakeholders.

Problem Solutions & Decision making – Which alternative to choose

Problem Solving and Decision making as an organised process.

Overview of Decision Support Systems, what is it and why?

Peep into how Bangalore Metro Rail Project came about.

UNIT II: Data to Insights.

Gathering data.

Modelling data

Visualisation of patterns in data and interrelationship among data.

What can we infer from patterns & interrelationship in data?

Practical uses with case studies.

UNIT III: Analytics I

Various Analytics – State of the Art – Descriptive, Diagnostic, Predictive, Prescriptive, Augmented Analytics.

Visualizing & Exploring Data

Descriptive statistical measures.



Probability distribution & Data modelling.
Sampling & Estimation.
Statistical Inference

UNIT IV: Analytics II – Predictive Analytics & Prescriptive Analytics.

Trendlines & Regression Analysis.

Forecasting Techniques.

Spreadsheet Modelling & Analysis

Linear optimisation & it's Application.

Non-linear optimisation techniques with examples such as transportation models

Decision Analysis.

UNIT V: Augmented Analytics.

Need for Augmented Analytics.

AI & Machine learning application in Augmented Analytics.

UNIT VI: Real life application implemented.

Amazon

Flipkart

Automotive Industry

Agriculture

Investment decisions, marketing & Sales, New Product Development.

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

**Business Analytics – Data Analysis & Decision Making – Albright & Winston, Cengage Learning
5th Edition ISBN 978-81-315-2661-3.**

References

1. Decision Making & Problem Solving Strategies – John Adair, Kogan Page.
2. Business Analytics – James Evans, Pearson Publication.
3. Poor Economics – Abhijit Banerjee & Esther Duflo (Winners of the 2019 Nobel Prize in Economics).
4. Revolutionary Wealth (Nothing to do with money, it's about value creation) – Alvin & Heidi Toffler, A currency book published by Doubleday.
5. Prescriptive Analytics – Andre Milchman / Noah Fang
6. Quantitative Techniques in Management – ND Vohra, McGraw Hill Higher Education.
7. Statistics – David Freedman / Robert Pisani / Roger Perves, Viva Books
8. 5 Minds of the Future – Howard Gardner, Harvard Business Press.
9. Industries of the Future – Alec Ross, Simon & Schuster UK Business
10. Business Value of IT (Rather business value of Information), Harvard Business School Press.
11. Silicon Valley to land of Insights – Imagined.

Evaluation Pattern of CIA (60 marks)



- **20 Marks** – Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
- **15 Marks** – Quiz - CBT at the 9th week (after 3rd & 4th modules)
- **20 Marks** – 2 Assignments (Seminar Presentation or Assignment with Viva, Workshops followed by reflection notes or Webinars followed by reflection notes or \Case Analysis & Presentation)
- **05 Marks** – Attendance (Class Participation)

#	Assessment Method*	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
				1	2	3	4	5	
1	PF	Class Participation	5%	X	X	X	X	X	Mandatory
2	CS	Case Study	0	X		X		X	At least two full length case studies per trimester
3	DTA	Assignments	20%	X		X		X	Two assignments per Semester: 2 x 10 marks = 20 marks
4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X		X			Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks

Course Assessment:

*The following codes for assessment methods apply:-			
LR	literature review	PC	practical
CB	computer-based	PF	performance
CS	case study	PL	placement
DI	dissertation or project	PO	portfolio
EX	exam	PR	presentation
GR	group report	RE	individual report
DTA	during Semester assignment	OR	oral



SEMESTER/YEAR : III & IV SEM / II YEAR / 2021
COURSE CODE : 20MBAB003
TITLE OF THE COURSE : DATA VISUALIZATION FOR DECISION MAKING
L: T/A: P: C : 3 : 1 : 0 : 4

Background

In this course, students will learn basics of Visualization principles. How to convert data into powerful visualizations leading to actionable insights.

Tableau is a Business Intelligence tool for visually analysing the data. Users can create and distribute an interactive and shareable dashboard, which depict the trends, variations, and density of the data in the form of graphs and charts. Tableau can connect to files, relational and Big Data sources to acquire and process data. The software allows data blending and real-time collaboration, which makes it very unique. It is used by businesses, academic researchers, and many government organizations for visual data analysis. It is also positioned as a leader Business Intelligence and Analytics Platform in Gartner Magic Quadrant.

Pre Requisites

- Tableau Public Software

Course Objectives:

With this course, students will learn the fundamentals of data visualization:

- Enable students with tools and techniques to communicate analytical insights
- Empower students with understanding of appropriate visualization for the task in hand
- Empower students with data blending options across data sources and bring them to life using visualizations
- Enable them to create impactful dashboards for the problem in hand

Learning Outcomes

By the conclusion of this course, the student should be able to:

1. Communicate analytical insights using appropriate visualizations
2. Discern the appropriate visualization for the task in hand
3. Blend data sources and bring them to life using visualizations
4. Create impactful dashboards for the problem in hand



5. Present analytical insights using Tableau Story

Syllabus:

Unit 1: Tableau Basics

- Overview
- Environment Setup
- Get Started
- Navigation
- Design Flow
- File Types
- Data Types
- Show Me
- Data Terminology

Unit 2: Tableau Data Sources

- Data Sources
- Custom Data View
- Extracting Data
- Field Operations
- Editing Meta Data
- Data Joining
- Data Blending
- Data Blending Calculations

Unit 3: Tableau Worksheets

- Add Worksheets
- Rename Worksheet
- Save and Delete Worksheet
- Reorder Worksheet
- Paged Workbook

Unit 4: Dimensions & Measures

- Discrete Vs Continuous
- Measure Name & Values
- Drill Down and Hierarchies
- Grouping
- Parameters
- Combine
- Sets
- Granularity

Unit 5: Tableau Calculations

- Operators
- Functions
- Logical Functions
- Numeric Calculations
- String Calculations



- Date Calculations
- Table Calculations
- LOD Expressions
- Rank

Unit 6: Tableau Sort & Filters

- Basic Sorting
- Basic Filters
- Quick Filters
- Context Filters
- Condition Filters
- Top Filters
- Filter Operations
- Interactive Filters

Unit 7: Tableau Charts

- Data Visualization 101
- Bar Chart
- Line Chart
- Pie Chart
- Cross Tab
- Scatter Plot
- Bubble Chart
- Bullet Graph
- Box Plot
- Tree Map
- Bump Chart
- Gantt Chart
- Histogram
- Motion Charts
- Waterfall Charts
- Word Maps
- Funnel Chart

Unit 8: Maps

- Introduction to Maps
- Map Options
- Map Layers
- Custom Territories
- Custom Geo Coding
- Religion wise Population
- Vehicle Registration Statewise
- National Park

Unit 9: Putting it all together

- Dashboard
- Dashboard Intro



- Dashboard Webpage
- Formatting
- Conditional Formatting
- Story Points
- Publishing Reports
- Forecasting
- Trend Lines
- Highlighting
- Actions Filter
- Action URL

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Assignments

- Product Sales by Category, Sub Category: Create view, explore options (Marks Card), refine your view, show the numbers, change perspective, use different view to compare product sales
- Focus your results using filters, colors
- Explore your data geographically
- Drill down into details
- Build a dashboard to show your insights
- Build a story to present

Text Books

Tableau Your Data (Wiley), David Murray, ISBN: 978-1-118-61204-0, 2013

References

- <https://www.tutorialspoint.com/tableau/>
- <https://www.youtube.com/watch?v=gWZtNdMko1k&list=PLWPirh4EWFpGXTBu8ldLZGJCUeTMBpJFK>

Case Studies / Courses

- UC Davis University of California, Fundamentals of Visualization with Tableau:
<https://www.coursera.org/learn/data-visualization-tableau?specialization=data-visualization>

Evaluation Pattern of CIA (60 marks)

- **20 Marks** – Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
- **15 Marks** – Quiz - CBT at the 9th week (after 3rd & 4th modules)
- **20 Marks** – 2 Assignments (Seminar Presentation or Assignment with Viva, Workshops followed by reflection notes or Webinars followed by reflection notes or \Case Analysis & Presentation)
- **05 Marks** – Attendance (Class Participation)

#	Assessment Method*	Description of Assessment Method	Weight %	Learning Outcomes Assessed	Submission day/week (assignments) or length (exam)



				1	2	3	4	5	
1	PF	Class Participation	5%	X	X	X	X	X	Mandatory
2	CS	Case Study	0	X		X		X	At least two full length case studies per trimester
3	DTA	Assignments	20%	X		X		X	Two assignments per Semester: 2 x 10 marks = 20 marks
4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X		X			Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks

Course Assessment:

*The following codes for assessment methods apply:-			
LR	literature review	PC	practical
CB	computer-based	PF	performance
CS	case study	PL	placement
DI	dissertation or project	PO	portfolio
EX	exam	PR	presentation
GR	group report	RE	individual report
DTA	during Semester assignment	OR	oral

SEMESTER/YEAR : III & IV SEM / II YEAR / 2021
COURSE CODE : 20MBAB004



TITLE OF THE COURSE : Predictive Analytics using R
L: T/A: P: C : 3 : 1 : 0 : 4

Background

In this course, students will learn basics of machine learning using R programming. They will get a perspective on:

- Where Machine Learning fits into Analytics landscape
- Types of Machine Learning algorithms
- Data Science process from data collection till model evaluation

Course will be hands on using R and R Studio and mini projects will be implemented for each algorithm type.

Course Objectives:

Learn the fundamentals of Machine Learning:

- Understand the business context to Machine Learning
- Appreciate different types of Machine Learning algorithms and their application
- Learn R Data Structures
- Learn Exploratory Data Analysis and its significance
- Implement Supervised Machine Learning algorithms using R in a business application
- Implement Unsupervised Machine Learning algorithms using R in a business application
- Evaluate Model Performance
- Improve Model Performance

Learning Outcomes

By the conclusion of this course, the student should be able to:

1. Translate a business problem into a Machine Learning model
2. Implement R to perform EDA and Machine Learning processes
3. Evaluate Model Performance using appropriate performance measures
4. Improve Model Performance

Syllabus:

Unit 1: Intro to ML

- Types of Analytics: Descriptive, Diagnostic, Predictive, Prescriptive
- Statistics Basics
- Types of Data: Structured, Semi Structured, Unstructured
- Structured Data using RDBMS. Table, Columns, Rows
- What is ML; ML Use Cases; Algorithm Types: Supervised, Unsupervised; Supervised, Reinforced; Regression Vs Classification;
- Managing and Understanding Data: Vectors, Factors, Lists, Dataframes, Matrixes and Arrays, Importing and Saving Data from CSV files
- **Exploring and Understanding Data:** Exploring the structure of Data, Exploring Numeric Variables, Exploring Categorical Variables, Exploring Relationships between Variables

Unit 2: KNN

- KNN Overview
- KNN Algorithm: How it works?
- Distance Calculation



- Choosing Appropriate K
- **Preparing Data for use with KNN**
- Why is KNN algorithm lazy?
- Strengths and Weaknesses of KNN
- **Example - Diagnosing breast cancer with KNN**

Unit 3: Classification and Regression Tree

- Understanding Decision Trees
- Choosing the best attribute for split: Gini Index, Chi Square, Information gain, Gain Ratio, Variance Reduction
- Parameters of Tree Modeling: Overfitting, Setting Constraints on Tree Size, Pruning
- Example – identifying risky bank loans using C5.0 decision trees

Unit 4: Forecasting Numeric Data – Regression Methods

- Simple Linear Regression
- Ordinary Least Squares Estimation
- Correlations
- Multiple Linear Regressions
- **Example – predicting medical expenses using linear regression**

Unit 5: Neural Networks

- Understanding Neural Networks: biological to artificial neurons
- Activation Functions
- Network Topology
- Training neural networks with back propagation
- **Example - Modeling the strength of concrete with ANNs**

Unit 6: Finding Patterns Market Basket Analysis

- Understanding association rules
- Apriori algorithm
- Support, Confidence, Lift
- **Example – identifying frequently purchased groceries with association rules**

Unit 7: Finding Groups of Data – Clustering with k Means

- Understanding Clustering
- K Means algorithm
- Distance functions
- Choosing appropriate number of clusters
- **Example - Finding teen market segments using k-means clustering**

Unit 8: Evaluating Model Performance

- Measuring performance for classification
- Working with classification prediction data
- Using Confusion Matrix to measure performance
- Measures other than accuracy: kappa, sensitivity, specificity, precision and recall, F ratio, ROC



- Estimating future performance: holdout, cross validation, bootstrap sampling

Unit 9: Improving Model Performance

- **Tuning stock models for better performance**
- Using caret for automated parameter tuning
- **Improving model performance with meta-learning**
- Understanding ensembles
- Bagging
- Boosting
- Random Forests

Pedagogy and Evaluation:

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

1. Machine Learning using R (Packt Publishing), Brett Lantz 2013

References

- Data Analytics with R, Dr Bharti Motwani, Wiley
- EDA <https://moderndive.netlify.app/1-getting-started.html>

Case Studies / Courses

- Illinois Machine Learning Algorithms with R in Business Analytics:
<https://www.coursera.org/learn/machine-learning-algorithms-r-business-analytics#syllabus>

Evaluation Pattern of CIA (60 marks)

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- **05 Marks** – Attendance (Class Participation)

SEMESTER/YEAR : III SEM & IV SEM/ II YEAR / 2021
COURSE CODE : 20MBAI001
TITLE OF THE COURSE : Enterprise IT Systems and Applications I (ERP, CRM, ETL, BI)
L: T/A: P: C : 3 : 1 : 0 : 4

Background

For the modern businesses operating in a competitive economy, the key requirements to succeed are operational efficiency, customer focus, agility, employee retention, financial prudence etc. Creative adoption of information technology tools and solutions is an essential ingredient to achieve the above elements. For managers / entrepreneurs a deep knowledge of information technology systems and solutions in terms of the tools available, technology trends, the key features, how to use these tools effectively, how to automate the business processes using these tools, how to use the right tools



for the organization, etc. are extremely important to be effective in their role. This course intends to enhance the skill of managers/entrepreneurs in this regard.

Course Objectives

- To provide an understanding of the role and needs of enterprise applications in a digital economy
- To choose and use the right solutions to meet the IT specific needs of the business
- To examine the importance of the applications of ERP, CRM and e-tailing applications
- To examine the possibilities of interfaces and points of applications of different IT systems

Learning Outcomes

The course will help student to acquire:

1. the managerial proficiency to know the critical role of enterprise applications in business
2. the skill to understand the different solutions available and select and use the right solution
The course will help the students
3. to understand the tools and applications of ERP software
4. to understand the CRM implementation strategies
5. to understand the important business applications of business intelligence tools and e-tailing tools

Syllabus

UNIT 1: INTRODUCTION TO ERP

Business Process activities; Representation; ERP, Introduction – integrated management information; Scope and Benefits; Evolution; ERP implementation; Post implementation options

UNIT II- ERP- COMPETITIVE ADVANTAGE

ERP Domain, ERP vendors, SAP application, Advanced ERP software solutions – Case study

UNIT III- Customer Relationship Management

Meaning and definition of CRM, Importance of CRM, Concept and growth of relationship Marketing, Customer development Process, Technological applications in CRM, Customer databases and information systems, CRM software solutions for B2B and B2C Markets, Customer Loyalty and Profitability through Technology e-CRM architecture and its components, Five engines of e-CRM, , Challenges involved in formulating and implementing e-CRM strategies,

UNIT IV- ETAILING

Introduction, role of technology in satisfying market demand, Structure and developments in E-tailing, Factors influencing e-tailing, Advantages and disadvantages of e-tailing, Future of electronic retailing

UNIT V- BUSINESS INTELLIGENCE

BI Process, Business Intelligence software, Modern techniques of crypto analysis, Applications of Business intelligence in various sectors- Retailing, Production, Crime, Genetics, Medical, Trends in Business intelligence

Pedagogy and Evaluation



Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

Enterprise Resource Planning by Alexis Leon, McGraw-Hill Education Pvt Ltd., 2nd Edition, ISBN:97800070656802

Electronic Customer Relationship Management by Jerry Fjermestad, Nicholas C Romano, PHI, 1st Edition, ISBN: 9788120329942

Reference Books

- Business Intelligence A Managerial Approach, Etraim Turban, Ramesh Sharda, Dursum Delen, David King , Pearson, fourth Edition, ISBN 978-1292220543
- E- Tailing by Bernadette, Tiernan Dearborn Trade Pub, ISBN: 9781574101294

Coursera Materials

- How to create a website
- Digital Business Models
- International Cyber Conflicts

Softwares Learning

- ERP Software
- Shopnix for etailing applications

Evaluation Pattern of CIA (60 marks)

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1	PF	Class Participation	5%	X	X	X	X	X	Mandatory
2	CS	Case Study	0	X		X		X	At least two full length case studies per trimester
3	DTA	Assignments	20%	X		X		X	Two assignments per Semester:2 x 10 marks= 20 marks



4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X		X			Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks

Course Assessment:

*The following codes for assessment methods apply:-			
LR	literature review	PC	practical
CB	computer-based	PF	performance
CS	case study	PL	placement
DI	dissertation or project	PO	portfolio
EX	exam	PR	presentation
GR	group report	RE	individual report
DTA	during Semester assignment	OR	oral

SEMESTER/YEAR : III SEM & IV SEM / II YEAR / 2021
COURSE CODE : 20MBAI003
TITLE OF THE COURSE : Program and Project development, Customer Services Management
L: T/A: P: C : 3 : 1 : 0 : 4

Background

While it is well understood that information technology systems are backbone of modern enterprises, how to effectively deploy these IT solutions is generally overlooked area. The key elements of an exercise to deploy these IT solutions are centered around aligning the solution with the business needs, effective project management, synchronizing Project management activity with the complexities of software development, Process redesign, etc. This course prepares the managers/entrepreneurs to be the key players in deployment of IT solutions in businesses.

Course Objectives

- To develop an understanding of the principles and techniques used in information systems development
- To know the tools and techniques of Project management with special focus on Software services
- To understand the tools and techniques used in customer services management
- To introduce the students to the different methods and techniques used for Project Management



- To provide an understanding of trends and adoption of these tools to meet the unique challenges of modern enterprises and digital economy

Learning Outcomes

1. The course will help students to understand and suggest software development methods and strategies
2. The course facilitates by providing tools and techniques of software project management required for the entrepreneurs in the digital economy
3. The course will help students to use project management applications effectively
4. The course provides inputs to the roles of effective managers for small and medium enterprises
5. The course prepares the students for the role of Project Managers within an enterprise

Syllabus

UNIT 1: INTRODUCTION TO SOFTWARE DEVELOPMENT

Introduction to software, Software Processes, Requirement engineering Process, Software prototyping, Software development Models- Waterfall model, Evolutionary software development, Re-use oriented development

UNIT II- PROGRAM DEVELOPMENT AND MANAGEMENT

Architectural design, Distributed Systems architecture, Real-time software Design, User interface design

Software Cost Construction, Quality Management, Process Empowerment, Managing People and Change (Change Management)

UNIT III- PROJECT MANAGEMENT

Software Project Management- Elements, Cost Estimation

Software and Product Metrics- Documentation, Testing and Implementation
Technology Management

Quality Standards- Certificates, Handling Multiple Projects, Issues of Software development

UNIT IV- AGILE SOFTWARE

Meaning, Process, Quality Control, Management, Agile Software tools

UNIT V- CUSTOMER SERVICES MANAGEMENT AND CYBER LAW

Software and Hardware Procurement, Installation, UI Testing, Training

Cyber Crime- Technical issues, Legal issues, Penalty under IT Act, Digital Signatures: Certificates, E-Governance in India; Contract in the Information Technology world, IT Act 2000, Jurisdiction under IT act 2000

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

Software Management – A Practitioner’s Approach by Roger S Pressman - McGraw-Hill, 8th Edition, ISBN: 9789353165710



Reference Books

- Business Intelligence Analytics and Data Science A Managerial Perspective by Ramesh Sharda, Dursun Delen, Efraim Turban, Pearson Education Limited, ISBN: 9789353067021
- Succeeding with agile software development using SCRUM by Mike Cohn- Pearson India, edition 1, ISBN: 9789332547964
- Project Management – Process, Technology and Practices- - Ganesh Vaidyanathan, Pearson, First Edition, ISBN: 97801330550

Coursera Materials

- Project Management Principles and Practices
- Welcome to game theory
- Communication Strategies for Virtual Age

Softwares Learning

- Project Management Software
- Source Code management Software – Jenkins

Evaluation Pattern of CIA (60 marks)

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2	CS	Case Study	0	X		X		X	At least two full length case studies per trimester
3	DTA	Assignments	20%	X		X		X	Two assignments per Semester: 2 x 10 marks= 20 marks
4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X		X			Mid Semester Exams - Internal Test at the 4th week (after 2 modules)



6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks
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Course Assessment:

*The following codes for assessment methods apply:-			
LR	literature review	PC	practical
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DTA	during Semester assignment	OR	oral

SEMESTER/YEAR : III& IV SEM / II YEAR / 2021
COURSE CODE : 20MBAS003
TITLE OF THE COURSE : FACTORY PLANNING, SCHEDULING AND TRANSPORTATION MANAGEMENT
L: T/A: P: C : 3 : 1 : 0 : 4

Background

The course is designed to provide students an understanding of manufacturing planning and execution at scale. The complexity of planning the production of a mix of products within a given time horizon with limited machines and labour resources is a daunting task. Modern software systems provide these capabilities. The course will help students appreciate these complexities, use excel based planning to gain a hands-on understanding of plan an entire factory and re-plan based on changes in requirements. Students will learn to use industry standard software tools for planning and scheduling of daily operations on individual machines. Students will understand various methods of load balancing, capacity utilization and planning orders under constraints and resolving conflicting scenarios to meet delivery commitments.

Transportation management and planning is an important function in supply chain management in order to meet delivery commitments on time and optimize transportation costs. Complex supply chains benefit from the use of optimization software tools to achieve these objectives. The course will provide hands on experience to these tools. The execution aspects of transportation such as freight bill, packaging and various modes of transportation will be covered in the course.

Course Objectives:

- Understand the challenges in dealing with complex factory planning and scheduling scenarios. Understand factory lines, capacity and resource balancing, offloading of work orders.



- Understand various mathematical methods and techniques used in factory planning software used in the industry today.
- Understand the challenges in dealing with transportation planning factors like weight, density, freight costs, taxes. Understand planning and management scenarios, business logic used in planning large scale planning of distribution and delivery.
- Become eligible for a factory planner or transportation planner role in the industry.

Learning Outcomes

By the conclusion of this course, the student should be able to:

1. Understand the logic in factory planning, scheduling and transportation management tools, their functionalities and perform planning operations.
2. Allocate resources for work orders optimally to meet lead time commitments and utilize capacity effectively.
3. Become conversant enough to resolve complex order and resource planning scenarios.
4. Learn day-to-day transportation operations and management.
5. Support senior management in the annual and quarterly Sales and Operations planning process.

Syllabus:

UNIT I: Overview of complex factory planning and scheduling: challenges, approaches and importance in business

- Overview of manufacturing operations including planning and scheduling.
- Difference between master planning, factory planning and detailed job scheduling.
- Role of manufacturing in business growth, customer satisfaction and retention.

UNIT II: Manufacturing Industries, Processes, Plant Layouts

- Understanding of different types of industries and their manufacturing operations.
- Discrete vs continuous manufacturing processes and their implication on approach to planning.
- Variety of plant layouts and implications on material movement and its efficiency.

UNIT III: Hands-on factory planning and scheduling

- Setup and use of industry standard factory planning, scheduling tools.
- Handling of large scale planning, data and analysis of planning scenarios.
- Detailed scheduling of factory lines.
- Resolution of infeasible planning scenarios by based on prioritization with the help of tools.

UNIT IV: Transportation planning concepts

- Terminology in transportation management such as freight bills, economics and pricing.
- Various modes of transportation and applications.
- Economics, costing, pricing in transportation.

UNIT V: Transportation planning in an enterprise

- What tools used in execution of transportation and distribution, transportation planning and management.
- Considerations and trade-offs in transportation decisions.



- Large scale distribution planning and the challenges involved.
- **Mathematical modelling of distribution and transportation scenarios.**
- Role of optimization in distribution planning and popular tools available.

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

Advanced Planning and Scheduling in Manufacturing and Supply Chains, by Yuri Mauergauz, 1st edition. 2016, SPRINGER.

ISBN-10 3319275216

ISBN-13 978-3319275215

References

- Scheduling: Theory, Algorithms and Systems by Michael L. Pinedo, 5th edition 2016, SPRINGER.

Evaluation Pattern of CIA (60 marks)

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3	DTA	Assignments	20%	X		X		X	Two assignments per Semester: 2 x 10 marks = 20 marks
4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X		X			Mid Semester Exams - Internal Test at the 4th week (after 2 modules)



6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks
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Course Assessment:

*The following codes for assessment methods apply:-			
LR	literature review	PC	practical
CB	computer-based	PF	performance
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EX	exam	PR	presentation
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DTA	during Semester assignment	OR	oral

SEMESTER/YEAR : III & IV SEM/ II YEAR/ 2021
COURSE CODE : 20MBAF001
TITLE OF THE COURSE : Commercial Banking
L: T/A: P: C : 3 : 1 : 0 : 4

Background

This course helps the students for a career in banking industry. The students will understand the nuances of bank management. The course will provide an understanding of conceptual, strategic and operational issues in the management of commercial banks. Topics covered include banking history and regulation, credit analysis, asset and liability management, risk management and loan policy. Current trends such as consolidation and on-line banking are also discussed giving a student a comprehensive view of functioning of banks.

Learning Objectives:

- To provide a fundamental understanding of commercial banks, their management and their operations
- Analyze the operations of a bank and the services offered
- Evaluate the legal aspects associated with banking operations
- Familiarize with the basic banking system and its importance

Learning Outcomes

Upon successful completion of this course, the student will have reliably demonstrated ability to:

1. Understand the broad functioning of a bank both at the macro and at micro levels
2. Recognize the trade-offs involved in making financial decisions
3. Develop the logical thought processes needed to reach reasonable conclusions in a banking business
4. Understand the key factors for successful management of banks
5. Perform financial statement analysis of companies

Syllabus:

UNIT I: Introduction

Classification of financial institutions: banks and non-banks (NBFCs), difference between commercial banks and cooperative banks- private and public sector, classification as scheduled and non-scheduled, RRBs, cooperative banks, local area banks non-banking institutions- types of NBFCs-- insurance, brokerages, merchant bankers—RBI- functions as currency authority, banker to the government, bankers' bank, other promotional and regulatory functions, nationalization, evolution of commercial bank: growth and progress, commercial banks and Indian economy

- Basel norms –implementation issues in India, CAR
- Interbank clearing house, currency chest, cheque truncation system and National Electronic Clearing Service
- Management of banks—NPA, SARFESI Act

UNIT II: Introduction to retail products

Consumer loans, auto loans, home loans

- Introduction to services offered by commercial banks
- Types of credit facilities—term loan, working capital credit
- Loan syndication, bridge finance, mezzanine finance
- Credit Process

UNIT III: Treasury Operations

Capital and reserve management, asset liability management, CAR, risk management, transfer pricing, derivatives trading, arbitrage

UNIT IV:

Overview of financial statement analysis, analysis of annual reports & valuation—ratio analysis balance sheet analysis--case study, income statement analysis case study, revenue recognition & gross margin analysis, cash flow statements analysis case study—at least 3 live company statements analysis—to be chosen from different sectors management of risks in banks—Value at risk model

UNIT V:

Trends in commercial banking, digital banking, Case studies of recent bank failures

Pedagogy and Evaluation

Case Studies, Presentations, projects, Assignments

Recommended Book

1. Management of Banks and Financial Services, Padmalatha Suresh, Justin Paul, Pearson India

Text Books

Reference books

1. Fundamentals of Modern Banking, N C Majumdar, NCBA, Kolkata
2. Commercial Banking Operations, IIBF, Mc Milan Publications, NewDelhi
3. Banking Products and Services, IIBF, Mc Milan India Ltd



4. Legal and Regulatory Aspects of Banking, IIBF, Mc Milan India Ltd

Evaluation Pattern of CIA (60 marks)

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3	DTA	Assignments	20%	X		X		X	Two assignments per Semester: 2 x 10 marks= 20 marks
4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X		X			Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks

Course Assessment:

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SEMESTER/YEAR : III & IV SEM/ II YEAR/ 2021
COURSE CODE : 20MBAF002
TITLE OF THE COURSE : Mergers, Acquisitions & Restructuring
L: T/A: P: C : 3 : 1 : 0 : 4

Background

An understanding of mergers and acquisitions as a discipline is increasingly important in modern business. In this course, a student gets an overview of the major aspects of the mergers and acquisitions (M&A) industry. He will learn the concepts, theories and the fundamentals of M&A transactions and strategies.

Course Objectives:

- Analyze the process and procedures related to Mergers and acquisitions
- Explain the legalities involved in any merger or acquisition
- Provide students with the modalities of M&A issues, regulatory compliances, RBI and SEBI guidelines and other legal and financial aspects

Learning Outcomes

The course should help future managers by developing competencies to:

1. Understand the fundamentals of financial accounting, the principles and concepts underlying them
2. Understand the functioning of business through financial accounting
3. Appreciate decision facilitating roles of accounting information
4. Understand contemporary developments in the area of accounting

Syllabus:

UNIT I: Introduction

Introduction to mergers and acquisitions corporate restructuring – meaning, objectives, types and forms, motives for restructuring, types, distinction between mergers and acquisitions, merger procedure, scheme for merger, theories of merger, cross border mergers and acquisitions

UNIT II: Mergers and acquisitions process, regulatory framework for mergers and acquisitions— compliance with Indian Companies Act, Competition Act 2002 Income Tax Act, Securities and Exchange Board of India--substantial acquisition of shares and takeovers regulations, 2011--due diligence – types, screening due diligence, challenges and checklist - valuation for merger and acquisition – concepts of value, methods of enterprise and equity valuation, brand, goodwill, human resources, customer relationships valuation, firm valuation, cost of capital, relative valuation, issues in valuation, synergy and value creation – financing mergers and acquisitions – equity, debt and venture capital funds – negotiation, deal structuring and methods of payments in mergers and



acquisitions – accounting for mergers and acquisitions.

UNIT III: Defining and selecting a target, creating value with mergers and acquisitions--synergy, valuation assumptions, valuation methods

UNIT IV: Deal structuring and financing strategies--financing transactions, negotiation

UNIT V: Post-merger integration—critical success factors for post-merger integration, ingredients of integration, timing and speed of integration, approaches to integration, challenges in integration, steps for successful integration, cultural integration, redesigning post-merger cultural process, accounting for mergers and acquisitions, income tax, demergers, reverse mergers

Pedagogy and Evaluation

Case Studies, Presentations, projects, Assignments

Text Books

Aswath Damodaran, Applied Corporate Finance, John Wiley and Sons

ISBN-10 : 8126537884

ISBN-13 : 978-8126537884

Reference Books

- Robert F. Bruner, Applied Mergers and Acquisitions, Wiley Finance
- Donald M. DePamphilis , Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions, Academic Press Advanced Finance Series
- Weston., Fred, Mergers & Acquisitions. McGraw Hill.
- Galpin., Timothy J, Herndon, Mark. JosseyBass, The Complete Guide to Mergers and Acquisitions: Process Tools to Support M&A Integration at Every Level. 2nd edition.
- Feldman, Mark L / Spratt, Michael Frederick., Five Frogs on A Log: A CEO's Field Guide to Accelerating the Transition in Mergers, Acquisitions, and Gut Wrenching Change. 1st edition, New York: Harper Business

Evaluation Pattern of CIA (60 marks)

- **20 Marks** – Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
- **15 Marks** – Quiz - CBT at the 9th week (after 3rd & 4th modules)
- **20 Marks** – 2 Assignments (Seminar Presentation or Assignment with Viva, Workshops followed by reflection notes or Webinars followed by reflection notes or \Case Analysis & Presentation)
- **05 Marks** – Attendance (Class Participation)



#	Assessment Method*	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
				1	2	3	4	5	
1	PF	Class Participation	5%	X	X	X	X	X	Mandatory
2	CS	Case Study	0	X		X		X	At least two full length case studies per trimester
3	DTA	Assignments	20%	X		X		X	Two assignments per Semester: 2 x 10 marks = 20 marks
4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X		X			Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks

Course Assessment:

*The following codes for assessment methods apply:-			
LR	literature review	PC	practical
CB	computer-based	PF	performance
CS	case study	PL	placement
DI	dissertation or project	PO	portfolio
EX	exam	PR	presentation
GR	group report	RE	individual report
DTA	during Semester assignment	OR	oral

SEMESTER/YEAR : III & IV SEM/ II YEAR/ 2021
COURSE CODE : 20MBAF003
TITLE OF THE COURSE : Security Analysis and Portfolio Management
L: T/A: P: C : 3 : 1 : 0 : 4



Background

The course provides the conceptual foundation for investment analysis in securities. A student will develop competency in fundamental analysis and valuation. It focuses on concepts and techniques that underlie the construction and management of modern investment portfolios, emphasizing objectives, strategies and risk-return trade-offs that are appropriate for different types of investors. The course helps a student develop an investment attitude and prepares him for careers in the areas of finance and investment.

Course Objectives:

- Explain the significance of fundamental and technical Analysis
- Appraise various theories of portfolio management
- Create and evaluate a portfolio in terms of risk and return
- Apply decision making skills in analyzing markets for effective portfolio management

Learning Outcomes

Upon successful completion of this course, the student will have reliably demonstrated ability to:

1. Recognize the framework of securities market and its functioning
2. Develop a conceptual and analytical understanding of the framework of evaluating a bond and equity
3. Comprehend portfolio construction theories, its management techniques and strategies
4. Perform effective technical analysis and devise strategies for investments
5. Executive entry and exit strategies from the stock market

Syllabus:

UNIT I: Introduction to securities- investment and speculation, the investment process, investment categories, various investment avenues, objectives and constraints, capital market – primary & secondary, equity & debt, IPO, options, futures, swaps

UNIT II: Risk and return: security returns, types of risk, risk in contemporary mode, using beta to estimate return, **calculating expected return and risk**--historical risk and return on asset classes, risk and inflation factors

UNIT III: Fundamental analysis

- a. Economic analysis– economic forecasting and stock investment decisions – forecasting techniques.
- b. Industry analysis--industry classification, industry life cycle
- c. Company analysis--quantitative and qualitative analysis--measuring earnings – forecasting earnings – applied valuation techniques – Graham and Dodd investor ratios

Factors affecting valuation, Valuation techniques: DCF, DDM, Relative valuation: PE Ratio, P/B ratio, EV/EBITDA ratio.

Bond analysis--markets for debt securities, specialized bonds, bond returns and prices, systematic risk in holding fixed-income securities, bond market performance results, bond duration.



UNIT IV: Technical analysis: the Dow Theory, types of charts, price patterns, trend lines, advances technical tools, capital market theory: CAPM, arbitrage pricing theory, utility theory, portfolio theory and multi-factor model

UNIT V: Portfolio analysis-traditional portfolio analysis, Markowitz risk-return optimization, efficient market theory, random walk, portfolio selection- risk & investor preferences, selecting the 'best' portfolio, simple Sharpe portfolio optimization, significance of beta in the portfolio, traditional portfolio selection, **portfolio selection and diversification**. portfolio evaluation – mutual funds, calculations of NAV & ratios, portfolio management - portfolio analysis –portfolio selection –capital asset pricing model– portfolio revision.

Pedagogy and Evaluation

Case Studies, Presentations, projects, Assignments

Recommended Book

Text Books

Reference books

Investments by **Investment Analysis and Portfolio Management by Prasanna Chandra, Mc Graw Hill**

1. Bodie Kane, Marcus, Tata McGraw Hill
2. Securities Analysis & Portfolio Management- Donald Fischer, J Jordan
3. Investment Analysis and Portfolio Management by Keith Brown & Frank Reily
4. Investment science- David G. Luenberger
5. Modern Investment Theory- Robert A Haugen
6. A random Walk Down the Wall street- Burton G M
7. Capital Ideas – Peter L Berstein
8. Investment Gurus- Peter J Tanous

Evaluation Pattern of CIA (60 marks)

- **20 Marks** – Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
- **15 Marks** – Quiz - CBT at the 9th week (after 3rd & 4th modules)
- **20 Marks** – 2 Assignments (Seminar Presentation or Assignment with Viva, Workshops followed by reflection notes or Webinars followed by reflection notes or \Case Analysis & Presentation)
- **05 Marks** – Attendance (Class Participation)

#	Assessment Method*	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
				1	2	3	4	5	
1	PF	Class Participation	5%	X	X	X	X	X	Mandatory
2	CS	Case Study	0	X		X		X	At least two full length



								case studies per trimester	
3	DTA	Assignments	20%	X		X		X	Two assignments per Semester: 2 x 10 marks = 20 marks
4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X		X			Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks

Course Assessment:

*The following codes for assessment methods apply:-			
LR	literature review	PC	practical
CB	computer-based	PF	performance
CS	case study	PL	placement
DI	dissertation or project	PO	portfolio
EX	exam	PR	presentation
GR	group report	RE	individual report
DTA	during Semester assignment	OR	oral

SEMESTER/YEAR : III & IV SEM/ II YEAR/ 2021
COURSE CODE : 20MBAF004
TITLE OF THE COURSE : Financial Derivatives
L: T/A: P: C : 3 : 1 : 0 : 4

Background

This course provides comprehensive knowledge to the three major classes of derivative instruments - options, forwards and futures, and swaps. The course will give sufficient interest to students to consider this as a career.

Course Objectives:

- Understand the basics of the equity derivatives market



- Analyse the various trading strategies that can be built using futures and options on both stocks and stock indices
- Analyse the clearing, settlement and risk management as well as the operational mechanism related to equity derivatives markets

Learning Outcomes

The course should help future managers by developing competencies to:

1. Understand the derivatives markets
2. Able to differentiate between different derivative instruments
3. Understand the different strategies for mitigating risks
4. Identify the ways of handling risks in dealing with derivatives successfully
5. Valuate the intrinsic and extrinsic values of derivatives

Syllabus:

UNIT I: Derivatives in India

Evolution of derivatives market in India – regulations – framework – exchange trading in derivatives – commodity futures – contract terminology and specifications for stock futures and index futures in NSE – contract terminology and specifications for stock fundamentals of futures & forwards, future contracts, types – forward contracts, futures contracts, options, swaps--differences between cash and future markets – types of traders – OTC and exchange-traded securities, clearing house, daily settlement & margins, orders & exchanges, equity shares & stock market indices, stock and stock index futures

UNIT II: Valuation of Forwards & Futures

Options--definition – exchange traded options, OTC options – specifications of options – call and put options – American and European options – intrinsic value and time value of options – option payoff, options on securities, stock indices, currencies and futures – options pricing models – differences between future and option contracts--option strategies & profit diagrams--valuation of options, options on stock indices, foreign currencies; futures contracts & volatility indices, exotic options, European digital option, pay later option, compound option, swaps--definition of swap – interest rate swap – Currency swap – Role of Financial Intermediary- Warehousing – Valuation of Interest rate swaps and Currency swaps, bonds and FRNs – credit risk

UNIT III: Black- Scholes model, interest rates

UNIT IV: Hedging & Speculation

Arbitrage Restrictions, Foreign Exchange Forwards & Futures, Credit Derivatives

UNIT V: Binomial Model

Lognormal distribution, stochastic differential equation representation, pricing model, single period example, multi period example

Pedagogy and Evaluation

Case Studies, Presentations, projects, Assignments

Text Books

Rajiv Srivastava, Derivatives and Risk Management, Oxford University Press

Reference Books

1. John.C.Hull , “Options, Futures and other Derivatives”, Prentice Hall, New York
2. Philip James Hunt, “Financial Derivatives in Theory & Practice” Wiley
3. S.L.Gupta, Financial Derivatives, Prentice Hall
4. Parameswaran, S. K. Futures markets- made easy with 250 Q & A, Tata McGraw Hill
5. Varma, J. R. Derivatives and risk management, Tata McGraw Hill PublicationsGupta, Ambrish, *Financial accounting for management*. New Delhi: Pearson Publications
6. Lal, Jawahar, & Srivastava, Seema. *Cost accounting*. New Delhi: Tata McGraw Hill Publications
7. Maheshwari S.N., *Advance accounting*. New Delhi: Vikash Publishing House
8. Ramchandran., & Kakani, *Financial accounting for management* Delhi: Tata McGraw-Hill Publications

Evaluation Pattern of CIA (60 marks)

- **20 Marks** – Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
- **15 Marks** – Quiz - CBT at the 9th week (after 3rd & 4th modules)
- **20 Marks** – 2 Assignments (Seminar Presentation or Assignment with Viva, Workshops followed by reflection notes or Webinars followed by reflection notes or \Case Analysis & Presentation)
- **05 Marks** – Attendance (Class Participation)

#	Assessment Method*	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
				1	2	3	4	5	
1	PF	Class Participation	5%	X	X	X	X	X	Mandatory
2	CS	Case Study	0	X		X		X	At least two full length case studies per trimester
3	DTA	Assignments	20%	X		X		X	Two assignments per Semester:2 x 10 marks= 20 marks
4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X		X			Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks

Course Assessment:
***The following codes for assessment methods apply:-**

LR	literature review	PC	practical
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CB	computer-based	PF	performance
CS	case study	PL	placement
DI	dissertation or project	PO	portfolio
EX	exam	PR	presentation
GR	group report	RE	individual report
DTA	during Semester assignment	OR	oral

SEMESTER/YEAR : III & IV SEM / II YEAR / 2021
COURSE CODE : 20MBAR001
TITLE OF THE COURSE : DATA SCIENCE FUNDAMENTALS
L: T/A: P: C : 3 : 0 : 2 : 4

Background

Decision making is essential part of a life well lived, particularly concerning business and any organization that creates customer value and so with the highest quality, lowest cost and in quick time to stay competitive and survive. In a rapidly evolving condition of market expectations, dynamic competitive, economic and political environment, decisions have to be taken evaluating various courses of possible actions and deciding on the most optimal and minimizing the risk at the same time. This calls for responsive organisations supported by responsive managers who sense reality in real time aided by quality data transformed into information, Insights and intelligence for action. There is no paucity of tools that claim to do all that one needs. It is not about the tools, it is about gauging a given business situation, understanding the problems and issues rightly so as to take the desired action. Data, Data gathering, Data organisation to draw insights to make actionable sense and then follow through to the end is the reason behind data science. Data and the science that creates business insights is the joint responsibility of business executives as well as IT teams or Data Scientists and Data Engineers. Business executives need to state requirements for data scientists to organize the plumbing required.

Course Objectives:



- To enable students to understand the role of data in decision making
- To enable students to understand data from multiple perspective.
- To understand the data needs of various business domains and corresponding data sources..
- To derive actionable insights from data.
- To enable students to understand the importance of data for executive action to join hands with IT Teams to implement data streams from sources, create data structures to store data and be able to harness insights from such stores.

Learning Outcomes

1. Be able to appreciate data needs in a given domain area of management.
2. Be able to appreciate data sources, transaction data and big data.
3. Understand Meta-data, Master data management and Governance
4. Data gathering and structuring and storing to be able to derive benefits from Data bases, data warehouse/Data Marts, Data Mining, Business Intelligence, OLAP.
5. Use Analytics and present insights with reasoning.

Syllabus:

UNIT – I: INTRODUCTION

- Data is the raw material for business decisions.
- Data & Data Science.
- Basis for Management Decisions.
- Risks is embedded in all decisions, the impact and effectiveness in managing are the key.
- Decisions have to be evaluated before implementation.
- Data needs the sensory perception in real time for speedy and yet effective management decisions.
- Data management and effective decision making have business value and they provide competitive advantage.
- Role of Business Executives in defining information requirement for management and the data needed to derive information.
- Role of Business Executives in the success of science of data management for their own effectiveness.

UNIT – II: All about Data

- Data sources including IoT.
- Data gathering from transaction sources and other textual or unstructured data and Big data.
- Problems with data sources and means to filter data.
- Metadata.
- Data Models, ERD and NoSQL.
- Schema.
- Conceptual, Logical and Physical Data Models.
- Organizing Data for reports, presentations, queries with speed of response..
- Data bases, Relational, NoSQL,
- Real and Synthetic data.

UNIT – III: Data Organization:

- Data Structures.



- Data Bases.
- Data Warehouses and Data Marts and ETL.
- Organisation of data for Data Mining, BI and OLAP.
- Data Presentation

UNIT – IV: Data to Insights – Transformational processes.

- ETL in Depth.
- Business statistics.
- Descriptive, Predictive and Prescriptive Analytics.
- Analytics models, graphical, Algebraic and Spreadsheet models.
- Linear, Integer and non-linear optimisation.

UNIT – V: Data Science Driven Applications.

- AI &ML
- Robotics
- RPA
- Digitally Enabled Future. Imagination is the only limit. Plenty of opportunities.
- Data Science Driven application – State of the art with real world success cases.
- Data is the key to business consciousness without it any business is dead.
- There is no good business management without corresponding data management.

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

Data Science, Richard Hurley, MIT Press (Essential Knowledge Series)

Data Science for Business, Thomas Provost & Tom Fawcett

Reference Books

- Master Data Management & Data Governance, Alex Berson & Larry Dubov – McGraw Hill.
- Introduction to Data Mining with Case studies, GK Gupta - PHI.
- Data Warehousing in the Real World, Sam Anahory & Dennis Murray – Pearson.
- Business Analytics, James Evans – Pearson.
- Wayne Winston, Microsoft Excel Data Analysis and Business Modeling, 5th Edition, Microsoft Press.
- Davenport Thomas H., Competing on Analytics: Updated, with a New Introduction, Harvard Business School Press.

Evaluation Pattern of CIA (60 marks)

- **20 Marks** – Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
- **15 Marks** – Quiz - CBT at the 9th week (after 3rd & 4th modules)
- **20 Marks** – 2 Assignments (Seminar Presentation or Assignment with Viva, Workshops followed by reflection notes or Webinars followed by reflection notes or \Case Analysis & Presentation)
- **05 Marks** – Attendance (Class Participation)

#	Assessment	Description	of	Weight	Learning Outcomes	Submission	day/week
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	Method*	Assessment Method	%	Assessed					(assignments) or length (exam)
				1	2	3	4	5	
1	PF	Class Participation	5%	X	X	X	X	X	Mandatory
2	CS	Case Study	0	X		X		X	At least two full length case studies per trimester
3	DTA	Assignments	20%	X		X		X	Two assignments per Semester: 2 x 10 marks = 20 marks
4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X		X			Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks

Course Assessment:

*The following codes for assessment methods apply:-			
LR	literature review	PC	practical
CB	computer-based	PF	performance
CS	case study	PL	placement
DI	dissertation or project	PO	portfolio
EX	exam	PR	presentation
GR	group report	RE	individual report
DTA	during Semester assignment	OR	oral



SEMESTER/YEAR : III & IV SEM / II YEAR
COURSE CODE : 20MBAR002
TITLE OF THE COURSE : AI Basics: ML & DL, NLP, AI Governance, AI Ethics, Application of AI, Future of AI, Insight engines, AI Cloud services, Computer vision, Augmented intelligence
L: T/A: P: C : 3 : 1 : 0 : 4

Background

In this course, students will learn basics of Artificial intelligence. They will get a perspective on:

- Evolution of AI and its future
- ML, DL, NLP
- Deep Learning Platforms and Libraries

In this course student will also learn current trends and future of AI. Privacy and security requirements, governance mechanisms that are being built and also how government is supporting the technology implementation worldwide.

Course Objectives:

Learn the fundamentals of Artificial Intelligence:

- Understand the business context to Deep Learning and NLP
- Appreciate use of AI in different industries.
- Understand explorative data analysis techniques.
- Understand risks that AI brings to humankind and measures taken
- Understand and appreciate future of AI & governance requirements

Learning Outcomes

By the conclusion of this course, the student should be able to:

1. Understand fundamentals of AI
2. Importance of Data and analytics and analytics models
3. Understand AI risks and policies world wide
4. Explore broader spectrum of AI
5. Understand future of AI

Syllabus:

Unit 1: Introduction to Artificial Intelligence

- Meaning of Artificial intelligence
- Evolution of AI
- Broad spectrum of AI



- Why is AI required?
- Sub domains of AI
- Popular AI systems
- Introduction to Deep Learning Models (Single Layer Perceptron Model (SLP), Multilayer Perceptron Model (MLP))
- Introduction to Neural Networks (CNNs, RNNs, RBMs, DBNs)

Unit 2: Descriptive Statistics

- Data exploration (histograms, bar chart, box plot, line graph, scatter plot)
- Qualitative and Quantitative Data
- Measure of Central Tendency (Mean, Median and Mode),
- Measure of Positions (Quartiles, Deciles, Percentiles and Quantiles),
- Measure of Dispersion (Range, Median, Variance and Standard deviation)
- Inferential Statistics
- Measures of Spread/Distributions

Unit 3: Explorative Data Analysis(EDA)

- Data sourcing/acquisition
- Data cleaning/Pre processing
- Univariate analysis
- Bivariate analysis
- Correlation Analysis
- Outliers identification and treatment
- Feature Engineering

Unit 4: AI governance, security & policies

- AI Governance
- AI security requirements
- AI policies
- Serious risks of Artificial intelligence
- Privacy and human rights

Unit 5: Applications of AI, Industry trends and Future

- Impact of AI to industry and society
- AI powered workforce
- Discuss **specific Industry AI implementations** (Healthcare, Financial services, retail etc)
- Near-future AI ramifications
- Preparing for the future of AI

Pedagogy and Evaluation:

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

- Introduction to Deep Learning using R (Apress), Taweh Beysolow

References

- <https://cognitiveclass.ai/courses/introduction-deep-learning>



- <https://www.deeplearningbook.org/>

Evaluation Pattern of CIA (60 marks)

- I. **10 Marks** – Quiz or assigned topics to be given to students for short term duration in organizations.
- II. **25 Marks** - Mid Term Exam for 50/100 marks brought down to 20 marks of CIA.
- III. **20 Marks** - Case Analysis/Case Presentation/Paper Presentation in a Conference/Paper Publication related to subject/ Hands-on Project
- IV. **05 Marks** – Class Participation



SEMESTER/YEAR : III & IV SEM / II YEAR / 2021
COURSE CODE : 20MBAR003
TITLE OF THE COURSE : Python Programming and Pytorch
L: T/A: P: C : 3 : 1 : 0 : 4

Background

In this course, students will learn basics of machine learning using Python programming. They will get a perspective on:

- Where Machine Learning fits into Analytics landscape
- Types of Machine Learning algorithms
- Data Science process from data collection till model evaluation

Course will be hands on Jupyter Notebook (Anaconda) and mini projects will be implemented for each algorithm type.

Course Objectives:

Learn the fundamentals of Machine Learning:

- Understand the business context to Machine Learning
- Appreciate different types of Machine Learning algorithms and their application
- Learn Python Data Structures
- Learn Exploratory Data Analysis and its significance
- Implement Supervised Machine Learning algorithms using Python in a business application
- Implement Unsupervised Machine Learning algorithms using Python in a business application
- Evaluate Model Performance
- Improve Model Performance

Learning Outcomes

By the conclusion of this course, the student should be able to:

1. Knowledge on how to apply different types of algorithms to solve business problems
2. Translate a business problem into a Machine Learning model
3. Implement Python to perform EDA and Machine Learning processes
4. Evaluate Model Performance using appropriate performance measures
5. Improve Model Performance

Syllabus:

Unit 1: Intro to ML

- Why Machine Learning?
- Why Python?
- Scikit-learn
- Jupyter Notebook



- Numpy
- Scipy
- Matplotlib
- Pandas
- Mglern
- First Application-classifying iris species

Unit 2: Supervised Learning

- Classification and Regression
- Generalization, Overfitting and Underfitting
- K-Nearest Neighbours
- Linear Models
- Naive Bayes Classifier
- Decision Tree
- Ensemble of Decision Trees
- Support Vector Machines
- Neural Networks

Unit 3: Unsupervised Learning and Preprocessing

- Types of Unsupervised Learning
- Challenges in Unsupervised Learning
- Preprocessing and scaling
- Dimensionality reduction, Feature extraction and manifold learning: PCA, NMF, t-SNE
- Clustering: k-Means, Agglomerative, DBSCAN

Unit 4: Representing Data and Engineering Features

- Categorical Variables: One hot encoding (Dummy Variables)
- Binning, Discretization, Linear Models and Trees
- Automatic Feature Selection: Model based feature selection, Iterative feature selection

Unit 5: Model Evaluation and Improvement

- Cross-Validation in scikit-learn
- Benefits of Cross-Validation
- Stratified k-fold Cross-Validation
- Grid Search
- Evaluation Metrics and Scoring

Pedagogy and Evaluation:

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

- Introduction to Machine Learning with Python (O'Reilly), Andreas C Muller & Sarah Guido

References

- <https://cognitiveclass.ai/courses/machine-learning-with-python>



Evaluation Pattern of CIA (60 marks)

- **20 Marks** – Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
- **15 Marks** – Quiz - CBT at the 9th week (after 3rd & 4th modules)
- **20 Marks** – 2 Assignments (Seminar Presentation or Assignment with Viva, Workshops followed by reflection notes or Webinars followed by reflection notes or \Case Analysis & Presentation)
- **05 Marks** – Attendance (Class Participation)

#	Assessment Method*	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
				1	2	3	4	5	
1	PF	Class Participation	5%	X	X	X	X	X	Mandatory
2	CS	Case Study	0	X		X		X	At least two full length case studies per trimester
3	DTA	Assignments	20%	X		X		X	Two assignments per Semester: 2 x 10 marks = 20 marks
4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X		X			Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks

Course Assessment:

*The following codes for assessment methods apply:-			
LR	literature review	PC	practical
CB	computer-based	PF	performance
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DTA	during Semester assignment	OR	oral

SEMESTER/YEAR : III & IV SEM / II YEAR / 2021
COURSE CODE : 20MBAR004
TITLE OF THE COURSE : MANAGING AI PROJECTS AND TRENDS IN AI
L: T/A: P: C : 3 : 2 : - : 4

Background

There is hardly any industry operative in the world today that is oblivious to the high revenue and value offering potential that artificial intelligence comes packed with. A declarative fact that is evident from the promising AI technology trends for 2020 and later. This quick adoption, while on one hand has come with a lot of benefits for both businesses and end-users, it is on the other hand is on a very native stage. Meaning, businesses are yet to find concrete use cases and return effectiveness. This nascency and benefit combination has given birth to a number of queries around how to manage your AI projects.

Seeing how complexity lies at the very centre of the AI project management solutions, it is important to understand the intricacies of managing AI projects.

In this course, students will learn about AI project management and the steps we follow to successfully build a Proof of Value (POV) to AI solution & services.

Course Objectives:

- Study how AI projects are different from traditional projects.
- Understand the structure and basic elements of an AI project.
- Understand the success factors of an AI project.

Learning Outcomes

By the conclusion of this course, the student should be able to:

1. Participate and lead an AI project in an enterprise
2. Build a stepwise plan for an AI project
3. Be able to identify the right staff members, create project estimates, create a POV and roadmap to a successful AI implementation
4. Understand future of AI and visualize how AI will change industries in future
5. Worldwide trends in AI, Understand upcoming regulatory compliance requirements and ethics that we have to follow while building AI based applications

Syllabus:

UNIT I: How is an AI Project Different from Traditional Projects?

AI project management calls for a different approach when parallels are drawn between them and traditional mobile app project management. Meaning, the differences between AI projects and traditional IT projects are manifold.

UNIT II: Understanding the Pillars of AI Project Success

Understand how the secret to an AI project success lies in two pillars – people and data. Only in the presence of the two pillars, AI is able to improve customer experience to its entirety.

UNIT III: Why AI projects fail

A list of what challenges companies face when implementing AI will be very extensive. But at the core of it all of why Proof of Values fail, lies two prime causes: misaligned expectations and insufficient data management capabilities. These are causes that hold back businesses from making money in AI. This unit provides an in depth understanding of these factors.

UNIT IV: Stepwise approach to AI projects

This course unit covers a stepwise approach to defining and implementing AI projects in an Enterprise. Similar to other software development projects, understanding customer needs is key as is the identification of the right approach and people. The students will gain an understanding of how a manager of an AI project



can follow a systematic approach to create a successful AI project.

UNIT V: Recent trends in AI

Spending on research, development, and deployment continues to rise, and debate over the wider social implications rages on. Meanwhile, the incentives only get bigger for those looking to roll out AI-driven innovation into new areas of industry, fields of science, and our day-to-day lives. This course section will help students the recent advances and trends in Artificial Intelligence.

Pedagogy and Evaluation:

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

Artificial Intelligence – A Modern Approach: Stuart Russell and Peter Norvig, Pearson Publications, Third Edition, 2020.

ISBN-10 : 9789332543515

ISBN-13 : 978-9332543515

References

ARTIFICIAL INTELLIGENCE: Kevin Knight, Elaine Rich, B. Nair, Pearson Publications, Third Edition, July 2017.

Evaluation Pattern of CIA (60 marks)

- **20 Marks** – Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
- **15 Marks** – Quiz - CBT at the 9th week (after 3rd & 4th modules)
- **20 Marks** – 2 Assignments (Seminar Presentation or Assignment with Viva, Workshops followed by reflection notes or Webinars followed by reflection notes or \Case Analysis & Presentation)
- **05 Marks** – Attendance (Class Participation)

#	Assessment Method*	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
				1	2	3	4	5	
1	PF	Class Participation	5%	X	X	X	X	X	Mandatory
2	CS	Case Study	0	X		X		X	At least two full length case studies per trimester
3	DTA	Assignments	20%	X		X		X	Two assignments per Semester: 2 x 10 marks = 20 marks
4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester	20%	X		X			Mid Semester Exams - Internal Test at the 4th



		Exam							week (after 2 modules)
6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks

Course Assessment:

*The following codes for assessment methods apply:-			
LR	literature review	PC	practical
CB	computer-based	PF	performance
CS	case study	PL	placement
DI	dissertation or project	PO	portfolio
EX	exam	PR	presentation
GR	group report	RE	individual report
DTA	during Semester assignment	OR	oral

COURSE CODE : 20MBAM001

TITLE OF THE COURSE : Modern Marketing Management

L: T/A: P: C : 3 : 1 : 0 : 4

Background

This course aims to increase the ability of students to make effective marketing decisions. It overall includes assessing marketing opportunities and developing marketing strategies with implementation plans. Course topics include market-oriented strategic planning, marketing research and information systems, buyer behaviour, target market selection, competitive positioning, product



and service planning, management, pricing, distribution, and integrated communications. The syllabus also includes advertising, public relations, Internet marketing, social media, and sales promotions. Through a combination of interactive discussions, cases, practical examples, individual assignments, and a group project, the course applies marketing topics to consumer and business-to-business products, services, and non-profit organizations. Students gain significant experience in communicating and defending their marketing recommendations and building on the ideas of others.

Course Objectives:

- To provide an in-depth knowledge and understanding of modern marketing techniques.
- To enhance skills of how to build sustainable relationships and analyse buyer's behaviour.
- To develop the ability to plan and execute strategies to reach the end-users and
- To provide in-depth knowledge about the cutting edge modern marketing concepts used in retailing.

Learning Outcomes

1. Understand critical functions involved in marketing management and its applications.
2. Develop analytical skills in identification and resolution of problems pertaining to marketing management.
3. Perform situation analysis to assess market opportunities
4. Draw conclusions through collecting and evaluating, market and environmental data.
5. Apply contemporary marketing theories to the demands of business and management practice.

Syllabus:

Module 1: Framework of Modern Marketing and Marketing Mix

Overview of Modern Marketing: Concept, nature, scope and importance of modern marketing; Marketing concept and its evolution; Marketing Environment – macro plus micro components and their impact on marketing decisions, Meaning of Green Marketing, Stake Holders of green marketing, ethics and social responsibility for green marketing, environmental concerns of green marketing and



approaches to green marketing.

Marketing Mix: Concept of a product; Classification of products; Major product decisions.

Product line and product mix : Branding; Packaging and labelling; Product life cycle – strategic implications; **New product development**, Product Life Cycle (PLC).

Factors Affecting Price Decisions : Cost Based Pricing, Value Based and Competition Based Pricing, **Product Mix Pricing Strategies**.

Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Introduction to Retailing and Wholesaling.

Module 2: Consumer Behaviour and Market Research

Consumer Behaviour and its Applications in Marketing, **Consumer Research Process**, Needs and Goals, motivational Conflict, Types of Consumer Behaviour, Cognitive Response Model, Elaboration Likelihood Model, Social Judgment Theory, Brand Loyalty and Brand Equity.

Consumer Decision-making Process – Problem Recognition, Information Search and Evaluation of Alternatives: Introduction, Problem Recognition, Purchase and Post Purchase Behaviour.

Marketing Segmentation and Positioning: Requirements for Effective Segmentation, Bases for Segmentation, Determining How Many Segments to Enter, Product Positioning: An Introduction, Positioning Strategy, Positioning Approaches and Positioning Errors.

Marketing Research: Meaning and scope of marketing research; Marketing research process. Meaning of Research, Research Characteristics, Various Types of Research, Marketing Research in the 21st Century (Indian Scenario), **Consumer Market Research**, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research, Online Marketing Research and Recent Trends in Marketing Research.

Module 3: Services Marketing

Overview of Services Marketing: Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services – Challenges and issues in Services Marketing.

Service Design and Development: Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.



Service Delivery and Promotion: Positioning of services – Designing service delivery system, Service channel – Pricing services, methods – Service marketing triangle – Integrated Service Marketing Communication.

Service Strategies: Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics – Educational – Entertainment & public utility Information technique Services

Module 4: Retailing Management

Overview of Retailing Environment and Management: Functions of retailing, building and sustaining relationships; strategic planning; structural change, types of Retail Outlets.

Forms of Retail Institutions: Retail institutions by ownership; retail institutions by store-based strategy mix; Web, Non store-based, and other forms of non-traditional retailing.

Store location and Pricing: Choosing a store location; Trading area analysis; site selection; Store design and layout; display. Delivering the product, pricing strategies – Price adjustments – Using price to stimulate retail sales.

Pedagogy and Evaluation

Lecture, Participative learning, Case Studies and discussion, Quiz Programs, Presentations, Field projects and Assignments

Text Books

Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileswar Jha, Marketing Management – A South Asian Perspective, Pearson.

References:

1. Marchand & B: Vardharajan: An introduction to Marketing, Vikas Publishing House, New Delhi.
2. Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, India
3. Lamba, The Art of Retailing, Tata McGraw-Hill.
4. Maurice & Modell & Larry Rosenberg: Marketing: Prentice Hall of India Ltd. New Delhi.
5. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileswar Jha, Marketing Management – A South Asian Perspective, Pearson



6. Mohammad Amanatullah: Principles of Modern Marketing, Kalyani Publications New Delhi.
7. Dr. C. N. Sontakki: Marketing Management, Kalyani Publications, New Delhi.
8. Berman B and Evans J R, Retail Management, Pearson Education.
9. Michael Lervy M and Weitz BW, Retailing Management, Tata McGraw-Hill.
10. Lamba, The Art of Retailing, Tata McGraw-Hill.
11. Valarie Zeithaml et al, Services Marketing, Tata McGraw Hill.
12. Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, India
13. ChiristropherH.Lovelock and JochenWirtz, Services Marketing, Pearson Education, New Delhi.

Evaluation Pattern of CIA (60 marks)

- **20 Marks** – Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
- **15 Marks** – Quiz - CBT at the 9th week (after 3rd & 4th modules)
- **20 Marks** – 2 Assignments (Seminar Presentation or Assignment with Viva, Workshops followed by reflection notes or Webinars followed by reflection notes or \Case Analysis & Presentation)
- **05 Marks** – Attendance (Class Participation)

#	Assessment Method*	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
				1	2	3	4	5	
1	PF	Class Participation	5%	X	X	X	X	X	Mandatory
2	CS	Case Study	0	X		X		X	At least two full length case studies per trimester
3	DTA	Assignments	20%	X		X		X	Two assignments per Semester:2 x 10 marks= 20 marks
4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X		X			Mid Semester Exams - Internal Test at the 4th week (after 2 modules)



6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks
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Course Assessment:

*The following codes for assessment methods apply:-			
LR	literature review	PC	practical
CB	computer-based	PF	performance
CS	case study	PL	placement
DI	dissertation or project	PO	portfolio
EX	exam	PR	presentation
GR	group report	RE	individual report
DTA	during Semester assignment	OR	oral

SEMESTER/YEAR : III & IV SEM / II YEAR/ 2021

COURSE CODE : 20MBAM002

TITLE OF THE COURSE : Rural Marketing Management

L: T/A: P: C : 3 : 1 : 0 : 4

Background

Rural Marketing introduces students to the challenges and the opportunities of Rural Markets through exploring various issues that these markets face. There are three such challenges that needs to be understood in order to devise functional as well as overall business strategies. The first of these is the challenge of reach – Markets in rural India are small and scattered, making them inaccessible, unviable, or both. The next challenge is to ensure that consumer awareness exists and they want your brand. Large parts of rural India remains media-dark with low literacy rates and the poor infrastructure are a limiting factor.

Economic and technological progress is making it easier to communicate with a rural audience. The challenge is to communicate the right message – to engage with and understand rural consumers, their shopping and consumption behaviour and to develop communication that connects with them. The third and by far the biggest challenge in rural marketing is that of influence. Across product categories, rural penetration and awareness remain low. Often, marketers need to build not just their



brands but also the entire category. And the need is not just to reach or communicate but to actually influence consumption and buying behaviour. Hence this course provides ample clarity and deep insights into rural marketing which is essential for students interested to choose their career in rural or agro related marketing activities.

Course Objectives:

1. To familiarize students to appreciate the difficulties of rural markets
2. To make students understand the nature and characteristics of rural markets
3. To enable students to critically analyse challenges involved in marketing different products in rural markets
4. To enable students to investigate strategic issues facing rural markets.

Learning Outcomes

1. Understand the micro and macro economies of rural marketing
2. Comprehend consumerism from rural institutions such as haats and melas and emerging rural retail
3. Execute situation analysis to evaluate market opportunities
4. Develop marketing plans for rural retailers
5. Develop marketing strategies on segmentation, targeting, and positioning to achieve business objectives.

Syllabus:

Module 1: Introduction to Indian Rural Marketing

Nature and scope of rural marketing; concepts and classification of rural markets; rural vs. urban markets. Rural marketing environment, rural retail outlets, rural demand and problems in rural marketing.

Rural Consumer behaviour - **Consumer buying behaviour in rural markets**, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors;



Characteristics of Rural consumer, **Researching Rural Market**: Sensitizing rural market, PRA approach (Participatory Rural Appraisal), The need for PRA.

Module 2:

Distribution in rural markets: Channel dynamics and rural channel members, Rural retail environment, Channel Behaviour in rural areas Distribution models in rural markets: FMCGs, Durables, Agri-inputs. Haats, Mandis, PDS, Cooperative societies

Rural Communication strategy

Challenges in Rural Communication, Communication Process, Developing Effective- **Profiling the Target Audience**, Determining communication objectives, designing the message, selecting the communication channels, deciding the promotion mix, Creating advertisement for rural audiences rural media- Mass media, Non-Conventional Media, Personalized media

Module 3

Marketing of agricultural produce - Profiling of Indian agricultural produces marketing, challenges in marketing of agricultural produce, **Strategies to promote marketing of agricultural produce**, Governments initiative and support; Challenges for rural artisan sector, Government policy towards handicrafts sector, marketing strategies for the development of rural artisan sector Indian agrochemical market: Marketing environment and strategies for agro chemicals.

Module 4: Recent Trends in Rural Marketing

Rapid growth in service industries, Rise in consumers' demands : The Rising purchasing power in **rural** India, Increase of **rural** literacy

Rural India goes mobile and online – Internet reach –case studies of new trends -- rural banking thrust -- Kissan Credit Cards – insurance reach - rural credit institutions

Pedagogy and Evaluation

Lecture, Participative learning, Case Studies and discussion, Quiz Programs, Presentations, Field projects and Assignments

Text Books

Rural Marketing-Challenges and Opportunities, Dinesh Kumar and Punam Gupta, SAGE Publications Pvt. Ltd

Reference Books

1. Rural marketing Text & Cases: CSG Krishnamacharyulu and Lalitha, Ramkrishnan
2. Rural Marketing: Pradeep Kashyap Don't flirt with Rural Marketing: RV Rajan
3. Rural Marketing, T.P. Gopaldaswamy, Vikas Publishing House
4. Rural Marketing, Badi and Badi, Himalaya Publishing House
5. Cases in Rural Marketing An Integrated Approach: CSG Krishnamacharyulu and Lalitha Ramkrishnan
6. Rural Marketing-Challenges and Opportunities, Dinesh Kumar and Punam Gupta, SAGE Publications Pvt. Ltd
7. Rural Marketing by Sanal Kumar Velayudhan
8. Marketing as Strategy by Nirmalya Kumar
9. The Rural Marketing Book by Pradeep Kashyap & Siddhartha Raut
10. Rural Marketing, T.P.Gopaldaswamy, Vikas Publishing House
11. Rural Marketing, Badi and Badi, Himalaya Publishing House,
12. Agricultural Marketing in India, Acharya and Agarwal, Oxford and Wheeler Publishers.

Evaluation Pattern of CIA (60 marks)

- **20 Marks** – Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
- **15 Marks** – Quiz - CBT at the 9th week (after 3rd & 4th modules)
- **20 Marks** – 2 Assignments (Seminar Presentation or Assignment with Viva, Workshops followed by reflection notes or Webinars followed by reflection notes or \Case Analysis & Presentation)
- **05 Marks** – Attendance (Class Participation)

#	Assessment Method*	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
				1	2	3	4	5	



1	PF	Class Participation	5%	X	X	X	X	X	Mandatory
2	CS	Case Study	0	X		X		X	At least two full length case studies per trimester
3	DTA	Assignments	20%	X		X		X	Two assignments per Semester: 2 x 10 marks = 20 marks
4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X		X			Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks

Course Assessment:

*The following codes for assessment methods apply:-			
LR	literature review	PC	practical
CB	computer-based	PF	performance
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EX	exam	PR	presentation
GR	group report	RE	individual report
DTA	during Semester assignment	OR	oral



SEMESTER/YEAR	: III & IV SEM / II YEAR / 2021
COURSE CODE	: 20MBAM003
TITLE OF THE COURSE	: Digital Marketing
L: T/A: P: C	: 3 : 1 : 0 : 4

Background

The aim of the Digital Marketing Course is to provide students with the knowledge about business advantages of the digital marketing and its importance for marketing success; to develop a digital marketing plan; to make SWOT analysis; to define a target group; to get introduced to various digital channels, their advantages and ways of integration; how to integrate different digital media and create marketing content; how to optimize a Web site and SEO optimization; how to create Google AdWords campaigns; social media planning; to get basic knowledge of Google Analytics for measuring effects of digital marketing and getting insight of future trends that will affect the future development of the digital marketing. The application of the gained knowledge, skills and competences will help future managers in forming digital marketing plan in order to manage a digital marketing performance efficiently.

Course Objectives:

- Impart specialized learning about digital marketing and enhance skills towards incorporating the key disciplines of social media, search engine optimization, analytics, online navigation and user experience in order to drive traffic to an organization's website.
- Enable students to employ digital tools to analyze the effectiveness of a marketing campaign.
- Formulate a marketing plan including marketing objectives, marketing mix, strategies, budgetary considerations and evaluation criteria.

Learning Outcomes



1. Identify the importance of the digital marketing for making businesses to succeed and to have global reach
2. Manage customer relationships across all digital channels and build better customer relationships as compared to traditional marketing
3. Create a digital marketing plan to do swot analysis and defining a target group to track and measure the reach of a product/service
4. Classify digital channels, their advantages and limitations, to perceiving ways of their integration taking into consideration the available budget to promote product/service in a personalized manner
5. An appreciation of the importance of ethics & customer privacy in social media marketing

Syllabus:

Module – 1: Introduction to digital marketing

Introduction to marketing in digital environment, Types of web presence, Common e-commerce business models, Pure play, Hybrid and multi-channel options, media options online, fulfilment options and strategies, introduction to payment gateways, PayPal etc

Module – 2: Digital Marketing Research

Introduction to quality, audience profiling and segmentation, internet usage patterns, post internet consumer behaviour, understanding buyer behaviour online, pillars of direct marketing, online research and behaviour tracking methods, introduction to behavioural targeting, online surveys. Blog mining, Data mining, building customer profiles using navigation and sales data, competitor analysis online, integrating online strategies, offline strategies,.

Module – 3: Search Engine Marketing

Email campaign creation and management, Google ad word, search and display engines, pricing models online, introduction to page rankings, Google ad words analytics, search engine optimization, process and methodology, long tail in SEO, link building, key word analysis, process and optimization, search engine marketing, paid versus natural search, SEM landscape, landing pages and their importance in conversion analysis, search methodology.



Module – 4: Social Media

Social media, social media mining, using face book, LinkedIn, twitter, YouTube and creating a channel on you tube, content guideline for online communications, social media measuring, monitoring and reporting, tracking and monitoring platforms, content seeding, how to use blogs, forums, communities and discussion boards, viral campaigns and the social graph, building relationships with different stakeholders online. Online reputation management, Emerging trends and issues in digital marketing.

Pedagogy and Evaluation

Lecture, Participative learning, Case Studies and discussion, Quiz Programs, Presentations, Field projects and Assignments

Text Books

Digital Marketing, Seema Gupta, McGraw Hill, November 2017

ISBN-10 : 935316978X

ISBN-13 : 978-9353169787

Reference Books

1. Marketing 4.0 - Moving from Traditional to Digital, Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, John Wiley & Sons, 2019
2. Understanding Digital Marketing- Marketing Strategies for Engaging the Digital Generation, Damian Ryan
3. Digital Marketing: From Fundamentals to Future, Swaminathan T. N., Karthik Kumar
4. Fundamentals of Digital Marketing, Puneet Bhatia , Pearson Publications

Evaluation Pattern of CIA (60 marks)

- **20 Marks** – Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
- **15 Marks** – Quiz - CBT at the 9th week (after 3rd & 4th modules)
- **20 Marks** – 2 Assignments (Seminar Presentation or Assignment with Viva, Workshops followed by reflection notes or Webinars followed by reflection notes or \Case Analysis & Presentation)
- **05 Marks** – Attendance (Class Participation)



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1	PF	Class Participation	5%	X	X	X	X	X	Mandatory
2	CS	Case Study	0	X		X		X	At least two full length case studies per trimester
3	DTA	Assignments	20%	X		X		X	Two assignments per Semester: 2 x 10 marks= 20 marks
4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X		X			Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks

Course Assessment:

*The following codes for assessment methods apply:-			
LR	literature review	PC	practical
CB	computer-based	PF	performance
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EX	exam	PR	presentation
GR	group report	RE	individual report
DTA	during Semester assignment	OR	oral



SEMESTER/YEAR : III & IV SEM / II YEAR / 2021
COURSE CODE : 20MBAM004
TITLE OF THE COURSE : Advertising and Integrated Marketing Communications
L: T/A: P: C : 3 : 1 : 0 : 4

Background

Advertising is considered as one of the Glamorous activities in the present market scenario.



Consumer has to decide which product to buy and which product to refuse. The importance of consumer is increasing as initially they were only concerned for purchasing but now they are concerned with information which can be provided through Advertisement. Advertising professionals are responsible for increasing the market presence of companies, non-profits organization's and agencies. The basic concept of IMC is the coordination of an organization's customer touch points to inform, persuade, remind customers and impact their attitude, perception, behavior with the brand, service or organization. Key tools available to the integrated process are advertising, sales promotion, personal selling, customer service, direct marketing, packaging, sponsorship and public relations.

Course Objectives:

- To provide students with a hands-on understanding of the field of advertising and integrated marketing communication.
- To enhance the ability of the students to assess the consumer preferences and to choose the right mode of advertising
- To help students learn how IMC elements such as advertising, sales promotions and public relations can be integrated into an effective communication program to build relationships with customers and other key audiences.

Learning Outcomes

1. Understand the concepts of advertising and research involved in it.
2. Design an advertisement copy and make use of it for promotional activities
3. Ability to manage a brand and build brand equity.
4. Develop appropriate IMC mechanism to enhance the business growth
5. Facilitate the planning, development & execution of an integrated marketing communications program and Measure the effectiveness of the promotional program

Syllabus:

Module 1: Overview and Framework of Advertising



Meaning, Concept and Framework of Advertising; Defining Advertising; Objectives of advertising, **Advertising to Persuade the Buyer**; Importance of Advertising in Marketing; Role of Advertising in Marketing Mix and Positioning; Factors that Affect Marketing and Advertising

The Advertising Communication System and communication process. Advertisers and Advertising Agencies; Choosing an Advertising Agency

Advertising Budget: Factors Influencing Budget Setting, Typical Spending Patterns, Common Budgeting Approaches, Budgeting Methods, Decision Support System (DSS), Structure of DSS, Allocating the Marketing Communication Budget

Media Planning: Introduction, Media Objectives; Media Options; Measuring Media Audiences; Determining Media Weight; Media Schedule Decisions; Space and Time Buying; Cost Considerations; The Role of a Media Planner and a Media Buyer; Media Trends

Testing of Ads.: Testing validity and reliability of ads – measuring impact of advertisements. Testing for advertising effectiveness;

Module 2: Ethics in Advertising and Laws

Perceived Role of Advertising; The Advertising Standards Council of India (ASCI); Forms of Ethical Violations; Misleading advertising; Advertising to children, Product endorsements, Stereotyping, Cultural, religious and racial sensitivity in advertising, Obscenity in advertising, Introduction to Civil and Penal Codes Applicable to Advertising; Regulation Governing Broadcast Media Advertising

Module 3: Brands and Brand Management

Brands versus Products – Branding Challenges and Opportunities – **Strategic Brand Management Process**, Sources of Brand Equity – Building a Strong Brand – Creating Customer Value. Establishing, Brand Positioning – Positioning Guidelines – Brand Mantras

Module 4: Integrated Marketing Communication (IMC):

An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship - AIDA model

Planning for Marketing Communication (Marcom): Establishing marcom Objectives -Setting



communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives.
Measuring the effectiveness of all Promotional tools and IMC

Pedagogy and Evaluation

Lecture, Participative learning, Case Studies and discussion, Quiz Programs, Presentations, Field projects and Assignments

Text Books

Belch, George E. and Belch, Michael A, Advertising and promotion, Tata McGraw Hill, New Delhi.

ISBN-10 : 1264075065

ISBN-13 : 978-1264075065

1.

Reference Books

1. Aaker, David A. etc., Advertising Management, PHI.
2. Belch, George E. and Belch, Michael A, Advertising and promotion, Tata McGraw Hill, New Delhi.
3. Ogilvy David, Ogilvy on Advertising, London, Longman
4. Rajeev Batra, John. G.Myers. T. David.A. Aaker, Advertising Management, PHI Edition, New Delhi.
5. Manendra Mohan, Advertising Management - Concepts & Cases; Tata McGraw Hill Publishing company Ltd, New Delhi
6. Kevin Lane Keller, Best Practice cases in Branding, Prentice Hall.
7. Advertisement and Marketing, Indian Management, Harvard Business Review.

Evaluation Pattern of CIA (60 marks)

- **20 Marks** – Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
- **15 Marks** – Quiz - CBT at the 9th week (after 3rd & 4th modules)



- **20 Marks** – 2 Assignments (Seminar Presentation or Assignment with Viva, Workshops followed by reflection notes or Webinars followed by reflection notes or \Case Analysis & Presentation)
- **05 Marks** – Attendance (Class Participation)

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4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X		X			Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks

Course Assessment:

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DTA	during Semester assignment	OR	oral



COURSE CODE : 20MBAH001
TITLE OF THE COURSE : EMPLOYEE RELATIONS AND LABOUR LAWS
L: T/A: P: C : 4: 0: 0: 4

Background

This course entails a study of the concepts, processes and frameworks of Employee and/or Industrial Relations. The objective of Employee or Industrial Relations is to promote and maintain peace and harmony at work by fostering productive relationships between employers and employees within a legal framework that ensures individual legal rights and provides for mediation of potential disputes.

Labour law also known as employment law is the body of laws, administrative rulings, and precedents which address the legal rights of, and restrictions on, working people and their organizations. Labour Law aims to counteract the inequality of power between employers and employees. This course is aimed at ensuring that students are well equipped with a thorough knowledge of the principles of Labour Law as well as an ability to apply the law in practice.

Collective labour law relates to the tripartite relationship between employee, employer and union.



Individual labour law concerns employees' rights at work and through the contract for work.

Course Objectives:

To explore contemporary knowledge and gain a conceptual understanding of employee relations and labour legislation in India.

Learning Outcomes

1. Conceptual Approaches to industrial relations and human relations problems.
2. Understand and promote welfare of industrial labour.
3. Understand key features of Labour Laws in India with a deep dive into Industrial Disputes Act.
4. Elaborate Industrial Dispute settlement procedures
5. summarize the important provisions of Wage Legislations, in reference to Payment of Wages Act 1936, Minimum Wages Act 1948 & Payment of Bonus Act 1965

Syllabus:

UNIT I:

Industrial Relations Concepts:

Individual labour law

- Hiring & Contracts
- Employee Separation & Dismissal

UNIT II: Workers' Participation in Management

Includes topics like Suggestion schemes. Kaizen, Quality circles, TQM, ISO.

UNIT III: Labour Laws on Worker's rights, Social Security and Wages

Overarching Labour Law framework followed by brief discussion of different laws and their latest amendments. Laws include Industrial Disputes Act, Trade Unions Act, Shops and Establishments Act, Industrial Employment (Standing Orders) Act., Factories Act, Workmen's Compensation Act, Payment of Wages Act, Minimum Wages Act, ESI Act, Gratuity Act, Provident Fund Act, Contract Labour (Abolition & Regulation) Act.

Labour Laws on Women and Children - The Maternity Benefit Act, Child Labour (Prohibition and



Regulation) Act, and Sexual harassment at workplace

UNIT IV: Compliances: Returns and Forms for all labour Legislations.

UNIT V: Industrial Conflicts

Management of Conflicts as related to IR and **different methods of resolving Conflicts**. Union recognition, Conditions for effective Collective Bargaining and process of CB, Adjudicating & Proceedings under ID Act and the role of Government. Structure of Labour Courts and appropriate authorities, Case Law. Collective Bargaining and management of Trade Unions, Productivity linked union agreements.

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

Industrial Relations: C.S. Venkata Ratnam: Oxford University Press: ISBN-10: 0199456550

Reference Books

1. Industrial Relations and Labour Laws: Piyali Ghosh & Shefali Nandan: McGraw Hill Education: ISBN-10: 9339203046
2. Introduction to Industrial Relation & Labour Welfare. Dr. Shelly Pandya & Prof. Prabha S Pardeshi. Thakur Publishers. 2014

Evaluation Pattern of CIA (60 marks)

- **20 Marks** – Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
- **15 Marks** – Quiz - CBT at the 9th week (after 3rd & 4th modules)
- **20 Marks** – 2 Assignments (Seminar Presentation or Assignment with Viva, Workshops followed by reflection notes or Webinars followed by reflection notes or \Case Analysis & Presentation)
- **05 Marks** – Attendance (Class Participation)



#	Assessment Method*	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
				1	2	3	4	5	
1	PF	Class Participation	5%	X	X	X	X	X	Mandatory
2	CS	Case Study	0	X		X		X	At least two full length case studies per trimester
3	DTA	Assignments	20%	X		X		X	Two assignments per Semester: 2 x 10 marks = 20 marks
4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X		X			Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks

Course Assessment:

*The following codes for assessment methods apply:-			
LR	literature review	PC	practical
CB	computer-based	PF	performance
CS	case study	PL	placement
DI	dissertation or project	PO	portfolio
EX	exam	PR	presentation
GR	group report	RE	individual report
DTA	during Semester assignment	OR	oral



SEMESTER/YEAR : III & IV SEM / II YEAR/ 2021
COURSE CODE : 20MBAH002
TITLE OF THE COURSE : PERFORMANCE & COMPENSATION MANAGEMENT
L: T/A: P: C : 3 : 1 : 0 : 4

Background

This course entails a study of the concepts, processes and interventions associated with the management of performance in the organization which is an important part of Human Resource Management. Performance Management (PM) is one of the key processes that, when effectively carried out, helps employees know that their contributions are recognized and acknowledged. Performance management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization. This course will consist of the key concepts, principles, processes and practices associated with Performance Management which will help management take suitable decisions. Additionally, the course develops in students an understanding of performance, the constituents and dynamics, organisational relevance and implications, benefits to the organisation, teams and the individual; and builds a competence in handling a wide range of performance management issues.

Course Objectives:



- To understand how a good performance management system in an organization can contribute towards good organizational performance.
- To examine the importance of an effective performance management system in helping organisations define and achieve long term and short- term goals vital to its overall success
- To design and craft effective pay plans

Learning Outcomes

1. The course should help future HR managers by developing competencies to:
2. Develop and implement a performance management system
3. Select appropriate performance appraisal methods and tools to link individual goals and performance to company's strategy
4. Create effective pay plans and link performance with merit increases and incentive awards
5. To understand the breakup of salary and related aspects of it.

Syllabus:

UNIT I: CONCEPT OF PERFORMANCE MANAGEMENT AND REWARD SYSTEMS

Performance management process, Benefits of PMS seeing it from the perspective of the organisation, line managers and employees. Performance Planning, designing performance and choosing a measurement approach. Measuring results and behaviour, Gathering Performance Information, Implementing a PMS, Performance management and employee development.

Methods Of Performance Appraisals – advantages- drawbacks.

PERFORMANCE MANAGEMENT CYCLE & RELATED CONCEPTS

Performance Management skills, Performance Management Cycle and stages – Role, Definition– Personal Development Plan–Performance Agreement– Performance Review—**Balance Scorecard Approach To PMS**, Benchmarking process. Cases to be discussed. Ratings and evidence and how to evaluate objectively -Rating errors -intentional and unintentional- Rater training programs

UNIT II: PERFORMANCE FEEDBACK, ASSESSMENT AND REVIEW



360-degree feedback, other latest feedback strategies, **Performance Assessment**, Performance Review and Feedback - Employee Response Mechanisms to feedback- Issues of Accuracy and Bias in Performance Management.

UNIT III: EFFECTIVE PERFORMANCE APPRAISALS, MEETINGS & FEEDBACK

Conducting effective performance appraisal meetings- Planning and preparing for a performance appraisal meeting. Structuring an effective appraisal meeting – agenda. Conducting effective performance appraisal meetings. Giving and receiving Feedback. Appraisal techniques - praising, criticising, questioning, listening and summarising. Appraising difficult employees. Dos and don'ts and common errors. Monitoring and reviewing the talent matrix- Identifying training and development needs and writing.

UNIT IV: **Compensation Management**

- The Basics: Job Based Structures and Job Evaluation
- Introducing pay models: Define compensation as forms of financial gain and tangible services and benefits that employees receive as part of their employment. The model consists of three components: policy, techniques, and objectives.
- Pay Structures: The pay structure or salary structure defines the compensation given to the employees. It shows the breakup of the salary into various components. Pay structures define employee compensation for different jobs or groups of jobs. They involve setting salary ranges and pay grades based on market data and job roles.
- Internal & external equity of compensation packages

Unit V: **Pay And Benefits**

- Determining individual pay
- Employee benefits

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

Compensation, 10th Edition, by Milkovich, Newman and Gerhart, ISBN: 0073530492
Performance Management, Soumendranath Bagchi, Cengage Publishers, Latest Edition,
9788131518724

Reference Books

- T.V. Rao: 'Performance Management Skills Workbook';
- T.V Rao Learning Systems; Latest Edition.
- Peter F. Drucker: 'People and Performance'; Elsevier; Latest Edition.
- Robert Cardy, Performance Management, Prentice Hall India, New Delhi, 2004
- Herman Aguinis: 'Performance Management'; Pearson Education; Latest Edition.

Evaluation Pattern of CIA (60 marks)

- **20 Marks** – Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
- **15 Marks** – Quiz - CBT at the 9th week (after 3rd & 4th modules)
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2	CS	Case Study	0	X		X		X	At least two full length case studies per trimester
3	DTA	Assignments	20%	X		X		X	Two assignments per Semester: 2 x 10 marks = 20 marks
4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after



									3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X			X		Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks

Course Assessment:

*The following codes for assessment methods apply:-			
LR	literature review	PC	practical
CB	computer-based	PF	performance
CS	case study	PL	placement
DI	dissertation or project	PO	portfolio
EX	exam	PR	presentation
GR	group report	RE	individual report
DTA	during Semester assignment	OR	oral



COURSE CODE : 20MBAH003
TITLE OF THE COURSE : HIRING & PSYCHOMETRIC ASSESSMENT
L: T/A: P: C : 3 : 1 : 0 : 4

Background

The most important job of a manager is to hire great people—yet, one-third of all outside hires do not meet expectations. A company's success rate in hiring new employees can increase significantly by following best practices crafted by experts. This course takes proven ideas and packages them into a hiring program that can be implemented. Staffing has turned strategic over the last few years as organizations battle immense odds to gain competitive advantage. In a global world with Multi-National Corporations proliferating and reaching out geographically the war for talent has turned further critical.

Organizations have realized that one of the most important activities undertaken by a manager – line or staff, is recruitment and selection. The cost of erroneous staffing can be huge both in terms of lawsuits arising from negligent hiring to loss in productivity. Ignorant of their staffing needs, most companies treat hiring top-level executives as an emergency. That leaves them little choice. One study found that nearly a quarter of the time, the executive selected was the only candidate considered. Far too few companies conduct reference checks; far too many rely on gut reactions when judging qualifications and cultural fit. Hardly anyone considers whether candidates will be good team players.

The course takes the student through a journey of staffing methodology that reflects the science behind the process of selection the most competent available resources at optimal costs. New age methodologies of staffing through social media are dealt with to give the student a bird's eye view of current best practices in staffing which also includes the creation and use of a Staffing Scorecard, a customized HR Information System and Competency based staffing.

The course also takes the student through the science and art of psychometric testing and assessment.

What began as an exercise in selection to the armed forces prior to World War 2 is now a major theme in industrial hiring practice.

Employers use pre-employment testing as part of the recruitment and selection process. These tests are believed to offer greater objectivity, reliability, and validity than interviews. Graduate employers



often use them to select candidates with the right mix of skills and personal qualities. The objective of this part of the course is to provide an introduction to the theory and practice of psychometric assessment in recruitment. This includes an introduction to the theory underlying psychometric assessment; The construct of a test and its validity & reliability; the interpretation of psychometric testing; an overview of the psychometric tests available for given requirements, and practice in using these tests.

Course Objectives:

- To learn the theory and practice of Manpower Staffing.
- To learn various types of Sourcing, Recruitment and Selection process and familiarize oneself with the concepts of Staffing.
- To understand the role of outsourced staffing and the role of the Staffing consultant and learn to engage with industry professionals in this field.
- To learn the science of staffing.

Learning Outcomes

On completion of this course the student should be able to:

1. Explain the importance for organizations to staff successfully
2. Understand the legal and ethical aspects of staffing
3. Staff strategically with a view on competitive advantage
4. Understand and successfully deploy psychometric tests in organizations
5. Understand the skills and knowledge needed to conduct full and fair recruitment and selection

Syllabus:

UNIT I:

1. Staffing Strategies'



2. Business Implications on Staffing Strategies'
3. Job Analysis & Competency Modelling
4. Forecasting & Planning
5. Sourcing
6. Recruiting
7. Hiring

UNIT II: Strategic HR in a Global Context

- Hiring & Technology – HRIS & Scorecards, including the Balanced Scorecard and dashboards.

UNIT III: Internal & External Candidates: Hiring Process, Induction & Placement: The process and outcomes

UNIT IV: Managing Workflow. The process

UNIT V: Psychometric Assessment

1. Historical Antecedents of Psychometric Assessment: What is a psychological test; Historical Antecedents of psychological Testing; Testing potential vs. Skill; Psychological testing in Hiring
2. Psychological Tests: Types of Psychological Tests; Projective Tests vs. Pen Paper Tests, Self-Report Inventories etc.; Current Advances in Testing. The constructs of a test.
3. Psychometric Assessment and the Modern-Day Workplace: Modern Day Applications of Psychological Testing – Industry Specific Tests / methods of hiring; Familiarization with common tests in industry like Eysenck, 16PF, FIRO B etc.

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

Phillips, J.M. and Gully, S.M. (2009) Strategic Staffing: Pearson Prentice Hall; 013357176

Introduction to Psychology: Atkinson & Hilgard: Cengage Learning; 16 edition (12 November



2015): ISBN-10: 8131528995

Readings:

1. The Definitive Guide to Recruiting in Good Times and Bad: Claudio Fernández-Arjz, Boris Groysberg, Nitin Nohria: HBS
2. Globalization, Robots, and the Future of Work: Jeffrey A. Joerres, Amy Bernstein: HBS
3. A Note on a Standardized Approach to Hiring Decisions: David Dodson: HBS

Evaluation Pattern of CIA (60 marks)

- **20 Marks** – Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
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2	CS	Case Study	0	X		X		X	At least two full length case studies per trimester
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4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
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6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks

Course Assessment:



*The following codes for assessment methods apply:-			
LR	literature review	PC	practical
CB	computer-based	PF	performance
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EX	exam	PR	presentation
GR	group report	RE	individual report
DTA	during Semester assignment	OR	oral

SEMESTER/YEAR : III & IV SEM / II YEAR / 2021

COURSE CODE : 20MBAH004

TITLE OF THE COURSE : STRATEGIC HUMAN RESOURCE & CHANGE MANAGEMENT

L: T/A: P: C : 4 : 0 : 0 : 4

Background

Leading companies manage their human capital as strategically as their financial capital—and bring their human resources leaders into the strategic decision-making process. This course prepares you



to apply your human capital insights to discussions with C-suite executives on strategic opportunities and direction, performance improvement, and competitive threats. The course aims to move beyond talent management to engage fully in every aspect of senior leadership discussion. As you analyze the core business challenges and opportunities that arise in typical executive committee meetings, you will improve your ability to build and implement strategic initiatives that empower your organization to compete, grow, and thrive. This course deals with the ways in which strategic thinking can be applied to Human Resource Management in organisations. It aims to provide students with opportunities to synthesise managerial strategy issues with HRM processes, in a considered and reflective manner. Strategic Human Resource Management (SHRM) considers questions such as: What does it mean to be a HR professional? How can we integrate HR concerns into organisational decisions and strategies? How can strategic thinking underpin HRM activities? The course focuses on the way strategies can be formed and enacted in organisations, and on the internal and external environmental contexts from which human resource strategies emerge. It also deals with a range of contemporary issues in human resource management, and aims to introduce strategic human resource management as a new way of thinking about organisations and their stakeholders.

Course Objectives:

- To identify and evaluate the alignment of human resource management with business strategy and the role of the HR professional in this process.
- To integrate the various functional areas of human resource management with business strategy considering both the theoretical and practical application of issues associated with HR practices.
- To understand the evolution of HRM with technology and develop appropriate coaching strategies for change management
- To understand the investment perspective of HRM functions.
- To integrate the factors of organisation change and its integration on business growth.

Learning Outcomes



1. Be able to identify and evaluate the major factors influencing the development of SHRM as a field of study and practice and describe the key concepts relating to formulation and implementation of business strategies
2. Be able to analyse the contributions of HRM to strategy
3. To illustrate the ways in which key human resource functions may be performed with a strategic orientation, possible constraints as well as prospects
4. Be able to leverage technology and coaching/ counselling skills to align HR Strategy with Business Strategy
5. To understand Organizational Development and Change strategies and apply them in an organization.

Syllabus:

UNIT I: Strategic Human Resource Development: AN INVESTMENT PERSPECTIVE OF HUMAN RESOURCE MANAGEMENT

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organizations – HRD Functions – Roles of HRD Professionals – HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability, Benchmarking and HRD Audit.

UNIT II: Design & Re-design of Work Systems

Strategic issues related to – Training & Development, Compensation Management, Performance Management, Industrial Relations and Global HR.

UNIT III: HR Strategy and Employee Coaching & Counselling

Need for Coaching – Role of HR in coaching – **Coaching and Performance** – Skills for Effective Coaching – Coaching Effectiveness – Need for Counseling – Role of HR in Counseling – Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources – Consequences – Stress Management Techniques – Eastern and Western Practices.



UNIT IV: Organizational Change: Concept and Significance, An introduction: Organisational Development – Meaning and Definition, History of OD, Relevance of Organisational Development for Managers, Characteristics of OD, Assumptions of OD. Future of OD: Organisational Development and Globalization, Emerging Trends in OD - Expanding the use of OD, combining traditional “hard” business competencies and OD, creating whole system change, Using OD to facilitate partnerships and alliances, Enhancing constant learning, Trends within the Organisation

Organizational Development: OD Practitioner, Role of OD Professional in Organisations, Competencies Required for an OD Professional, Scope of the Role of an OD Professional. Process of OD: Process of OD, Components of OD program, OD program phases, Making an Entry, Developing Contract, Launch, Situational Evaluation, Closure.

UNIT V: Diagnosing Organizations' & Designing Interventions: OD Interventions, Characteristics of OD Interventions, Levels of Diagnosis in Organisations, OD Map, Factors Affecting Success of Interventions. Human Process Interventions: Introduction, Team Development Interventions, Interpersonal Development Interventions. Human Resource Interventions: HRM Interventions, Goal Setting, Performance Appraisal, Reward Systems, Career Planning and Development, Managing Workforce Diversity, Employee Wellness

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

Jeffrey A Mello, Strategic Human Resource Management, Thomson South-Western; ISBN: 0324290438, 9780324290431

Organization Development and Change by T. G. Cummings and C. G. Worley. South Western College Publishing, ISBN: 13: 978-0-324-42138-5

References Book

- Strategic Human Resource Management A General Managerial Approach 2Nd Edition by GREER, PEARSON INDIA.
- The HR Scorecard, Brian Becker, Mark Huselid, Dave Ulrich



- HR Disrupted: It's Time for Something Different, Lucy Adams

Evaluation Pattern of CIA (60 marks)

- **20 Marks** – Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
- **15 Marks** – Quiz - CBT at the 9th week (after 3rd & 4th modules)
- **20 Marks** – 2 Assignments (Seminar Presentation or Assignment with Viva, Workshops followed by reflection notes or Webinars followed by reflection notes or \Case Analysis & Presentation)
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6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks

Course Assessment:

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DTA	during Semester assignment	OR	oral

SEMESTER/YEAR : III SEM & IV SEM/ II YEAR / 2021

COURSE CODE : 20MBAI002

**TITLE OF THE COURSE : Enterprise IT Systems and Applications II
(HR and Payroll, FINANCE, ACCOUNTING, Service
and Ticketing Management System)**

L: T/A: P: C : 3 : 1 : 0 : 4

Background

Successful business and governmental organizations must focus on managing and optimizing their key business processes. Many large and mid-sized organizations are focussing on accomplishing this goal through the installation of various functional business systems. These broad and complex applications now form the transaction backbone of many organizations in the private, Governmental and non- Governmental sectors. With that background, this course provides a technical overview of information systems such as HR, Finance, Service and Ticket Management Systems and their impact on organizations

Course Objectives:



- To know the key features of information systems with reference to functional systems such as human resource and accounting
- To understand the key functionalities and features of services and ticket management system
- To examine the fundamental methods and tools of service and ticket management systems specific to the applications
- To have a generalized understanding of web technologies

Learning Outcomes

The course should help future managers by developing competencies to:

1. use the human resource information systems and financial information systems in the organization
2. make process improvements through information systems in the organization
3. select appropriate financial payment systems and service management systems for the organization
4. Perform different roles such as Business analysts, Project Manager, IT Manager, Business Consultants
5. Facilitate the students to be an effective IT Manager in the emerging digital economy.

Syllabus:

Unit 1: Computer Based Information System

Introduction, Transaction Processing system, Management information system, Executive information system, Expert System, Decision Support System, AI, Office automation, - Architecture, Benefits and applications

Unit-2: HRIS

Introduction, HRIS lifecycle, Productivity through HRIS; Implementation of HRIS: Tools in HRIS development; Case study, HRIS in large and small organizations, HRIS packages

Unit-3: FINANCE AND ACCOUNTING INFORMATION SYSTEM



Payment methods- e-cash, credit cards, debit cards, Payment Processing, Emerging Payment Systems- Paypal, Metrocard, Institutional High value payments- CHIPS, SWIFT, Secure Payment System- SSL, Encryption, Blockchain, Bitcoin, Use of public key infrastructure

Unit 4: SERVICES AND TICKET MANAGEMENT SYSTEM

IT for various sectors like Financial, Hospitality, Wellness (Health care), telecom, Tourism, Retail , NGO's and Public utility services, ServiceNow, BMC Remedy , Helpdesk Management System, Ticket Management System

Unit 5: UNDERSTANDING WEB TECHNOLOGIES

Web site Page development tools- Markup Languages, Text Editors and Web Authoring Software, Multimedia tools, Tools for Interactive Webpage Elements,

Web Site Testing

Evaluating Web Site Performance- Web Site Benchmarking, **Web Analytics**

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

Management Information Systems by James O'Brien, George M Marakas, Ramesh Behl , McGraw Hill Education, 11th Edition, ISBN: 978- 9353164652

Reference Books

- Creating a winning E-Business by H Albert Napier, Ollie Rivers, Stuart Wagner, J B Napier by THOMSON India Edition Second Edition ISBN: 978-0619217426
- Building & Managing a World Class IT Help Desk by Bob Wooten – McGraw-Hill , First Edition, ISBN: 978-0072132373
- Accounting information system by Marshall B Romney, Paul John Steinbart- Pearson, 14th Edition, ISBN-978-0134474021

Coursera Materials

- Accounting for decision Making
- AI for everyone
- Google IT Support

Softwares Learning

- Tally Software
- Helpdesk management System Software

Evaluation Pattern of CIA (60 marks)

- **20 Marks** – Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
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6	EX	Exam	40%						X	Semester End Exam: 100 marks reduced to 40 marks
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Course Assessment:

*The following codes for assessment methods apply:-			
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DTA	during Semester assignment	OR	oral



SEMESTER/YEAR : III & IV SEM / II YEAR / 2021
COURSE CODE : 20MBAI004
TITLE OF THE COURSE : STARTUP AND PRODUCT MANAGEMENT
L: T/A: P: C : 3 : 1 : 0 : 4

Background

This course is intended to enable students to understand how software products are conceptualised, designed, brought to market and scaled. The role of innovation in new product development is critical and there are informal and formal practices that are prevalent in the industry to approach innovation. Innovation in start-ups follows a different path vs an established corporation. This course teaches the basics of ideation, innovation, product development and productization. The course also teaches basics of intellectual property protection: legal means available and legal means compared with other more viable approaches.

Course Objectives:

- Learn the basics of new software product creation.
- Gain basic understanding of techniques used by highly innovative software companies today.
- Understand how to create a business model, minimum viable products and launching products in markets.
- Understand the role of managing funds, securing funds in running a successful new product company.
- Understand intellectual property rights related to software products.

Learning Outcomes

By the conclusion of this course, the student should be able to:

1. Ideate and conceptualise a new product for a given market situation in a systematic manner.
2. Create a business plan, go-to-market strategy and MVP.
3. Create a business models
4. Interpret IP protection claims: PATENT or copyright applications.
5. Prepare product P&Ls, Venture funding models, acquisition and merger.

Syllabus:

UNIT I: Market Dynamics and Opportunities for Innovation

- Introduction
- Changing Market Dynamics in India
- Alternative Business Models
- Opportunities for Small New Businesses



UNIT II: Introduction to Innovation & Fundamentals of New Business Creation

- Terminology and Key Definitions of Innovation
- Successful Innovative Companies
- Models of Innovation
- Success Factors for Innovation
- Game changing Innovations in the Software Industry

UNIT III: Typical Software Product Lifecycle

- Ideation
- Market Opportunity Identification
- Business Model Canvas
- MVP and MDE
- Productisation, Customer Acquisition and Scaling the Business
- Product Decline and New Product Creation

UNIT IV: Intellectual property Protection

- Importance of Intellectual Property Protection
- Intellectual Property Law
- Practical Approaches

UNIT V: Building Your Company

- Essential Team Composition
- Securing Funding and Managing Cash Flows
- Mergers and Acquisitions
- Surviving Downturns and Changing Market Dynamics

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

Do the Work: Overcome Resistance and Get Out of Your Own Way, by Steven Pressfield and Seth Godin, March 2015, First Edition, ISBN: 1936891379

Reference Books

- The Lean Startup: How Constant Innovation Creates Radically Successful Businesses, by Eric Ries, October 2011, Penguin UK, Edition 1, ISBN-13 9780670921607
- Grabbing Lightning: Building a Capability for Breakthrough Innovation, Gina O'Connor, 2008 WILEY Publications, Edition-1, ISBN-13 9780470233160

Evaluation Pattern of CIA (60 marks)

- **20 Marks** – Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
- **15 Marks** – Quiz - CBT at the 9th week (after 3rd & 4th modules)



- **20 Marks** – 2 Assignments (Seminar Presentation or Assignment with Viva, Workshops followed by reflection notes or Webinars followed by reflection notes or \Case Analysis & Presentation)
- **05 Marks** – Attendance (Class Participation)

#	Assessment Method*	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
				1	2	3	4	5	
1	PF	Class Participation	5%	X	X	X	X	X	Mandatory
2	CS	Case Study	0	X		X		X	At least two full length case studies per trimester
3	DTA	Assignments	20%	X		X		X	Two assignments per Semester: 2 x 10 marks = 20 marks
4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X		X			Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks

Course Assessment:

*The following codes for assessment methods apply:-			
LR	literature review	PC	practical
CB	computer-based	PF	performance
CS	case study	PL	placement
DI	dissertation or project	PO	portfolio
EX	exam	PR	presentation
GR	group report	RE	individual report
DTA	during Semester assignment	OR	oral



SEMESTER/YEAR	: IV SEM / II
YEAR COURSE CODE	: 20MBA6401
TITLE OF THE COURSE	: Internship /Field Work
L: T: P: S/P:C	: 0: 0: 0:12: 6

Specific professional guidelines

Dayananda Sagar University regulations pertaining to MBA program requires each student to undertake an internship/Field work study immediately after III semester examination. A soft copy of the report needs to be submitted to the university at the prescribed submission date. Each student is required to work in an industrial organization for ten weeks and you are expected to study and prepare write-ups about structure, functions, problems faced by the organization and make suggestions under the supervision of both an internal recognized guide and Industry Guide.

Internship / Field Work Report

An internship project report is an organization study. You are expected to study the whole organization or a wing of the organization (if the organization is large). It is compulsory for each student assigned to an organization, to take up assignments or tasks given by the organization during their study period.

Duration

Ten weeks after third semester exam and submit final project report at the 4th week of March, 2021.

Regulation

- The students shall attend to any task or assignment given by the organization.
- There will be an organization guide.
- The student shall produce a certificate of internship and
- Append it to the report.

The Process

- Learn about the working environment
- Sketch the organization hierarchy
- Study and make notes about the functions of various departments.
- Assess organizational performance.



- e. Prepare vision, mission, objectives and goals for the organization (if it is not prepared)
- f. Examine the changes in the environment and how best the organization can achieve its objectives.

RESPONSIBILITIES OF A STUDENT INTERN

Each Student Intern is assigned to a Faculty Guide at the beginning of the Internship Program. She/he should discuss with the Faculty Guide the various components of Internship Work and seek clarifications on any matter related to them. You shall

1. Strictly follow these Internship Program guidelines.
2. Prepare a brief on the Industry/Company and submit it to the Faculty Guide.
3. In the initial stages of Internship Program, understand the company as a whole and study the annual reports of the company to understand various policy issues and financial matters.
4. Have continuous interaction with the Faculty Guide and the Company Officials.
5. Report constraints if any, to Faculty Guide without delay.

g. Evaluation

- h. The internship (industrial training) report will be evaluated for 100 marks.
- i.

Evaluation Criterion	Marks	Method
Joining and weekly reports	10	Power Point presentation through email
Interim and Final Report	40	Word Format
Internal Viva	20	Face to face or online
Industry Guide	20	Based on performance
External Viva	10	Face to face or online
Total	100	

- j.



Report

- Size 50-60 pages (Indicative)
- Font Size = 12/14
- 1.5 line spacing
- Font Style Times New Roman
- Foot notes- end of each chapter
- All students are strictly instructed to give progress reports to their respective guides on WEEKLY basis. Failure to do so will disqualify them from submission of the draft report and the student will be responsible for the consequences thereof.
- References at the end of each chapter
- Bibliography

Presentation of Report

The following sequence should be followed in the presentation of internship project report.

A. Cover Page-

B. Certificates-

- Title Page
- Certificate (Guide / College)
- Certificate (Organization)
- Student Declaration
- Acknowledgement
- Contents
- List of tables / charts
- Executive Summary

C. Chapter -

1. Introduction

1.1 General Introduction

1.2 Objectives of the Study

1.3 Industrial Background of the Study

1.3.a Origin of the Industry

1.3.b Growth and Development of the Industry

1.3.c Present Status of the Industry

1.3.d Business Environment of the Industry

1.3.e Future of the Industry

2. Profile of the organization

2.1 Origin of the Organization



- 2.2 Growth and Development of the Organization
- 2.3 Vision, Mission and Goals of the Organization
- 2.4 Present status and Future of the Organization
- 2.5 Organizational Structure and Organization Chart
- 2.6 SWOT Analysis of the Organization/Other management related Analysis
3. Detailed study of the Department
 - 3.1 Marketing Department
 - 3.2 Human Resource Department
 - 3.3 Finance Department
 - 3.4 Any other Department
4. Study of specific Management Problem
5. Students learning experience
 - i. About working in the organization
 - ii. About co-operation extended by management & employees
 - iii. About what they learnt in their internship training
6. Recommendation and

Conclusion Appendix

Bibliography



SEMESTER/YEAR : III & IV SEM / II YEAR
COURSE CODE : 20MBAS005
TITLE OF THE COURSE : SCM for Business Impact
L: T/A: P: C : 3 : 1 : 0 : 4

Background

Efficient supply chain management can lead to impact on key business success parameters: profitability, customer satisfaction and revenue. As a result, Supply Chain Management is key not only for operational completeness but adds tangible value to any business. In order to achieve this, it is important to set appropriate KRAs and identify the right metrics, collect data and analyze the performance of the company on these parameters. This course will provide students an understanding of common metrics that are used in assessing the performance of a supply chain and tools used to analyze the data. Presentation of the right data, dashboard creation, measurement of performance and analytics at the correct level in the organization is covered in the course.

Course Objectives:

- To provide students an understanding of the importance of measurement of parameters.
- Make students conversant with key standard SCM metrics.
- Use data analytics tools to gather, present and make sense of historical data of the company supply chain.
- Application of mathematics, statistics and techniques to find meaningful patterns and knowledge in order, shipment, inventory, procurement and transactional data.

Learning Outcomes

By the conclusion of this course, the student should be able to:

1. Define key supply chain success parameters for a given company scenario.
2. Define the data to be gathered over a period of time in order to successfully control, track and monitor the company supply chain performance.
3. Install, configure, use tools used in SCM analytics effectively: gather data, develop reports.
4. Understand the mathematical underpinnings of SCM analytics.



- Analyse historical data to discover trends and patterns that enable strategic decisions such as vendor selection.

Syllabus:

UNIT I: Overview of SCM Supply Chain Performance and its Business Impact

Basic understanding of supply chain performance parameters. Direct connection and dependency of revenue, profitability and customer satisfaction on these parameters and KRAs.

UNIT II: Overview of Analytics Tools

- Overview of commonly used tools in Data Analytics: R, Tableau, Excel.
- Basics of building a data warehouse, ETL and reporting.
- Dashboard creation and insights using out-of-the-box reports.
- Deeper insights into supply chain metrics using customized reports and dashboards.
- Introduction to R programming and Tableau.

UNIT III: Mathematical models for SCM Analytics

- Overview of Predictive and PRescriptive analytics.
- Introductory probability and decision analysis to model uncertainty.
- Basic statistics and regression.
- Optimization modeling: unconstrained to linear programming, non-linear, and mixed integer linear programming.
- Introduction to probabilistic optimization.

UNIT IV: Reporting, dashboarding and data mining

- Standard reports used by organizations for measurement and tracking of supply chain performance.
- Creation of these reports using R and excel.
- Analysis of historical data to discover trends and patterns that enable strategic decisions such as vendor selection.
- Use of simple data mining techniques in R.



UNIT V: Strategic Supply Chain Management

- Comparison of lean and agile supply chains. Advantages and disadvantages.
- Characteristics of supply chains in discrete, process, CPG, pharma and other industries.
- SCM in e-Commerce: challenges, opportunities. Difference between traditional SCM and e-Commerce.

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

Analytics in Operations/Supply Chain Management, 30 March 2016, Muthu Mathirajan, Chandrasekharan Rajendran, Sowmyanarayanan Sadagopan, Arunachalam Ravindran, Parasuram Balasubramanian.

References

- The Applied Business Analytics Casebook: Applications in Supply Chain Management, Operations Management, and Operations Research, by Matthew J. Drake, 1st edition 2013, FT Pearson Press.

Evaluation Pattern of CIA (60 marks)

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2	CS	Case Study	0	X		X		X	At least two full length case studies per trimester
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Course Assessment:

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LR	literature review	PC	practical
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SEMESTER/YEAR : III & IV SEM / II YEAR / 2021
COURSE CODE : 20MBAB005
TITLE OF THE COURSE : EDA using Python
L: T/A: P: C : 3 : 1 : 0 : 4

Background

The programming requirements of data science demands a very versatile yet flexible language which is simple to write the code but can handle highly complex mathematical processing. Python is most suited for such requirements as it has already established itself both as a language for general computing as well as scientific computing. Moreover it is being continuously upgraded in form of new addition to its plethora of libraries aimed at different programming requirements.

Course prerequisites

- This is a hands-on practical course. Lab computers must have Anaconda (Python IDE) installation with Jupyter Notebook and working internet connection
- Students are not expected to have previous programming knowledge but they must be willing to learn and practice beyond classroom sessions

Course Objectives:

- Learn Jupyter Notebook environment
- Learn and apply Python Data structures: Numpy, Pandas
- Learn data wrangling, data munging, subsetting etc
- Learn data visualization
- Apply basic descriptive statistics through Python
- Appreciate the role of Exploratory Data Analysis
- Put it all together with a hands on real life problem

Learning Outcomes

1. Work with Python in Jupyter environment
2. Apply data visualization, data wrangling, data munging
3. Apply basic descriptive statistics through Python



4. Appreciate the role of Exploratory Data Analysis
5. Put it all together with a hands on real life problem

Syllabus:

Unit 1: Python Data Science

- Python Introduction
- Anaconda installation
- Jupyter Notebook
- Variables and Types
- Pandas
- Numpy
- Scipy
- Matplotlib
- Assignment-1: EDA using Jupyter

Unit 2: Python Data Processing

Data Operations:

- Numpy,
- Pandas Series,
- Pandas Dataframe,
- Pandas Panel

Data Cleansing:

- Check for Missing Values,
- Cleaning / Filling Missing Data,
- Drop Missing Values,
- Replace Missing Values
- Processing CSV Data
- Relational Databases
- Date and Time
- Data Wrangling
- Data Aggregation
- Assignment-2



Unit 3: Python Data Visualization

- Chart Properties
- Chart Styling
- Box Plots
- Heat Maps
- Scatter Plots
- Bubble Charts
- 3D Charts
- Time Series
- Geographical Data
- Graph Data
- Assignment-3
- Interim Assessment (MCQ Test)

Unit 4: Statistical Data Analysis

- Central Tendency
- Variance
- Normal Distribution
- Binomial Distribution
- Poisson Distribution
- Bernoulli Distribution
- P Value
- Correlation
- Chi square test
- Linear Regression
- Assignment - 4

Unit 5: Loan Prediction Problem

- Introduction to the problem
- Exploratory Data Analysis and Pre Processing
- Model Building and Feature Engineering
- Assignment-5
- Practical Exam



Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

Python Data Science Handbook Essential Tools For Working With Data (O’Reilly), Jake VanderPlas Dec 2016, First Edition

Case Studies / Courses

- University of Michigan, Introduction to Data Science in Python:
<https://www.coursera.org/learn/python-data-analysis#syllabus>

Evaluation Pattern of CIA (60 marks)

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3	DTA	Assignments	20%	X		X		X	Two assignments per Semester: 2 x 10 marks = 20 marks
4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X		X			Mid Semester Exams - Internal Test at the 4th



									week (after 2 modules)
6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks

Course Assessment:

*The following codes for assessment methods apply:-			
LR	literature review	PC	practical
CB	computer-based	PF	performance
CS	case study	PL	placement
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SEMESTER/YEAR : III SEM & IV SEM/ II YEAR / 2021
COURSE CODE : 20MBAI005
TITLE OF THE COURSE : ARTIFICIAL INTELLIGENCE, BUSINESS ANALYTICS AND RPA
L: T/A: P: C : 3 : 1 : 0 : 4

Background

This course is intended to enable students to understand the basics of Artificial Intelligence, Business Analytics and Robotic Process Automation. All the three areas are important in the industry today and deliver great business impact. The course covers fundamental techniques in AI and business applications for industry users. Similarly, Business Analytics fundamentals are covered from a user perspective with minimal theory and popular tools are used to provide a practical understanding. Robotic Process Automation is delivering efficiencies for businesses today through the use of technology. The course covers the basics of the approach in RPA followed by usage of standard tools.

Course Objectives

- Learn the fundamentals of Neural Networks, Machine Learning, Deep Learning and Natural Language Processing.
- Understand and apply AI techniques to simple and illustrative industry problems.
- Understand data collection, data warehousing, reporting, visualisation and deriving insights using BA tools such as Microstrategy.
- Obtain a basic understanding of the importance and business impact of RPA and development automations using UIPath or BluePrism.

Learning Outcomes

By the conclusion of this course, the student should be able to:

1. Be ready to decide what AI technique can be used in a given business problem.
2. Use and configure out of the box AI tools which require minimal programming and data modelling.
3. Define and design a simple data warehouse
4. Use ETL tools for building the data repository, define insightful reports and create dashboards.
5. Use an industry standard RPA tool and build automations for a given environment.

Syllabus

UNIT I: AI for Business Users in Enterprises

- The meaning behind common AI terminology, including neural networks, machine learning, deep learning, and data science
- Building machine learning and data science projects
- Using AI for business problems and defining the AI roadmap to help your company
- Collaborating with your IT team to get the best out of AI



- Practical limitations and capabilities of AI

UNIT II: Data Warehousing Basics

- Data Collection and Data Quality
- Schema Design and Modelling Techniques
- OLTP and ETL
- Dimensions and Views
- Partitioning and Parallelism
- Change Data Capture for a Data Warehouse

UNIT III: Theoretical Understanding of Data Analytics

- Probability and Statistics
- Regression Analysis
- Time Series Forecasting
- Predictive Analytics
- Prescriptive Analytics
- Optimization and Simulation Modelling

UNIT IV: Dash-boarding, Creating and Deriving Insights

- Data Visualization using standard tools
- Creating meaningful Reports
- Deriving Insights and Inferences from Reports

UNIT V: Robotic Process Automation

- Introduction to RPA
- Commonly Solved problems using RPA
- Hands-on exercises using RPA tools

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

Business Analytics: Data Analysis and Decision Making: Christian Albright and Wayne Wilson, Cengage Learning India Pvt Ltd., Edition -5, ISBN:13- 9788131526613

Reference Books

Artificial Intelligence: A Modern Approach, Stuart J Russell and Peter Norvig, Pearson education s, edition -1, ISBN-13 9780137903955

Evaluation Pattern of CIA (60 marks)

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Course Assessment:

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DTA	during Semester assignment	OR	oral



SEMESTER/YEAR : III & IV SEM/ II YEAR/ 2021
COURSE CODE : 20MBAF005
TITLE OF THE COURSE : **International Financial Management**
L: T/A: P: C : 3 : 1 : 0 : 4

Background

International financial management discusses subjects related to monetary interactions of two or more countries. Topics such as exchange rates of currencies, monetary systems and foreign exchange risk are deliberated upon. This course provides the conceptual framework of how financial decisions are taken in an MNC.

Course Objectives:

- Understand the functioning of International markets
- Provide a conceptual framework on how financial decisions are taken in a multinational company
- Evaluate the nature of Forex markets, International risk management and hedging instruments
- Compare and contrast different instruments used in the forex markets
- Familiarize students with economic factors that challenge a financial manager in the international context

Learning Outcomes

Upon successful completion of this course, the student will have reliably demonstrated ability to:

1. Measure accounting and economic and financial exposure of companies dealing in international trade.
2. Evaluate the alternatives while taking decisions on the forward covers to hedge foreign currency exposures and choosing the most appropriate one
3. Understand the various factors affecting international currency markets
4. Identify the factors affecting exchange movements



5. Identify the risks involved in exchange rate

Syllabus:

UNIT I: Overview of financial management in international context

Country & political risk, exchange rate risk, interest rate risk, inflation rate risk, foreign exchange markets—spot and forwards exchange rates, Eurocurrency and domestic interest rates, international monetary system, foreign exchange market—types of transactions, exchange rate quotations and arbitrage parity conditions in international finance--purchasing power parity, covered interest parity, real interest parity, parity conditions and managerial implications

UNIT II: Forecasting exchange rates determination and forecasting—structural model of exchange rate determination, time series forecasting models.

UNIT III: Foreign exchange risk management exposure management- operating, transaction and translation, hedging & speculation, managing exposure to exchange rate fluctuation, management of interest rate exposure FRA, interest rate caps and floors

UNIT IV: International capital market—international capital and money markets, bond market, equity market, international sources of finance—bond financing--fixed and floating rate notes, loan financing, syndicated loans, securitised financing, Euronote, equity financing--GDR and ADR, loan agreements international capital budgeting, cost of capital of a foreign investment, international financing decision-issues in overseas funding choices, economic circumstances and overall funding choices, funding and risk management aspects, international working capital & short term financial management.

UNIT V: Financial swaps and currency derivatives—currency forwards, options, futures, swaps—interest rate risk management

Global asset management—current asset management, international portfolio investment, foreign direct investment strategy, multinational capital expenditure analysis, political risk management, accounting implications of forex transactions, global reporting and controlling—multinational



accounting, international taxation, international transfer pricing

Pedagogy and Evaluation

Case Studies, Presentations, projects, Assignments

Recommended Book

International Corporate Finance: Madura Jeff, Thompson Learning, New Delhi

Text Books

Reference books

1. Multinational Financial Management: Allen Shapiro, Wiley India Pvt Ltd
2. Multinational Business Finance: Eitman Stonehill, Pearson
3. Options, Futures and other Derivatives :John C Hull, Prentice-Hall of India, New Delhi
4. International Finance: Apte P.G, Tata McGraw- Hill, New Delhi.
5. Vij Madhu. *International Financial Management*. New Delhi: Excel Books.
6. Apte P G *International Financial Management*. New Delhi: Tata McGraw Hills Publications.
7. Eietemanetal David K., *Multinational Business Finance*. Pearson Education

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Course Assessment:

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SEMESTER/YEAR : III & IV SEM / II YEAR / 2021
COURSE CODE : 20MBAR005
TITLE OF THE COURSE : INDUSTRY APPLICATIONS OF ARTIFICIAL INTELLIGENCE
L: T/A: P: C : 3 : 2 : - : 4

Background

Artificial intelligence (AI) is all around us. It's how Google answers our searches, Amazon recommends products, and Pandora plays another song. Artificial Intelligence is changing the way decisions are being made in the world today. This course is intended to enable students to understand a critical aspect of AI, i.e., industry applications and scenarios and use cases. The course covers this very critical aspect of AI, i.e., use cases of AI in a variety of industries such as Sales and Marketing, Retail Manufacturing, Healthcare, Education to name a few.

Course Objectives:

- Study how specific techniques in AI have been applied to a variety of industry scenarios and how choices have been made.
- Understand how given a new scenario one can define the role of AI to solve a problem.
- Capture the scenario into a set of use cases that become requirements for an AI application.

Learning Outcomes

By the conclusion of this course, the student should be able to:

1. Be ready to perform a job role as a functional analyst to use AI in a company.
2. Understand how AI has transformed various industries
3. Understand the way businesses are being helped by AI
4. Be able to analyze a scenario
5. Create a use case out of a scenario to apply common AI techniques.



Syllabus:

UNIT I: **AI in Sales and Marketing**

Understand how AI can help build more effective marketing strategies, improve the customer journey, and change the way businesses attract, nurture, and convert prospects. React, Act, Convert, Engage is how AI and machine learning can be incorporated into every step in the customer's lifecycle.

UNIT II: **AI in Manufacturing**

Understand how AI algorithms can also be used to optimize manufacturing supply chains, helping companies anticipate market changes. This information is invaluable to manufacturers as it allows them to optimize staffing, inventory control, energy consumption and the supply of raw materials.

UNIT III: **e-Commerce and Artificial Intelligence**

Many e-commerce businesses are already using AI for better understanding whereas rest have already noticed the importance of using AI in e-Commerce and in the process to adopt it. To generate more leads and to provide excellent user engagement, the e-commerce business is joining hands to artificial intelligence. The companies are using voice and chat/voice bots, personalized recommendations, forecasting, filtering fake reviews, etc.

UNIT IV: **Healthcare systems using Artificial Intelligence**

AI offers a number of advantages over traditional analytics and clinical decision-making techniques. Learning algorithms can become more precise and accurate as they interact with training data, allowing humans to gain unprecedented insights into diagnostics, care processes, treatment variability, and patient outcomes.

UNIT V: **Scenario analysis and AI technique selection**

Understand how to understand a scenario and break it down into sub problems. Understand how to compare similar scenarios which have been solved using existing AI techniques and make decisions about selecting a technique and tool. Define the scenario as a set of use cases.

Pedagogy and Evaluation:

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

Artificial Intelligence - A Modern Approach: Stuart Russell and Peter Norvig, Pearson



Publications, Third Edition, 2020.

Publisher : Pearson Education India; 3rd edition (1 January 2015)

ISBN-10 : 9789332543515

ISBN-13 : 978-9332543515

References

ARTIFICIAL INTELLIGENCE: Kevin Knight, Elaine Rich, B. Nair, Pearson Publications, Third Edition, July 2017.

Evaluation Pattern of CIA (60 marks)

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3	DTA	Assignments	20%	X		X		X	Two assignments per Semester: 2 x 10 marks = 20 marks
4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X		X			Mid Semester Exams - Internal Test at the 4th week (after 2 modules)



6	EX	Exam	40%						X	Semester End Exam: 100 marks reduced to 40 marks
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Course Assessment:

*The following codes for assessment methods apply:-			
LR	literature review	PC	practical
CB	computer-based	PF	performance
CS	case study	PL	placement
DI	dissertation or project	PO	portfolio
EX	exam	PR	presentation
GR	group report	RE	individual report
DTA	during Semester assignment	OR	oral



SEMESTER/YEAR : III & IV SEM / II YEAR / 2021
COURSE CODE : 20MBAM005
TITLE OF THE COURSE : Global Marketing and Distribution Management
L: T/A: P: C : 3 : 1 : 0 : 4

Background

This course is primarily intended to imbibe knowledge and expertise in international business activities as many students would wish to realize their future career roles as professionals, managers, or entrepreneurs involved in some aspect of global marketing. The purpose of this course is to provide a pragmatic perspective on global marketing, with particular attention paid to the marketing strategy adjustments and modifications that organizations must consider in extending their activities to a global marketplace. Central to the course is the requirement that each student actively explores and constructs a viable plus original marketing plan for a product or service entering a developed country's market. The course discusses the unique environmental aspects of "going global," looks at the elements of international marketing strategy, and includes an overview of the increasing role of E-marketing in the global marketplace.

Global business comprises of a large and growing portion of the world's total business. Today, global events and competition affect almost all companies- large and small-because most sell output to and secure supplies from foreign countries. Many companies also compete against products and services that come from abroad. Thus most managers, regardless of industry or company size, need to approach their operating strategies, from a global perspective. In view of the above, this course provides a fresh, up-to-date analysis of the global business environment and successfully blends a comprehensive review of global business with exhaustive discussion of what happens in the global marketplace. Moreover, the course not only describes the ideas of global marketing but also presents many contemporary examples, scenarios and cases.

Course Objectives:

- To make students explore all aspects of marketing from a global perspective to better respond to international opportunities and competitive situations.



- To gain a solid understanding of the theoretical and conceptual principles of International marketing;
- To understand how to develop and manage a strategic international marketing initiative.
- To develop an understanding and appreciation of the Sales & Distribution processes in organizations.
- To enhance expertise about the concepts, approaches and the practical aspects of key decision-making variables in sales force and distribution channel management.

Learning Outcomes

1. Understand how managers perform the functional tasks that constitute international marketing such as marketing intelligence and “mix” adaptations.
2. Produce a comprehensive international marketing plan.
3. Comprehend the nuances of sales force and channel management.
4. Analyse the environmental variables that influence international marketing
5. Discuss the more typical management decisions and problems faced, highlighting those peculiar to the international arena.

Syllabus:

Module 1: International Marketing Overview:

Scope of International Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, Customer value and the value equation, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing.

Global Marketing Strategy: Different Entry Modes and Market Entry Strategies, Joint Ventures, Strategic Alliances, Direct Investment, Manufacturing and Franchising, Understanding the Relationships Between Business Strategy and Marketing, Balancing the Pressures for Standardization vs. Adaptation

International Product and Service Markets: Products: National and International, the new Product Development, International Product Planning, Product Adoption and Standardization, International Market



Segmentation, Influences on Marketing Plan and Budget, International Product Marketing, Marketing of Services

Module 2: Sales Management

Meaning, Evolution of Sales Management, Interface of sales with other management functions, Qualities of a Sales Manager. Sales Management: Meaning, Developments in Sales Management effectiveness to efficiency, Increased Use of Internet, CRM, Professionalism in Selling. **Sales Forecasting**, Methods of Sales Forecasting, Types of Sales Quotas – Value Quota, Volume Quota, Activity Quota, Combination Quota. Factors Determining Fixation of Sales Quota, Assigning Territories to Sales people. Process of selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing

Module 3: Sales Skills Development

Stimulus Response Theory, Product Orientation Theory, Need Satisfaction Theory. Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill. Selling Strategies – Soft sell Vs. Hard sell Strategy, Client Centred Strategy, Product-Price Strategy, Win-Win Strategy and Negotiation Strategy. Difference between Consumer Selling and Organizational Selling, Difference between National Selling and International Selling

Module 4: Distribution Channel Management

International Distribution and Logistics Planning: International Logistics Planning, Distribution – Definition and Importance, Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of Transportation, International Packaging

Management of Distribution Channel – Meaning & Need, Channel Partners – Wholesalers, Distributors and Retailers & their functions in Distribution Channel, Difference between a Distributor and a Wholesaler.

Choice of Distribution System – Intensive, Selective, Exclusive. Factors Affecting Distribution Strategy



Lecture, Participative learning, Case Studies and discussion, Quiz Programs, Presentations, Field projects and Assignments

Text Books

Keegan, Warren, Global Marketing Management, Englewood Cliffs, New Jersey, Prentice Hall Inc.

Krishna K. Havaldar, Vasant M. Cavale, Sales and Distribution Management - Text & Cases, Mcgraw Hill Education.

References:

1. Keegan, Warren, Global Marketing Management, Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. A. Nag, Sales and Distribution Management, McGraw Hill.
3. Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management, Pearson education.
4. Dr.Matin Khan, Sakes and Distribution Management, Excel Books.
5. Kotler & Armstrong, Principles of Marketing – South Asian Perspective, Pearson Education.

Evaluation Pattern of CIA (60 marks)

- **20 Marks** – Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
- **15 Marks** – Quiz - CBT at the 9th week (after 3rd & 4th modules)
- **20 Marks** – 2 Assignments (Seminar Presentation or Assignment with Viva, Workshops followed by reflection notes or Webinars followed by reflection notes or \Case Analysis & Presentation)
- **05 Marks** – Attendance (Class Participation)

#	Assessment Method*	Description of Assessment Method	Weight %	Learning Outcomes Assessed					Submission day/week (assignments) or length (exam)
				1	2	3	4	5	
1	PF	Class Participation	5%	X	X	X	X	X	Mandatory
2	CS	Case Study	0	X		X		X	At least two full length case studies per trimester
3	DTA	Assignments	20%	X		X		X	Two assignments



									per Semester:2 x 10 marks= 20 marks
4	CB	Quiz (CBT)	15%	X			X		CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X			X		Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks

Course Assessment:

*The following codes for assessment methods apply:-			
LR	literature review	PC	practical
CB	computer-based	PF	performance
CS	case study	PL	placement
DI	dissertation or project	PO	portfolio
EX	exam	PR	presentation
GR	group report	RE	individual report
DTA	during Semester assignment	OR	oral



SEMESTER/YEAR	: III & IV SEM / II YEAR / 2021
COURSE CODE	: 20MBAH005
TITLE OF THE COURSE	: International Human Resource Management & Cross Cultural Management
L: T/A: P: C	: 4 : 0 : 0 : 4

Background

International Human Resource Management & Cross-Cultural Management is a subject of great importance and critical need in a world that is rapidly globalizing and connecting. Creation of virtual teams are more the norm than the exception today, while Multi -National Corporations still deploy expatriates the world over at rising costs.

While MNC's have been able to attend to various issues due to their deep pockets, concerns such as terrorism and epidemics that have seen a recent genesis trouble line and staff managers, posing impediments in deploying an organizations best resources where strategically required.

The course will take the student through a voyage of learning from the perspective of a Multi-National Corporation and address major HR issues like staffing, compensation and performance management in an International context. The expatriate plays an important role in the functioning of an MNC and the course deals with aspects like training the expatriate and locating as well as repatriating an expatriate after completion of a foreign assignment. In the global economy, having a workforce that is fluent in the ways of the world is a competitive necessity. That's why more and more companies are sending more and more professionals abroad. But international assignments don't come cheap: on average, expatriates cost a company two to three times what they would cost in equivalent positions back home. Most companies, however, get anaemic returns on their expat investments. Also, an alarming number of assignments fail in one way or another--some expats return home early, others finish but don't perform as well as expected, and many leave their companies within a year of repatriation.

The course will also deal with Cross Cultural issues that a connected world face, where the need for



diversity is understood but rarely addressed. Issues arising out of differences in religion, ethnicity, value systems and ethics affect the work place and team dynamics.

This course also focuses on the challenges and opportunities associated with organizational management and business strategy in the global environment where understanding national cultures and their effect on organizations play a vital role in terms of leadership and communication styles.

The world and organizations are buffeted by local issues that have international implications like terrorism, spread of epidemics and complexity in labor laws.

The course will address these issues in brief.

Course Objectives:

- To learn the theory and practice of International Human Resource Management.
- To learn various types of Sourcing, Recruitment and Selection process and familiarize oneself with the concepts of Staffing with regard to expatriates
- To understand the concepts of Strategic HR with regard to the international arena.
- To understand the art of dealing with diverse national cultures
- Understand why monitoring and verification are important, and how these practices are related to organizational structure in a global context

Learning Outcomes

1. On completion of this course a student should be able to:
2. Explain the importance for MNC's to manage expatriates well.
3. MNC staffing: Compare the different types of staffing models
4. Know and understand management systems, processes and organizational dynamics which are influenced by international dynamics
5. Understanding of Cross-Cultural Management and the use of models – Hofstede, Trompenaars and Globe.



Syllabus:

UNIT I: Introduction

1. Introduction to International Human Resource Management
2. The Organizational Context -Growth path of a Multi-National Corporation and the ensuing challenges.

Staffing an MNC and Recruiting for International Assignments

UNIT II: The Expatriate

UNIT III: Strategic HR in a Global Context

1. Mergers & Acquisitions
2. Training and Development (T&D): Training strategies, expatriate training, components of pre-departure training programs, staff development through international assignments, cross-cultural training, training for host- and third-country nationals, emerging trends in training for competitive advantage;
3. Performance Management: global performance appraisal system, issues in managing performance in global contexts, assessing subsidiary performance;
4. International Compensation: objectives, strategy, philosophy and theories of compensation in international context, components of compensation, variables influencing compensation, compensation administration, issues in international pay;
5. Repatriation; Aspects related to international Industrial Relations; IHRM in the host country context

UNIT IV: Cross Cultural Management: The Role of Culture

1. An introduction to CCM and need to be culturally intelligent.
2. Cross Cultural Management: The Role of Culture
3. Managing across cultures
4. Culture and Diversity



5. Communication

UNIT V: Emerging Challenges to International HR

- 1. Terrorism
- 2. Trafficking of drugs and humans
- 3. Piracy on the high seas

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

International Human Resource Management: Managing People in a multinational context: 5th Ed: Peter J Dowling, Marion Festing & Alan D. Engle, SR. ISBN: 0324580347

International Management: Culture, Strategy & Behaviours- Hodgget's, Luthan's & Doh: Tata McGraw Hill- 6th Ed, ISBN- 9353163188

Reference:

- 1. Briscoe/Schuler/Tarique (2012). International Human Resource Management, 4th Edition, London, UK: Routledge.
- 2. Cross Cultural Management in Work organizations- Ray French. Universities Press.

Evaluation Pattern of CIA (60 marks)

- **20 Marks** – Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
- **15 Marks** – Quiz - CBT at the 9th week (after 3rd & 4th modules)
- **20 Marks** – 2 Assignments (Seminar Presentation or Assignment with Viva, Workshops followed by reflection notes or Webinars followed by reflection notes or \Case Analysis & Presentation)
- **05 Marks** – Attendance (Class Participation)

#	Assessment Method*	Description of Assessment	Weight %	Learning Outcomes Assessed	Submission day/week (assignments) or length
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		Method							(exam)
				1	2	3	4	5	
1	PF	Class Participation	5%	X	X	X	X	X	Mandatory
2	CS	Case Study	0	X		X		X	At least two full length case studies per trimester
3	DTA	Assignments	20%	X		X		X	Two assignments per Semester: 2 x 10 marks = 20 marks
4	CB	Quiz (CBT)	15%	X		X			CBT at the 9th week (after 3rd & 4th modules)
5	EX	Mid-Semester Exam	20%	X		X			Mid Semester Exams - Internal Test at the 4th week (after 2 modules)
6	EX	Exam	40%					X	Semester End Exam: 100 marks reduced to 40 marks

Course Assessment:

*The following codes for assessment methods apply:-			
LR	literature review	PC	practical
CB	computer-based	PF	performance
CS	case study	PL	placement
DI	dissertation or project	PO	portfolio
EX	exam	PR	presentation
GR	group report	RE	individual report
DTA	during Semester assignment	OR	oral



SEMESTER/YEAR	: III & IV SEM / II
YEAR COURSE CODE	: 19MBF6302
TITLE OF THE COURSE	: MERGERS, ACQUISITIONS & RESTRUCTURING
L: T/A: P: C	: 3 : 0 : 0 : 3

Background

An understanding of mergers and acquisitions as a discipline is increasingly important in modern business. In this course, a student gets an overview of the major aspects of the mergers and acquisitions (M&A) industry. He will learn the concepts, theories and the fundamentals of M&A transactions and strategies.

Course Objectives:

1. Analyze the process and procedures related to Mergers and acquisitions
2. Explain the legalities involved in any merger or acquisition
3. Provide students with the modalities of M&A issues, regulatory compliances, RBI and SEBI guidelines and other legal and financial aspects

Course Outcomes

The course should help future managers by developing competencies to:

1. Understand the fundamentals of financial accounting, the principles and concepts underlying them
2. Understand the functioning of business through financial accounting
3. Appreciate decision facilitating roles of accounting information
4. Understand contemporary developments in the area of accounting

Syllabus:



UNIT I: Introduction

Introduction to mergers and acquisitions corporate restructuring – meaning, objectives, types and forms, motives for restructuring, types, distinction between mergers and acquisitions, merger procedure, scheme for merger, theories of merger, cross border mergers and acquisitions

UNIT II: Mergers and acquisitions process, regulatory framework for mergers and

acquisitions— compliance with Indian Companies Act, Competition Act 2002 Income Tax Act, Securities and Exchange Board of India--substantial acquisition of shares and takeovers regulations, 2011--due diligence – types, screening due diligence, challenges and checklist - valuation for merger and acquisition – concepts of value, methods of enterprise and equity valuation, brand, goodwill, human resources, customer relationships valuation, firm valuation, cost of capital, relative valuation, issues in valuation, synergy and value creation – financing mergers and acquisitions – equity, debt and venture capital funds – negotiation, deal structuring and methods of payments in mergers and acquisitions – accounting for mergers and acquisitions.

UNIT III: Defining and selecting a target, creating value with mergers and acquisitions-- synergy, valuation assumptions, valuation methods

UNIT IV: Deal structuring and financing strategies--financing transactions, negotiation

UNIT V: Post-merger integration—critical success factors for post-merger integration, ingredients of integration, timing and speed of integration, approaches to integration, challenges in integration, steps for successful integration, cultural integration, redesigning post-merger cultural process, accounting for mergers and acquisitions, income tax, demergers, reverse mergers



Pedagogy and Evaluation

Case Studies, Presentations, projects, Assignments

Text Books

Aswath Damodaran, Applied Corporate Finance, John Wiley and Sons

Reference Books

- ❑ Robert F. Bruner, Applied Mergers and Acquisitions, Wiley Finance
- ❑ Donald M. DePamphilis , Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions, Academic Press Advanced Finance Series
- ❑ Weston., Fred, Mergers & Acquisitions. McGraw Hill.
- ❑ Galpin., Timothy J, Herndon, Mark. JosseyBass, The Complete Guide to Mergers and Acquisitions: Process Tools to Support M&A Integration at Every Level. 2nd edition.
- ❑ Feldman, Mark L / Spratt, Michael Frederick., Five Frogs on A Log: A CEO's Field Guide to Accelerating the Transition in Mergers, Acquisitions, and Gut Wrenching Change. 1st edition, New York: Harper Business

Evaluation Pattern of CIA (50 marks)

- ❑ **20 Marks** - Topics for practical to be evaluated in CIA for 20 marks.
Assigned topics to be given to students for short term duration in organisations.
- ❑ **20 Marks** - Mid Term Exam for 100 marks brought down to 20 marks of CIA.
- ❑ **10 Marks** - Case Writing/Mini Project/Paper Presentation in a Conference/Paper Publication related to subject.



SEMESTER/YEAR	: III & IV SEM / II YEAR
COURSE CODE	: 19MBF6303
TITLE OF THE COURSE	: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
L: T/A: P: C	: 3 : 0 : 0 : 3

Background

The course provides the conceptual foundation for investment analysis in securities. A student will develop competency in fundamental analysis and valuation. It focuses on concepts and techniques that underlie the construction and management of modern investment portfolios, emphasizing objectives, strategies and risk-return trade-offs that are appropriate for different types of investors. The course helps a student develop an investment attitude and prepares him for careers in the areas of finance and investment.

Course Objectives:

1. Explain the significance of fundamental and technical Analysis
2. Appraise various theories of portfolio management
3. Create and evaluate a portfolio in terms of risk and return
4. Apply decision making skills in analyzing markets for effective portfolio management

Course Outcomes

Upon successful completion of this course, the student will have reliably demonstrated ability to:

1. Recognize the framework of securities market and its functioning
2. Develop a conceptual and analytical understanding of the framework of evaluating a bond and equity
3. Comprehend portfolio construction theories, its management techniques and strategies

Syllabus:

UNIT I: Introduction to securities- investment and speculation, the investment process, investment categories, various investment avenues, objectives and constraints, capital market – primary & secondary, equity & debt, IPO, options, futures, swaps

UNIT II: Risk and return: security returns, types of risk, risk in contemporary mode, using beta to



estimate return, calculating expected return and risk--historical risk and return on asset classes, risk and inflation factors

UNIT III: Fundamental analysis

- a. Economic analysis-- economic forecasting and stock investment decisions – forecasting techniques.
- b. Industry analysis--industry classification, industry life cycle
- c. Company analysis--quantitative and qualitative analysis--measuring earnings – forecasting earnings – applied valuation techniques – Graham and Dodd investor ratios
Factors affecting valuation, Valuation techniques: DCF, DDM, Relative valuation: PE Ratio, P/B ratio, EV/EBITDA ratio.
Bond analysis--markets for debt securities, specialized bonds, bond returns and prices, systematic risk in holding fixed-income securities, bond market performance results, bond duration.

UNIT IV: Technical analysis: the Dow Theory, types of charts, price patterns, trend lines, advances technical tools, capital market theory: CAPM, arbitrage pricing theory, utility theory, portfolio theory and multi-factor model

UNIT V: Portfolio analysis--traditional portfolio analysis, Markowitz risk-return optimization, efficient market theory, random walk, portfolio selection- risk & investor preferences, selecting the 'best' portfolio, simple Sharpe portfolio optimization, significance of beta in the portfolio, traditional portfolio selection, portfolio selection and diversification. **portfolio evaluation** – mutual funds, calculations of NAV & ratios, portfolio management - **portfolio analysis** –portfolio selection –capital asset pricing model– portfolio revision.

Pedagogy and Evaluation

Case Studies, Presentations, projects, Assignments

Text Books

Investment Analysis and Portfolio Management by Prasanna Chandra, Mc Graw Hill



Reference books

1. Investments by Bodie Kane, Marcus, Tata McGraw Hill
2. Securities Analysis & Portfolio Management- Donald Fischer, J Jordan
3. Investment Analysis and Portfolio Management by Keith Brown & Frank Reily
4. Investment science- David G. Luenberger
5. Modern Investment Thoery- Robert A Haugen
6. A random Walk Down the Wall street- Burton G M
7. Capital Ideas – Peter L Bernstein
8. Investment Gurus- Peter J Tanous

Evaluation Pattern of CIA (50 marks)

- ☐ **20 Marks** - Topics for practical to be evaluated in CIA for 20 marks.
Assigned topics to be given to students for short term duration in organisations.
- ☐ **20 Marks** - Mid Term Exam for 100 marks brought down to 20 marks of CIA.
- ☐ **10 Marks** - Case Writing/Mini Project/Paper Presentation in a Conference/Paper Publication related to subject.



SEMESTER/YEAR : III & IV SEM/ II YEAR
COURSE CODE : 19MBF6401
TITLE OF THE COURSE : INTERNATIONAL FINANCIAL MANAGEMENT
L: T/A: P: C : 3 : 0 : 0 : 3

Background

International financial management discusses subjects related to monetary interactions of two or more countries. Topics such as exchange rates of currencies, monetary systems and foreign exchange risk are deliberated upon. This course provides the conceptual framework of how financial decisions are taken in an MNC.

Course Objectives:

1. Understand the functioning of International markets
2. Provide a conceptual framework on how financial decisions are taken in a multinational company
3. Evaluate the nature of Forex markets, International risk management and hedging instruments
4. Compare and contrast different instruments used in the forex markets
5. Familiarize students with economic factors that challenge a financial manager in the international context

Course Outcomes

Upon successful completion of this course, the student will have reliably demonstrated ability to:

- ☐ Measure accounting and economic exposure of companies dealing in international trade.
- ☐ Evaluate the alternatives while taking decisions on the forward covers to hedge foreign currency exposures and choosing the most appropriate one
- ☐ Understand the various factors affecting currency markets

Syllabus:

UNIT I: Overview of financial management in international context, country & political risk, exchange rate risk, interest rate risk, inflation rate risk, foreign exchange markets—spot and forwards exchange rates, Eurocurrency and domestic interest rates, international



monetary system, foreign exchange market—types of transactions, exchange rate quotations and arbitrage parity conditions in international finance--purchasing power parity, covered interest parity, real interest parity, parity conditions and managerial implications

UNIT II: Forecasting exchange rates determination and forecasting—structural model of exchange rate determination, time series forecasting models.

UNIT III: Foreign exchange risk management exposure management- operating, transaction and translation, hedging & speculation, managing exposure to exchange rate fluctuation, management of interest rate exposure FRA, interest rate caps and floors

UNIT IV: International capital market—international capital and money markets, bond market, equity market, international sources of finance—bond financing--fixed and floating rate notes, loan financing, syndicated loans, securitised financing, Euronote, equity financing--GDR and ADR, loan agreements international capital budgeting, cost of capital of a foreign investment, international financing decision--issues in overseas funding choices, economic circumstances and overall funding choices, funding and risk management aspects, international working capital & short term financial management.

UNIT V: Financial swaps and currency derivatives—currency forwards, options, futures, swaps—interest rate risk management

Global asset management—current asset management, international portfolio investment, foreign direct investment strategy, multinational capital expenditure analysis, political risk management, accounting implications of forex transactions, global reporting and controlling—multinational accounting, international taxation, international transfer pricing

Pedagogy and Evaluation

Case Studies, Presentations, projects, Assignments

Text Books

International Corporate Finance: Madura Jeff, Thompson Learning, New Delhi

Reference books

1. Multinational Financial Management: Allen Shapiro, Wiley India Pvt Ltd



2. Multinational Business Finance: Eitman Stonehill, Pearson
3. Options, Futures and other Derivatives :John C Hull, Prentice-Hall of India, New Delhi
4. International Finance: Apte P.G, Tata McGraw- Hill, New Delhi.
5. Vij Madhu. *International Financial Management*. New Delhi: Excel Books.
6. Apte P G *International Financial Management*. New Delhi: Tata McGraw Hills Publications.
7. Eietemanetal David K., *Multinational Business Finance*. Pearson Education

Evaluation Pattern of CIA (50 marks)

- ☐ **20 Marks** - Topics for practical to be evaluated in CIA for 20 marks.
Assigned topics to be given to students for short term duration in organisations.
- ☐ **20 Marks** - Mid Term Exam for 100 marks brought down to 20 marks of CIA.
- ☐ **10 Marks** - Case Writing/Mini Project/Paper Presentation in a Conference/Paper Publication related to subject.



SEMESTER/YEAR	: III & IV SEM / II YEAR
COURSE CODE	: 19MBH6031
TITLE OF THE COURSE	: EMPLOYEE RELATIONS AND LABOUR LAWS
L: T/A: P: C	: 3 : 0 : 0 : 3

Background

This course entails a study of the concepts, processes and frameworks of Employee and/or Industrial Relations. The objective of Employee or Industrial Relations is to promote and maintain peace and harmony at work by fostering productive relationships between employers and employees within a legal framework that ensures individual legal rights and provides for mediation of potential disputes.

Labour law also known as employment law is the body of laws, administrative rulings, and precedents which address the legal rights of, and restrictions on, working people and their organizations. Labour Law aims to counteract the inequality of power between employers and employees. This course is aimed at ensuring that students are well equipped with a thorough knowledge of the principles of Labour Law as well as an ability to apply the law in practice.

Collective labour law relates to the tripartite relationship between employee, employer and union.

Individual labour law concerns employees' rights at work and through the contract for work.

Course Objectives:

To

explore contemporary knowledge and gain a conceptual understanding of employee relations and labour legislation in India.

Course Outcomes

1. Conceptual Approaches to industrial relations and human relations problems.
2. Understand and promote welfare of industrial labour.
3. Understand key features of Labour Laws in India with a deep dive into Industrial Disputes



Act.

Syllabus:

UNIT I: Industrial Relations Concepts:

Individual labour law

- ☐ Hiring & Contracts
- ☐ Employee Separation & Dismissal

UNIT II: Workers' Participation in Management

Includes topics like Suggestion schemes. Kaizen, Quality circles, TQM, ISO.

UNIT III: Labour Laws on Worker's rights, Social Security and Wages

Overarching Labour Law framework followed by brief discussion of different laws and their latest amendments. Laws include Industrial Disputes Act, Trade Unions Act, Shops and Establishments Act, Industrial Employment (Standing Orders) Act., Factories Act, Workmen's Compensation Act, Payment of Wages Act, Minimum Wages Act, ESI Act, Gratuity Act, Provident Fund Act, Contract Labour (Abolition & Regulation) Act. Labour Laws on Women and Children - The Maternity Benefit Act, Child Labour (Prohibition and Regulation) Act, and Sexual harassment at workplace

UNIT IV: Compliances: Returns and Forms for all labour Legislations.

UNIT V: Industrial Conflicts

Management of Conflicts as related to IR and different methods of resolving Conflicts. Union recognition, Conditions for effective Collective Bargaining and process of CB, Adjudicating & Proceedings under ID Act and the role of Government. Structure of Labour Courts and appropriate authorities, Case Law. Collective Bargaining and management of Trade Unions, Productivity linked union agreements.

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments



Text Books

1. Industrial Relations: C.S. Venkata Ratnam: Oxford University Press: ISBN-10: 0199456550
2. Introduction to Industrial Relation & Labour Welfare. Dr. Shelly Pandya & Prof. Prabha S Pardeshi. Thakur Publishers. 2014

Reference Books

1. Industrial Relations and Labour Laws: Piyali Ghosh & Shefali Nandan: McGraw Hill Education: ISBN-10: 9339203046
2. Bare Acts of the relevant Legislations

Evaluation Pattern of CIA (50 marks)

- ☐ **20 Marks** - Topics for practical to be evaluated in CIA for 20 marks.
Assigned topics to be given to students for short term duration in organisations.
- ☐ **20 Marks** - Mid Term Exam for 100 marks brought down to 20 marks of CIA.
- ☐ **10 Marks** - Case Writing/Mini Project/Paper Presentation in a Conference/Paper Publication related to subject.



SEMESTER/YEAR	: III & IV SEM / II YEAR
COURSE CODE	: 19MBH6302
TITLE OF THE COURSE	: PERFORMANCE & COMPENSATION MANAGEMENT
L: T/A: P: C	: 3 : 0 : 0 : 3

Background

This course entails a study of the concepts, processes and interventions associated with the management of performance in the organization which is an important part of Human Resource Management. Performance Management (PM) is one of the key processes that, when effectively carried out, helps employees know that their contributions are recognized and acknowledged. Performance management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization. This course will consist of the key concepts, principles, processes and practices associated with Performance Management which will help management take suitable decisions. Additionally, the course develops in students an understanding of performance, the constituents and dynamics, organisational relevance and implications, benefits to the organisation, teams and the individual; and builds a competence in handling a wide range of performance management issues.

Course Objectives:

1. To understand how a good performance management system in an organization can contribute towards good organizational performance.
2. To examine the importance of an effective performance management system in helping organisations define and achieve long term and short- term goals vital to its overall success
3. To design and craft effective pay plans

Course Outcomes

1. The course should help future HR managers by developing competencies to:
2. Develop and implement a performance management system
3. Select appropriate performance appraisal methods and tools to link individual goals and performance to company's strategy



4. Create effective pay plans and link performance with merit increases and incentive awards

Syllabus:

UNIT I: CONCEPT OF PERFORMANCE MANAGEMENT AND REWARD SYSTEMS

Performance management process, Benefits of PMS seeing it from the perspective of the organisation, line managers and employees. Performance Planning, designing performance and choosing a measurement approach. Measuring results and behaviour, Gathering Performance Information, Implementing a PMS, Performance management and employee development.

Methods of Performance appraisals – advantages- drawbacks.

PERFORMANCE MANAGEMENT CYCLE & RELATED CONCEPTS

Performance Management skills, Performance Management Cycle and stages – Role, Definition–Personal Development Plan–Performance Agreement– Performance Review— Balance Scorecard approach to PMS, Benchmarking process. Cases to be discussed. Ratings and evidence and how to evaluate objectively -Rating errors -intentional and unintentional- Rater training programs

UNIT II: PERFORMANCE FEEDBACK, ASSESSMENT AND REVIEW

360-degree feedback, other latest feedback strategies, Performance assessment, Performance Review and Feedback - Employee Response Mechanisms to feedback- Issues of Accuracy and Bias in Performance Management.



UNIT III: EFFECTIVE PERFORMANCE APPRAISALS, MEETINGS & FEEDBACK

Conducting effective performance appraisal meetings- Planning and preparing for a performance appraisal meeting. Structuring an effective appraisal meeting – agenda. Conducting effective performance appraisal meetings. Giving and receiving Feedback. Appraisal techniques - praising, criticising, questioning, listening and summarising. Appraising difficult employees. Dos and don'ts and common errors. Monitoring and reviewing the talent matrix- Identifying training and development needs and writing.

UNIT IV: COMPENSATION MANAGEMENT

- ☐ The Basics: Job Based Structures and Job Evaluation
- ☐ Introducing pay models: Define compensation as forms of financial gain and tangible services and benefits that employees receive as part of their employment. The model consists of three components: policy, techniques, and objectives.
- ☐ Pay Structures: The pay structure or salary structure defines the compensation given to the employees. It shows the breakup of the salary into various components. Pay structures define employee compensation for different jobs or groups of jobs. They involve setting salary ranges and pay grades based on market data and job roles.
- ☐ Internal & external equity of compensation packages

Unit V: PAY AND BENEFITS

- ☐ Determining individual pay
- ☐ Employee benefits

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

- ☐ Compensation, 10th Edition, by Milkovich, Newman and Gerhart
- ☐ Performance Management, Soumendranath Bagchi, Cengage Publishers, Latest Edition
 - ☐ Herman Aguinis: 'Performance Management'; Pearson Education; Latest



Edition. Reference Books

- ☐ T.V. Rao: 'Performance Management Skills Workbook';
- ☐ T.V Rao Learning Systems; Latest Edition.
- ☐ Peter F. Drucker: 'People and Performance'; Elsevier; Latest Edition.
- ☐ Robert Cardy, Performance Management, Prentice Hall India, New Delhi, 2004

Evaluation Pattern of CIA (50 marks)

- ☐ **20 Marks** - Topics for practical to be evaluated in CIA for 20 marks. Assigned topics to be given to students for short term duration in organisations.
- ☐ **20 Marks** - Mid Term Exam for 100 marks brought down to 20 marks of CIA.
- ☐ **10 Marks** - Case Writing/Mini Project/Paper Presentation in a Conference/Paper Publication related to subject.



SEMESTER/YEAR	: III & IV SEM / II YEAR
COURSE CODE	: 19MBH6401
TITLE OF THE COURSE	: INTERNATIONAL HRM & CROSS CULTURAL MANAGEMENT L:
T/A: P: C	: 3 : 0 : 0 : 3

Background

International Human Resource Management & Cross-Cultural Management is a subject of great importance and critical need in a world that is rapidly globalizing and connecting. Creation of virtual teams are more the norm than the exception today, while Multi -National Corporations still deploy expatriates the world over at rising costs.

While MNC's have been able to attend to various issues due to their deep pockets, concerns such as terrorism and epidemics that have seen a recent genesis trouble line and staff managers, posing impediments in deploying an organizations best resources where strategically required.

The course will take the student through a voyage of learning from the perspective of a Multi-National Corporation and address major HR issues like staffing, compensation and performance management in an International context. The expatriate plays an important role in the functioning of an MNC and the course deals with aspects like training the expatriate and locating as well as repatriating an expatriate after completion of a foreign assignment. In the global economy, having a workforce that is fluent in the ways of the world is a competitive necessity. That's why more and more companies are sending more and more professionals abroad. But international assignments don't come cheap: on average, expatriates cost a company two to three times what they would cost in equivalent positions back home. Most companies, however, get anaemic returns on their expat investments. Also, an alarming number of assignments fail in one way or another--some expats return home early, others finish but don't perform as well as expected, and many leave their companies within a year of repatriation.

The course will also deal with Cross Cultural issues that a connected world face, where the need for diversity is understood but rarely addressed. Issues arising out of differences in religion, ethnicity, value systems and ethics affect the work place and team dynamics.

This course also focuses on the challenges and opportunities associated with organizational



management and business strategy in the global environment where understanding national cultures and their effect on organizations play a vital role in terms of leadership and communication styles.

The world and organizations are buffeted by local issues that have international implications like terrorism, spread of epidemics and complexity in labor laws.

The course will address these issues in brief.

Course Objectives:

1. To learn the theory and practice of International Human Resource Management.
2. To learn various types of Sourcing, Recruitment and Selection process and familiarize oneself with the concepts of Staffing with regard to expatriates
3. To understand the concepts of Strategic HR with regard to the international arena.
4. To understand the art of dealing with diverse national cultures
5. Understand why monitoring and verification are important, and how these practices are related to organizational structure in a global context

Course Outcomes

1. On completion of this course a student should be able to:
2. Explain the importance for MNC's to manage expatriates well.
3. MNC staffing: Compare the different types of staffing models
4. Know and understand management systems, processes and organizational dynamics which are influenced by international dynamics
5. Understanding of Cross-Cultural Management and the use of models – Hofstede, Trompenaars and Globe.

Syllabus:

UNIT I: Introduction

1. Introduction to International Human Resource Management
2. The Organizational Context -Growth path of a Multi-National Corporation and the ensuing challenges.

Staffing an MNC and Recruiting for International Assignments



UNIT II: The Expatriate

UNIT III: Strategic HR in a Global Context

1. Mergers & Acquisitions
2. Training and Development (T&D): Training strategies, expatriate training, components of pre-departure training programs, staff development through international assignments, cross-cultural training, training for host- and third-country nationals, emerging trends in training for competitive advantage;
3. **Performance Management**: global performance appraisal system, issues in managing performance in global contexts, assessing subsidiary performance;
4. **International Compensation**: objectives, strategy, philosophy and theories of compensation in international context, components of compensation, variables influencing compensation, compensation administration, issues in international pay;
5. Repatriation; Aspects related to international Industrial Relations; IHRM in the host country context

UNIT IV: Cross Cultural Management: The Role of Culture

1. An introduction to CCM and need to be culturally intelligent.
2. Cross Cultural Management: The Role of Culture
3. Managing across cultures
4. Culture and Diversity
5. Communication

UNIT V: Emerging Challenges to International HR

1. Terrorism
2. Trafficking of drugs and humans
3. Piracy on the high seas



Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

1. International Human Resource Management: Managing People in a multinational context: 5th Ed: Peter J Dowling, Marion Festing & Alan D. Engle, SR.
2. International Management: Culture, Strategy & Behaviours- Hodgget's, Luthan's & Doh: Tata McGraw Hill- 6th Ed.

Reference:

1. Briscoe/Schuler/Tarique (2012). International Human Resource Management, 4th Edition, London, UK: Routledge.
2. Cross Cultural Management in Work organizations- Ray French. Universities Press.

Evaluation Pattern of CIA (50 marks)

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SEMESTER/YEAR	: III SEM & IV SEM/ II YEAR
COURSE CODE	: 19MBI6401
TITLE OF THE COURSE	: FUNDAMENTALS OF AI/MACHINE LEARNING & RPA L:
T/A: P: C	: 3 : 0 : 0 : 3

Background

This course is intended to enable students to understand the basics of Artificial Intelligence, Business Analytics and Robotic Process Automation. All the three areas are important in the industry today and deliver great business impact. The course covers fundamental techniques in AI and business applications for industry users. Similarly, Business Analytics fundamentals are covered from a user perspective with minimal theory and popular tools are used to provide a practical understanding.

Robotic Process Automation is delivering efficiencies for businesses today through the use of technology. The course covers the basics of the approach in RPA followed by usage of standard tools.

Course Objectives

- ☐ Learn the fundamentals of Neural Networks, Machine Learning, Deep Learning and Natural Language Processing.
- ☐ Understand and apply AI techniques to simple and illustrative industry problems.
- ☐ Understand data collection, data warehousing, reporting, visualisation and deriving insights using BA tools such as Microstrategy.
- ☐ Obtain a basic understanding of the importance and business impact of RPA and development automations using UIPath or BluePrism.

Course Outcomes

the conclusion of this course, the student should be able to:

- ☐ Be ready to decide what AI technique can be used in a given business problem.
- ☐ Use and configure out of the box AI tools which require minimal programming and data modelling.

By



- ☐ Define and design a simple data warehouse, use ETL tools for building the data repository, define insightful reports and create dashboards.
- ☐ Use an industry standard RPA tool and build automations for a given environment.

Syllabus

UNIT I: AI for Business Users in Enterprises

- ☐ The meaning behind common AI terminology, including neural networks, machine learning, deep learning, and data science
- ☐ Building machine learning and data science projects
- ☐ Using AI for business problems and defining the AI roadmap to help your company
- ☐ Collaborating with your IT team to get the best out of AI
- ☐ Practical limitations and capabilities of AI

UNIT II: Data Warehousing Basics

- ☐ Data Collection and Data Quality
- ☐ Schema Design and Modelling Techniques
- ☐ OLTP and ETL
- ☐ Dimensions and Views
- ☐ Partitioning and Parallelism
- ☐ Change Data Capture for a Data Warehouse

UNIT III: Theoretical Understanding of Data Analytics

- ☐ Probability and Statistics
- ☐ Regression Analysis
- ☐ Time Series Forecasting
- ☐ Predictive Analytics
- ☐ Prescriptive Analytics
- ☐ Optimization and Simulation Modelling



UNIT IV: Dash-boarding, Creating and Deriving Insights

- ☐ Data Visualization using standard tools
- ☐ Creating meaningful Reports
- ☐ Deriving Insights and Inferences from Reports

UNIT V: Robotic Process Automation

- ☐ Introduction to RPA
- ☐ Commonly Solved problems using RPA
- ☐ Hands-on exercises using RPA tools

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

1. Business Analytics: Data Analysis and Decision Making: Christian Albright and Wayne Wilson, Cengage Publications.
2. Artificial Intelligence: A Modern Approach, Stuart Russell and Peter Norvig, Pearson Publications.

Evaluation Pattern of CIA (50 marks)

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SEMESTER/YEAR	: III & IV SEM / II YEAR
COURSE CODE	: 19MBM6401
TITLE OF THE COURSE	: GLOBAL MARKETING AND DISTRIBUTION MANAGEMENT
L: T/A: P: C	: 3 : 0 : 0 : 3

Background

This course is primarily intended to imbibe knowledge and expertise in international business activities as many students would wish to realize their future career roles as professionals, managers, or entrepreneurs involved in some aspect of global marketing. The purpose of this course is to provide a pragmatic perspective on global marketing, with particular attention paid to the marketing strategy adjustments and modifications that organizations must consider in extending their activities to the world marketplace. Central to the course is the requirement that each student actively explore and construct a viable and original marketing plan for a product or service entering a developed country's market. The course discusses the unique environmental aspects of "going global," looks at the elements of international marketing strategy, and includes an overview of the increasing role of e-marketing in the global marketplace.

Global business comprises of a large and growing portion of the world's total business. Today, global events and competition affect almost all companies- large and small-because most sell output to and secure supplies from foreign countries. Many companies also compete against products and services that come from abroad. Thus most managers, regardless of industry or company size, need to approach their operating strategies, from a global perspective. In view of the above, this course provides a fresh, up-to-date analysis of the global business environment and successfully blends a comprehensive review of global business with exhaustive discussion of what happens in the many parts of the global market. Moreover, the course not only describes the ideas of global marketing but also presents many contemporary examples, scenarios and cases.

Course Objectives:

- ✓ To make students explore all aspects of marketing from a global perspective to better respond to



international opportunities and competitive situations.

- ✓ To gain a solid understanding of the theoretical and conceptual principles of International marketing;
- ✓ To understand how to develop and manage a strategic international marketing initiative.
- ✓ To develop understanding and appreciation of the Sales & Distribution processes in organizations.
- ✓ To enhance expertise about the concepts, approaches and the practical aspects of key decision-making variables in sales force and distribution channel management.

Course Outcomes

- ✓ Understand how managers perform the functional tasks that constitute international marketing such as marketing intelligence and “mix” adaptations.
- ✓ Produce a comprehensive international marketing plan.
- ✓ Comprehend the nuances of sales force and channel management.
- ✓ Analyze the environmental variables that influence international marketing and discuss the more typical management decisions and problems faced, highlighting those peculiar to the international arena.

Syllabus:

Module 1: International Marketing Overview:

International Marketing Opportunities and Challenges, International Marketing Opportunities and Challenges: Assessing the Cultural and Social Environment, Assessing the Economic, Financial, and Technological Environment, Assessing the Political and Regulatory Environment

Global Marketing Strategy: Entering New Markets and Allocating Resources Across Countries, Understanding the Relationships Between Business Strategy and Marketing, Balancing the Pressures for Standardization vs. Adaptation

International Product and Service Markets: Analyzing Company Resources and Level of Market Development, Analyzing Customers and Competitors, Managing Branding and Positioning, Designing Product Attributes and Packaging



Module 2: Sales Management

Meaning, Evolution of Sales Management, Interface of sales with other management functions, Qualities of a Sales Manager. Sales Management: Meaning, Developments in Sales Management effectiveness to efficiency, Increased Use of Internet, CRM, Professionalism in Selling. Sales Forecasting, Methods of Sales Forecasting, Types of Sales Quotas – Value Quota, Volume Quota, Activity Quota, Combination Quota. Factors Determining Fixation of Sales Quota, Assigning Territories to Sales people. Process of selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing

Module 3: Sales Skills Development

Stimulus Response Theory, Product Orientation Theory, Need Satisfaction Theory. Selling Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill, Problem Solving Skill, Conflict Management Skill. Selling Strategies – Softsell Vs. Hardsell Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy and Negotiation Strategy. Difference between Consumer Selling and Organizational Selling, Difference between National Selling and International Selling

Module 4: Distribution Channel Management

Management of Distribution Channel – Meaning & Need. Channel Partners – Wholesalers, Distributors and Retailers & their functions in Distribution Channel, Difference between a Distributor and a Wholesaler. Choice of Distribution System – Intensive, Selective, Exclusive. Factors Affecting Distribution Strategy – Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost. Factors Affecting Effective Management of Distribution Channels – Channel Design, Channel Policy. Channel Conflicts: Meaning, Types – Vertical, Horizontal, Multichannel.

Pedagogy and Evaluation

Lecture, Participative learning, Case Studies and discussion, Quiz Programs, Presentations, Field projects and Assignments



Text Books

1. Keegan, Warren, Global Marketing Management, Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Krishna K. Havaldar, Vasant M. Cavale, Sales and Distribution Management – Text & Cases, Mcgraw Hill Education.

References:

1. Keegan, Warren, Global Marketing Management, Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. A. Nag, Sales and Distribution Management, McGraw Hill.
3. Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management, Pearson education.
4. Dr.Matin Khan, Sakes and Distribution Management, Excel Books.
5. Kotler & Armstrong, Principles of Marketing – South Asian Perspective, Pearson Education.

Evaluation Pattern of CIA (50 marks)

- **20 Marks** - Topics for practical to be evaluated in CIA for 20 marks.

Assigned topics to be given to students for short term duration in organisations.

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SEMESTER/YEAR	: III & IV SEM / II YEAR
COURSE CODE	: 19MBS6303
TITLE OF THE COURSE	: FACTORY PLANNING, SCHEDULING AND TRANSPORTATION MANAGEMENT
L: T/A: P: C	: 3 : 0 : 0 :3

Background

The course is designed to provide students an understanding of manufacturing planning and execution at scale. The complexity of planning the production of a mix of products within a given time horizon with limited machines and labour resources is a daunting task. Modern software systems provide these capabilities. The course will help students appreciate these complexities, use excel based planning to gain a hands-on understanding of plan an entire factory and re-plan based on changes in requirements. Students will learn to use industry standard software tools for planning and scheduling of daily operations on individual machines. Students will understand various methods of load balancing, capacity utilization and planning orders under constraints and resolving conflicting scenarios to meet delivery commitments.

Transportation management and planning is an important function in supply chain management in order to meet delivery commitments on time and optimize transportation costs. Complex supply chains benefit from the use of optimization software tools to achieve these objectives. The course will provide hands on experience to these tools. The execution aspects of transportation such as freight bill, packaging and various modes of transportation will be covered in the course.

Course Objectives:

- ☐ Understand the challenges in dealing with complex factory planning and scheduling scenarios. Understand factory lines, capacity and resource balancing, offloading of work orders.



- ☐ Understand various mathematical methods and techniques used in factory planning software used in the industry today.
- ☐ Understand the challenges in dealing with transportation planning factors like weight, density, freight costs, taxes. Understand planning and management scenarios, business logic

Course Outcomes

used in planning large scale planning of distribution and delivery.

- ☐ Become eligible for a factory planner or transportation planner role in the industry.

By the conclusion of this course, the student should be able to:

- ☐ Understand the logic in factory planning, scheduling and transportation management tools, their functionalities and perform planning operations.
- ☐ Allocate resources for work orders optimally to meet lead time commitments and utilize capacity effectively.
- ☐ Become conversant enough to resolve complex order and resource planning scenarios.
- ☐ Learn day-to-day transportation operations and management.
- ☐ Support senior management in the annual and quarterly Sales and Operations planning process.

Syllabus:

UNIT I: Overview of complex factory planning and scheduling: challenges, approaches and importance in business

- ☐ Overview of manufacturing operations including planning and scheduling.
- ☐ Difference between master planning, factory planning and detailed job scheduling.
- ☐ Role of manufacturing in business growth, customer satisfaction and retention.

UNIT II: Manufacturing Industries, Processes, Plant Layouts

- ☐ Understanding of different types of industries and their manufacturing operations.
- ☐ Discrete vs continuous manufacturing processes and their implication on approach to planning.
- ☐ Variety of plant layouts and implications on material movement and its efficiency.



UNIT III: Hands-on factory planning and scheduling

- ☐ Setup and use of industry standard factory planning, scheduling tools.
- ☐ Handling of large scale planning, data and analysis of planning scenarios.
- ☐ Detailed scheduling of factory lines.
- ☐ Resolution of infeasible planning scenarios by based on prioritization with the help of tools.

UNIT IV: Transportation planning concepts

- ☐ Terminology in transportation management such as freight bills, economics and pricing.
- ☐ Various modes of transportation and applications.
- ☐ Economics, costing, pricing in transportation.

UNIT V: Transportation planning in an enterprise

- ☐ What tools used in execution of transportation and distribution, transportation planning and management.
- ☐ Considerations and trade-offs in transportation decisions.
- ☐ Large scale distribution planning and the challenges involved.
- ☐ Mathematical modelling of distribution and transportation scenarios.
- ☐ Role of optimization in distribution planning and popular tools available.

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

- ☐ Scheduling: Theory, Algorithms and Systems by Michael L. Pinedo, 5th edition 2016, SPRINGER.

References

- ☐ Advanced Planning and Scheduling in Manufacturing and Supply Chains, by Yuri Mauergauz, 1st edition. 2016, SPRINGER.

Evaluation Pattern of CIA (50 marks)

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SEMESTER/YEAR	: III & IV SEM / II YEAR
COURSE CODE	: 19MBS6304
TITLE OF THE COURSE	: DEMAND MANAGEMENT (DEMAND PLANNING & FORECASTING) & PROCUREMENT
L: T/A: P: C	: 3 : 0 : 0 :3

Background

This course is intended to enable students to understand the standard industry practices used in Demand Management. The course covers another very critical aspect of demand management, i.e., demand forecasting techniques and the mathematics behind them. Traditional methods of forecasting are covered including times series, Holt-Winter's method. Qualitative aspects of forecasting such as impact of macro factors are covered. Sales organizations in companies use a standard process along with mathematical techniques to effectively manage demand. This process is collaborative and will be covered in the course. E-commerce emergence and its impact on forecasting techniques is covered in the course. Students will learn current trends in forecasting methods including the use of Artificial Intelligence techniques such as Machine Learning, NLP to augment statistical methods.

Course Objectives:

- ✓ Learn the basics of demand management processes in large organizations
- ✓ Understand mathematical underpinnings of forecasting.
- ✓ Understand the recent advances in forecasting.
- ✓ Learn hands on the use of demand forecasting software tools.

Course Outcomes

By the conclusion of this course, the student should be able to:

- ☐ Be ready to perform a job role as a demand planner in an organization
- ☐ Understand the difference between demand management in practice and forecasting.
- ☐ Be able to analyze data using standard tools and techniques to build forecasting models.
- ☐ Work collaboratively with other departments to manage demand effectively for a given product or a geography.
- ☐ Be conversant with the trends in forecasting including AI.

Syllabus:



UNIT I: Enterprise demand forecasting, planning and demand management process Overview of demand management and forecasting in an enterprise. Various job functions related to demand management in a company. Annual hierarchical planning process for the entire geography and its hierarchy, entire product family and its hierarchy. Manual override of the mathematical forecasts, rolling forecast revision and correction process. Introduction to a demand management software.

UNIT II: Traditional Demand forecasting methods

Common time series forecasting methods using moving average, regression. Understanding seasonality, trends and exponential smoothing. The popular Holt-Winter method of forecasting. Measurement of error, Understanding forecast errors and different methods of calculating forecast error.

UNIT III: Impact of macroeconomic factors

Understanding Qualitative factors such as calamities, policy changes, international trade on forecast.

UNIT IV: Modern demand forecasting using Artificial Intelligence

Introduction to Machine Learning and Natural Language Processing. New methods in forecasting using Artificial Intelligence to supplement the mathematical forecast. Use cases such as sentiment analysis from social media feeds for better forecasting. Short term forecasting for retail and fashion industry.

UNIT V: Web based demand planning: collaborative forecasting and planning

Understanding working with various parts of an organization in the demand planning process. Collaborating with sales, manufacturing and distribution using simple web based tools.

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

1. Demand Management Best Practices: Process, Principles, and Collaboration (J. Ross Publishing Integrated Business Management Series), Colleen Crum and George Palmatier, 2003.



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SEMESTER/YEAR	: III & IV SEM / II YEAR
COURSE CODE	: 19MBS6401
TITLE OF THE COURSE	: SCM FOR BUSINESS IMPACT: SUPPLY CHAIN METRICS, SUPPLY CHAIN ANALYTICS AND PERFORMANCE MANAGEMENT
L: T/A: P: C	: 3 : 0 : 0 :3

Background

Efficient supply chain management can lead to impact on key business success parameters: profitability, customer satisfaction and revenue. As a result, Supply Chain Management is key not only for operational completeness but adds tangible value to any business. In order to achieve this, it is important to set appropriate KRAs and identify the right metrics, collect data and analyze the performance of the company on these parameters. This course will provide students an understanding of common metrics that are used in assessing the performance of a supply chain and tools used to analyze the data. Presentation of the right data, dashboard

creation, measurement of performance and analytics at the correct level in the organization is covered in the course.



Course Objectives:

- ☐ To provide students an understanding of the importance of measurement of parameters.
- ☐ Make students conversant with key standard SCM metrics.
- ☐ Use data analytics tools to gather, present and make sense of historical data of the company supply chain.
- ☐ Application of mathematics, statistics and techniques to find meaningful patterns and knowledge in order, shipment, inventory, procurement and transactional data.

Course Outcomes

By

the conclusion of this course, the student should be able to:

- ☐ Define key supply chain success parameters for a given company scenario.
- ☐ Define the data to be gathered over a period of time in order to successfully control, track and monitor the company supply chain performance.
- ☐ Install, configure, use tools used in SCM analytics effectively: gather data, develop reports.
- ☐ Understand the mathematical underpinnings of SCM analytics.

Syllabus:

UNIT I: Overview of SCM Supply Chain Performance and its Business Impact

Basic understanding of supply chain performance parameters. Direct connection and dependency of revenue, profitability and customer satisfaction on these parameters and KRAs.

UNIT II: Overview of Analytics Tools

- ☐ Overview of commonly used tools in Data Analytics: R, Tableau, Excel.
- ☐ Basics of building a data warehouse, ETL and reporting.
- ☐ Dashboard creation and insights using out-of-the-box reports.
- ☐ Deeper insights into supply chain metrics using customized reports and dashboards.
- ☐ Introduction to R programming and Tableau.

UNIT III: Mathematical models for SCM Analytics

- ☐ Overview of Predictive and PRescriptive analytics.
- ☐ Introductory probability and decision analysis to model uncertainty.
- ☐ Basic statistics and regression.

- ❑ Optimization modeling: unconstrained to linear programming, non-linear, and mixed integer linear programming.
- ❑ Introduction to probabilistic optimization.



UNIT IV: Reporting, dashboarding and data mining

- ❑ Standard reports used by organizations for measurement and tracking of supply chain performance.
- ❑ Creation of these reports using R and excel.
- ❑ Analysis of historical data to discover trends and patterns that enable strategic decisions such as vendor selection.
- ❑ Use of simple data mining techniques in R.

UNIT V: Strategic Supply Chain Management

- ❑ Comparison of lean and agile supply chains. Advantages and disadvantages.
- ❑ Characteristics of supply chains in discrete, process, CPG, pharma and other industries.
- ❑ SCM in e-Commerce: challenges, opportunities. Difference between traditional SCM and e-Commerce.

Pedagogy and Evaluation

Case Studies, Presentations, Simulations, Field projects, Assignments

Text Books

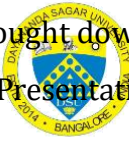
- ❑ Analytics in Operations/Supply Chain Management, 30 March 2016, Muthu Mathirajan, Chandrasekharan Rajendran, Sowmyanarayanan Sadagopan, Arunachalam Ravindran, Parasuram Balasubramanian.

References

- ❑ The Applied Business Analytics Casebook: Applications in Supply Chain Management, Operations Management, and Operations Research, by Matthew J. Drake, 1st edition 2013, FT Pearson Press.

Evaluation Pattern of CIA (50 marks)

- ❑ **20 Marks** - Topics for practical to be evaluated in CIA for 20 marks.
Assigned topics to be given to students for short term duration in organisations.

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- Dayananda Sagar University
Bangalore
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SEMESTER/YEAR	: III SEM / II YEAR
COURSE CODE	: 17MBF312
TITLE OF THE COURSE	: Merchant Banking & Financial Services
L: T/A: P: C	: : : - :

Course Objective:

- To enable students to understand the modes of issuing securities and acquire financial evaluation technique of leasing and hire purchase.

Course Outcomes:

- Clear perception of legal and regulatory framework of merchant banking.
- Good knowledge on merchant banking activities.

Unit 1 Merchant Banking

Introduction – An Overview of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank – **Legal and Regulatory Framework** – Relevant Provisions of Companies Act – SERA – SEBI guidelines – FEMA, etc. – Relation with Stock Exchanges and OTCEI.

Unit 2 Issue Management

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising - Consultants, etc. – Role of Registrars – Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off-Shore Issues. Issue Marketing – Advertising Strategies – NRI Marketing – Post-Issue Activities.

Unit 3 Other Fee-Based Services

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds – Business Valuation.



Unit 4 Fund-Based Financial Services

Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

Unit 5 Other Fund-Based Financial Services

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital.

Total: 45 hours

References:

1. M.Y.Khan, Financial Services, Tata McGraw-Hill.
2. NaliniPravaTripathy, Financial Services, PHI Learning.
3. Machiraju, Indian Financial System, Vikas Publishing House.
4. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
5. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
6. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi.
7. Website of SEBI.



SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 17MBH311
TITLE OF THE COURSE : **Employee relations and Labour Laws**
L: T/A: P: C : : : - :

Course Objective:

- To explore contemporary knowledge and gain a conceptual understanding of employee relations and labour legislation.

Course Outcomes:

- Quick decisions to resolve industrial relations and human relations problems.
- Understand and promote welfare of industrial labour.

Unit 1 Industrial Relations

Evolution of IR, History & development of IR – Pre-independence, Post-independence, Post-Liberalization. IR issues in Organization – IR Definition, Functional approach, System approach & Dunlop's Contribution, Oxford Model, HR approach, Comprehensive IR model of internalist & externalist approach.

Unit 2 Industrial Conflicts

Management of Conflicts as related to IR and different methods of resolving Conflicts. Union recognition, Conditions for effective Collective Bargaining and **process of CB, Adjudicating & Proceedings under ID Act** and the role of Government.

Unit 3 Participation of Workers

Workers' Participation in Management – Experiences of Germany, France & Britain. Indian experience. Workers Participation & Collective Bargaining, Suggestion schemes. Kaizen, Quality circles, TQM, ISO.



Unit 4 Labour Laws

Industrial Disputes Act, Trade Unions Act, Shops and Establishments Act, Standing Orders Act, Factories Act, Workmen's Compensation Act, Payment of Wages Act, Minimum Wages Act, ESI Act, Gratuity Act, Provident Fund Act, The Maternity Benefit Act, 1961 – Unorganized Workers Social Security Act 2008.

Miscellaneous Legislations – Child Labour (Prohibition and Regulation) Act, 1986–Sexual harassment at workplace – A legal perspective.

Unit 5 Labour Courts

Structure of Labour Courts and appropriate authorities, Case Law. Collective Bargaining and management of Trade Unions, Productivity linked union agreements.

Total: 45 hours

References:

1. Mamoria, C B & Mamoria S, Dynamics of Industrial Relations in India, Himalaya Publishing House.
2. A M Sharma, Industrial Relations: Conceptual & Legal Framework, Himalaya Publishing House.
3. Mamoria C B, Mamoria, S & S VGankar. Dynamics of Industrial Relations in India, Himalaya Publishing House.
4. Venkataratnam C S, Industrial Relations, Oxford University Press.
5. P R N Sinha, InduBala Sinha, SeemaPriyadarshiniShekhar, Industrial Relations, Trade Unions and Labour Legislation, Pearson Publications.



SEMESTER/YEAR	: III SEM / II YEAR
COURSE CODE	: 17MBH312
TITLE OF THE COURSE	:Competency Development & Performance Management
L: T/A: P: C	: : : - :

Course Objective:

- To acquaint the students with the basic concepts of competency, competence and the components of competency and thereby explore ways to enhance skills; give an exposure to the students on the issues relating to performance and potential appraisal.

Course Outcomes:

- Proficiency in developing competencies as required by any business situation.
- Clear understanding of the application of performance appraisal methods and develop the ability to design a performance management system.

Unit 1 Constitution of Competency

Meaning and definition, history & origin of competency, importance and reasons for popularity of competency, views against competency definition, confusion about competency. Competency components – skill, knowledge, motive, trait & self-concept, Iceberg model of competency, types of competencies – threshold competencies, differentiating competencies, generic or key competencies, functional or technical competencies, leadership or managerial competencies.

Unit 2 Competency Mapping – Procedures and Steps

Business Strategies, Performance Criteria, Criteria Sampling, Methods for Data Collection – Observation, Repertory Grid, Critical incidence technique, Expert Panels, Surveys, Automated Expert System, **Job Task Analysis**, and Behavioral Event Interview. Steps in competency mapping procedure. Developing Competency Models from Raw Data – Data Recording, Analyzing the Data. Content Analysis of Verbal Expression, **Validating the Competency Models**.



Unit 3 Performance Management

Definition, Nature and Scope, Contents, Processes, Implications, Working of Performance Management, Benefits and Criteria for Success and Emerging trends in Performance Management.

Unit 4 Performance Appraisal

Concept, Objectives, Overview of Methods, Performance Planning through KRAs, Development Focus in Performance Management, Making appraisals effective, Application of Performance Management in Development Reviews, Personal Development Planning, Performance Management and Pay.

Unit 5 Measuring, Developing and Maintaining Performance Management System

What, Why and How Aspects of Measuring Performance, Competency Analysis Coaching and Counseling, Designing and Introducing Performance Management System, Linkages and Follow-Up-Performance Management Practices in Selected Organizations.

Total: 45 hours

References:

1. Michael Armstrong and Angela Baron, Performance Management, the New Realities, Jaico Publishing House.
2. Bhatia S.K., Performance Management, Concepts, Practices and Strategies For Organisation Success, Deep & Deep Publications, Pvt.Ltd.
3. David A.Hume, Reward Management, Blackwell Publishers Inc. Cambridge.
4. Ganesh Shermon, Competency – Based HRM, TMH.
5. SeemaSanghi, A Handbook of Competency Mapping, Response Books.
6. Lyle M Spencer, Signe M Spencer, Competence at Work, John Wiley and Sons Inc.
7. Radha R Sharma, 360 Degree Feedback, Competency Mapping and Assessment Centers, Tata McGraw Hill.



SEMESTER/YEAR : III SEM / II YEAR

COURSE CODE : 17MBH313

TITLE OF THE COURSE : **Personal Growth & Interpersonal Effectiveness**

L: T/A: P: C : : : - :

Course Objective:

- To enable students to identify their strengths and weaknesses as individuals & group members through personality typing and to develop skills for building and maintaining relationships; enhance their creativity through established practices and to use NLP and TA model for self-awareness.

Course Outcomes:

- Knowing minimum one thing about them which they had not known / realized earlier
- Involved in pursuit of enhancing their creativity equipped with NLP basics that can be adopted in their lives and become sensitive to others and understand why people behave the way they behave.

Unit 1 Personal Growth

Meaning and concepts of self-awareness and self-esteem, life roles, social roles and organizational roles, Nature and scope of personal growth. Feeling, thinking and behaviours, **personality theories**, Carl Jung's theory of personality types and Myers-Briggs Type Indicator test (MBTI), **Trait theories** – Guilford, Peugot, and emotional intelligence.

Unit 2 Pedagogy and Androgogy

Adult Learning Process; learning styles and its relatedness to personality development. Attitudes, Beliefs, Values and their impact on behaviour. Personal change – meaning, nature and requisites. Social adjustments and habit formation, Habits of personal effectiveness, Seven habits of highly effective people.

Unit 3 Basic functions of mind

Creativity and Innovation: blocks to creativity. Creativity processes and tools – Convergent and Divergent thinking. Neuro-Linguistic Programming.



Unit 4 Interpersonal relations and Personal growth

Interpersonal needs, motivation and behavior, **FIRO-B and Johari window**. Transactional analysis – Ego states, types of transactions and time structuring. Life position, Scripts and Games.

Unit 5 Experiential Learning Methodologies

T-group, Sensitivity training, Encounter groups and Human process labs (students may go through three days personal growth lab for experiential learning).

Total: 45 hours

References:

1. John.W.Newstrom and Keith Davis, Organizational behaviour: Human behaviour at work, TataMc-Graw Hill.
2. Robert N.Luissier, Human relations in organizations, Mc-Graw Hill Edn.
3. David Whetten&Kim Cameron, Developing Management Skills, Prentice Hall.
4. UdaiPareek, Understanding OB, Oxford University Press.
5. Calvin S Hall et al, Theories of personality, Wiley Publication.
6. Stephen R Covey, Simon & Schuster, Seven habits of highly effective people, Running Press.
7. Stephen Robbins, et al, Training in interpersonal skills - Tips for managing people at work, Pearson, PHI.



SEMESTER/YEAR	: IV SEM / II YEAR
COURSE CODE	: 17MBH314
TITLE OF THE COURSE	: Strategic Human Resource Management
L: T/A: P: C	: : : - :

Course Objectives:

- To identify and evaluate the alignment of human resource management with business strategy and the role of the HR professional in this process.
- To integrate the various functional areas of human resource management with business strategy considering both the theoretical and practical application of issues associated with HR practices.

Course Outcomes:

- Be able to identify and evaluate the major factors influencing the development of SHRM as a field of study and practice and describe the key concepts relating to formulation and implementation of business strategies;
- Be able to analyse the contributions of HRM to strategic successes of the business;
- Be able to illustrate the ways in which key human resource functions may be performed with a strategic orientation, possible constraints as well as prospects.

Unit 1 Human Resource Development

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions – Roles of HRD Professionals
– HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability, Bench Marking and HRD Audit.

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Unit 2 e-HRM

E - Employee profile- e- selection and recruitment - Virtual learning and Orientation – e – training and development – **e- Performance management and Compensation design** – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

Unit 3 Cross Cultural HRM

Domestic Vs International HRM – Cultural Dynamics – Culture Assessment – Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments – Current challenges in Outsourcing, Cross border M and A –Repatriation etc. – Building Multicultural Organisations – **International Compensation.**

Unit 4 Career Development

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models – Career Motivation and Enrichment – Managing Career plateaus –Designing Effective Career Development Systems – Competencies and Career Management.

Unit 5 Employee Coaching & Counseling

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness – Need for Counseling – Role of HR in Counseling – Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources – Consequences – Stress Management Techniques – Eastern and Western Practices.

Total: 45 hours

References:

1. Jeffrey A Mello, Strategic Human Resource Management, Thomson South-Western.
2. Randy L.Desimone, Jon M. Werner – David M. Marris, Human Resource Development, ThomsonSouth-Western.



3. RobertL.Mathis and John H. Jackson, Human Resource Management, Thomson South-Western.
4. Rosemary Harrison, Employee Development, University Press, India Ltd.
5. SrinivasKandula, Human Resource Management in Practice, Prentice Hall of India.



SEMESTER/YEAR	: IV SEM / II YEAR
COURSE CODE	: 17MBH315
TITLE OF THE COURSE	: International HRM
L: T/A: P: C	: : : - :

Course Objective:

- To expose students to issues in international human resources management and to enable students to apply the above knowledge in managing human resources of an international business.

Course Outcomes:

- Able to analyse the trends in international HRM.
- Designing new policies and practices in motivating and retaining the employees.

Unit 1 International Organization

Approaches to the Study of Comparative Employment Policy, Convergence Theory, Marxist Theory, and the Cultural Approach the Institutional Perspective/Functions – Globalization and HRM.

Unit 2 International HRM Models

Poles Adaptation of the Harvard Model – The Brewster and Bournois model of International HRM – Controversy International HRM – Problems of Global Research – Evidence of International HRM. Internationalization of Business, Types of Global Business, Impact of Inter-Country Differences on HRM.

Unit 3 International Staffing

Policies and Practices, Techniques and Sources of Global Recruitment, Selection Process - Global Labour Market Differences – Global Compensation – Managerial Transfers.

Unit 4 Global Management Development

Techniques, Management Qualifications and Characteristics, **Motivation and Retention of Talent**, 360 Degree Feedbacks, International Adjustments, Repatriation.



Unit 5 **Comparative Labour Relations**

International Pressures on National Practices-Multinational Ownership and Collective Bargaining – Women in Global Business, Quality Circles, Participative Management. An Overview of HRM in USA, UK, Japan, West Germany and Russia: Innovative Management Techniques and their Influences. HRM in Global Organizations, Emerging Trends in HRM at Global Level.

Total: 45 hours

References:

1. Peter J Dowling Et Al, IHRM: Managing People in a Multinational Context, Thomson Learning.
2. Monier H Tayeb, International Human Resource Management, A Multinational Company Perspective, Oxford University Press.
3. Hillary Harris Et Al, International HRM, VMP Publishers and Distributors, Mumbai.
4. Gupta S C, Text Books of International HRM, MacMillan India Ltd, New Delhi.
5. Gerte Horstede, Cultures, Consequences: International Differences in Work Related Values, Sage Publications.
6. John D Daniels and Lee H Radebanh, International Business Environments and Operations, Addison Wesley Longman.
7. Subba Rao P, International Business Text and Cases, Himalaya Publications.
8. Ian Beard Well, Len Holden& Tim Claydon, Human Resource Management – A contemporary approach, Financial Times Prentice Hall.
9. Gary Dessler, Human Resource Management, Pearson.
10. Anne Will, Et Al, International Human Resource Management, Sage Publishers, New Delhi.



SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 17MBM311
TITLE OF THE COURSE : Advertising and Brand Management
L: T/A: P: C : : : - :

Course Objective:

- To enable the students to understand the basics of advertising and branding; also to assess the consumer preferences and appropriately choose the right mode of advertising.

Course Outcomes:

- Clear knowledge of advertising campaigns and research.
- Careful designing of an advertisement copy and know advertising regulations.

Unit 1 Introduction

Advertising – meaning, definition – role in the marketing process. Integrated marketing communications, its evolution, reasons for its growth and its role in branding. Indian Media Scene. Advertising Campaigns – Strategic consideration – Contemporary trends.

Unit 2 Advertisement Copy and Budget

Advertisement copy, its components and types. **The importance of creativity in advertising, creative strategy and process**, implementation and evaluation. Commercial, Non-commercial, Classified and Display advertising, Comparative advertising – DAGMAR Approaches – Setting of Advertising Objectives – Advertising Appeal – Advertising message – Advertising Budget – Affordable Method, Per unit Method, Percentage Method, Competitive parity and Task objective Method.

Unit 3 Advertising Research

Advertising Campaign Planning and Execution – Research – Measuring Advertising Effectiveness – Measuring the effectiveness of the promotional program, Advertising



Research, Market testing, testing via internet, Pre-testing, Post-testing, Laboratory Tests, Field tests, PACT. Media Concepts, Characteristics and Issues in Media Planning – Media Selection, Planning and Scheduling – Internet Advertising Functions and Structure of Ad Agency – Managing Client-Agency Relationships.

Unit 4 Branding

Branding, Need for Branding, Brand & related concepts: Brand Equity, Brand Life Cycle, Brand Positioning & Repositioning, Branding decisions, Family vs. individual Branding, Multiple branding, brand extension, Branding in specific sectors like Industrial, retail, service, e-branding. Product – levels, difference of product and brand. Brand – Meaning, definition – brand equity – Identity, objectives. Importance and relevance of branding in contemporary marketing environment.

Product and brand management strategies – pricing and communication strategies.

Unit 5 Advertising Regulations

Brand communities, Luxury branding, Brand characters, Brand personas, Brand makeovers, shopper marketing, Brand extension scorecard. Advertising regulations, self-regulations – role of ASCII.

Total: 45 hours

References:

1. Aaker, David A. etc., Advertising Management, PHI.
2. Belch, George E. and Belch, Michael A, Advertising and promotion, Tata McGraw Hill, New Delhi.
3. Ogilvy David, Ogilvy on Advertising, London, Longman
4. Rajeev Batra, John. G.Myers. T. David.A. Aaker, Advertising Management, PHI Edition, New Delhi.
5. Manendra Mohan, Advertising Management - Concepts & Cases; Tata McGraw Hill Publishing company Ltd, New Delhi
6. Kevin Lane Keller, Strategic Brand Management, Prentice Hall.
7. Kevin Lane Keller, Best Practice cases in Branding, Prentice Hall.
8. Advertisement and Marketing, Indian Management, Harvard Business Review.



SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 17MBM312
TITLE OF THE COURSE : Sales and Distribution Management
L: T/A: P: C : : : - :

Course objectives:

- To develop understanding and appreciation of the Sales & Distribution processes in organizations.
- To familiarize the concepts, approaches and the practical aspects of key decision-making variables in sales force and distribution channel management.

Course Outcomes:

- Provide clear cut views on the avenues for successful conduct of these two crucial channels that engage with ultimate consumers.
- Understand the nuances of sales force and channel management.

Unit 1 Introduction to Sales Management

Meaning, Role of Sales Department, Evolution of Sales Management, Interface of sales with other management functions, Qualities of a Sales Manager.

Sales Management: Meaning, Developments in Sales Management effectiveness to efficiency, Multidisciplinary Approach, Internal Marketing, Increased Use of Internet, CRM, Professionalism in Selling. Structure of Sales Organization – Functional, Product-Based, Market-Based, Territory-Based, Combination or Hybrid Structure.

Distribution Management – Meaning, Importance, Role of Distribution, Role of Intermediaries, Evolution of Distribution Channels.

Unit 2 Market analysis and Selling

Market Analysis and Sales Forecasting, Methods of Sales Forecasting, Types of Sales

Quotas – Value Quota, Volume Quota, Activity Quota, Combination Quota. Factors

Determining Fixation of Sales Quota, Assigning Territories to Salespeople. Process of

Selling, Methods of Closing a Sale, Reasons for Unsuccessful Closing. Theories of Selling –

Stimulus Response Theory, Product Orientation Theory, Need Satisfaction Theory. Selling

Skills – Communication Skill, Listening Skill, Trust Building Skill, Negotiation Skill,

Problem Solving Skill, Conflict Management Skill. Selling Strategies – Softsell Vs. Hardsell



Strategy, Client Centered Strategy, Product-Price Strategy, Win-Win Strategy, Negotiation Strategy. Difference Between Consumer Selling and Organizational Selling, Difference Between National Selling and International Selling.

Unit 3 Distribution Channel Management

Management of Distribution Channel – Meaning & Need. Channel Partners – Wholesalers, Distributors and Retailers & their functions in Distribution Channel, Difference between a Distributor and a Wholesaler. Choice of Distribution System – Intensive, Selective, Exclusive. Factors Affecting Distribution Strategy – Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost. Factors Affecting **Effective Management of Distribution Channels** – Channel Design, Channel Policy.

Channel Conflicts: Meaning, Types – Vertical, Horizontal, Multichannel. Reasons for Channel Conflict – **Resolution of Conflicts**: Methods – Kenneth Thomas’s Five Styles of Conflict Resolution, Motivating Channel Members, Selecting Channel Partners, **Evaluating Channels and Channel Control**.

Unit 4 Performance Evaluation, Ethics and Trends

Sales Performance – Meaning, Methods of Supervision and Control of Sales Force, **Sales performance Evaluation Criteria – Key Result Areas (KRAs)**, Sales Performance Review, Sales Management Audit. Evaluating Channels – Effectiveness, Efficiency and Equity, Control of Channel – Instruments of Control – Contract or Agreement, Budgets and Reports, Distribution Audit.

Unit 5 Ethics in Sales Management

New trends in Sales and Distribution Management.

Total: 45 hours

References:

1. A. Nag, Sales and Distribution Management, McGraw Hill.
2. Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales Management, Pearson education.



3. Krishna K. Havaldar, Vasant M. Cavale, Sales and Distribution Management – Text & Cases, Mcgraw Hill Education.
4. Dr.Matin Khan, Sakes and Distribution Management, Excel Books.
5. Kotler & Armstrong, Principles of Marketing – South Asian Perspective, Pearson Education.



SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 17MBM313
TITLE OF THE COURSE : Retail and Digital Marketing
L: T/A: P: C : : : - :

Course objectives:

- To provide an in-depth understanding of the retail marketing, building sustainable relationships, buyer's behavior, pricing strategies and delivery channels to the end-users and providing cutting edge coverage on the latest topics and developments in retailing.
- To formulate, plan and execute effective Digital Marketing campaigns.

Course Outcomes:

- Clear understanding of retailing forms and functions.
- Well-versed with the nuances of managing retail business.
- Internalize the various domains of Digital Marketing - SEO, Social Media Marketing, PPC, Conversion Optimization, Web Analytics, Content Marketing, Mobile Marketing, Email Marketing, etc.

Unit 1 Overview of Retailing Environment and Management

Functions of retailing, building and sustaining relationships; strategic planning; structural change, types of Retail Outlets.

Unit 2 Forms of Retail Institutions

Situational Analysis, Retail institutions by ownership; Retail institutions by store-based strategy mix; Web, Non store-based, and other forms of non-traditional retailing; Targeting customers and gathering information; communicating with customers; Promotional strategies.

Unit 3 Store location and Pricing

Choosing a store location; Trading area analysis; site selection; Store design and layout; Display. Delivering the product, Retail Information System – Merchandise management. Pricing strategies – Price adjustments – Using price to stimulate retail sales.

Unit 4 Foundations of Digital Marketing

Meaning, Nature and Scope of Digital marketing, Search Engine Optimization (SEO),



Social Media, **Content Marketing**, Email Marketing, Mobile Marketing, Pay Per Click (PPC), Conversion Optimization, **Web Analytics**.

Unit 5 Tools of Digital Marketing

Google Analytics: Specific Techniques and Reports, Tools – Google AdWords

Fundamentals, Facebook Marketing and Advertising, YouTube and Video Marketing,
Digital Marketing Certified Associate.

Total: 45 hours

References:

1. Berman B and Evans J R, Retail Management, Pearson Education.
2. Michael Lervy M and Weitz BW, Retailing Management, Tata McGraw-Hill.
3. Lamba, The Art of Retailing, Tata McGraw-Hill.
4. Dave Chaffey and Fiona Ellis-Chadwick, Digital marketing – Strategy, Implementation and Practice, Pearson Education.
5. Chuck Hemann and Ken Burbary, Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World, Que Publishing.



SEMESTER/YEAR : IV SEM / II YEAR
COURSE CODE : 17MBM314
TITLE OF THE COURSE : **International Marketing**
L: T/A: P: C : : : - :

Course Objectives:

- To make students explore all aspects of marketing from a global perspective to better respond to international opportunities and competitive situations.
- To gain a solid understanding of the theoretical and conceptual principles of International marketing;
- To understand how to develop and manage a strategic international marketing initiative.

Course Outcomes:

- Analyze the environmental variables that influence international marketing and discuss the more typical management decisions and problems faced, highlighting those peculiar to the international arena.
- Understand how managers perform the functional tasks that constitute international marketing such as marketing intelligence and “mix” adaptations.
- Produce a comprehensive international marketing plan.

Unit 1 International Marketing

Definition, Concept & Setting. Distinction between International Trade, Marketing & Business. Economic Environment of International Marketing.

Unit 2 International Institutions

World Bank, IMF, UNCTAD, WTO, Customs Union, Common Markets, Free Trade Zones, Economic Communities. Constraints on International Marketing – Fiscal & Non-fiscal Barriers, Non-tariff Barriers. Trading Partners – Bilateral Trade Agreements, Commodity Agreements & GSP, India and World Trade.

Unit 3 **Export Documentation**

Import and Export Policy, Direction and Quantum of India's Exports; Institutional Infrastructure for Export Promotion; Export Promotion Councils, Public Sector Trading



Agencies, ECGC, Commodity Boards etc., Procedure and Documents – Registration of Exporters, Export Quotations, Production and Clearance of Goods for exports.

Unit 4 Instruments of Payment

Shipping and Transportation, Insurance, Negotiation of Documents. Instruments of Payments – Open Account, Bills of Exchange. Letter of Credit – Export Finance.

Unit 5 International Marketing Mix

Identification of Markets, Product Policy, International Product Life Cycle, Promotion Strategy, Pricing Strategy and Distribution Strategy. Various forms of International Business. Marketing of Joint ventures and Turnkey Projects.

Total: 45 hours

References:

1. Bhattacharya B N, Export Marketing: Strategies for Success, Global Business Press.
2. LalitMjohri, International Marketing: Strategies for Success, University of Delhi, and Faculty of Management Studies.
3. Keegan, Warren, Global Marketing Management, Englewood Cliffs, New Jersey, Prentice Hall Inc.
4. SakOnkvisit&JohnShaw, International Marketing: Analysis and Strategy, Prentice Hall of India.
5. Pripalomi VH, International Marketing, Prentice Hall.
6. Vern Terpstra&RaviSarathy, International Marketing, Orlando, Dryden Press.
7. Walter I & Murray T, Handbook of International Business, New York, John Wiley.



SEMESTER/YEAR : IV SEM / II YEAR
COURSE CODE : 17MBM315
TITLE OF THE COURSE : Services Management
L: T/A: P: C : : : -:

Course Objective:

- To understand the meaning of services and the significance of marketing the services.

Course Outcomes:

- Ability to apply the concepts of services marketing in promoting services.
- Knowledge in designing an efficient service delivery system.

Unit 1 Introduction

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services – Challenges and issues in Services Marketing.

Unit 2 Service Marketing Opportunities

Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

Unit 3 Service Design and Development

Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

Unit 4 Service Delivery And Promotion



Positioning of services – Designing service delivery system, Service channel – Pricing services, methods
– Service marketing triangle – Integrated Service Marketing Communication.

Unit 5 Service Strategies

Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics –
Educational – Entertainment & public utility Information technique Services

Total: 45 hours

References:

1. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, New Delhi.
 2. Halen Woodroffe, Services Marketing, MacMillan.
 3. Valarie Zeithaml et al, Services Marketing, Tata McGraw Hill.
 4. Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley.
 5. Gronroos, Service Management and Marketing, Wiley India.
 6. Christopher H. Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi.
- Hoffman, Marketing of Services, Cengage Learning



SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 19AU00027
TITLE OF THE COURSE : **EXECUTIVE COMMUNICATION**
L: T: P: S/P:C : 2:0: 0:0: 0

Course Objectives:

- To enable the students to exhibit effective written and oral communication skills in business situations.
- To help them draft and deliver the message by understanding purpose, analyzing audience, selecting appropriate channel and medium.
- To create an awareness about the body language as the corner stone of reflecting one's attitude.

Course Outcomes:

- Will be in a position to distinguish between positive, neutral and negative messages and create one based on the situation.
- Know the essentials of effective writing and prepare powerful reports and proposals.
- Will show better attitude by displaying proper body language and effective listening.

UNIT – I: Written Communication

Writing Business Letters (Real Life Corporate Scenario) and Developing Messages, Neutral and Positive Messages, Negative and Persuasive Messages, email etiquettes, press release. Sales letters.

UNIT – II: Verbal Communication

Verbal Communication and Presentation Skills (Real Life Corporate Scenario) Listening Techniques. Barriers in listening.

UNIT – III: Communication in Organizations

Memos, Notice, Agenda, Minutes Documentation (Real Life Corporate Scenario), Writing Reports and Proposals. Research reports.

UNIT – IV: Non-Verbal Communication

Body Language – Kinesics, Oculistics, Facial Expressions, Gestures, Postures, Proxemics, Haptics, Paralanguage. Cross Cultural Spatial Relationships. Auditors Meeting.



UNIT – V: Case Presentation

References:

1. Lesikar V Ramond and Flately E.Marie, Basic Business Communication: Skills for Empowering the Internet Generation, Tata McGraw Hill.
2. R C Sharma and Krishnamohan, Business Correspondence and Report Writing, Tata McGraw Hill.
3. KaczmarekKyo Stephen and Locker O Kitty, Business Communication: Building Critical Skills, Tata McGraw Hill.
4. athukutty M Monipally, Business Communication Strategies, Tata McGraw Hill.
5. Courtland L Bovee, John V Thill and Abha Chatterjee, Business Communication Today, Pearson.



SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 19AU00028
TITLE OF THE COURSE : CREATIVITY & INNOVATION
L:T:P:S/P:C : 2: 0: 0:0: 0

Course Objective

This Course is intended to kindle the spirit of creativity and innovation among students. Normally, the students' mind is conditioned to approach any issue with logical and sequential order. By doing so, student's own ideas and thinking are not given any consideration. Therefore this course would provide an opportunity for students to be spontaneous, creative and thinking out of box. In the present complex world students have to bring in new ideas and ways to face the various challenges that they may come across in their personal and professional lives.

UNIT – I: Introduction to Creativity and Innovation

What is Creativity – Is creativity lateral thinking – Creativity Process – Components of Creativity – Can Creativity be Enhanced – Mechanism of Thinking. (Exercises)

UNIT – II: Enhancing Creative Intelligence

Existential Creativity – **Entrepreneurial Creativity** – Empowerment Creativity – Stimulation Tools and Techniques – Six Hat Thinking Exercises and Lateral Thinking Exercises – Convergent Thinking.

UNIT – III: **Quality of Creativity**

Criteria for Evaluating Creativity – Concept Development – Story Boarding – Strategy Development and Innovation. (Exercises).

UNIT – IV: Techniques of Creative Problem Solving

Principles and Techniques for Creative Ideas (Excursion method) – Methods and **Tools for Creative Problem Solving** - Product and Service Design Exercises – Evaluation – Creativity Training.

Reference Books

1. Khandwalla, N. Pradip (2009). *Lifelong Creativity – An Unending Quest*, New Delhi: Tata McGraw-Hill
2. Drucker, F. Peter (2015). *Innovation and Entrepreneurship*, UK: Elsevier, John Wiley
3. Christensen, M. Clayton, Raynor, E. Michael (2003). *The Innovators Solution*, Harvard Business School Press Boston
4. De Bono, Edward (2008). *Creativity Workout: 62 Exercises to unlock Your Most Creative Ideas*, 2/e; Amorata Press



SEMESTER/YEAR	: II SEM / I YEAR
COURSE CODE	: 19AU00029
TITLE OF THE COURSE	: CAREER MANAGEMENT
L: T: P: S/P:C	: 3: 1: 0:0: 4

Overview:

This competency-based course trains students in business administration & management. This course will provide students with an understanding of the basic theories and principles by which businesses are organized and managed in modern society. They will demonstrate competency by analysing management functions, principles, and processes that contribute to the achievement of organizational goals. This course also stresses on the importance of career development in education, with an emphasis on developmental life planning. The overarching goal of this course is to help the student understand and apply theory and research pertinent to the effective management of his/her career. The course operates under the assumption that an in-depth understanding of career issues, concepts, and tools will help the student to attain your long-term career goals and aspirations.

Course Objectives:

- To provide both theoretical and application-oriented inputs on competency mapping and developing mapped competencies.
- To understand the various approaches towards building a competency model.
- Integrate self-knowledge into occupational/life decisions, set goals, and devise strategies to attain these goals.

Learning Outcomes:

On completion of this course, students would be able to:

- Have a clear knowledgebase regarding the background of competency, components and categories of competency, process of mapping, developing the model and competency - based applications.
- Apply a range of methods to analyse, plan and manage career
- Build own career capital by self-assessment, tentative goal-setting and job search strategies.

Pedagogy and Evaluation

Case Studies, Class Discussions, Field Project, Presentations, Assignments, Exercises.

The pedagogy would include role plays, case studies and discussions. Simulation Games also can be used. Evaluation would be at the level of competencies attained by the participants for decision making. Evaluation techniques would be Case Study



Unit 1: CONCEPT OF COMPETENCY

Evolution of Competencies, concept of competence and competency, skills, Types of Competencies, Iceberg model, Developing a competency model, Application of Competency Mapping in other HR functions.

Unit 2: DATA COLLECTION

Methods for Data Collection – Observation, Repertory Grid, Critical incidence technique, Expert Panels, Surveys, Automated Expert System, Job Task Analysis, and Behavioural Event Interview

Unit 3: Competency Framework

Competency Framework, Competency mapping, Assessment Centres, Balance Score Cards. Managerial skills and competencies, Developing workplace competencies in Managers

Unit 4: Managing Your Career -1

Mentoring, Reverse Mentoring, Coaching for Employee Development, Factors influencing career choice, career decision-making, planning your career development, concept and role of Emotional Intelligence (EI) in career growth- how to develop EI for success.

Unit 5: Managing Your Career -2

Introduction to Professional Career Development, Introduction to Career Planning: Self-Assessment, Identifying Your Professional Talents, Introduction to Career Planning: Career Exploration, Developing Your Professional Resume, Enhancing Your Professional Resume, Preparing Your Career and Internship/Placement Cover Letters, Professional Communications (not to be assessed through questions in End Sem examination)

Textbooks:

1. Ganesh Shermon, Competency – Based HRM, TMH.
2. Lyle M Spencer, Signe M Spencer, Competence at Work, John Wiley and Sons Inc.
3. Career Flow: A Hope-Centered Approach to Career Development Authors: Spencer G. Niles; Norman E. Amundson; Roberta A. Neault
4. Career Planning Strategies by Dr. C. Randall Powell. Publisher: Kendall/Hunt Publishing Company
5. Goleman, D. (1998). Working with Emotional Intelligence, Bantam Books, New York, NY



Reference books

6. Seema Sanghi, A Handbook of Competency Mapping, Response Books.
7. Self -Assessment and Career Development, Third Edition, by James G. Clawson, John P. Kotter, Victor A. Faux, and Charles C. McArthur, Prentice-Hall, Englewood Cliffs, N.J, 1992. Available from DEMS.
8. Career assessments inventory to be done with students.
9. Career development handbook – Massachusetts Institute of Technology
10. Emotional Intelligence assessments inventory



SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 19MBA5101
TITLE OF THE COURSE : ORGANISATIONAL BEHAVIOUR
L: T: P: S/P:C : 3: 1: 0:0: 4

Course Objectives:

- To enable the students to comprehend the contemporary organizational behaviour theories
- To help them understand methods of motivating and rewarding individuals and groups.
- To familiarize the students with organizational culture and help them to manage change.

Course outcomes:

- Able to apply behavioural theories for managing employee's behaviour
- Able to initiate, manage and implement changes in organization.

UNIT – I: Introduction

Meaning and Importance of Organizational Behaviour (OB), Contributing Disciplines, Challenges and Opportunities for OB, Personality Theories, Determinants and Attributes, Values and Attitudes, Components and Functions of Attitudes. Locus of Control.

UNIT – II: Motivation, Leadership & Perception

Motivation, Basic Concepts, Motivation Theories, Problems in Motivation. Leadership, Characteristics of a leader, Theories – Managerial grid, Perception. Psychological Contract and Commitment.

UNIT – III: Employment Relationship, Conflict Management & Transactional Analysis

Employment Relationship and Career Dynamics, Conflict Process, Sources of Conflict, Structural Approach to Conflict Management, Resolving Conflict through Negotiation. Transactional Analysis.

UNIT – IV: Organizational Culture & Group Behaviour

Organizational Culture, Elements of Organizational Culture, Organizational Culture and Performance, Changing and Strengthening Culture, Organizational Socialization, Group Dynamics, Types of Groups, Group Norms and Cohesiveness, Group Roles, Employer Motivation.

UNIT – V: Organizational Change Management

Organizational change – Forces for change, Resistance to change, Overcoming resistance to change, Change Agents, Organizational Development, Organizational Development intervention.



Text Books:

- P.Stephen Robbins, “Organizational Behaviour”, New Delhi, Prentice Hall India.
 - Fred Luthans, “Organizational Behaviour” New Delhi, Tata McGraw Hill.

References:

- Mcshane L Steven, Von Glinow Mary, and Ann Sharma.R. Radha, “Organizational Behaviour”, New Delhi, Tata McGraw Hill.
- Uma Sekaran, “Organizational Behaviour”, New Delhi, Tata McGraw Hill.
- Hellriegel and Slocum, “Organizational Behaviour”, New Delhi, Thomson South Western.



SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 19MBA5104
TITLE OF THE COURSE : BUSINESS INTELLIGENCE & DATA VISUALIZATION
L: T: P: S/P:C : 3: 1: 0:0: 4

Course Objectives

- ☐ To enable the students to understand the applications of Business Intelligence and Data Visualisation in the business context
- ☐ To enable the students to utilize Excel, R language and Python language for business intelligence and data visualisation
- ☐ To enable the students to draw inferences and insights from the data using business intelligence tools.
- ☐ To enable to students to hone their skills in presenting data driven insights in a creative manner through the use of storytelling.

Course Outcomes

- ☐ Able to explain applications of business intelligence and data visualisation in the business context.
- ☐ Able to utilize Excel, R and Python languages in the applications of business intelligence and data visualisation.
- ☐ Able to draw insights from the data using business intelligence tools.
- ☐ Able to present data driven insights using the concepts of storytelling.

UNIT – I: Introduction

Applications of Business Analytics, **Data Analytics**, Graphical Representations, Pie-Charts, Bar and Line Diagrams, 2-D and 3-D Charts, Bubble Charts, Pivot Tables, Pivot Charts, Overview of Business Intelligence and Data Analytics, Data Mining.

UNIT – II: **Business Intelligence with Excel**

Exploratory Data Analysis using Excel-data munging/ scraping/ sampling/ cleaning, Visualization Imperative-Message to Charts-Visual Perception-Grammar of Graphics, Pivot Tables and Charts.

UNIT – III: **Business Intelligence with R**



Introduction to R Language Fundamentals, Basic Syntax, R-Studio, Exploratory Data Analysis using R-data munging/ scraping/ sampling/ cleaning, Visualization Imperative-Message to Charts- Visual Perception-Grammar of Graphics using R, ggplot2 Graphs.

UNIT – IV: **Business Intelligence with Python**

Introduction to Python Language Fundamentals, Basic Syntax, Libraries- numpy/ matplotlib/ PyFITS, Jupyter Notebook, Exploratory Data Analysis using Python-data munging/ scraping/ sampling/ cleaning, Visualization Imperative-Message to Charts-Visual Perception.

UNIT – V: **Storytelling With Visualisation**

Storytelling using visualisation-Component level design of tables and graphs, **Applying Storytelling Principals to Business and Data Analytics**, Preparing Presentations, Art of Storytelling – Narratives/ Anchors/ Weaves, Delivering Insights with Stories.

References

1. Stephen Few, Information Dashboard Design: The Effective Visual Communication of Data, 1st Edition, Wiley.
2. Cole Nussbaumer Knaflic, Storytelling with Data: A Data Visualization Guide for Business Professionals, Wiley.
3. Michael Alexander, Jared Decker, Bernard Wehbe, Microsoft Business Intelligence Tools for Excel Analysts, Wiley.
4. Jay Gendron, Introduction to R for Business Intelligence, Packt Publishing, O'Reilly Media.
5. Robert Dempsey, Python Business Intelligence Cookbook, Packt Publishing, O'Reilly Media.



SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 19MBA107
TITLE OF THE COURSE : BUSINESS ECONOMICS & POLICY
L: T: P: S/P:C : 3: 0: 0:0: 3

Background

Economics is the foundation of Business and Public Policy. This course gives an overview of theories and concepts in Microeconomics and Macroeconomics and concludes with an applied economic policy unit on the Indian Economy.

Course objectives

- To give an insight into basic economic concepts and principles, demand and supply analysis,.
- To provide students with a basic understanding of Microeconomic concepts and various Market structures.
- To provide students with a basic understanding of the Macro Economic concepts and Stabilization policies.
- To provide an insight into the historical development of Indian Policy

Course Outcomes

- Able to analyze the economic environment and apply the economical concepts in day to day running of business.
- Able to apply the economic knowledge gained for developing business strategies.
- Able to understand and apply microeconomic and macroeconomic concepts and principles
- Able to understand the Indian Economy and Economic Policy in India

UNIT – I: Introduction to Markets:

Economic Efficiency, Opportunity Cost and Profit Maximization, Marginal Analysis, Production Possibility Curve, Circular flow of Income and Expenditure, Demand Function, Law of Demand, Demand Shift, Elasticity of Demand, Supply Function, Law of Supply, Supply Shift, Equilibrium price determination

UNIT – II: Microeconomics

Costs – Economic opportunity costs and cost curves - ATC, MC, AFC, AVC; Economy and Diseconomy of scale, Market Structure, Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Non-price competition, Price discrimination

UNIT – III: Economic Wellbeing & Policy

Measurement of National Income, GNP, GDP, Gross Value Added, Per-Capita Income, Alternate



approaches to Measurement of Well-being, Gini co-efficient, HDI, Economic Policies for productivity and inclusive growth. Public Policy: Market Failure, and the Role of Government; Markets with Asymmetric Information; Externalities and Public Goods.

UNIT – IV: Macroeconomics

Measurement of Inflation & Unemployment Rate, Prices and Wages, Business Cycle and Macroeconomic Stabilization Policies, Monetary and Fiscal policies, Budget Deficit and Surplus; FDI and FII.

UNIT – V: Indian Economy

Development Strategy in Historical Perspective – Ascendancy and Decline of Socialism; Reforms and their impact on growth, poverty, Inequality, Health and Education; Track 1 and Track II Reforms for inclusive growth.

Pedagogy and Evaluation

Lectures, Cases, Presentations, Assignments.

Text Books

1. Mankiw, “Principles of Economics”, New Delhi, Thomson Learning, 7th Edition, 2014
2. Jagdish Bhagwati and Arvind Panagariya. India's Tryst with Destiny. Oxford University Publication, 2016

Reference Books

3. Robert Pindyck & Daniel Rubinfeld. Microeconomics. Pearson Education; Eighth edition (25 May 2017)
4. Dornbusch Rudiger, Fischer, Stanley, Startz, Richard, Macroeconomics. McGraw Hill Education; Eleventh edition, 2017
5. Geetika, Piyali Ghosh and Purba Roy Choudhary “Managerial Economics”, New Delhi, Tata McGraw Hill.
6. Samuelson and Nordhaus, “Economics”, New Delhi, Tata McGraw Hill.
7. U.N.Dwivedi, “Macro Economics Theory and Policy”, New Delhi, Tata McGraw Hill.
8. Richard G Lipsey and K.Alex Chrystal, “Economics”, New Delhi, Oxford.



SEMESTER/YEAR : II SEM / I YEAR
COURSE CODE : 19MBA5205
TITLE OF THE COURSE : BUSINESS ANALYTICS
L: T: P: S/P:C : 3: 1: 0:0: 4

Course Objectives

- ☐ To enable students to understand the role of data in decision making.
- ☐ To enable students to understand data from multiple perspective.
- ☐ To enable students to appreciate various types of Analytics on the continuums of difficulty and value.
- ☐ To enable students to understand the applicability of business analytics in multiple business and functional domains.

Course Outcomes

- ☐ Able to understand the role of data in decision making.
- ☐ Able to understand data from multiple perspectives.
- ☐ Able to appreciate types of analytics on two-dimensional continuum of difficulty and value.
- ☐ Able to understand the applicability of various types of analytics in multiple business and functional domains.

UNIT – I: Introduction

Understanding the data, What is / is not data, Various forms of data, Structured versus unstructured data, Data collection methods and approaches.

UNIT – II: Process of Business Analytics

Business analytics as a scientific process, **CRISP-DM Model** (Cross-industry standard process for data mining), **SEMMA Model** (Sample, Explore, Modify, Model, and Assess). Business Analytics as Data Science, Business Analytics as Decision Science.

UNIT – III: Types of Business Analytics

Gartner Analytics Ascendancy Model, Two-dimensional continuum of difficulty and value, **Descriptive Analytics, Diagnostic Analytics, Predictive Analytics, Prescriptive Analytics.**



UNIT – IV: Applications of Business Analytics Across Functional Domains

Applications of Business Analytics in the Marketing and Sales Domain, Applications of Business Analytics in the Finance Domain, Applications of Business Analytics in the Operations Domain, Applications of Business Analytics in the Supply Chain Domain, Applications of Business Analytics in the Human Resources (HR) Domain, Applications of Business Analytics for Resource Optimization and Scheduling.

UNIT – V: Applications of Business Analytics Across Business Sectors

Applications of Business Analytics in the Fast Moving Consumer Goods (FMCG) Sector, Applications of Business Analytics in the Automobile Sector, Applications of Business Analytics in the Retail Consumer Financial Services Sectors, Applications of Business Analytics in the Banking Sector, Applications of Business Analytics in the Insurance Sector, Applications of Business Analytics in the BPO and BPM Sectors.

References

2. U. Dinesh Kumar, Business Analytics – The Science of Data-Driven Decision Making, Wiley.
3. HBR Guide to Data Analytics Basics for Managers (HBR Guide Series), Harvard Business School Press.
4. Daniel T. Larose and Chantal D. Larose, Data Mining and Predictive Analytics, 2nd Edition, Wiley.
5. Wayne Winston, Microsoft Excel Data Analysis and Business Modeling, 5th Edition, Microsoft Press.
6. Davenport Thomas H., Competing on Analytics: Updated, with a New Introduction, Harvard Business School Press.



SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 17MBA102
TITLE OF THE COURSE : DATA ANALYSIS FOR DECISION-MAKING
L: T/A: P: C : 3 : 2 : - : 4

Course Objectives:

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

Course Outcomes:

- Able to analyze the collected information using descriptive and inferential statistics to interpret the collected data.
- Able to use univariate and bivariate statistical tools for analysis of collected data.
- Able to apply non-parametric test for drawing meaningful conclusion.

UNIT – I: Introduction
<i>Population Parameters, Sample Statistics, Point and Interval Estimation</i>
Descriptive Statistics
Measures of Central Location – Mean, Median, Mode, Percentiles and Quartiles, Measures of Variability-Range, Inter-Quartile Range, Variance, Standard Deviation, Measures of Relative Location and Detection of Outliers, Z-Scores, Frequency and Relative Frequency Distribution, Cumulative Frequency and Cumulative Relative Frequency Distribution, Index Numbers
Pie chart, Stem and leaf diagram, fish and bone diagram
UNIT – II: Experiments and Sample Space
Experiment and Sample Space, Events and Operations with Events, Basic Probability Rules, Probability of an Event, Binomial Distribution, Normal Distribution.
Random Numbers
UNIT – III: Correlation and Regression
Dependent vs. Independent Variables, Concept of Bivariate Date, Correlation Coefficient (Pearson and Spearman’s Rank Correlation), Interpretation of Covariance, Simple Linear Regression.
Spurious correlation
UNIT – IV: Parametric Tests
Z-test, t-test(One sample and Two sample) and ANNOVA (One way) – Basic computation
Level of significance



UNIT - V: Non-Parametric Tests
Chi-square Test, Goodness of Fit Test, Test of Independence of Attributes, Mann-Whitney U Test, Wilcoxon Rank sum Test and Kruskal-Wallis Test.
<i>Parametric vs. Non-Parametric tests</i>
Total: 45 hours

References:

1. G.Beri, "Business Statistics", New Delhi, Tata McGraw Hill.
2. Keller, "Statistics for Management", New Delhi, Cengage Learning (Thompson).
3. R.I.Levin and D.S.Lubin, "Statistics for Management", New Delhi, Prentice Hall of India.
4. Ronald E Walpole, Raymond H Myers, Sharon L Myers, and Keying Ye, "Probability and Statistics for Engineering and Scientists", Noida, Pearson Education.
5. P.R.Honda, "Statistics for Business and Economics", New Delhi, Tata McGraw Hill.



SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 17MBA103
TITLE OF THE COURSE : MANAGERIAL ECONOMICS
L: T/A: P: C : 3 : 1 : - : 4

Course Objectives:

- To give an insight into demand and supply analysis, forecasting and decision- making.
- To provide students with a basic understanding of various Market structures.
- To provide students with a basic understanding of the Macro Economic concepts and Indian Government's Stabilization policies.

Course outcomes:

- Analyze the economic environment for creating a favourable impact on business entities.
- Apply the economical concepts in day to day running of business.
- Able to apply the economic knowledge gained for developing strategies.

UNIT – I: Introduction
Objectives of Organizations, Business Decision Making , Production Possibility Curve, Opportunity Cost, Marginal Analysis, Economy and Diseconomy of scale.
<i>Stake holder's welfare maximization</i>
UNIT – II: Demand and Supply
Demand Function, Law of Demand , Demand Shift, Elasticity of Demand, Demand Forecasting, Supply Function, Law of Supply, Supply Shift, Equilibrium price determination .
<i>Barometric Indicators</i>
UNIT – III: Market Structure
Market Structure, Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly,
<i>Non-price competition</i>
UNIT – IV: National Income
Circular flow of Income and Expenditure, Measurement of National Income, GNP, GDP, Gross Value Added, Per-Capita Income, Alternate approaches to Measurement of Well-being, Fiscal and Monetary policy.
<i>Gini co-efficient</i>
UNIT – V: Economic Indicators



Price Indices, Inflation, Employment Rate, Prices and Wages, Deflation, Business Cycle and Stabilization Policies, Limitations and **Effectiveness of monetary and Fiscal policies, Budget**. Balance of Payments, Introduction to International trade.

Economical aspects of Taxation

Total: 45 hours

References:

1. Geetika, Piyali Ghosh and Purba Roy Choudhary “Managerial Economics”, New Delhi, Tata McGraw Hill.
2. Samuelson and Nordhaus, “Economics”, New Delhi, Tata McGraw Hill.
3. U.N.Dwivedi, “Macro Economics Theory and Policy”, New Delhi, Tata McGraw Hill.
4. Richard G Lipsey and K.Alex Chrystal, “Economics”, New Delhi, Oxford.
5. Mankiw, “Principles of Economics”, New Delhi, Thomson Learning.



SEMESTER/YEAR	: I SEM / I YEAR
COURSE CODE	: 17MBA105
TITLE OF THE COURSE	: CORPORATE AND BUSINESS LAW (ACCA Intg.)
L: T/A: P: C	: 3 : 1 : - : 4

Course Objective:

- To develop knowledge and skills in the understanding of the general legal framework, and of specific legal areas relating to business, recognising the need to seek further specialist legal advice where necessary.

Course outcomes:

- Identify the essential elements of the legal system, including the main sources of law
- Explain and apply the law relating to employment relationships
- Recognise and compare types of capital and the financing of companies
- Describe and explain how companies are managed, administered and regulated, legal implications relating to insolvency law
- Demonstrate an understanding of corporate fraudulent and criminal behaviour.

UNIT – I: Introduction & Law of Contract

Meaning of Law, Purpose of Law, Sources of Law, Classification of Law, National and International Law, Law of contract – definition, Classification of a contract (including quasi contracts), Offer or proposal, Acceptance (including exceptions), Consideration (including exceptions) Introduction to Capacity to contract (including exceptions), Discharge of contracts, Remedies of breach of a contract, Contract of indemnity and guarantee (including exceptions and types)]. Contract of bailment and pledge (including duties and rights and termination of bailment and pledge), Principal and agent, Introduction to E – Contract and E Commerce (Objectives and its implications on the market) (To discuss Case Laws).

UNIT – II: Non-Corporate and Company Law

Brief introduction of Non corporate entities like sole proprietorship, HUF, Societies and Definition and process of partnership, Rights and duties of partners, Termination of partnerships, LLP Act, Definition of a company, Incorporation and its procedure, Types and procedures of conducting meetings (including AGM, SM AND EGM), Shares and its types, Directors and kinds of directors, Qualification, Appointment and removal of directors, Resolutions and types of resolutions and its procedure, Qualifications, Rights, Duties and disqualifications of an auditor, Borrowings loans debentures and investments, Prevention and oppression of management and its procedure, Winding up of a company and its procedure. (To discuss Case Laws and only Companies Act 2013 provisions to be discussed).

UNIT – III: Security Legislations

Negotiable Instruments Act: Promissory notes , Bills and cheques, Crossing of cheques, Negotiation, Presentment of negotiable instrument, Banking: SARFESI Act (securitization and reconstruction of financial assets and enforcement of Security Interest Act, 2002), Purpose, Introduction and risk management in securitization, Debt recovery tribunals its objectives and its purposes, Prevention of



Money Laundering Act (objectives and purposes), Insurance Act - Essential Elements of Insurance Contracts, (To Discuss Case Laws)

UNIT - IV: **Property Law**

Classification of Property – Moveable and Immovable Property / Tangible and Intangible Assets- Definition and essentials of sale, Sale and Agreement to Sell – Rights and Duties of Seller and Buyer – Rights of an unpaid seller, Conditions and warranties (including types of warranties), (Sale of Goods Act. Rights and Liabilities of Parties - Mortgage of Immovable Property - Hire Purchase / Lease of Property, Exchange / Gift / Assignment of Property, IPRs-Introduction, Trade Related Intellectual Property Rights (TRIPS), Definition of patents, Register of patents and its procedure, Revocation of patents, Definition of copy right, Copy rights and its ownership, Infringement of copy right, Definition of a trade mark, Functions of a trade mark, Procedure and duration of a trade mark, Assignment and transmission of trade mark. (To Discuss Case Laws).

UNIT - V: **Other Laws**

Tax Laws: Classification of Taxes and overview of the Acts on Income Tax, Wealth Tax, Excise and Customs Duty, Sales Tax, VAT, Service Tax. Consumer Protection Act, 1986: Definition of consumer, Consumer protection councils and Consumer Redressal forums, (To Discuss Case Laws).

Information Technology Act, 2000: objectives, meaning of digital signature, protection of transfer of funds under this act, (To Discuss Case Laws)

Right to Information Act: Objectives, Definition of information, Organizations covered under this act, Exceptions under RTI Act.(To Discuss Case Laws)

Environment laws : Types of Pollution, Rule of Strict Liability and Absolute Liability, Applicability of Criminal Law, Environmental Legislations in India – An Overview (To Discuss Case Laws)

Alternative Dispute Resolution Mechanisms: Overview of Arbitration and Conciliation Laws in India (To Discuss Case Laws)

References:

1. Ravinder Kumar, Legal aspects of business, Cengage Learning.
2. Saravanavel and Sumathi, Business Law for Management, Himalaya Publishing House.
3. Mathur B Satish, Business Laws, McGraw Hill Higher Education.
4. N D Kapoor, Elements of mercantile law, Sultan Chand & Company.
5. Sen & Mitra, Commercial and Industrial law, World Press Pvt. Ltd.



SEMESTER/YEAR : I SEM / I YEAR
COURSE CODE : 17MBA107
TITLE OF THE COURSE : INFORMATION TECHNOLOGY FOR MANAGERS
L: T/A: P: C : 3 : 2 : 0 : 4

Course Objectives:

- To provide students with a basic understanding of various Management Information Systems in the functional areas.
- To familiarize the students with Enterprise Resource Planning
- Enable the students to gain an understanding about development of MIS and its implementation across the organization.

Course Outcomes:

- Capable of analyzing and interpreting the outcome of “What if Analysis”.
- Able to apply various business process models
- Able to design a suitable information system

UNIT – I: Foundation Concepts
Components of Information System – Resources – Activities – Types of Information System: Operations Support Systems – Management Support Systems – Strategic Information System and Other Classifications – Strategic Uses of Information Technology
<i>ITES</i>
UNIT – II: Management Information Systems
Functional Business Systems: Marketing – Manufacturing – Human Resource – Accounting – Financial Management Systems, Decision Support Systems – What if Analysis – Sensitivity Analysis – Executive Information Systems – Knowledge Management Systems
<i>Artificial Intelligence</i>
UNIT – III: Enterprise e-Business Systems
Enterprise Resource Planning, Evolution – Commercial and Open ERP – ERP software development methods – Modules – Selection of ERP Vendors – Implementation – Costs involved – Process Modelling – Business Process Re-engineering .
<i>Various ERP Packages</i>
UNIT – IV: e-Commerce
Definition – Concepts – Scope- Framework – Business Models – Business on the Internet: Placement – Merchandise – Audience size – Presentation – Payment – Security – Fulfillment
<i>Business model of Amazon.com</i>



UNIT - V: Developing Business / IT Solutions

Systems Development Life Cycle, Prototyping, System Analysis, Systems Design, Implementation, ERP.

Software Testing

Total: 45 hours

References:

1. James A O'Brien and George Marakas, Management Information Systems, Tata McGraw Hill.
2. Kenneth C Laudon and Jane P Laudon, Management Information Systems, Pearson Edition.
3. Haag, Cummings and McCubbrey, Management Information Systems for the Information Age, Tata McGraw Hill.
4. Bret Wagner and Ellen Monk, Enterprise Resource Planning, Cengage Learning.
5. Jeffrey F Rayport and Bernard J Jaworski, Introduction to e-commerce, Tata McGraw Hill



SEMESTER/YEAR : II SEM / I YEAR
COURSE CODE : 17MBA108
TITLE OF THE COURSE : DECISION SCIENCE
L: T/A: P: C : 3 : 2 : 0 : 4

Course Objectives:

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

Course Outcomes:

- Able to apply LPP for profit maximization and cost minimization.
- Able to apply transportation and assignment technique for optimization.
- Able to apply the queuing model and replacement model for enhancing operational efficiency.

UNIT – I: Linear Programming
Linear Programming, Formulation, Solving LPP: Graphical method, Simplex method.
Introduction to DEA
UNIT – II: Transportation and Assignment
Transportation and assignment models: Transportation problems-North-West Corner Solution, Least cost, Assignment Problem : Hungarian method
Travelling salesmen
UNIT – III: Network Techniques
Introduction – Phases of project management, Guidelines for network construction-Critical Path method-CPM float calculations-PERT analysis, Supply Chain Management.
Network components
UNIT – IV: Decision Theory
Decision making under risk, Expected Monetary Value approach, Decisions Trees,
Decision-making under uncertainty.
UNIT – V: Waiting line models
Waiting line models, Features and Terminologies, Solution to the practical problems on (M/M/I): (FCPS/ ∞/∞)model.



Queuing theory

Total: 45 hours

References:

1. Handy A Taha, Operations Research – An Introduction, Pearson Education.
2. J K Sharma, Operations Research – Theory and Application, Macmillan India.
3. N D Vohra, Quantitative Techniques in Management, Tata McGraw-Hill Publishing Co. Ltd.
4. R.Pannerselvam, Operations Research, Prentice Hall of India.
5. Frederick S Hiller and Gerald J Lieberman, Operations Research, Tata McGraw Hill.



SEMESTER/YEAR : II SEM / I YEAR
COURSE CODE : 17MBA112
TITLE OF THE COURSE : RESEARCH METHODOLOGY IN MANAGEMENT
L: T/A: P: C : 3 : 1 : - : 4

Course Objectives:

- To introduce the concept of scientific research and the methods of conducting scientific enquiry.
- To familiarize students in the area of application of multivariate statistical tools in Business Research.
- To enable the students to prepare Business Reports and present them to top management for decision making.

Course Outcomes:

- Able to pursue research on a scientific basis and select appropriate research design.
- Able to analyze the collected data using appropriate statistical tools for interpretation of the data.
- Able to present the research report adopting the right tools for enhancing the quality of presentation.

UNIT – I: Types of Research and Research Design
Introduction to Research: Types of Research, Research Process, Problem Definition and Objective Formulation, Research Design, Exploratory, Descriptive and Causal Research Design,
Post Facto Research
UNIT – II: Measurement and Scaling
Fundamentals of Measurement and Scaling: Measurement of Variables, Developing Scales, Validity Testing, Reliability Testing.
MDS
UNIT - III: Data Collection Methods and Sampling
Data Collection Methods: Primary Data Collection Methods, Guidelines for Questionnaire Design, Secondary and Special Data Collection Methods, Advantages and Disadvantages of various Data Collection Methods, Data Preparation: Editing, Coding, Transcribing, Data Cleaning. Sampling Techniques: Probability and Non-Probability Sampling Methods, Determination of Sample Size.
Hypothesis Development and Testing
UNIT- IV: Multivariate Statistical Techniques



Multivariate Statistical Techniques: Theoretical Framework on Discriminant Analysis, Factor Analysis, Cluster Analysis, and Conjoint Analysis.

Bivariate Vs Multivariate Techniques

Unit-V: **Report Writing**

Research Report: Basics of Written Report, Purpose, Contents, Graphical Presentation, Synopsis, Essence of Oral Presentation.

Executive summary

Total: 45 hours

References:

1. Donald R Cooper and Pamela S Schindler, Business Research Methods, Tata McGraw-Hill Publishing Company Limited.
2. Uma Sekaran, Research Methods for Business, Wiley India.
3. William G Zikmund, Business Research Methods, Thomson Learning.
4. Rajendra Nagundkar, Marketing Research, Texts & Cases, Tata McGraw Hill Publishing Co. Ltd.
5. Naresh K Malhotra, Marketing Research – An applied orientation, Pearson Education.



SEMESTER/YEAR : II SEM / I YEAR
COURSE CODE : 17MBA114
TITLE OF THE COURSE : INTERNATIONAL BUSINESS AND ETHICS
L: T/A: P: C : 3:2 : -:4

Course Objective:

- To provide the students an opportunity to learn and understand how business is conducted in the international arena and gain managerial skills to meet the challenges they will face in the global workplace.

Course Outcomes:

- Conduct business in compliance with relevant national and international law, legislation, policies, and regulations.
- Assist in the importing and exporting functions of a business.
- Collect, process, and interpret data used to support international business.

UNIT – I: An overview of International Business

Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, **Trends in Globalization**, Foreign Direct Investments, Effects and Benefits of Globalization.

UNIT – II: International Trade and Investment Theories

Mercantilism – Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, International Product life Cycles. Investment Theories – Theory of Capital Movements, Market Imperfections theory; Internationalisation Theory; Location Specific Advantage Theory; **Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Anti-dumping Policy.**

UNIT – III: Foreign Exchange Determination Systems

Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes – Floating Rate Regimes, **Managed Fixed Rate Regime, Purchasing Power Parity.**

UNIT – IV: Managing Global Corporation

UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO. Regional Economic Integration: Introduction,

Strategic orientations – Ethnocentric, Polycentric and Geocentric Approach, Entry modes – Multinational, International, Global and Transnational Corporations, Managing international operations.

UNIT – V: Business Ethics

Introduction – Meaning – Scope – Types of Ethics – Characteristics – Factors influencing Business ethics – Importance of Business ethics – Arguments for and against business ethics.

Ethics in Management: Ethics in HRM – Marketing ethics – Ethical aspects of financial management – Technology ethics and Professional ethics.

Total: 45 hours

References:

1. Agarwal Raj, International Trade, Excel Books.
2. Albaum Duerr, International Marketing and Export management, Pearson.
3. Cherunilam F, International Trade and Export Management, Himalaya Publishing.
4. Hill C W, International Business, TMH.
5. Kumar R and Goel, International Business, UDH Publications.
6. Jaiswal, International Business, Himalaya Publication.
7. S. K. Chakraborty, Values and Ethics for Organizations, Oxford University Press.
8. SatishModhi, Ethical Management: Text and Cases in Business Ethics and Corporate Governance, MacMillan.
9. R C Sekhar, Ethical Choices in Business, Sage Publications.



SEMESTER/YEAR	: I SEM / I YEAR
COURSE CODE	: 17MBA301
TITLE OF THE COURSE	: CURRENT AFFAIRS & INDIAN CORPORATE LEADERS
L: T/A: P: C	: 2:- :- :-

Course Objective: The course has been designed with the main objective of making students updated with the current business developments and know about inspiring business leaders who have been extremely successful in their pursuits.

Keeping in view that failures are stepping stones to success, we have included lessons from failures.

Course duration and syllabus: The course will be having 30 hours of discussions and topical presentations/ case studies from the listed topics. This course is having a dynamic syllabus content and will be framed by the faculty member for every batch of MBA first semester.

The course comprises of three learning components:

1. The most important events impacting business
2. The most successful and inspiring leaders and
3. Lessons from business failures.

Course structure for 2017 batch

UNIT 1: THE MOST IMPORTANT EVENTS IMPACTING BUSINESS

1. GST and its impact
2. Recalling Rs.500 and Rs.1000 notes
3. Baba Ramdev's 'Patanjali products' into Indian market displacing global giants
4. NESTLE's Maggi case
5. Withdrawal of UK from EU and its impact on Indian business
6. BRICS and India
7. Exit of Cyrus Mistry
8. Startup India
9. Olympics and Indian winners – Sports management issues
10. Make in India.

UNIT 2: THE MOST SUCCESSFUL AND INSPIRING LEADERS (Students can choose from the listed names and sources)



1. Ratan Tata
2. Mukesh Ambani
3. Sunil Mittal
4. Kumara Mangalam Birla
5. Anand Mahindra
6. Anil Ambani
7. Satya Nadella
8. Sachin and Binny Bansal (Flipcart founders)
9. Gautam Adani, Adani Group
10. V G Siddartha, Founder, CCD.

Most successful women in Indian business

1. Chitra Ramakrishna, MD & CEO, National Stock Exchange
2. Alice G Vaidyanathan, CMD, General Insurance Corporation
3. Arundhati Bhattacharya, Chairman, SBI
4. Chanda Kochhar, MD & CEO, ICICI Bank
5. Ekta Kapoor, Joint MD, Balaji Telefilms
6. Priya Nayyar, Executive Director, Hindustan Unilever
7. Radhika Piramal, MD, VIP Industries
8. Roshin Nada, CEO, HCL Group.

UNIT 3: Lessons From Business Failures

1. Subrata Roy, SAHARA Group
2. Ramalinga Raju, Satyam Group
3. Vijay Mallaya, UB Group
4. Deccan Chronicle's business failure and loosing up Deccan Chargers team in IPL
5. ENRON
6. POLROID.

References:

2. Gita Piramal, Business Maharajas, Penguin Books (I) Ltd.
3. Journals: World Focus, EPW, Mainstream, Journal of Democracy.
4. Newspapers: The Times of India, The Hindu, Indian Express, Asian Age, The Navhind Times, Herald, Gomantak Times.



5. Year Books: Competition Success Review, Manorama, Times Year Book, Internet Resources.

6. Periodicals: India Today, Frontline, Outlook, The Week.

7. <http://www.indiatimes/news/india/21-most-successful-business-leaders-under-the-age-of-forty-233835.html>

8. <http://www.techinasia.com/10-reasons-startups-fail-confessions-of-founders>
www.huffingtonpost.in/entry/35-tech-entrepreneurs-failure_b_5529254.



SEMESTER/YEAR : II SEM / I YEAR
COURSE CODE : 17MBA302
TITLE OF THE COURSE : COMPUTER APPLICATIONS IN BUSINESS
L: T/A: P: C : 2:-:-:-

Objective: To enable the students to understand the application of computers in the Business Environment with an emphasis on Accounting.

UNIT 1: Introduction to Windows Basics, Windows Accessories using File and Program Manager.

UNIT 2: **Introduction to MS-Word** – Editing a Document – Move and Copy text – Formatting text and paragraph – Finding and Replacing text and spelling checking – Using tabs, Tables, and other features, Enhancing document – using mail merge and other features.

UNIT 3: **Introduction to Worksheet** – Getting started with excel – Editing Cells and using commands and functions – Moving And Copying, Inserting and Deleting Rows and Columns – Getting help and formatting a Worksheet – Printing the worksheet – Creating Charts – Using formulae and functions in excel.

UNIT 4: **Introduction to Power Point Presentation & MS-Outlook.** Introduction to Desktop Publishing, Computer Viruses, security, and usage of e-mail, designing web page.

UNIT 5: **Accounting Software Using Tally Software** – Introduction and installation, Required Hardware, Preparation for installation of tally software, installation. Working in Tally – Opening new company account, safety of Accounts or Password, Characteristics, Making Ledger Accounts, writing voucher, voucher entry, making different types of voucher, correcting sundry debtors and sundry creditors accounts. Preparation of Trial Balances,



Accounts Books, Cash Book, Bank Books, Ledger Accounts, Group Summary, Sales

Register and Purchase Register, Journal Register, Statement of Accounts, Balance Sheet.

References:

1. Craig Stinson, Running Microsoft Windows-98, Microsoft press.
2. Joshua C Nossiter, Using Excel – 5 for Windows.
3. Vishnu Priya Singh & Meenakshi Singh, Computerised Financial Accounting.
4. Working with Word, Aptech Computer Education.
5. Power Point Presentation, Aptech Computer Education.
6. Malhotra, Computer applications in Business.

NOTE:

A minimum of 12+[4 hours of Tally] practical classes should be conducted in second semester and practical internal assessment marks will be given based on the student's performance in practical classes by the concerned teacher and no separate practical examination is recommended.



SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 16MBA301
TITLE OF THE COURSE : STRATEGIC MANAGEMENT
L: T/A: P: C : 3 :-: 2 : 4

Course Objective:

- To develop the strategic thinking and decision making abilities of students, especially in relation to understanding the employability of various strategies in different situations.

Course Outcomes:

- Demonstrate the knowledge and abilities in formulating strategies and strategic plans.
- Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences.

Unit 1 Introduction to Strategic Management

Strategic Management Process: Vision, Mission, Goal, Philosophy, Policies of an Organization.

Unit 2 Strategy

Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning. Strategy Choices, Hierarchy of Strategies, Types of Strategies, Porter's Generic Strategies, **Competitive Strategies** and Strategies for different industries and company situations. Strategy Development for Non-profit, Non-business oriented organizations **Mckinsey's 7S Model**: Strategy, Style, Structure, Systems, Staff, Skills and Shared values.

Unit 3 Internal, External and Industry analysis

General Environment – Industry/ Competitive Environment. Identifying industry's dominant features, **Porter's Five Forces of Competitive Analysis**. Analytical Tools: EFE Matrix and CPM. Internal Analysis: Assessment of Company, Performance Management & Business Functions Framework. Other Frameworks for Organizational and Internal Analysis Analytical Tool: IFE Matrix.

Unit 4 Strategy Analysis and Formulation Tools

SWOT Matrix – SPACE Matrix – BCG Matrix – IE Matrix, GE – McKinsey Matrix – Grand Strategy, Matrix Strategy Mapping and the Balanced Scorecard. Growth Accelerators: Business Web, Market Power, Learning-based. Management Control, Elements, Components of Management Information Systems.

Unit 5 Strategy Evaluation and Control

Performance Measurement and Monitoring. Financial Projections and Financial Impact of Strategies. Environmental Sustainability, **Value Chain Analysis** – Economic Value Added (EVA), Market Value Added (MVA), Strategic Issues in a Global Environment.

Total: 45 hours



References:

1. Thompson & Strickland, Strategic Management, McGraw-Hill Irwin.
2. Michael Porter, Competitive advantage, Free Press.
3. Michael Porter, Competitive strategy, Free Press.
4. N Chandrasekaran & P S Ananthanarayanan, Strategic Management, Oxford Publications.
5. Anthony Henry, Understanding Strategic Management, Oxford Publications.
6. Thomas L Wheelen & J David Hunger, Concepts in Strategic Management & Business Policy toward Global Sustainability, Pearson Publications.



SEMESTER/YEAR : III SEM / II YEAR
COURSE CODE : 16MBF313
TITLE OF THE COURSE : **Mergers, Acquisitions and Restructuring**
L: T/A: P: C : : : - :

Course Objective:

- To enable student to understand the Regulatory framework for mergers and acquisitions process involved in mergers and acquisitions and the available takeover defenses.

Course Outcomes:

- Well-versed with the nuances involved in mergers and acquisition process.
- Acquire knowledge on the techniques required to handle post-merger.

Unit 1 Introduction

Corporate Restructuring – meaning, objectives, types and forms, motives for restructuring – meaning of Mergers and Acquisitions, types, causes, distinction between Mergers and Acquisitions, Merger procedure, Scheme for Merger, theories of Merger, cross border Mergers and Acquisitions.

Unit 2 Regulatory framework for Mergers and Acquisitions

Compliance with Indian Companies Act, Competition Act 2002, Income Tax Act 1961, Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011.

Unit 3 Merger and Acquisition Process, Financing and Accounting Framework

Due Diligence – types, screening due diligence, challenges and checklist - Valuation for Merger and Acquisition – concepts of value, methods of Enterprise and Equity valuation, Brand, Goodwill, Human resources, Customer Relationships valuation, Firm valuation, Cost of Capital, Relative valuation, Issues in Valuation, Synergy and Value creation – Financing Mergers and Acquisitions – equity, debt and venture capital funds – Negotiation, Deal structuring and Methods of payments in mergers and acquisitions – **Accounting for Mergers and Acquisitions.**

Unit 4 Post-Merger Integration

Critical success factors for post-merger integration, Ingredients of integration, Timing and Speed of integration, Approaches to integration, Challenges in integration, Steps for successful integration, Cultural integration, Redesigning post-merger cultural process.

Unit 5 Corporate Control Mechanism and Takeover defenses

Internal and External control mechanism, Takeover tactics, Takeover defenses, regulatory aspects in India with respect to Takeover defenses.

Total: 45 hours



References:

1. Rajesh Kumar B., Mergers and Acquisitions, Tata McGraw Hill Education Pvt. Ltd., New Delhi.
2. Jay M. Desai and Nisarg A. Joshi, Mergers and Acquisitions, Biztantra, New Delhi.
3. Kamal Ghosh Ray, PHI Learning Private Limited, New Delhi.
4. Enrique R. Arzac, Valuation for Mergers, Buyouts and Restructuring, Wiley India.
5. Patrick A. Gaughan, Mergers, Acquisitions and Corporate Restructurings, Wiley India.



SEMESTER/YEAR : IV SEM / II YEAR
COURSE CODE : 16MBF314
TITLE OF THE COURSE : Security Analysis & Portfolio Management
L: T/A: P: C : : : - :

Course Objective:

- To enable students to understand the nuances of stock market operations and to understand the techniques involved in deciding upon purchase or sale of securities.

Course Outcomes:

- Become a good investment analyst.
- Expert in portfolio evaluation.

Unit 1 Investment Setting

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.

Unit 2 Securities Markets

Financial Market – Segments – Types of participants in financial Market– Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

Unit 3 Fundamental Analysis

Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis: Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

Unit 4 Technical Analysis

Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns – Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.

Unit 5 Portfolio Management

Portfolio analysis –Portfolio Selection –Capital Asset Pricing model– Portfolio Revision Portfolio Evaluation – Mutual Funds.

Total: 45 hours

References:

1. Donald E Fischer & Ronald J Jordan, Security Analysis & Portfolio Management, PHI Learning, New Delhi.



2. Prasanna Chandra, Investment analysis and Portfolio Management, Tata McGraw Hill.
3. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning.
4. S Kevin, Securities Analysis and Portfolio Management, PHI Learning.
5. Bodi, Kane, Markus, Mohanty, Investments, Tata McGraw Hill.
6. V AAvadhani, Securities Analysis and Portfolio Management, Himalaya Publishing House.
7. V.K Bhalla, Investment Management, S.Chand& Company Ltd.
8. PunithavathyPandian, Security Analysis & Portfolio Management.



SEMESTER/YEAR : IV SEM / II YEAR
COURSE CODE : 16MBM315
TITLE OF THE COURSE : Services Management
L: T/A: P: C : : : - :

Course Objective:

- To understand the meaning of services and the significance of marketing the services.

Course Outcomes:

- Ability to apply the concepts of services marketing in promoting services.
- Knowledge in designing an efficient service delivery system.

Unit 1 Introduction

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services – Challenges and issues in Services

Marketing.

Unit 2 Service Marketing Opportunities

Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – **Service market segmentation, targeting and positioning.**

Unit 3 Service Design and Development

Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – **Measuring service quality – SERVQUAL** – Service Quality function development.

Unit 4 Service Delivery and Promotion

Positioning of services – Designing service delivery system, Service channel – Pricing services, methods – Service marketing triangle – Integrated Service Marketing Communication.

Unit 5 Service Strategies

Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics – Educational – Entertainment & public utility Information technique Services

Total: 45 hours

References:

1. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, New Delhi.
2. Halen Woodroffe, Services Marketing, MacMillan.
3. Valarie Zeithaml et al, Services Marketing, Tata McGraw Hill.
4. Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley.
5. Gronroos, Service Management and Marketing, Wiley India.
6. Christopher H. Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi.
7. Hoffman, Marketing of Services, Cengage Learning.