

M.B.A. DEGREE PROGRAMME

Curriculum & Syllabi – 2024

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BANNARI AMMAN INSTITUTE OF TECHNOLOGY

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

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VISION OF THE SCHOOL OF MANAGEMENT STUDIES

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

MISSION OF THE SCHOOL OF MANAGEMENT STUDIES

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

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

- I** Graduates are bestowed with managerial, problem solving and decision-making skills applying appropriate management concepts, practices, and theories to handle business problems and challenges.
- II** Acquire competitive edge with strong analytical skills, research acumen and the ability to apply the right management research tools to arrive at objective solutions for functional managerial situations.
- III** Competence in contemporary business practices in the global scenarios enabling to take up managerial and entrepreneurial roles demanding the application of managerial skills in a global and cross- cultural scenario.
- IV** Exhibit an ideal situational leadership style entwined by values, ethics, societal concern and imbedding inquisitiveness for continuous learning.

GRADUATE ATTRIBUTES

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

PROGRAMME OUTCOMES

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

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

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

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

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

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

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

PO8: Social Responsiveness and Ethics: Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.

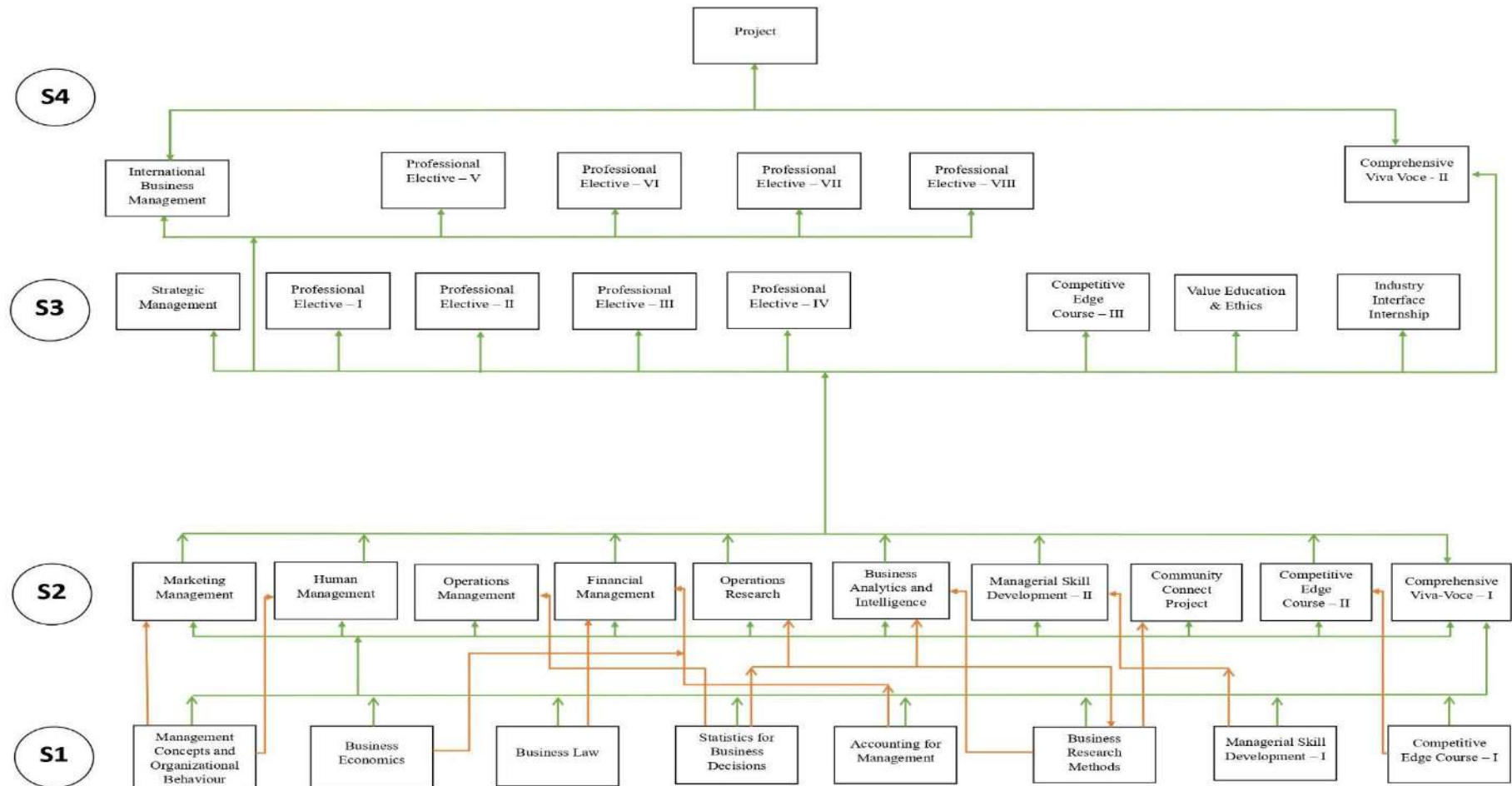
PO9: Entrepreneurship: Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.

MAPPING OF PEOs AND POs

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

CONNECTIVITY CHART

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



LIST OF ABBREVIATIONS

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

CURRICULUM BREAKDOWN STRUCTURE

Summary of Credit Distribution

Category	Credit Distribution				Total Credits
	I	II	III	IV	
Core Courses (CC)	24	24	04	04	56
Professional Electives (PE)	-	-	16	16	32
Social Science Course (SSC)	-	01	-	-	01
Employment Enhancement Courses (EEC)	01	02	03	07	13
Total	25	27	23	27	102

PROFESSIONAL ELECTIVES / STREAMS OFFERED

1. Marketing
2. Finance
3. Human Resource
4. Business Analytics
5. Operations
6. Banking and Insurance
7. Entrepreneurship

CURRICULUM OF M.B.A.

Minimum Credits to be Earned – 102

FIRST SEMESTER												
Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MB101	Management Concepts and Organizational Behaviour	I	1, 2, 3, 4,5,6,9	3	1	0	4	4	40	60	100	CC
24MB102	Business Economics	I	1,2,3, 4, 6,7, 8, 9	3	0	0	3	4	40	60	100	CC
24MB103	Business Law	I, IV	1, 2, 4, 6, 8, 9	3	0	0	3	4	40	60	100	CC
24MB104	Statistics for Business Decisions	I, II	1, 2, 3, 4, 6, 7	3	1	0	4	5	40	60	100	CC
24MB105	Accounting for Management	I	1, 2, 3, 4, 6,7, 9	3	1	0	4	5	40	60	100	CC
24MB106	Business Research Methods	I, II	1, 2, 3, 4, 8, 9	3	0	2	4	5	50	50	100	CC
24MB107	Managerial Skill Development – I	III	1, 3, 4, 5, 6, 9	0	0	4	2	4	60	40	100	CC
	Competitive Edge Course-I	III	-	0	0	2	1	2	100	-	100	EEC
Total				18	3	8	25	33	410	390	800	-
SECOND SEMESTER												
Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MB201	Marketing Management	I	1,2,3,4, 6, 7, 9	3	0	0	3	3	40	60	100	CC
24MB202	Human Resource Management	I	1,2,3,4, 5, 6, 7	3	0	0	3	3	40	60	100	CC
24MB203	Operations Management	I, II	1,2,3,4, 5, 6,8,9	3	1	0	4	4	40	60	100	CC
24MB204	Financial Management	I, II	1, 2, 3, 4,5,8,9	3	0	2	4	5	50	50	100	CC
24MB205	Operations Research	I,II	1,2,3,4,5, 6,8,9	3	0	2	4	5	50	50	100	CC
24MB206	Business Analytics and Intelligence	I, II	1, 2, 3, 4, 8, 9	3	0	2	4	5	50	50	100	CC
24MB207	Managerial Skill Development – II	III	1, 2, 3, 4,5,8,9	0	0	4	2	4	60	40	100	CC
24MB208	Community Connect Project	IV	1,2,3,4,6, 7,8,9	0	0	2	1	2	100	-	100	SSC
	Competitive Edge Course – II	III	-	0	0	2	1	2	100	-	100	EEC
24MB209	Comprehensive Viva Voce – I	I	1, 2, 3, 4,6,7,9	-	-	-	1	-	100	-	100	EEC
Total				18	1	14	27	33	630	370	1000	-

THIRD SEMESTER												
Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MB301	Strategic Management	I, II	1,2,3,4,6,9	4	0	0	4	5	40	60	100	CC
	Professional Elective I	-	-	4	0	0	4	4	40	60	100	PE
	Professional Elective II	-	-	4	0	0	4	4	40	60	100	PE
	Professional Elective III	-	-	4	0	0	4	4	40	60	100	PE
	Professional Elective IV	-	-	4	0	0	4	4	40	60	100	PE
24MB302	Industry Interface Internship	III	1, 2, 4,7,9	0	0	4	2	8	100	-	100	EEC
24MB303	Value Education and Ethics	IV	1,2,5,7,8,9	1	0	0	-	2	100	-	100	SSC
	Competitive Edge Course – III	III	-	0	0	2	1	2	100	-	100	EEC
Total				21	0	6	23	33	500	300	800	-
FOURTH SEMESTER												
Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MB401	International Business Management	I, III	1,2,3,4,7,8,9	4	0	0	4	5	40	60	100	CC
	Professional Elective V	-	-	4	0	0	4	4	40	60	100	PE
	Professional Elective VI	-	-	4	0	0	4	4	40	60	100	PE
	Professional Elective VII	-	-	4	0	0	4	4	40	60	100	PE
	Professional Elective VIII	-	-	4	0	0	4	4	40	60	100	PE
24MB402	Project (Independent Study / Problem Study / IDP based Study)	II, III	1,2,3,4,5,9	0	0	12	6	12	60	40	100	EEC
24MB403	Comprehensive Viva Voce – II	I	1,2,3,4,5,9	0	0	0	1	0	100	-	100	EEC
Total				20	0	12	27	33	360	340	700	-
Total Credits							102					

LIST OF PROFESSIONAL ELECTIVES												
Stream / Specialization: Marketing												
Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MBM01	Brand Management	I, III	1, 2, 3, 4, 5, 8, 9	4	0	0	4	4	40	60	100	PE
24MBM02	Customer Relationship Management	I, III	1, 2, 3, 4, 5, 9	4	0	0	4	4	40	60	100	PE
24MBM03	Digital Marketing	I, II	1, 2, 3, 4, 5, 6	4	0	0	4	4	40	60	100	PE
24MBM04	Event Management and Marketing	I, III	1, 2, 3, 4, 5, 8	4	0	0	4	4	40	60	100	PE
24MBM05	Integrated Marketing Communications and Promotion	I, III	1, 2, 3, 4, 5, 9	4	0	0	4	4	40	60	100	PE
24MBM06	Marketing Metrics and Analytics	I, II	1, 2, 3, 4, 8, 9	4	0	0	4	4	40	60	100	PE
24MBM07	Neuromarketing	I, III	1, 2, 6, 7, 8, 9	4	0	0	4	4	40	60	100	PE
24MBM08	Omni Channel Retail Management and Analytics	I, III	1, 2, 3, 4, 5, 8, 9	4	0	0	4	4	40	60	100	PE
24MBM09	Rural Marketing	I, III	1, 2, 3, 4, 5, 8, 9	4	0	0	4	4	40	60	100	PE
24MBM10	Sales and Distribution Management	I, III	1, 2, 3, 4, 5, 9	4	0	0	4	4	40	60	100	PE
24MBM11	Semiotics in Marketing Communications and Branding	I, III	1, 2, 3, 4, 5, 9	4	0	0	4	4	40	60	100	PE
24MBM12	Services Marketing	I, III	1, 2, 3, 4, 8, 9	4	0	0	4	4	40	60	100	PE
Stream / Specialization: Finance												
Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MBF01	Banking System and Practices	I, IV	1, 2, 3, 4, 5, 7, 9	4	0	0	4	4	40	60	100	PE
24MBF02	Equity Derivatives and Risk Management	I, II	1, 2, 3, 4, 5, 9	4	0	0	4	4	40	60	100	PE
24MBF03	Merchant Banking and Financial Services	I, IV	1, 2, 3, 4, 7, 9	4	0	0	4	4	40	60	100	PE
24MBF04	Mergers, Acquisitions and Restructuring	I, II	1, 2, 3, 4, 5, 8, 9	4	0	0	4	4	40	60	100	PE
24MBF05	Project Finance	I, II	1, 2, 3, 4, 5, 9	4	0	0	4	4	40	60	100	PE

24MBF06	Investment Analysis and Portfolio Management	I, II	1, 2, 3, 4, 5, 9	4	0	0	4	4	40	60	100	PE
24MBF07	Goods and Services Tax	I, II	1, 2, 3, 4, 5, 8, 9	4	0	0	4	4	40	60	100	PE
24MBF08	Financial Modeling	I, II	1, 2, 3, 4, 5, 6, 9	4	0	0	4	4	40	60	100	PE
24MBF09	Behavioural Finance	I, III	1, 2, 3, 4, 5, 6, 8, 9	4	0	0	4	4	40	60	100	PE
24MBF10	Corporate Accounting	I, III	1, 2, 3, 4, 5, 7, 9	4	0	0	4	4	40	60	100	PE
24MBF11	Corporate Valuation	I, II	1, 2, 3, 4, 8, 9	4	0	0	4	4	40	60	100	PE

Stream / Specialization: **Human Resource**

Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MBH01	Industrial Relations and Labour Laws	I, III	1, 2, 3, 4, 8	4	0	0	4	4	40	60	100	PE
24MBH02	Managerial Behaviour and Effectiveness	I, III	1, 2, 3, 4, 8, 9	4	0	0	4	4	40	60	100	PE
24MBH03	Organisational Change and Intervention Strategy	I, III	1, 2, 3, 4, 6, 8	4	0	0	4	4	40	60	100	PE
24MBH04	Performance Management	I, III	1, 2, 3, 4, 5, 6, 8, 9	4	0	0	4	4	40	60	100	PE
24MBH05	Behaviour Modification and Management	I, III	1, 2, 3, 4, 6, 7, 8, 9	4	0	0	4	4	40	60	100	PE
24MBH06	Learning and Development	I, II	1, 2, 3, 4, 6, 9	4	0	0	4	4	40	60	100	PE
24MBH07	Competency Mapping and Development	I, III	1, 2, 3, 4, 5, 6, 8, 9	4	0	0	4	4	40	60	100	PE
24MBH08	Social Psychology	I, IV	1, 2, 3, 4, 5, 6, 7, 8	4	0	0	4	4	40	60	100	PE
24MBH09	HR Analytics	I, II	1, 2, 3, 4, 5, 6, 7, 8, 9	4	0	0	4	4	40	60	100	PE
24MBH10	Political Behaviour and Impression Management	I, IV	1, 2, 3, 4, 5, 6, 7, 8, 9	4	0	0	4	4	40	60	100	PE

Stream / Specialization: Operations												
Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours / Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MBP01	Business Process Reengineering	I, III	1, 2, 3, 4, 5, 6, 7, 8, 9	4	0	0	4	4	40	60	100	PE
24MBP02	Advanced Maintenance Management	I, II	1, 2, 3, 4, 9	4	0	0	4	4	40	60	100	PE
24MBP03	Lean Manufacturing	I, II	1, 2, 3, 4, 5, 8	4	0	0	4	4	40	60	100	PE
24MBP04	Purchase and Materials Management	I, III	1, 2, 3, 4, 5, 8	4	0	0	4	4	40	60	100	PE
24MBP05	Service and Operations Management	I, II	1, 2, 3, 4, 5, 9	4	0	0	4	4	40	60	100	PE
24MBP06	Supply chain and logistics Management	I, II	1, 2, 3, 4, 5, 7, 9	4	0	0	4	4	40	60	100	PE
24MBP07	Total Quality Management	I, II	1, 2, 3, 4, 5, 6, 7, 9	4	0	0	4	4	40	60	100	PE
24MBP08	Six Sigma	I, II	1, 2, 3, 4, 5, 6, 9	4	0	0	4	4	40	60	100	PE
Stream / Specialization: Business Analytics												
Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours/ Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MBA01	Big Data Analytics	I, II	1, 2, 3, 4, 7, 9	4	0	0	4	4	40	60	100	PE
24MBA02	Data Mining for Business Intelligence	I, II, III	1, 2, 3, 4, 9	4	0	0	4	4	40	60	100	PE
24MBA03	Deep Learning and Artificial Intelligence	I, II, III	1, 2, 3, 4, 8, 9	4	0	0	4	4	40	60	100	PE
24MBA04	Python Programming	I, II	1, 2, 3, 4, 8, 9	4	0	0	4	4	40	60	100	PE
24MBA05	R Programming	I, II	1, 2, 3, 4, 5, 8, 9	4	0	0	4	4	40	60	100	PE
24MBA06	Social Media Web Analytics	I, II	1, 2, 3, 4, 5, 7, 8, 9	4	0	0	4	4	40	60	100	PE
24MBA07	Stochastic Modeling	I, II	1, 2, 3, 4, 5, 9	4	0	0	4	4	40	60	100	PE
24MBA08	Time Series Analysis	I, II	1, 2, 3, 4, 5, 9	4	0	0	4	4	40	60	100	PE

Stream / Specialization: Banking and Insurance												
Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours/ Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MBB01	Indian Economy and Indian Financial System	I, II	1, 2, 3, 4, 5, 8	4	0	0	4	4	40	60	100	PE
24MBB02	Principles and Practices of Banking	I, II, III	1, 2, 3, 4, 5, 8	4	0	0	4	4	40	60	100	PE
24MBB03	Accounting and Financial Management for Bankers	I, II, III	1, 2, 3, 4, 5, 9	4	0	0	4	4	40	60	100	PE
24MBB04	Retail Banking and Wealth Management	I, II	1, 2, 3, 4, 5, 8, 9	4	0	0	4	4	40	60	100	PE
24MBB05	Principles and Practices of Life Insurance	I, II	1, 2, 3, 4, 5, 8	4	0	0	4	4	40	60	100	PE
24MBB06	Principles and Practice of General Insurance	I, II	1, 2, 3, 4, 5, 8	4	0	0	4	4	40	60	100	PE
24MBB07	Risk management and Insurance	I, II	1, 2, 3, 4, 5, 8, 9	4	0	0	4	4	40	60	100	PE
Stream / Specialization: Entrepreneurship												
Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours/ Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MBE01	Entrepreneurship and Small Business Management	I, II	1, 2, 3, 4, 5, 8, 9	4	0	0	4	4	40	60	100	PE
24MBE02	Creativity, Innovation and Entrepreneurship	I, II, III	1, 2, 3, 4, 5, 9	4	0	0	4	4	40	60	100	PE
24MBE03	Legal and Regulatory framework for Entrepreneurship	I, II, III	1, 2, 3, 4, 5, 8, 9	4	0	0	4	4	40	60	100	PE
24MBE04	Soft Skills for Entrepreneurship	I, II	1, 2, 3, 4, 7, 9	4	0	0	4	4	40	60	100	PE
24MBE05	Business Plan	I, II	1, 2, 3, 4, 6, 9	4	0	0	4	4	40	60	100	PE
24MBE06	Building a Sustainable Enterprise	I, II	1, 2, 3, 4, 5, 7, 9	4	0	0	4	4	40	60	100	PE
24MBE07	Intellectual Property Rights	I, II	1, 2, 3, 4, 5, 7, 9	4	0	0	4	4	40	60	100	PE

COMPETITIVE EDGE COURSES												
Course Code	Course Title	Objectives & Outcomes		L	T	P	C	Hours/Week	Maximum Marks			Category
		PEO(s)	PO(s)						CA	SEE	Total	
24MBX01	Power BI – I	I, II	1, 2, 3, 4, 5, 9	0	0	2	1	2	100	-	100	EEC
24MBX02	Power BI – II	I, II	1, 2, 3, 4, 5, 9	0	0	2	1	2	100	-	100	EEC
24MBX03	Python for Business Decision Making – I	I, II	1, 2, 3, 4, 5, 6, 9	0	0	2	1	2	100	-	100	EEC
24MBX04	Python for Business Decision Making – II	I, II	1, 2, 3, 4, 5, 7, 9	0	0	2	1	2	100	-	100	EEC
24MBX05	R Programming I	I, II	1, 2, 3, 4, 8, 9	0	0	2	1	2	100	-	100	EEC
24MBX06	R Programming II	I, II	1, 2, 3, 4, 5, 8, 9	0	0	2	1	2	100	-	100	EEC
24MBX07	Visual Analytics I	I, II	1, 2, 3, 4, 5, 6	0	0	2	1	2	100	-	100	EEC
24MBX08	Visual Analytics II	I, II	1, 2, 3, 4, 5, 6	0	0	2	1	2	100	-	100	EEC
24MBX09	Digital Banking	I, II, IV	1, 2, 3, 4, 5, 7, 8, 9	0	0	2	1	2	100	-	100	EEC
24MBX10	FinTech	I, II	1, 2, 3, 4, 5, 7, 8, 9	0	0	2	1	2	100	-	100	EEC
24MBX11	Wealth Management	I, II	1, 2, 3, 4, 5, 7, 8, 9	0	0	2	1	2	100	-	100	EEC
24MBX12	E-Recruitment & Virtual Onboarding	I, III	1, 2, 3, 4, 5, 6, 8, 9	0	0	2	1	2	100	-	100	EEC
24MBX13	Applied Psychology	I, II	1, 2, 3, 4, 5, 6, 8, 9	0	0	2	1	2	100	-	100	EEC
24MBX14	Creativity, Innovation and Design Thinking	I, III	1, 2, 3, 4, 7, 8, 9	0	0	2	1	2	100	-	100	EEC
24MBX15	Zoho – CRM	I, II	-	0	0	2	1	2	100	-	100	EEC
24MBX16	Zoho – HRM	I, II	-	0	0	2	1	2	100	-	100	EEC
24MBX17	Indian Ethos and Values	I, IV	-	0	0	2	1	2	100	-	100	EEC

AUDIT COURSE

1. 24MB303 Value Education and Ethics*

VALUE ADDED COURSES

2. 24MBY01 Selling Skills[#]
3. 24MBY02 Mutual Funds[#]
4. 24MBY03 Principles of Insurance[#]

* - Categorized under “Social Science Courses (SSC)”

- Categorized under “Employment Enhancement Courses (EEC)”

RECOMMENDED LIST OF NPTEL COURSES

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

FIRST SEMESTER

24MB101	Management Concepts and Organizational Behaviour				L	T	P	C	
					3	1	0	4	
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">Understanding the need for Management					Mode of Assessment		Weightage (%)		
					Continuous Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To provide insights on the fundamental concepts and theories of management.To acquaint with the concepts required to manage individual behaviour in work settings.To give inputs on how an individual's behaviour is influenced by a group.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Apply management concepts and underlying principles of management theories in taking better managerial decisions.								
CO2	Design business process and organizational set-up with the understanding the functions of management.								
CO3	Discover the factors influencing individual's behaviour in organizations and manage individual behaviour effectively.								
CO4	Assess the people's behaviour and adopt suitable motivation strategies to contribute to organization's goals.								
CO5	Choose appropriate conflict resolution strategy to resolve conflicts and reap the best results of group effort.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	2	2		1				1
2	3								1
3	2		3						1
4	2		2	3	3				1
5			3	2	3	3			1

UNIT I	INTRODUCTION TO MANAGEMENT	8 Hours
Management: Meaning, Levels, Evolution – Management Theories – Manager: Roles, Functions, Skills, Changing Role of a Manager. Gamification for experiential learning: <ul style="list-style-type: none"> • Functions of Management – A game “Play with Cards” to learn about the functions of management. • Roles of a Manager – The “Fast and Furious” activity to explore the roles of a manager. 		
UNIT II	FUNCTIONS OF MANAGEMENT	8 Hours
Planning: Importance, Types, Steps, Management by Objectives (MBO) – Organizing: Organizational Structure, Types, Span of Control – Decision Making: Process, Types of Decisions, Techniques. Gamification for experiential learning: <ul style="list-style-type: none"> • Planning – The “Fish and Fisherman” activity to learn the planning process. • Decision Making – The “Balance Yourself” activity to grasp the intricacies of decision making. Yourself” activity to grasp the intricacies of decision making. 		
UNIT III	MANAGING INDIVIDUAL BEHAVIOUR	8 Hours
Organizational Behaviour: Meaning, Importance – Personality: Types, Traits, Determinants – Values – Beliefs – Attitude: Components, Functions, Types (Job Related Attitudes). Gamification for Experiential Learning: <ul style="list-style-type: none"> • Personality – “Burst Your Anger” activity for identifying the one’s personality • Attitude – Activity for understanding about attitude and realizing the importance of positive attitude. 		
UNIT IV	MOTIVATION, PERCEPTION & LEADERSHIP	8 Hours
Motivation: Meaning, Theories, Motivation and Job Performance – Perception: Meaning, Importance, Process, Managing Perceptions – Leadership: Meaning, Traits, Styles & Leadership Theories. Gamification for Experiential Learning: <ul style="list-style-type: none"> • Motivation – “Sacrifice Game” activity aimed to enhance motivation among team members. • Leadership – “Blind Fall Activity” designed to bring out leadership qualities of the participants. 		
UNIT V	MANAGING GROUP BEHAVIOUR	8 Hours
Groups: Types, Stages in formation, Group Dynamics, Group Cohesiveness – Conflict: Meaning, Sources, Types, Resolution Techniques – Introduction to Organizational Culture – Change Management: Types, Process. Gamification for Experiential Learning: <ul style="list-style-type: none"> • Performing in Groups – An activity “Fill the Empty” to unveil the importance of group cohesiveness for enhanced performance. • Change Management – “Board Game” to experience the nuances of change management in varied situations. 		
Suggested Self-Study Topics: Line vs. Staff authority, Centralization vs. Decentralization in organizational structure, Strong vs. Weak organizational culture, John Holland’s Theory of career choice, Emotions, Felt vs. Expressed emotions, Classical conditioning, Operant conditioning, Group Thinking		
Tutorial		10 Hours
Theory		30 Hours

Total	40 Hours
References	
<ol style="list-style-type: none"> 1. Harold Koontz and Heinz Weihrich, Essentials of Management: An International, Innovation, And Leadership Perspective, 10th edition, Tata McGraw-Hill Education, 2020. 2. Stephen P Robbins, Timothy A Judge, Neharika Vohra, Organizational Behaviour, Pearson Education, 2022. 3. Steven L McShane, Mary Ann Von Glinow, Himanshu Rai, Organizational Behaviour, Tata McGraw Hill, Latest Edition, 2022. 4. Dr Neeru Vasishth, Dr Vibhuti Vasishth, Principles of Management, Texmann Publications Pvt Ltd, 2022. 5. J.S. Chandan, Organizational Behaviour, Vikas Publication, 3rd Edition, 2018. 	
Online Resources	
<ol style="list-style-type: none"> 1. https://onlinecourses.nptel.ac.in/noc23_mg33/preview 2. https://elearning.uou.ac.in/pluginfile.php/108550/mod_page/content/6/PrinciplesofManagement-OP_ulIS5L6.pdf 3. https://www.udemy.com/course/principles-of-management-j/ 4. https://www.mygreatlearning.com/academy/learn-for-free/courses/principles-of-management 5. https://onlinecourses.nptel.ac.in/noc22_mg78/preview 	

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24MB102	Business Economics				L	T	P	C	
					3	0	0	3	
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">Understanding of Economic Concepts and Frameworks.Critical Thinking and Problem-Solving Skills and basic financial literacy.					Mode of Assessment		Weightage (%)		
					Continuous Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To provide basic knowledge of production, demand forecasting, supply, and demand.To give inputs of analysing different market conditions.To explicate the basic decision-making process and the role of psychology and behavioural approaches to studying economics.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.								
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.								
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.								
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Indicate the advantages of Internal Economies of Scale.								
CO2	Assess the demand and supply functions for creating a favorable impact on business operations.								
CO3	Integrate the different strategies of perfect and imperfect market.								
CO4	Compare the role of monetary policy and fiscal policy to control inflation.								
CO5	Illustrate the behavioural perspectives on economic rationality.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	3		2					
2	3								
3									1
4			2				1	2	
5		3	2	3		1			1

UNIT I	INTRODUCTION TO BUSINESS ECONOMICS	4 Hours
Nature and Scope of Business Economics, Macro and Microeconomics, Basic problems of an Economy, Organization and Economy – Objectives of business, Production Possibility Curve, Production and Cost analysis Opportunity Cost principle, Economics of Information.		
UNIT II	CONCEPT OF DEMAND AND SUPPLY	6 Hours
Different Concepts of Demand, Demand Curve, Determinants of Demand, Law of Demand, Demand Forecasting Methods, Market Equilibrium, Concepts of Elasticity. Concept of Supply, Supply Curve, Conditions of Supply, Elasticity of Supply, Economies of Scale.		
UNIT III	MARKET STRUCTURE	6 Hours
Perfect Competition, Monopoly, Sources of Monopoly Power, Monopolistic Competition, Oligopoly, Oligopolistic Market, Price rigidity, Cartels and Price Leadership Models, Economic Inefficiency, Price Determination Under Perfect Competition, Monopolistic Competition and Monopoly.		
UNIT IV	MACRO-ECONOMIC INDICATORS	6 Hours
Price Indices, Inflation-Types of inflation, Deflation, Business Cycle and Stabilization Policies, Monetary and Fiscal Policy, National Income and its Components- GNP, NNP, GDP, NDP, Tax Regime.		
UNIT V	INTRODUCTION TO BEHAVIOURAL ECONOMICS	8 Hours
Origins of Behavioural Economics, Nature of Behavioural Economics, Principles of Behavioural Economics- Loss Aversion, Anchoring, Nudging, Discounting, Social Proof, Decision Fatigue.		
Suggested Self-Study Topics: Utility Analysis, Barometric Indicators, Price Discrimination, Economical aspects of taxation, Self-evaluation and projection bias.		
Total		30 Hours
References		
<ol style="list-style-type: none"> 1. N. Gregory Mankiw, Principles of Macroeconomics, 7th Edition, Cengage Learning, 2018. 2. Geetika, Piyali Ghoshand, Purba Roy Chowdhury, Managerial Economics, 3rd Edition, Tata McGraw Hill, 2017. 3. Nick Wilkinson, Matthias Klaes, An Introduction to Behavioural Economics, 3rd Edition, The Red Globe Press, 2018. 4. Paul Krugman and Robin Wells, "Microeconomics" 5th Edition, Worth Publishers, 2018. 5. R. Glenn Hubbard and Anthony P. O'Brien, "Microeconomics", 9th Edition, Pearson, 2021. 		
Online Resources		
<ol style="list-style-type: none"> 1. https://www.coursera.org/specializations/managerial-economics-business-analysis. 2. https://www.coursera.org/learn/macroeconomics-for-business-management. 3. Principles of Economics - Course (nptel.ac.in) 4. An Introduction to Microeconomics - Course (nptel.ac.in) 5. Principles of Macroeconomics - I - Course (swayam2.ac.in) 		

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24MB103	Business Law				L	T	P	C												
					3	0	0	3												
Pre-requisite					Assessment Pattern															
<ul style="list-style-type: none">Basics in Business Administration and Economics.					Mode of Assessment		Weightage (%)													
					Continuous Assessment		40													
					Semester End Examinations		60													
Course Objectives																				
<ul style="list-style-type: none">To instil in students an awareness of the legal framework of a Contract.To understand the basics of special contracts and Sale of Goods Act.To gain an insight into Negotiable Instruments Act and Companies Act.																				
Programme Outcomes (POs)																				
<table><tr><td>PO1</td><td>Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.</td></tr><tr><td>PO2</td><td>Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.</td></tr><tr><td>PO4</td><td>Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.</td></tr><tr><td>PO6</td><td>Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.</td></tr><tr><td>PO8</td><td>Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.</td></tr><tr><td>PO9</td><td>Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.</td></tr></table>									PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.	PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.	PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.	PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.	PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.	PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.
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PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.																			
Course Outcomes (COs)																				
The students will be able to																				
CO1		Understand the fundamental aspects of a legal Contract.																		
CO2		Assess the need of Special Contracts and their implementation in Commercial Transaction.																		
CO3		Differentiate the Rights of Buyers and Sellers under the Sale of Goods Act.																		
CO4		Outline the functional aspects of Negotiable Instruments.																		
CO5		Show the various aspects involved in forming a Company.																		
Articulation Matrix																				
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9											
1	3	2						2												
2	3	3		2				2												
3				2																
4				2																
5		2		2		2			2											
UNIT I		LAW OF CONTRACT							6 Hours											
Meaning and Essentials of a Valid Contract, Classification, Offer and Acceptance, Free Consent, Capacity, Consideration, Performance of Contract, Discharge and Remedies for Breach.																				
UNIT II		SPECIAL CONTRACTS							6 Hours											
Indemnity and Guarantee, Bailment and Pledge, Contract of Agency, Partnership – Formation of Partnership, Registration of Firms, Relations of Partners, Dissolution of Partnership and Firm, Introduction to Cyber Law.																				

UNIT III	SALE OF GOODS	6 Hours
Formation of Contract of Sale of Goods, Conditions and Warranties, Transfer of Property, Performance of Contract, Rights of an Unpaid Seller, Sale by Auction, Introduction to Consumer Protection Act.		
UNIT IV	NEGOTIABLE INSTRUMENTS	6 Hours
Features of Negotiable Instruments, Promissory Note, Cheque, Bill of Exchange, Holder in Due Course, Types of Negotiation, Presenting Negotiable Instruments.		
UNIT V	COMPANIES ACT	6 Hours
Nature, Kinds, Formation, Articles and Memorandum of Association, Prospectus, Board of Directors – Appointment and Powers, Company Management.		
Suggested Self-Study Topics: Implication of Contract with Minor, Limited Liability Partnership, Caveat Emptor, Foreign Bills, One Man Company.		
Total		30 Hours
References		
1. Kapoor N D, Elements of Mercantile Law, Sultan Chand & Sons Pvt. Ltd, 2020. 2. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill, 2018. 3. P. C. Tulsian, Business and Corporate Law for CA PE – II, New Delhi: Tata McGraw Hill, 2017. 4. Padhi, P. K., Legal Aspects of Business, PHI Learning, 2015. 5. S. Yatindra, Cyber Laws, Universal Law Publishing Co, 2016.		
Online Resources		
1. https://www.edx.org/learn/business-law 2. https://onlinecourses.nptel.ac.in/noc22_mg52/preview 3. https://onlinecourses.swayam2.ac.in/nou22_cm16/preview 4. https://ica.nic.in/scl_about.aspx 5. https://iblonline.com/		

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24MB104	Statistics for Business Decisions				L	T	P	C																																																												
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Pre-requisite					Assessment Pattern																																																															
<ul style="list-style-type: none">Basics of Statistics or Business MathematicsAnalytical skills					Mode of Assessment		Weightage (%)																																																													
					Continuous Assessment		40																																																													
					Semester End Examinations		60																																																													
Course Objectives																																																																				
<ul style="list-style-type: none">To enable the students to have an insight into basic statistical techniques.To gain an understanding about hypothesis testing, using tools such as Z test, F test, ANOVA, chi-square tests, regression & correlation analysis, and non-parametric tests.To enable the students to draw conclusions from the analysis for better decision making.																																																																				
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5	3	3	2	3		1	1																																																													
UNIT I		DESCRIPTIVE STATISTICS						8 Hours																																																												
Introduction to Statistics, Measures of Central Tendency - Mean, Median, Mode, Weighted Mean, Geometric Mean, Harmonic Mean, Measures of Position – Percentiles, Quartiles, Decile. Measures of Variability- Range, Inter-Quartile Range, Variance, Standard Deviation, Coefficient of Variation.																																																																				
UNIT II		EXPERIMENTS AND SAMPLE SPACE						7 Hours																																																												
Basic Probability concepts –Events and Sample Spaces, Contingency Tables and Venn diagrams, Simple Probability, Joint Probability, Marginal Probability, General Additional Rule, Conditional Probability –																																																																				

Computing Conditional Probabilities, Independence, Multiplication rules, Bayes theorem.		
UNIT III	COVARIANCE, CORRELATION AND REGRESSION	8 Hours
Dependent vs. Independent Variables, Covariance, Correlation Coefficient (Pearson and Spearman's Rank Correlation), Simple Linear Regression.		
UNIT IV	DISTRIBUTION, ESTIMATION & PARAMETRIC TESTS	9 Hours
Distribution – Probability Distribution, Normal Distribution. Point Estimates, Interval Estimates and Confidence Intervals. Hypothesis Testing, Level of Significance, Type I, Type II Error, Z- Test, t-test (One Sample and Two Sample) and ANOVA (One Way) – Basic computation.		
UNIT V	NON-PARAMETRIC TESTS	8 Hours
Chi-Square Test, Mann-Whitney U Test/Wilcoxon Rank Sum Test, Wilcoxon Rank Signed Test and Kruskal-Wallis Test, Friedman Test.		
Suggested Self-Study Topics		
Counting Rules, Binomial Distribution, Poisson distribution, Rectangular distribution, Triangular distribution		
Tutorial		10 Hours
Theory		30 Hours
Total		40 Hours
References		
<ol style="list-style-type: none"> 1. Mark L Berenson, David M. Levine, Kathryn A. Szabat, David F. Stephan, Basic Business Statistics: Concepts and Applications, 14th Edition, Pearson Education, 2019. 2. Andy P. Field, Discovering Statistics using IBM SPSS Statistics, Sage Publishers, 2019. 3. James T. McClave, P. George Benson, Terry Sincich, Statistics for Business and Economics, 13th Edition, Pearson Education, 2018. 4. Robert Stine, Dean Foster, Statistics for Business: Decision Making and Analysis, 3rd Edition, Pearson Education, 2020. 5. Bruce Bowerman, Richard O'Connell, Emilly Murphree, Business Statistics in Practice using Data, Modelling and Analytics, 8th Edition, Tata McGraw Hill, 2019. 		
Online Resources		
<ol style="list-style-type: none"> 1. https://archive.nptel.ac.in/courses/110/107/110107114/ 2. https://www.hbsp.harvard.edu/product/6007-HTM-ENG 3. https://iimbx.iimb.ac.in/statistics-for-business-i/ 4. https://www.edx.org/learn/statistics/indian-institute-of-management-bangalore-statistics-for-business-ii 5. https://www.managementconcepts.com/course/id/4680 		

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Signature with date

24MB105	Accounting for Management				L	T	P	C	
					3	1	0	4	
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">Basic Accounting Environment					Mode of Assessment		Weightage (%)		
					Continuous Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To acquaint the students with the fundamental principles of accounting.To enable the students to read and understand financial statements.To enhance the knowledge of students in costing, budgeting and decision making.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
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PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Generate the financial statements by applying accounting principles.								
CO2	Analyze and interpret the financial statements for effective decision making.								
CO3	Describe the fundamental concepts of cost accounting and Analyze reports to make sound pricing decisions.								
CO4	Evaluate the overheads and other costs across various products.								
CO5	Gain insights about Break Even Analysis and applications of marginal costing.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3								
2	3		2						2
3			2				1		
4		3		3		1	1		1
5		3		3		1	1		2

UNIT I	INTRODUCTION TO FINANCIAL ACCOUNTING	8 Hours
Introduction, Meaning, Branches and Objectives of Accounting, Concepts and Conventions of Accounting, An Overview of Journal, Ledger and Trial Balance, Depreciation Accounting, Preparation of financial statements, Financial reporting (IGAAP and IFRS)		
UNIT II	FINANCIAL STATEMENT ANALYSIS	8 Hours
Financial Statements, Characteristics, Limitations, Methodical Classification, Analysis of financial statements with managerial perspective: Comparative Balance Sheet, Common Size Statement, Ratio Analysis, Trend Analysis, Fund Flow Statement and Cash Flow Statement (Basic problems)		
UNIT III	COST ACCOUNTING	8 Hours
Cost Accounting, Meaning & Objectives, Classification & Elements of Costs, Cost Concepts, Preparation of Cost Sheet, Apportionment of Cost, An Overview of Activity Based Costing.		
UNIT IV	BUDGET AND BUDGETARY CONTROL	8 Hours
Budget and Budgetary Control, Cash Budget, Functional Budgets and Flexible Budget.		
UNIT V	CVP AND ALTERNATIVE BUSINESS DECISIONS	8 Hours
Cost Volume Profit Analysis, Break Even Analysis, Application of Marginal Costing Techniques in Managerial Decision Making.		
Suggested Self-Study Topics		
Ind AS (Indian Accounting Standards), Recent Developments in Management Accounting, Inventory Valuation Methods - FIFO, LIFO, Average Cost Method, Zero based budgeting, Multi product firm and BEP.		
Tutorial		10 Hours
Theory		30 Hours
Total		40 Hours
References		
1. N. Ramachandran Ram Kumar Kakani, Financial Accounting for Management, 4 th Edition, Tata McGraw Hill, 2017. 2. R. Narayanaswamy, Financial Accounting - A Managerial Perspective, 7 th Edition, Prentice Hall India, 2016. 3. M.Y. Khan and P. K. Jain, Management Accounting- Text, Problems and Cases, 7 th Edition, Tata McGraw Hill, 2016. 4. Godwin, Alderman, Sanyal, Financial ACCT - Financial Accounting, 2 nd Edition, Cengage Learning Private Limited, 2016. 5. Sawyers, Jackson, Jenkins, Arora Jenkins, Arora, Managerial ACCT – Managerial Accounting, 2 nd Edition, Cengage Learning Private Limited, 2016		
Online Resources		
1. https://onlinecourses.nptel.ac.in/noc20_mg65/preview 2. https://www.edx.org/learn/management-accounting/indian-institute-of-management-bangalore-management-accounting-for-decision-making 3. https://www.edx.org/learn/business-administration/acca-management-accounting 4. https://www.edx.org/executive-education/the-london-school-of-economics-and-political-science-financial-analysis-and-management-accounting 5. https://archive.nptel.ac.in/courses/110/101/110101003/		

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24MB106	Business Research Methods				L	T	P	C												
					3	0	2	4												
Pre-requisite					Assessment Pattern															
<ul style="list-style-type: none">Basic of Statistics					Mode of Assessment		Weightage (%)													
					Continuous Assessment		50													
					Semester End Examinations		50													
Course Objectives																				
<ul style="list-style-type: none">To develop the research orientation among the students and to acquaint them with fundamentals of research methods.To introduce the students to the basic concepts used in research and to scientific social research methods and their approach.To develop the skills for preparing research-based business reports.																				
Programme Outcomes (POs)																				
<table><tr><td>PO1</td><td>Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.</td></tr><tr><td>PO2</td><td>Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.</td></tr><tr><td>PO3</td><td>Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.</td></tr><tr><td>PO4</td><td>Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.</td></tr><tr><td>PO8</td><td>Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.</td></tr><tr><td>PO9</td><td>Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.</td></tr></table>									PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.	PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.	PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.	PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.	PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.	PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.
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Course Outcomes (COs)																				
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<table><tr><td>CO1</td><td>Execute research on a scientific basis and select appropriate research design.</td></tr><tr><td>CO2</td><td>Develop measurement tools and test for its validity and reliability.</td></tr><tr><td>CO3</td><td>Use appropriate data collection method and sampling technique.</td></tr><tr><td>CO4</td><td>Organize data and choose the appropriate statistical tools for analysis.</td></tr><tr><td>CO5</td><td>Generate the research report adopting the right tools for enhancing the quality of presentation.</td></tr></table>									CO1	Execute research on a scientific basis and select appropriate research design.	CO2	Develop measurement tools and test for its validity and reliability.	CO3	Use appropriate data collection method and sampling technique.	CO4	Organize data and choose the appropriate statistical tools for analysis.	CO5	Generate the research report adopting the right tools for enhancing the quality of presentation.		
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Articulation Matrix																				
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9											
1	3		1					1	1											
2	1		1																	
3		2						1												
4		3		2				1	1											
5		1	1	2					2											
UNIT I		INTRODUCTION						7 Hours												
Business Research: Concepts, Process, Literature Review, Variable types, Hypothesis, Types of Research, Characteristics of Good research. Research Design- Exploratory, Descriptive and Causal Research Design.																				

UNIT II	SCALING AND MEASUREMENT	6 Hours
Measurement and Scaling- Different Scales, Scaling Techniques. Data Collection Tools, Guidelines for Questionnaire Design, Construction of questionnaire. Pilot Testing. Validity and Reliability Testing.		
UNIT III	SAMPLING DESIGN AND DATA COLLECTION	6 Hours
Sampling Design – Population, Sample Unit, Sample Size, Sampling Frame, Sampling Techniques. Primary and Secondary Sources of Data. Formulation of Hypothesis, Interviews and Observation.		
UNIT IV	DATA PREPARATION AND ANALYSIS	6 Hours
Data Preparation- Editing, Coding, Data Entry. Tests of Significance. Parametric and Non-Parametric Tests, Univariate, Bivariate and Multivariate Statistical Techniques. Usage of statistical tool SPSS for Data analysis.		
UNIT V	REPORT PREPARATION	5 Hours
Techniques of Interpretation. Report writing – Steps, Layout, Types. Oral presentation. Executive Summary. Norms for using Tables, Charts, Diagrams, Index, Bibliography. Research Ethics. Plagiarism. Tools for Report writing.		
Suggested Self-Study Topics		
Cross-Sectional and Longitudinal Studies, Qualitative Research, Post Facto Research, Format for Journal publication.		
List of Laboratory Experiments		
Experiment 1		2 Hours
Transcribing data in SPSS		
Experiment 2		2 Hours
Exploring Data – Histogram, Box and Whisker Plot, Scatter Plot		
Experiment 3		2 Hours
Descriptive Statistics		
Experiment 4		2 Hours
Checking for Reliability, Normality and Homogeneity of Variance		
Experiment 5		2 Hours
Conducting Factor Analysis		
Experiment 6		2 Hours
Conducting Non-Parametric Tests		
Experiment 7		2 Hours
Conducting Parametric Tests		
Experiment 8		2 Hours
Conducting Discriminant Analysis		
Experiment 9		2 Hours
Correlation and Regression		
Experiment 10		2 Hours
Conducting Cluster Analysis		

Laboratory	20 Hours
Theory	30 Hours
Total	50 Hours
References	
<ol style="list-style-type: none"> 1. William G. Zikmund, Business Research Methods, Thomson Learning, 8th Edition, 2018. 2. Naresh K. Malhotra, Marketing Research - An Applied Orientation, 7th Edition, Pearson Education, 2019. 3. Uma Sekaran, Research Methods for Business, Wiley India, 7th Edition, 2016. 4. Donald R. Cooper and Pamela S. Schindler, Business Research Methods, Tata McGraw Hill Publishing Company Limited, 11th Edition, 2018 5. Krishnaswamy, Appa Iyer Sivakumar, Mathirajan, Management Research Methodology, 1st Edition, Pearson, 2018. 	
Online Resources	
<ol style="list-style-type: none"> 1. https://onlinecourses.nptel.ac.in/noc24_mg42 2. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4178691 3. https://link.springer.com/book/10.1007/978-3-319-94153-0 4. https://guides.library.illinois.edu/c.php?g=347869&amp;p=2345388 5. https://statistics.laerd.com/ 	

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24MB107	Managerial Skill Development - I				L	T	P	C																																																												
					0	0	4	2																																																												
Pre-requisite					Assessment Pattern																																																															
<ul style="list-style-type: none">Basic Communication Skills					Mode of Assessment		Weightage (%)																																																													
					Continuous Assessment		60																																																													
					Semester End Examinations		40																																																													
Course Objectives																																																																				
<ul style="list-style-type: none">To make the students to learn the various communication methods followed in the corporate world.To enhance competency in listening, speaking, and writing skills.To train the students in the preparation of various report, business presentations, resume, job applications and attending employment interviews.																																																																				
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CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9																																																											
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5									1																																																											
List of Laboratory Experiments																																																																				
Activity / Experiment 1								4 Hour																																																												
Business Communication – Components, Types, Communication in Digital Era, Mistakes in Communication																																																																				
Activity / Experiment 2								4 Hour																																																												
Business Letters– Positive, Negative and Neutral, Sales Letters, Complaint Letters and Enquiry Letters.																																																																				

Activity / Experiment 3	4 Hours
Letters related to HR – Offer letter, Warning letter, Transfer Letter, Promotion Letter	
Activity / Experiment 4	4 Hours
Adapting E-Mail Correspondence and E-Mail Etiquettes	
Activity / Experiment 5	4 Hours
Drafting Memos, Agenda and Minutes of Meeting	
Activity / Experiment 6	4 Hours
Framing Advertisements, Slogans, Captions	
Activity / Experiment 7	4 Hours
Preparing Press Releases, Business Proposals	
Activity / Experiment 8	4 Hours
Non-Verbal Communication – Body Language, Business Etiquettes	
Activity / Experiment 9	4 Hours
Managerial Speeches – Presentations, Extempore, Introduction, Thanking	
Activity / Experiment 10	4 Hours
Preparing Resume, Job Applications, Preparing for Job Interviews	
Total	40 Hours
References	
<ol style="list-style-type: none"> 1. Aruna Koneru, Professional Communication, Tata McGraw Hill, 2018. 2. Raymond V. Lesikar, Business Communication (SIE): Connecting in a Digital World, 13th Edition, McGraw Hill Education, 2018. 3. Rajendra Pal, J.S. Korlahalli, Essentials of Business Communication, 13th Edition, Sultan Chand & Sons, 2021. 4. Matthukutty M Monippally, Business Communication: From Principles to Practice, 1st Edition, Tata McGraw Hill, 2018 5. Neera Jain, Shoma Mukherji: Effective Business Communication,” 2nd Edition, Tata McGraw Hill, 2020. 	
Online Resources	
<ol style="list-style-type: none"> 1. https://onlinecourses.swayam2.ac.in/nou24_cm10 2. https://onlinecourses.nptel.ac.in/noc24_hs58 3. https://www.coursera.org/learn/business-english-intro?specialization=business-english 4. https://www.coursera.org/learn/communication-strategies-virtual-age 5. https://www.coursera.org/learn/art-of-job-interview 	

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SECOND SEMESTER

24MB201	Marketing Management				L	T	P	C	
					3	0	0	3	
Pre-requisites					Assessment Pattern				
<ul style="list-style-type: none">Management PrinciplesBusiness Environment					Mode of Assessment		Weightage (%)		
					Continuous Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To provide insights on the basic concepts of marketing and the various marketing environment factors that impact formulation of marketing strategies.To disseminate clear understanding about STP in marketing and dynamics of consumer behaviour.To facilitate understanding about the element of marketing mix and the adoption of contemporary marketing practices.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.								
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.								
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Interpret the various marketing concepts, marketing philosophies and marketing environment factors.								
CO2	Implement the concept of STP and examine the dynamics of buyer behavior in arriving at marketing decisions.								
CO3	Outline the marketing strategies encompassing product development, marketing of services and pricing strategies.								
CO4	Parse the marketing strategies that leverage marketing channels, sales management, and promotion techniques.								
CO5	Integrate the contemporary marketing practices and adapt to the futuristic changes.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	2							
2	3								
3				3					2
4				3		2	2		

5	3	3	3	3		2	3	
UNIT I		INTRODUCTION						6 Hours
Marketing: Definition, History, Importance – Marketing Management – Core Concepts: Needs, Wants, Demands – Philosophies / Orientations - Marketing Environment: Micro and Macro – Marketing Mix – Product, Price, Place and Promotion.								
UNIT II		STP & BUYER BEHAVIOUR						6 Hours
Segmenting: Levels, Bases – Targeting: Strategies – Positioning: Differentiation, Positioning Strategies - Understanding and Influencing Buyer Behaviour.								
UNIT III		ELEMENTS OF MARKETING MIX – PRODUCT AND PRICE						6 Hours
Product: Levels, New Product Development, Product Life Cycle, Product Decisions– Marketing of Services - Pricing: Methods, Responding to Price changes								
UNIT IV		ELEMENTS OF MARKETING MIX – PLACE AND PROMOTION						6 Hours
Place: Marketing Channels, Levels, Channel Management, Rural Marketing, Sales Management, Sales Process – Promotion: Marketing Communication Process, Modes of Communication, Media – Advertising and Branding, Publicity								
UNIT V		CONTEMPORARY CONCEPTS						6 Hours
Retail Sales – Field Sales - Digital Marketing – Social Media Marketing – Neuro Marketing – Inbound and Outbound Marketing – Marketing Analytics – Marketing Information System, Green Marketing.								
Suggested Self-Study Topics								
Marketing Scenario Analysis, Above the line and below the line Marketing, Marketing Plan, Strategic Marketing, Recent Trends in Marketing Research, Branded Contents, Sensory Marketing.								
							Total	30 Hours
References								
1. Philip Kotler, Kevin Lane Kellar, Abraham Koshy, and Mithileswar Jha, Marketing Management: A South Asian Perspective, Pearson, 2020. 2. Lamb, Hair, Sharma, McDaniel, MKTG: A South-Asian Perspective, Cengage Learning, New Delhi 2016. 3. Rajan Saxena, Marketing Management, 6 th Edition, Tata McGraw Hill, New Delhi, 2019. 4. Gupta Prachi, Aggarwal Ashita, Marketing Management: Indian Cases, 1 st Edition, Pearson, 2020. 5. V. S. Ramaswamy, S. Namakumari, Marketing Management: Indian Context Global Perspective, 6 th Edition, Sage Publications, 2018.								
Online Resources								
1. https://onlinecourses.nptel.ac.in/noc22_mg57/preview 2. https://onlinecourses.nptel.ac.in/noc22_mg05/preview 3. https://onlinecourses.nptel.ac.in/noc23_mg23/preview 4. https://www.edx.org/learn/marketing-management/indian-institute-of-management-bangalore-marketing-management 5. https://www.edx.org/learn/marketing/university-of-british-columbia-introduction-to-marketing#!								

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Signature with date

24MB202	Human Resource Management				L	T	P	C														
					3	0	0	3														
Pre-requisites					Assessment Pattern																	
<ul style="list-style-type: none">Management Principles					Mode of Assessment		Weightage (%)															
					Continuous Assessment		40															
					Semester End Examinations		60															
Course Objectives																						
<ul style="list-style-type: none">To enable the students to understand the various HR functions in-depth.To familiarize students with contemporary practices.To equip the students with required competencies in the field of human resources.																						
Programme Outcomes (POs)																						
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Course Outcomes (COs)																						
The students will be able to																						
CO1	Execute policies and systems for all HR sub-functions.																					
CO2	Analyze the factors to deal with multi-cultural workforce.																					
CO3	Implement training methods for developing workforce to meet dynamic environment.																					
CO4	Assess the performance of workforce in organization.																					
CO5	Comprehend the different methods of compensation.																					
Articulation Matrix																						
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9													
1	3	2		3																		
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3			3		2		2															
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5	3		2	2	3																	
UNIT I									INTRODUCTION													
								6 Hours														
HRM-Nature, Scope, Definition, Objectives and Functions of HRM, Models of HRM, HR policies, HRM in the changing environment, Role of AI in HRM.																						

UNIT II	STAFFING	6 Hours
Human Resource Planning, Job Analysis, Job Description, Job Specification, Job Design, Recruitment, Selection, Induction, Placement.		
UNIT III	LEARNING AND DEVELOPMENT	6 Hours
Training and Development, Principles of Learning, Objectives, Training need Analysis, Training calendar, Training Methods, Training evaluation, Management Development: Meaning, Scope, Objectives and Methods.		
UNIT IV	PERFORMANCE MANAGEMENT	6 Hours
Performance Appraisal: Introduction, Identification of issues in performance appraisal, Uses and limitations of Performance Appraisal, Methods of appraisal. Performance Management, Career Management, Grievances Redressal.		
UNIT V	COMPENSATION MANAGEMENT	6 Hours
Compensation – Concepts and Principles, Influencing Factors, Current Trends in Compensation – Methods of Payment – Incentives and Rewards. Job Evaluation-Concepts and Methods.		
Suggested Self-Study Topics IHRM, HRIS, e-Learning, Changing roles of HR during the transition from Local to Global, Competencies required for International Managers.		
Total		30 Hours
References		
<ol style="list-style-type: none"> 1. K. Aswathappa, Sadhana Dash, Human Resource and Personnel Management - Text and Cases, 10th Edition, Tata McGraw Hill, 2023. 2. Biswajeet Pattanayak, Human Resource Management, 5th Edition, Prentice Hall of India, 2020. 3. Gary Dessler and Biju Varkkey, Human Resource Management, 7th Edition, Pearson Education Limited, 2023. 4. Bernardin H John Human Resource Management-An Experiential Approach, Tata McGraw Hill, 2015. 5. Denisi, Griffin, Sarkar, Human Resource Management, 2nd edition, Cengage Learning, 2016. 		
Online Resources		
<ol style="list-style-type: none"> 1. https://www.mygreatlearning.com/academy/learn-for-free/courses/human-resource-management 2. https://www.edx.org/learn/economics/the-international-monetary-fund-vitara-human-resource-management 3. https://archive.nptel.ac.in/courses/110/105/110105069/ 4. https://onlinecourses.nptel.ac.in/noc20_hs48/preview 5. http://acl.digimat.in/nptel/courses/video/122105020/L01.html 		

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24MB203	Operations Management				L	T	P	C	
					3	1	0	4	
Pre-requisites					Assessment Pattern				
<ul style="list-style-type: none">Management PrinciplesBasics of Statistics					Mode of Assessment		Weightage (%)		
					Continuous Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To acquaint with production terminology and concepts.To enable the students to comprehend the important aspects like production system, layout, production planning and inventory management.To enable the students to evaluate the utility of work measurement techniques.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.								
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Understanding of production system according to the nature of the product.								
CO2	Interpret the factors influencing the selection of location and layout.								
CO3	Design the process of strategic planning to meet out the production requirements.								
CO4	Analyze the inventory requirements and management.								
CO5	Evaluate the work measurement techniques to choose capacity and demand of service in operations.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	2		3		2			1
2	2	3				3		1	
3	3		3						
4		3	2		1			3	
5			3		3	2			3

UNIT I	INTRODUCTION	8 Hours
Production Management: Evolution and Functions of Production Management. Production Systems: Job, Batch, Mass, Continuous Flow, Group technology, Line Balancing (Problems).		
UNIT II	PRODUCTION LOCATION AND LAYOUT	9 Hours
Location Decision: Factors Affecting Location Decision. Facility Layout: Product, Process Layout, Cellular Layout, Fixed Position Layout. Operation Layout for service industries.		
UNIT III	PROCESS PLANNING IN PRODUCTION AND SERVICE	7 Hours
Process Planning: Characteristics and Functions, Capacity Requirement Planning: Methodology Aggregate planning: Methodology. Master Production Schedule, Material Requirement Planning. Manufacturing Resource Planning (MRP) II. Managing capacity and demand in service, Service supply relationship, GANTT Chart.		
UNIT IV	INVENTORY MANAGEMENT	8 Hours
Independent Demand model: Economic Order Quantity (EOQ) Model (Problems). Types of Inventory control - P System, Q System, and Techniques of Inventory control: ABC Analysis (Problems), Just in Time (JIT), KANBAN.		
UNIT V	WORK MEASUREMENT TECHNIQUES AND LEAN MANUFACTURING	8 Hours
Work Measurement Techniques: Time Study, Method Study, Time Measurement (MTM), Work Sampling (Problems), Lean Manufacturing: 7 Wastes, KAIZEN, 5S.		
Suggested Self-Study Topics Cellular manufacturing, Centre of gravity model, Product tree, Andons and Motion study.		
Tutorial		10 Hours
Theory		30 Hours
Total		40 Hours
References		
<ol style="list-style-type: none"> 1. Norman Gaither and Greg Frazier., Operations Management, New Delhi: Cengage Learning, 2017. 2. Kanishka Bedi, Production and Operations Management, 3rd Edition, Tata McGraw Hill Education India, 2016. 3. S.N.Chary, Production and Operations Management, 6th Edition, Tata McGraw Hill, 2019. 4. Byron J Finch, Operations Now, Tata McGraw Hill, 2016. 5. Chase Jacobs, Aquilano, and Agarwal, Operations Management for Competitive Advantage, special edition, Tata McGraw Hill, 2016. 		
Online Resources		
<ol style="list-style-type: none"> 1. https://learninglink.oup.com/access/jones-robinson2e-student-resources 2. https://www.edx.org/learn/operations-management 3. https://www.smartsheet.com/operations-management 4. https://om.utdallas.edu/program-resources/ 5. https://www.coursera.org/courses?query=operations%20management 		

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24MB204	Financial Management				L	T	P	C														
					3	0	2	4														
Pre-requisite					Assessment Pattern																	
<ul style="list-style-type: none">Management PrinciplesKnowledge in Financial and Management Accounting					Mode of Assessment		Weightage (%)															
					Continuous Assessment		50															
					Semester End Examinations		50															
Course Objectives																						
<ul style="list-style-type: none">To understand the fundamentals of Financial Management.To impart the skills on Investment, Financing and Dividend decisions.To estimate the requirements of working capital of an organization.																						
Programme Outcomes (POs)																						
<table><tr><td>PO1</td><td>Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.</td></tr><tr><td>PO2</td><td>Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.</td></tr><tr><td>PO3</td><td>Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.</td></tr><tr><td>PO4</td><td>Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.</td></tr><tr><td>PO5</td><td>Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.</td></tr><tr><td>PO8</td><td>Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.</td></tr><tr><td>PO9</td><td>Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.</td></tr></table>									PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.	PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.	PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.	PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.	PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.	PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.	PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.
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Course Outcomes (COs)																						
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<table><tr><td>CO1</td><td>Analyze the business decisions using Time Value of Money.</td></tr><tr><td>CO2</td><td>Evaluate alternative investments using Capital Budgeting Techniques.</td></tr><tr><td>CO3</td><td>Analyze the impact of long-term sources of financing.</td></tr><tr><td>CO4</td><td>Analyze the impact of dividend decisions on the value of the firm.</td></tr><tr><td>CO5</td><td>Analyze the working capital needs and use suitable sources.</td></tr></table>									CO1	Analyze the business decisions using Time Value of Money.	CO2	Evaluate alternative investments using Capital Budgeting Techniques.	CO3	Analyze the impact of long-term sources of financing.	CO4	Analyze the impact of dividend decisions on the value of the firm.	CO5	Analyze the working capital needs and use suitable sources.				
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Articulation Matrix																						
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9													
1					1				1													
2					1				2													
3	1	3		2				1	1													
4	1	3	1	2				1	2													
5	1	2	2	2				1	2													
UNIT I		FUNDAMENTALS OF FINANCIAL MANAGEMENT						6 Hours														
Introduction: Evolution of Financial Management, Goals / Objectives of Financial Management, Financial Management Decisions, Forms of Business Organizations. Time Value of Money: Present Value and Future Value Concepts for different cashflow streams.																						

UNIT II	INVESTMENT DECISIONS	6 Hours
Capital Budgeting: Process, Project Classification – Discounted Cash flow Techniques: Net Present Value, Internal Rate of Return, Profitability Index, Discounted Payback Period – Non-Discounted Cash Flow Techniques: Payback Period, Accounting Rate of Return – Capital Rationing.		
UNIT III	FINANCING DECISIONS	7 Hours
Cost of Capital: Cost of Debt, Preference Shares, Equity and Retained earnings, Weighted Average Cost of Capital (WACC). Capital Structure: Definition, Factors determining Capital Structure, EBIT – EPS Analysis In-difference point. Leverage Analysis: Financial Leverage, Operating Leverage and Combined Leverage.		
UNIT IV	DIVIDEND DECISIONS	5 Hours
Dividend Policy: Dividend, Forms of Dividend, Determinants of Dividend Policy – Theories: Relevance and Irrelevance.		
UNIT V	WORKING CAPITAL DECISIONS	6 Hours
Meaning of Working Capital, Determinants, Estimation of working capital requirement, Current Assets Financing Policy, Operating Cycle and Cash Cycle. An overview of Cash, Receivables and Inventory Management.		
Suggested Self-Study Topics		
Real and Nominal Interest Rate, Modified Internal Rate of Return (MIRR), EBIT-EPS Analysis, Share Split and Bonus shares, Tax aspects of dividend, Working capital committees.		
List of Laboratory Experiments		
Experiment 1		2 Hours
Calculating Present Value (PV) of different cashflow streams		
Experiment 2		2 Hours
Calculating Future Value (FV) of different cashflow streams		
Experiment 3		2 Hours
Analyzing alternative investment decisions using DCF Techniques		
Experiment 4		2 Hours
Analyzing alternative investment decisions using Non-DCF Techniques		
Experiment 5		2 Hours
Calculating Cost of Capital for various sources of funds		
Experiment 6		2 Hours
EBIT – EPS Analysis using What-if Analysis		
Experiment 7		2 Hours
Calculating Financial, Operating and Combined Leverages		
Experiment 8		2 Hours
Analyze the impact of Dividend Decisions on Value of the Firm		
Experiment 9		2 Hours
Calculating Operating Cycle		
Experiment 10		2 Hours
Estimation of Working Capital Requirements		

	Laboratory	20 Hours
	Theory	30 Hours
	Total	50 Hours
References		
<ol style="list-style-type: none"> 1. I M. Pandey, Financial Management, 12th Edition, Vikas Publishing House Private Ltd, New Delhi, 2019. 2. Van Horne and John M Wachowicz, Fundamentals of Financial Management, 13th Edition, Pearson Education India, New Delhi, 2015. 3. Prasanna Chandra, Financial Management- Theory and Practice, 9th Edition, Tata McGraw-Hill Publishing Company Ltd, New Delhi, 2017. 4. M. Y. Khan and P. K. Jain, Financial Management- Text, Problems and Cases, 8th Edition, Tata McGraw Hill Publishing Company Ltd, New Delhi, 2018. 5. Brigham and Houston, Fundamentals of Financial Management, 13th Edition, Cengage Learning India Private Limited, New Delhi, 2015. 		
Online Resources		
<ol style="list-style-type: none"> 1. https://alison.com/tag/financial-management 2. https://www.mygreatlearning.com/academy/learn-for-free/courses/introduction-to-financial-management 3. https://www.coursera.org/courses?query=financial%20management 4. https://www.practicalmoneyskills.com/en/resources/free_materials.html 5. https://onlinecourses.nptel.ac.in/noc20_mg31/preview 		

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24MB205	Operations Research				L	T	P	C	
					3	0	2	4	
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">Management PrinciplesProduction, Operation, Facility, LogisticsWork Allocation, Time Study, Motion Study.					Mode of Assessment		Weightage (%)		
					Continuous Assessment		50		
					Semester End Examinations		50		
Course Objectives									
<ul style="list-style-type: none">To enable the students to have insight into basic linear programming.To enable the students to analyse and understand operations research techniques in business operations.To enable the students to become more analytical for solving real life problems.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
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PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Construct the Linear Programming for profit maximization and cost minimization.								
CO2	Analyse the transportation and assignment technique for optimization.								
CO3	Apply the tools and techniques of CPM and PERT to manage the projects.								
CO4	Assess the risk and uncertainty and apply the decision making.								
CO5	Evaluate the queuing model and replacement model for enhancing operational efficiency.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	3		2					2
2	2	3	2			3		1	
3	3		3	3		2			
4		3	2	3	1			3	
5			3		3			-	3
UNIT I		LINEAR PROGRAMMING						7 Hours	
Linear Programming, Formulation, Solving LPP: Graphical method, Simplex method- Dual simplex method-									

Principles of Duality- Sensitivity Analysis.		
UNIT II	TRANSPORTATION AND ASSIGNMENT	6 Hours
Transportation problems-North-West Corner Solution, least cost, Vogel’s Approximation Method (VAM) – Test of optimality - MODI method, Assignment Problem: Hungarian method. Travelling Salesmen Algorithm.		
UNIT III	NETWORK TECHNIQUES	6 Hours
Introduction- Phases of project management, Guidelines for network construction-Critical Path Method-CPM float calculations-PERT analysis.		
UNIT IV	GAME THEORY	6 Hours
Game Theory-Two-person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination 20 (Averages)-Decision making under risk, Expected Monetary Value approach, Decision Trees- Monte-carlo simulation, Nash Equilibrium.		
UNIT V	QUEUING THEORY	5 Hours
Queuing Theory – Structure and Characteristics of Queuing System, Solution to the practical problems on Poisson – exponential, single server model infinite population. Waiting line models: Features and Terminologies.		
Suggested Self-Study Topics		
Linear Programming Big M-Method and Two –Phase Method, Economic Interpretation of Dual, Unbalanced Transportation Problems, Prohibited Routes, Unique Vs. Multiple Optimal Solutions, Inventory Model with Planned Shortages, Solution of m x n Games –Formulation and Solution as an LPP, Multistage Decision-Making problems.		
List of Laboratory Experiments		
Experiment 1		2 Hours
Construct a Linear Programming model using solver.		
Experiment 2		2 Hours
Solving Linear Programming with sensitivity analysis.		
Experiment 3		2 Hours
Solving Transportation Problem		
Experiment 4		2 Hours
Construct the Optimized solution for the Assignment.		
Experiment 5		2 Hours
Solve the Travelling Salesman Problem		
Experiment 6		2 Hours
Calculate the expected time using PERT		
Experiment 7		2 Hours
Find out the Critical Path		

Experiment 8	2 Hours	
Decision Tree Analysis		
Experiment 9	2 Hours	
Determine the value of the game using Game Theory.		
Experiment 10	2 Hours	
Applying Single Server Queuing Model.		
	Laboratory	20 Hours
	Theory	30 Hours
	Total	50 Hours
References		
1. Hamdy A. Taha, Operations Research - An Introduction, 10 th Edition, Pearson Education, 2020. 2. G. Srinivasan, Operations Research: Principles and Applications, 3 rd Edition, MacMillan India, 2019. 3. Frederick S. Hillier and Gerald J. Lieberman, Introduction to Operations Research, 10 th Edition, Tata McGraw Hill, 2019. 4. J.K. Sharma, Operations Research: Techniques and Applications, 6 th Edition, MacMillan India, 2019. 5. Wayne L. Winston, Operations Research: Algorithms and Applications, Pearson Education, 2019.		
Online Resources		
1. https://onlinecourses.nptel.ac.in/noc22_ma48/preview 2. https://nptel.ac.in/courses/110106062 3. https://www.edx.org/learn/operations-management/indian-institute-of-management-bangalore-operations-management 4. https://www.classcentral.com/course/swayam-operations-research-14219 5. https://om.utdallas.edu/program-resources/		

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24MB206	Business Analytics and Intelligence				L	T	P	C	
					3	0	2	4	
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">Management PrinciplesBusiness EnvironmentBasic Computer Knowledge					Mode of Assessment		Weightage (%)		
					Continuous Assessment		50		
					Semester End Examinations		50		
Course Objectives									
<ul style="list-style-type: none">To acquaint the students with the basics of Business Intelligence.To enable the students to understand Data Integration and Multidimensional Data Modelling.To enhance the knowledge of students in Measures, Metrics, KPIs, Performance Management and Basics of Enterprise Reporting.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
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PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Assess and handle the Structured and Semi Structured Data.								
CO2	Apply appropriate Data Models for OLTP and OLAP.								
CO3	Extract, Transform and Load the Data into the Data Model.								
CO4	Construct Multidimensional Data Model.								
CO5	Check and Measure Key Performance Indicators.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	2			2					1
2	3	3	2						1
3		2		1					
4		2	2	3				1	2
5		1	1	2				1	2
UNIT I		INTRODUCTION						6 Hours	
IT in Business - Characteristics of Internet-Ready IT Applications - Information Users and their requirements. Types of Digital Data and their difference; Structured Data, Unstructured Data and Semi-Structured Data. Application of Analytics in Different Industries.									
UNIT II		BASICS OF BUSINESS INTELLIGENCE						6 Hours	
Introduction to On-Line Transaction Processing (OLTP), On-Line Analytical Processing (OLAP), Different OLAP Architectures, Data Models for OLTP and OLAP, Role of OLAP Tools in the BI Architecture.									

Evolution of Business Intelligence (BI) and Role of DSS, EIS, MIS and Digital Dashboard -Question About BI Where, When, and What? - Data from Many Perspective -BI Framework - BI Applications -BI Users.		
UNIT III	BASICS OF DATA INTEGRATION	6 Hours
Data Warehouse and its need, Data Mart, Constitution of Data Warehouse, Extract-Transform-Load (ETL), Data Integration and its Technologies, Data Quality and Data Profiling.		
UNIT IV	MULTIDIMENSIONAL DATA MODELLING	6 Hours
Basics of Data Modeling, Types of Data Model, Data Modeling Techniques, Fact Table, Dimension Table Typical Dimensional Models, Dimensional Modeling Life Cycle.		
UNIT V	MEASURES, METRICS AND KPIS	6 Hours
Basics of Measures and Performance, Measurement System Terminology, Role of Metrics and Metrics Supply Chain, Fact-Based Decision Making and KPIS, KPI usage in companies, Sources of Business Metrics and KPIS. Reporting Perspectives Common to All Levels of Enterprise, Report Standardization and Presentation Practices, Enterprise Reporting Characteristics in OLAP World, Balanced Scorecard and Dashboards.		
Suggested Self-Study Topics		
Extracting Data, BI for Past, Present and Future, Common Approaches of Data Integration, Designing the Dimensional Model, Funnel and Distribution channel Analysis.		
List of Laboratory Experiments		
Experiment 1		2 Hours
Basic Report Preparation using Pivot Table		
Experiment 2		2 Hours
Percentage Calculations in Pivot Table		
Experiment 3		2 Hours
Calculations in Pivot Table		
Experiment 4		2 Hours
Pivot Chart and Dashboard Preparation		
Experiment 5		2 Hours
Extraction and Cleaning of Structured and Semi Structured Data from Spreadsheet		
Experiment 6		2 Hours
Transformation of Structured and Semi Structured Data from Spreadsheet		
Experiment 7		2 Hours
Data Modelling – Star Schema		
Experiment 8		2 Hours
Data Modelling – Snowflake Schema		
Experiment 9		2 Hours
Report Standardization and Presentation Practices		

Experiment 10	
Presenting the data and KPIs graphically	2 Hours
Laboratory	20 Hours
Theory	30 Hours
Total	50 Hours
References	
1. R N Prasad and Seema Acharya, Fundamentals of Business Analytics, 2 nd Edition, Willey, 2016. 2. Wayne L. Winston, Microsoft Excel 2019 - Data Analysis and Business Modelling, O'Reilly Media, Inc, California, 2019. 3. Rob Collie & Avichal Singh, Power Pivot and Power BI - The Excel User's Guide to the Data Revolution, Holy macro-Books, Merritt Island, USA, 2019. 4. Jesper Thorlund Gert H.N. Laursen, & Business Analytics for Managers: Taking Business Intelligence Beyond Reporting, Willey, 2017. 5. Evans James R, Business Analytics, 2 nd Edition, Pearson, 2021.	
Online Resources	
1. https://onlinecourses.nptel.ac.in/noc24_mg09 2. https://onlinecourses.nptel.ac.in/noc24_cs65 3. https://www.researchgate.net/publication/261483124_Business_analytics_Research_and_teaching_perspectives 4. https://support.microsoft.com/en-us/office/power-pivot-overview-and-learning-f9001958-7901-4caa-ad80-028a6d2432ed 5. https://www.mdpi.com/2071-1050/12/2/634	

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24MB207	Managerial Skill Development - II				L	T	P	C														
					0	0	4	2														
Pre-requisite					Assessment Pattern																	
<ul style="list-style-type: none">Management Principles					Mode of Assessment		Weightage (%)															
					Continuous Assessment		60															
					Semester End Examinations		40															
Course Objectives																						
<ul style="list-style-type: none">To familiarize students on the features of MS Word and MS PowerPoint.To enable the students to use MS Excel in critical evaluation.To enable the students to construct models using MS Excel.																						
Programme Outcomes (POs)																						
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Course Outcomes (COs)																						
The students will be able to:																						
<table><tr><td>CO1</td><td>Prepare Work Document and Reports using various MS Work Features.</td></tr><tr><td>CO2</td><td>Prepare effective Business Presentations using MS PowerPoint.</td></tr><tr><td>CO3</td><td>Apply basic functions in MS Excel to analyse the day-to-day data.</td></tr><tr><td>CO4</td><td>Analyze data using Histogram and Descriptive Statistics.</td></tr><tr><td>CO5</td><td>Evaluate and take critical decisions in Production, Marketing, HR and Finance by constructing models.</td></tr></table>									CO1	Prepare Work Document and Reports using various MS Work Features.	CO2	Prepare effective Business Presentations using MS PowerPoint.	CO3	Apply basic functions in MS Excel to analyse the day-to-day data.	CO4	Analyze data using Histogram and Descriptive Statistics.	CO5	Evaluate and take critical decisions in Production, Marketing, HR and Finance by constructing models.				
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CO5	Evaluate and take critical decisions in Production, Marketing, HR and Finance by constructing models.																					
Articulation Matrix																						
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9													
1					1				3													
2					1				3													
3	1	3		2				1	2													
4	1	3	1	2				1	2													
5	1	2	2	2				1	2													

List of Laboratory Experiments								
Activity / Experiment 1								4 Hour
Prepare Business report using various MS Word Features								
Activity / Experiment 2								3 Hour
Application of Mail Merger for various Business Context								

Activity / Experiment 3	4 Hours
Create effective Presentations using various MS PowerPoint Features	
Activity / Experiment 4	4 Hours
MS Excel Functions I – Math Function, Logical Function, Text Function and Date and Time Function	
Activity / Experiment 5	4 Hours
MS Excel Functions II – Lookup and Reference Function, Database Function and Array Function	
Activity / Experiment 6	4 Hours
Summarizing Data using Histogram and Descriptive Statistics	
Activity / Experiment 7	4 Hours
Budget Template Preparation using Excel	
Activity / Experiment 8	4 Hours
What If Analysis in Excel – Goal Seek and Sensitivity Analysis	
Activity / Experiment 9	4 Hours
What If Analysis in Excel – Scenario Analysis	
Activity / Experiment 10	5 Hours
Applications of Monte Carlo Simulation	
Total	40 Hours
References	
1. Joan Lambert, Microsoft Word 2019 Step by Step, 1 st Edition, Microsoft Press, Washington, 2022. 2. Kevin Pitch, Microsoft PowerPoint Guide for Success, Top Notch International, 2022. 3. Curtis Frye, Microsoft Excel 2016, Step by Step, 1 st Edition, Microsoft Press, Washington, 2015. 4. Wayne L. Winston, Microsoft Excel 2016 – Data Analysis and Business Modelling, O'Reilly Media, Inc., California, 2017. 5. Michael Alexander and Dick Kusleika, Excel 2019, BIBLE, John Wiley and Sons Inc, Indiana, 2018.	
Online Resources	
1. https://support.microsoft.com/en-us/word 2. https://support.microsoft.com/en-us/powerpoint 3. https://support.microsoft.com/en-us/excel 4. https://www.coursera.org/learn/excel-basics-data-analysis-ibm#modules 5. https://create.microsoft.com/en-us/excel-templates	

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24MB208	Community Connect Project		L	T	P	C
			0	0	2	1
Pre-requisites		Assessment Pattern				
<ul style="list-style-type: none">Business and Social EnvironmentBasics of Research		Mode: Continuous Assessment 100%				
		Assessments		Weightage (%)		
		Appropriateness / Social Relevance of the Project		20		
		Report		20		
		Video Presentation		20		
		Impact on Society / Feasibility of Implementation		20		
		Viva-Voce		20		
Course Objectives						
<ul style="list-style-type: none">To bring about an attitudinal change in the students and help them to develop societal consciousness, sensibility, responsibility, and accountability.To make students aware of their inner strength and help them to find new /out of box solutions to the social problems.To help students to initiate developmental activities in the community in coordination with public and government authorities.						
Programme Outcomes (POs)						
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.					
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.					
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.					
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.					
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.					
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.					
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.					
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.					
Course Outcomes (COs)						
The students will be able to:						
CO1	Apply their learnings in the real world.					
CO2	Improve social responsibility and citizenship skills.					
CO3	Strengthen their involvement in community service.					
CO4	Establish Connections with professionals and community members for learning and career opportunities.					

CO5	Strengthen academic learning, leadership skills, and personal efficacy.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	2	2				2	2	2
2				2				3	
3		2	3	3		2	3	3	
4	2	3				3			2
5	3		3	3		2			
This course includes modules on community engagement, covering the concept of social responsibility, civic engagement, and the role of business in society. Students will assess community needs, identify social issues aligned with Sustainable Development Goals (SDGs), and plan suitable projects. Through field engagement, they will interact with NGOs and local bodies, execute mini-projects, and document their experiences through journals and reports. The course concludes with reflective discussions, presentations, and evaluations involving faculty, peers, and community stakeholders to assess learning, SDG impact, and community contribution.									

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24MB209	Comprehensive Viva-Voce – I	L	T	P	C
		0	0	0	1
Pre-requisites		Assessment Pattern			
<ul style="list-style-type: none">Core Management Concepts	Mode: Continuous Assessment		100%		
	Assessments			Weightage (%)	
	Comprehending Questions			20	
	Ability to Answer all the questions			20	
	Accuracy of Answers			20	
	Answers with Relevant Examples			20	
	Clarity in Communication			20	
Course Objectives					
<ul style="list-style-type: none">To reflect on their learning journey during the first year of the M.B.A. programme, identifying strengths, areas for improvement, and strategies for ongoing professional development.To actively receive and incorporate feedback to enhance the quality and accuracy of their responses, demonstrating a commitment to continuous improvement.To encourage continuous learning for sustainable development enabling them to confidently face interviews.					
Programme Outcomes (POs)					
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.				
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.				
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.				
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.				
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.				
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.				
Course Outcomes (COs)					
The students will be able to					
CO1	Demonstrate a comprehensive understanding of key theories, concepts, frameworks, and methodologies in management.				
CO2	Synthesize information from multiple sources to develop well-structured arguments, supported by evidence and logical reasoning.				
CO3	Critically analyze and evaluate complex business problems, integrating theoretical knowledge to propose effective solutions.				
CO4	Demonstrate their understanding of current trends, issues, and debates within their field of study using appropriate tools, techniques, and methodologies.				
CO5	Articulate their ideas clearly and persuasively, both orally and in writing, demonstrating effective communication skills suitable for professional settings.				

Articulation Matrix

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

The Comprehensive Viva Voce aims to assess students' understanding of key management theories, concepts, and frameworks covered in the first year courses. It evaluates their ability to synthesize information, analyze business problems, and apply appropriate tools and techniques. The viva also focuses on current trends, critical thinking, and effective oral communication, helping students integrate academic knowledge with practical insights suitable for professional decision-making and leadership roles.

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THIRD SEMESTER

24MB301	Strategic Management				L	T	P	C	
					4	0	0	4	
Pre-requisites				Assessment Pattern					
<ul style="list-style-type: none">Basic Management Concepts				Mode of Assessment		Weightage (%)			
				Continuous Assessment		40			
				Semester End Examinations		60			
Course Objectives									
<ul style="list-style-type: none">To acquaint with production terminology and concepts.To enable the students to comprehend the important aspects like production system, layout, production planning and inventory management.To enable the students to evaluate the utility of work measurement techniques.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.								
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Understand the strategic management concepts.								
CO2	Ability to apply the strategic management tools for doing environmental analysis.								
CO3	Use conceptual, diagnostic and analytical and conceptual skills in strategy formulation.								
CO4	Evaluate the strategic performance of a firm.								
CO5	Use their skills to think and execute their ideas strategically for the benefits of the organization.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3								
2				3					
3			3	2					
4		2		3					
5						3			3
UNIT I		INTRODUCTION TO STRATEGIC MANAGEMENT						8 Hours	
Conceptual framework for Strategic Management, Importance of Strategic Management, Limitations of									

Strategic Management, Strategic Intent: Vision, Mission, Goals, Objectives. Strategic Management Model.		
UNIT II	ENVIRONMENTAL ANALYSIS	8 Hours
Internal and External Environment Analysis: Core competence, Distinctive Competencies, SWOT Analysis, PESTAL Analysis, VRIO Framework, Competitive Profile Analysis - Porters Five Forces Model.		
UNIT III	STRATEGY FORMULATION	8 Hours
Corporate Portfolio Analysis, Global and International Strategies, Strategy Formulation: Situation Analysis and Business Strategy, Corporate Strategy: Stability, Growth / Expansion, Retrenchment and Combination Strategies, Functional Strategy and Strategic Choice.		
UNIT IV	STRATEGY IMPLEMENTATION	8 Hours
Stages of Corporate Development, Simple Organizational Structure, Advanced Organizational Structures, Organizational Life Cycle, Reengineering and Strategy Implementation, designing jobs to implement Strategy.		
UNIT V	STRATEGIC EVALUATION AND CONTROL	8 Hours
Primary measures of corporate performance, Primary measures of divisional and functional performance, Strategic control systems.		
Suggested Self-Study Topics		
Strategic Decision Making, MoSCoW analysis, TOWS Matrix, International Issues in Strategy Implementation, Blue Ocean and Red Ocean Strategy		
Theory		30 Hours
Tutorial		10 Hours
Total		40 Hours
References		
<ol style="list-style-type: none"> 1. Norman Gaither and Greg Frazier, Operations Management, New Delhi: Cengage Learning, 2017. 2. KanishkaBedi, Production and Operations Management, 3rd Edition, Tata McGraw Hill Education India, 2016. 3. S.N. Chary, Production and Operations Management, 6th Edition, Tata McGraw Hill, 2019. 4. Byron J Finch, Operations Now, Tata McGraw Hill, 2016. 5. Chase Jacobs, Aquilano, and Agarwal, Operations Management for Competitive Advantage, Special Edition, Tata McGraw Hill, 2016. 		
Online Resources		
<ol style="list-style-type: none"> 1. https://pll.harvard.edu/subject/strategic-management 2. https://www.mygreatlearning.com/academy/learn-for-free/courses/strategic-management 3. https://www.edx.org/learn/strategic-management 4. https://www.oxfordhomestudy.com/courses/online-management-courses/strategic-planning-free-course 5. https://www.ed.youth4work.com/course/342-strategic-human-resource-management-online-course 		

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24MB302	Industry Interface Internship	L	T	P	C
		0	0	4	2
Pre-requisites		Assessment Pattern			
<ul style="list-style-type: none">Basic understanding of Management concepts	Mode: Continuous Assessment		100%		
	Assessments		Weightage (%)		
	Mid - Review Presentation		20		
	Review of Weekly Reports		20		
	Industry Feedback		10		
	Report		25		
	Viva-Voce		25		
Course Objectives					
<ul style="list-style-type: none">To have experiential learning in each functional area of an organization.To gain professional skills through a supervised learning environment.To strengthen and align their profile towards the career opportunities.					
Programme Outcomes (POs)					
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.				
PO4	Detect the significant problems faced by business entities and fit in tools, concepts and benchmark practices to continuously solve business problems.				
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.				
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.				
Course Outcomes (COs)					
The students will be able to					
CO1	Understand the various functional area in the organisation.				
CO2	Understand the inter linkage among the various functional areas in the organisation.				
CO3	Apply the professional skills learned through the internship in their career to gain competitive advantage.				
CO4	Construct the network with industry personnels to stay updated about industrial practices				
CO5	Equip themselves continuously in their area of interest to capture the opportunities in the external environment.				

Articulation Matrix

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

Module 1: Internship Orientation and Preparation (2–3 hours)

- Understanding the purpose and expectations of internships
- Guidelines for internship conduct, reporting, and ethics
- Setting learning objectives and career alignment

Module 2: Exposure to Functional Areas (During internship)

- Working across departments like Marketing, Finance, HR, Operations, and Analytics
- Observing organizational workflows and managerial decision-making
- Understanding interdependencies between functional areas

Module 3: Professional Skill Development (During internship)

- Application of theoretical concepts in real-time work scenarios
- Development of communication, teamwork, problem-solving, and time management skills
- Use of digital tools, industry-specific software, and business techniques

Module 4: Industry Interaction and Networking

- Engaging with mentors, team leaders, and industry professionals
- Participating in meetings, reviews, or field visits
- Learning current trends, industry best practices, and business etiquette

Module 5: Reporting, Reflection, and Presentation (Post-internship)

- Internship diary and weekly progress updates
- Final internship report highlighting learning outcomes and industry insights
- Oral presentation and feedback session with faculty panel

AUDIT COURSE

24MB303	Value Education and Ethics	L	T	P	C				
		1	0	0	-				
Pre-requisite		Assessment Pattern							
<ul style="list-style-type: none">Nil	Mode: Continuous Assessment 100%								
	Assessments		Weightage (%)						
	Mid-Course Evaluation		50						
	End Course Evaluation		50						
	Total		100						
Course Objective									
<ul style="list-style-type: none">To provide an understanding of ethics.To gain insights about the role of value education in life.To create awareness about personal and social well-being.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.								
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Develop a comprehensive understanding of nature and life.								
CO2	Deduct ways and means to regulate emotions.								
CO3	Identify the requirement of social responsibility.								
CO4	Make use of the culture and social norms to regulate the life.								
CO5	Assess the impact of ethics in life.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	2							
2	3	3							
3									
4					3		2		

5							3	3	3
Meaning, Philosophy and Purpose of Life, Duty of protecting nature, environment and universe, Regulating desires, anger and anxiety, Love and Charity for humanity, Social Responsibilities, Physical, Mental and Spiritual well-being, Indian Ethos, Understanding, respecting culture and social norms, Professional Ethics, Managing ethical dilemmas and being a law-abiding citizen									
								Total	20 Hours
References									
<ol style="list-style-type: none"> 1. A.R. Mohapatra, BijayaMohapatra, Value Education: A Study in Human Values and Virtues, Readworthy Publications, 2015. 2. Dr. S. Arulsamy, Peace and Value Education, Neelkamal Publications, First edition (2016). 3. Dr. Kiruba Charles, V. Arul Selvi, Value Education, Neelkamal Publications, First edition (2016). 4. C.S.V. Murthy, Business Ethics Text & Cases, Himalaya Publishing House, 2018. 5. Andrew Crane, Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, Oxford University Press, 2020. 									

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FOURTH SEMESTER

24MB401	International Business Management				L	T	P	C														
					4	0	0	4														
Pre-requisites					Assessment Pattern																	
<ul style="list-style-type: none">Business Environment					Mode of Assessment		Weightage (%)															
					Continuous Assessment		40															
					Semester End Examinations		60															
Course Objectives																						
<ul style="list-style-type: none">To enable the students to understand the fundamentals of international business.To provide competence to the students on making international business decisions.To enable the students to understand the financial and promotional assistance available for exporters.																						
Programme Outcomes (POs)																						
<table><tr><td>PO1</td><td>Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.</td></tr><tr><td>PO2</td><td>Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.</td></tr><tr><td>PO3</td><td>Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.</td></tr><tr><td>PO4</td><td>Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.</td></tr><tr><td>PO7</td><td>Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.</td></tr><tr><td>PO8</td><td>Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.</td></tr><tr><td>PO9</td><td>Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.</td></tr></table>									PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.	PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.	PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.	PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.	PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.	PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.	PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.
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PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.																					
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.																					
Course Outcomes (COs)																						
The students will be able to																						
CO1	Understand the intricacies of external market and various trade theories.																					
CO2	Understand the various environments affecting global business.																					
CO3	Determine the suitable strategies with respect to international business.																					
CO4	Analyze the foreign exchange market.																					
CO5	Choose appropriate measures for export promotion and ethical issues.																					
Articulation Matrix																						
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9													
1	3	2																				
2	3	3																				
3			3	2																		
4							2															
5							3	3	3													
Unit I		INTRODUCTION							8 Hours													
Definition, Drivers of International Business, Domestic Vs. International Business, Trade and Investment Theories: Interventionist Theories, Free Trade Theories, Theories Explaining Trade Patterns: PLC Theory,																						

The Porter Diamond, Factor Mobility Theory.		
Unit II	GLOBALIZATION	9 Hours
Globalization: Implications, Challenges - Protectionism: Tariff Barriers, Non-Tariff Barriers- Forms of Integration, Role of WTO and IMF in International Business, Economic, Political, Cultural and Technological Environments.		
Unit III	INTERNATIONAL BUSINESS STRATEGIES	8 Hours
Market Entry Strategies, Multinational Strategy, Production Strategy, Marketing Strategy, Human Resource Strategy.		
Unit IV	FOREIGN EXCHANGE	8 Hours
Foreign Exchange Market – Functions, Theories of Exchange Rate Determination, Exchange Rate Forecasting, Convertibility of Currency, Risks associated with Foreign Exchange.		
UNIT V	EXPORTS AND ETHICS IN INTERNATIONAL BUSINESS	7 Hours
Exports – Risks, Management of Exports, Regulatory frameworks, Export financing, Countertrade, Ethics – Issues, Dilemma and Theory.		
Suggested Self-Study Topics		
Liberalization, GATT, Standardization Vs. Differentiation, FEMA, EXIM Policy		
Theory		30 Hours
Tutorial		10 Hours
Total		40 Hours
References		
1. Francis Cherunilam, International Business, New Delhi: Prentice Hall of India, 2020. 2. K. Aswathappa, International Business, New Delhi: Tata McGraw Hill, 2020. 3. John D Daniels, Lee H. Radebaugh, and Sullivan, International Business, New Delhi: Pearson Education, 2021. 4. Charles W L Hill and Arun Kumar Jain, International Business, New Delhi: Tata McGraw Hill, 2017. 5. Simon Collinson, Rajneesh Narula, Alan M. Rugman, International Business, New Delhi: Pearson Education, 2020.		
Online Resources		
1. https://www.emeraldgrouppublishing.com/archived/products/books/series.htm%3Fid%3D1876-066x 2. https://im.aom.org/resources/teaching-resources 3. https://onlinecourses.nptel.ac.in/noc20_mg54/preview 4. https://srmuniv.digimat.in/nptel/courses/video/110107145/L44.html 5. https://iimbx.iimb.ac.in/international-business-environment-and-global-strategy/		

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24MB402	Project (Independent Study/Problem Study/IDP based study)			L	T	P	C		
				0	0	12	6		
Pre-requisites				Assessment Pattern					
<ul style="list-style-type: none">Core Management Principles				Mode of Assessment		Weightage (%)			
				Continuous Assessment		60			
				Semester End Examinations		40			
Course Objectives									
<ul style="list-style-type: none">To apply the business research process to identify the problems prevailing in the industry.To design / choose the appropriate data collection tools for the problem defined in line with research methodology.To analyze the data using appropriate research tools and present the findings and solutions in the research report.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Understand the business research process to carry out the research								
CO2	Prepare a suitable research design for the defined problem.								
CO3	Design a questionnaire / identify the appropriate secondary data source for collecting the data.								
CO4	Analyze the data using suitable research tools.								
CO5	Write the research report applying report writing principles for presenting the derived findings and solutions.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	3							1
2		3	3						2
3				3	2				1
4					3				1
5									1

Module 1: Introduction to Business Research Process (1-2 Weeks)

- Definition, scope, and significance of business research
- Steps in the research process: problem identification to report writing
- Types of research: exploratory, descriptive, causal

Module 2: Research Design and Problem Definition (3-4 Weeks)

- Formulating research problems, objectives, and hypotheses
- Choosing appropriate research design: qualitative vs. quantitative
- Variables, constructs, and conceptual framework

Module 3: Data Collection Methods (5–6 Weeks)

- Designing questionnaires, scales, and surveys
- Sampling techniques and determining sample size
- Identifying and using secondary data sources

Module 4: Data Analysis and Interpretation (6–7 Weeks)

- Data preparation: coding, editing, cleaning
- Using statistical tools (SPSS/Excel/R) for analysis: descriptive and inferential
- Interpretation of results and drawing conclusions

Module 5: Report Writing and Presentation (7–8 Weeks)

- Structure of a research report: introduction, analysis, findings, conclusions, and recommendations
- Report formatting and referencing styles
- Presentation of research findings with visuals (charts, tables, etc.)
- Understanding plagiarism and using plagiarism detection tools
- Introduction to research publication and opportunities for publishing student research

24MB403	Comprehensive Viva-Voce – II			L	T	P	C												
				0	0	0	1												
Pre-requisites		Assessment Pattern																	
<ul style="list-style-type: none">Basic Understanding of Management Principles and Professional Elective Courses		Mode: Continuous Assessment 100%																	
		Assessments				Weightage (%)													
		Comprehending Questions				20													
		Ability to Answer all the questions				20													
		Accuracy of Answers				20													
		Answers with Relevant Examples				20													
		Clarity in Communication				20													
Course Objectives																			
<ul style="list-style-type: none">To reflect on their learning journey during the second year of the M.B.A. programme, identifying strengths, areas for improvement, and strategies for ongoing professional development.To actively receive and incorporate feedback to enhance the quality and accuracy of their responses, demonstrating a commitment to continuous improvement.To encourage continuous learning for sustainable development enabling them to confidently face interviews.																			
Programme Outcomes (POs)																			
<table><tr><td>PO1</td><td>Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.</td></tr><tr><td>PO2</td><td>Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.</td></tr><tr><td>PO3</td><td>Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.</td></tr><tr><td>PO4</td><td>Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.</td></tr><tr><td>PO5</td><td>Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.</td></tr><tr><td>PO9</td><td>Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.</td></tr></table>								PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.	PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.	PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.	PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.	PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.	PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.
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Course Outcomes (COs)																			
The students will be able to																			
<table><tr><td>CO1</td><td>Demonstrate a comprehensive understanding of key theories, concepts, frameworks, and methodologies in management.</td></tr><tr><td>CO2</td><td>Synthesize information from multiple sources to develop well-structured arguments, supported by evidence and logical reasoning.</td></tr><tr><td>CO3</td><td>Critically analyze and evaluate complex business problems, integrating theoretical knowledge with practical insights to propose effective solutions.</td></tr><tr><td>CO4</td><td>Demonstrate their understanding of current trends, issues, and debates within their field of study using appropriate tools, techniques, and methodologies.</td></tr><tr><td>CO5</td><td>Articulate their ideas clearly and persuasively, both orally and in writing, demonstrating effective communication skills suitable for professional settings.</td></tr></table>								CO1	Demonstrate a comprehensive understanding of key theories, concepts, frameworks, and methodologies in management.	CO2	Synthesize information from multiple sources to develop well-structured arguments, supported by evidence and logical reasoning.	CO3	Critically analyze and evaluate complex business problems, integrating theoretical knowledge with practical insights to propose effective solutions.	CO4	Demonstrate their understanding of current trends, issues, and debates within their field of study using appropriate tools, techniques, and methodologies.	CO5	Articulate their ideas clearly and persuasively, both orally and in writing, demonstrating effective communication skills suitable for professional settings.		
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Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	3							
2		3	3						
3			3	3					
4				3					
5					3				3

The Comprehensive Viva Voce aims to assess students' understanding of advanced management theories, concepts, and frameworks covered in the second-year MBA courses. It evaluates their ability to synthesize information, critically analyze complex business problems, and apply appropriate strategic tools and techniques. The viva also emphasizes current trends, emerging industry issues, and the integration of digital transformation, ESG, and SDGs in decision-making. Additionally, it focuses on enhancing effective communication skills, both oral and written, preparing students for professional leadership roles and ensuring their readiness to tackle real-world business challenges.

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Signature with date

PROFESSIONAL ELECTIVES – MARKETING

24MBM01	BRAND MANAGEMENT				L	T	P	C														
					4	0	0	4														
Pre-requisite					Assessment Pattern																	
<ul style="list-style-type: none">Marketing Management					Mode of Assessment		Weightage (%)															
					Continuous Assessment		40															
					Semester End Examinations		60															
Course Objectives																						
<ul style="list-style-type: none">To enable the students to understand the concept of brand and its value.To impart knowledge on brand extensions and brand positioning.To make the students understand the strategic issues in branding.																						
Programme Outcomes (POs)																						
<table><tr><td>PO1</td><td>Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.</td></tr><tr><td>PO2</td><td>Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.</td></tr><tr><td>PO3</td><td>Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.</td></tr><tr><td>PO4</td><td>Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.</td></tr><tr><td>PO5</td><td>Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.</td></tr><tr><td>PO8</td><td>Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.</td></tr><tr><td>PO9</td><td>Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.</td></tr></table>									PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.	PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.	PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.	PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.	PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.	PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.	PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.
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Course Outcomes (COs)																						
The students will be able to																						
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Articulation Matrix																						
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9													
1				2																		
2		2		3																		
3		2			2																	
4	3		2		2																	
5	3		2		2			2	3													

UNIT I	INTRODUCTION	7 Hours
Evolution, Products vs. Brands, Strategic Brand Management, Importance, Brand Management Framework. Brand Identity: Levels, Brand Identity Prism.		
UNIT II	BRAND BUILDING	9 Hours
Building Brands: Tenets of Brand Building, Brand Communication: Brand Awareness, Brand Image, Brand Associations, Brand Personality. Brand Equity: David Aaker's Model, Kapferer's Model, CBBE Model, Love mark.		
UNIT III	BRANDING DECISIONS	8 Hours
Brand Architecture, Designing Brand Architecture. Brand Name Decisions. Branding Strategies: Product Branding, Line Branding, Umbrella Branding, Double Branding, Range Branding, Endorsement Branding. Rebranding		
UNIT IV	MANAGING BRANDS	10 Hours
Brand Positioning, Brand Positioning vs. Product Positioning, Brand Positioning Strategies. Creating Brand Positioning Statement: Guidelines, Components. Brand Re-positioning, Brand Revitalization. Brand Valuation: Methods. Brand audits, Brand Elimination. Brand Extensions		
UNIT V	CONTEMPORARY PRACTICES	6 Hours
Building Retail Brands, Emotional Branding, Green Branding, Digital Branding: ZMOT, Co-Creation of Brands. Packaging in building brands, Brand Experience.		
Theory		30 Hours
Tutorial		10 Hours
Total		40 Hours
Self-Study Topics :		
Destination Branding, Lifestyle Branding, Brand Journalism, Personal Branding, Protecting Brands form Digital Piracy, Sensory Branding, Managing Brand Bashing, Branded Contents, Brand Bashing		
References		
1. Sharad Sarin, Strategic Brand Management for B2B Markets, Sage Publications, New Delhi, 2015. 2. Kirti Dutta, Brand Management Principles and Practices, Oxford University Press, New Delhi, 2016. 3. Kevin Lane Keller, Strategic Brand Management, Prentice Hall of India, New Delhi, 2016. 4. Jamesr Gregory, The Best of Branding, Tata McGraw Hill, New Delhi, 2013. 5. David A Aaker, Managing Brand Equity, Free press, USA, 1991.		
Online Resources		
1. https://onlinecourses.swayam2.ac.in/imb24_mg76/preview?user_email=senthilkumar@bitsathy.ac.in 2. https://onlinecourses.nptel.ac.in/noc24_mg89/preview 3. https://www.mygreatlearning.com/academy/learn-for-free/courses/brand-management 4. https://www.edx.org/learn/branding/indian-institute-of-management-bangalore-brand-management 5. https://www.coursera.org/learn/brand		

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24MBM02	Customer Relationship Management							L	T	P	C
							4	0	0	4	
Pre-requisite							Assessment Pattern				
<ul style="list-style-type: none">Marketing Management							Mode of Assessment		Weightage (%)		
							Continuous Assessment		40		
							Semester End Examinations		60		
Course Objectives											
<ul style="list-style-type: none">To enable the students to understand the fundamentals of Customer Relationship ManagementTo impart knowledge on the process of CRM strategy developmentTo acquaint the students with the issues and challenges in CRM implementation, tools of CRM in various sectors such as manufacturing and service oriented.											
Programme Outcomes (POs)											
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.										
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.										
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.										
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PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.										
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.										
Course Outcomes (COs)											
The students will be able to											
CO1	Apply the concept of CRM, the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented.										
CO2	Implement various technological tools for data mining and also successful implementation of CRM in the organizations										
CO3	Analyze how the technologies of CRM and its practices enhance the achievement of marketing, sales and service objectives throughout the customer life-cycle										
CO4	Design customer relationship management strategies by understanding customer’s preferences for the long-term sustainability of the organizations.										
CO5	Develop CRM solutions for maintaining customer relationship ever long to meet market needs.										
Articulation Matrix											
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9		
1	3			2							
2	3			3							
3					2						
4		2			2					3	

5		2	2		2				3
Unit I		Conceptual Foundation						7 Hours	
Relationship Marketing: Evolution, Stages, Types, Purpose, Importance. Concepts of Customer Value. Strategic CRM: Emergence, Significance, Growth, Elements, Developing CRM Strategies.									
Unit II		CRM Process and Implementation						8 Hours	
Customer Retention Management, Customer Experience Management, Loyalty Programs: Design, Drivers, Issues. Campaign Management, CRM metrics and KPI, Customer Complaint Management, Role of Marketing Channels in CRM, Employee Factors in CRM. Customer Lifecycle									
Unit III		CRM Analytics						10 Hours	
Customer Acquisition Metrics, Customer Activity Metrics, Customer Based Value Metrics, Strategic Customer Based Value Metrics, Customer Selection Strategies, Sentiment Analysis.									
Unit IV		Information Technology and CRM						8 Hours	
E-CRM: Introduction, Features, Advantages, Technologies. CRM Software Programs, Implementation, IT Tools in CRM: Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, EPOS, Sales Force Automation.									
UNIT V		CRM Dimensions						7 Hours	
CRM in Different Markets and Sectors: B2B, B2C, Rural Markets, Services Sector: Banking, Insurance, Telecom, Hospitality and Aviation, CRM and Customer Privacy, Managing CRM Roadblocks, CRM in Social Media,									
								Theory	30 Hours
								Tutorial	10 Hours
								Total	40 Hours
Self-Study Topics :									
Self Service CRM, IoT and CRM, Impact of Block chain in CRM, Mobile CRM, AR & VR in customer journey, Gen Z CRM									
References									
1. G Shainesh & Jagdish N Sheth, Customer Relationship Management-A Strategic Approach, Trinity, New Delhi, 2014									
2. Alok Kumar Rai, Customer Relationship Management Concept & Cases, Prentice Hall of India Private Limited, New Delhi, 2012.									
3. V. Kumar & Werner J., Customer Relationship Management, Willey India Pvt Limited, 2012.									
4. Alok Kumar, Chhabi Sinha, Rakesh Sharma, Customer Relationship Management –Concepts and Application, Biztantra. Dreamtech Press, 2007.									
5. Judith W.Kincaid, Customer Relationship Management- Getting it Right, Pearson Education, 2007.									
Online Resources									
1. https://www.mygreatlearning.com/academy/learn-for-free/courses/customer-relationship-management									
2. https://iimb.ac.in/catalog/customer-relationship-management/									

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|--|
| <ol style="list-style-type: none">3. https://onlinecourses.swayam2.ac.in/imb24_mg62/preview4. https://www.coursera.org/learn/customer-relationship-management5. https://www.udemy.com/course/crm-customer-relationship-management/ |
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24MBM03	Digital Marketing			L	T	P	C		
				4	0	0	4		
Pre-requisite				Assessment Pattern					
<ul style="list-style-type: none">Marketing Management				Mode of Assessment		Weightage (%)			
				Continuous Assessment		40			
				Semester End Examinations		60			
Course Objectives									
<ul style="list-style-type: none">To design various controllers and compensators to improve system performanceTo introduce the concept of Digital Marketing.To make the students explore the various online modes of reaching customers and market the Products and brand effectively.To analyze the online promotional media using appropriate analytical tools.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.								
Course Outcomes (COs)									
The students will be able to									
CO1	Apply the basic concepts in digital marketing.								
CO2	Ascertain the advantages and disadvantages of digital display advertising.								
CO3	Use the various social media marketing platforms to reach consumers.								
CO4	Analyze mobile marketing and SMS strategy.								
CO5	Compare and choose among the various analytical tools to assess the performance of websites.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	2			3	0			
2		3	2		3	0			
3		2	3		0	3			
4				3	0	2			
5				3	0	3			

Unit I	Introduction	6 Hours
Digital Marketing: Need, Significance, Terminologies, Traditional vs Digital Marketing, 4 Cs of Digital Marketing, Process, Essential Ingredients, Designing Digital Marketing Plan.		
Unit II	Online Presence	9 Hours
Online Presence: Modes, Website Planning and Development: Website Design and User Experience, Types of Websites, Keywords, Domain Name, Webhosting, Building Websites using CMS. Mobile Marketing and SMS strategy.		
Unit III	Traffic	8 Hours
Display Advertising, Pay-Per-Click Advertising, Referral Traffic, Affiliate Marketing, E-mail Campaigns, Search Engine Marketing, Marketing Automation, Paid social media advertising strategies - Chatbots and Conversational marketing, Social Media Marketing, LinkedIn Marketing.		
Unit IV	Insights	9 Hours
Search Engine Optimization: Introduction, Keyword Planner Tools, Website Indexing and Keyword Placement, Content Optimization, SEO strategies for local businesses, Off –Page SEO Techniques, Google Analytics. SEO audit.		
UNIT V	Conversion	8 Hours
Ad words, Landing Pages, Types of Campaign Goals, Bidding Strategies, Design of various Campaigns and Monitoring Traffic Behaviour.		
Theory		30 Hours
Tutorial		10 Hours
Total		40 Hours
Self-Study Topics :		
WhatsApp Business API, Facebook Audience Insights, Video Marketing, Shoppable Contents, Geofencing, BERT, Vernacular SEO		
References		
1. Seema Gupta, Digital Marketing, McGraw Hill, 3 rd Edition, 2022. 2. Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson Education, 2019. 3. Ian Dodson (2016), The Art of Digital Marketing: The Definitive Guide to Creating Strategic, targeted and Measurable Online Campaigns, 1 st Edition, John Wiley & Sons, 2016. 4. Vandana Ahuja, Digital Marketing, Oxford University Press, 2015. 5. Damian Ryan & Calvin Jones, Understanding Digital Marketing - Marketing Strategies for Engaging the Digital Generation", 3 rd Edition, Kogan Page Ltd, 2018.		
Online Resources		
1. https://onlinecourses.swayam2.ac.in/ugc19_hs26/preview 2. https://grow.google/certificates/digital-marketing-ecommerce/ 3. https://iimskills.com/digital-marketing/ 4. https://kalladaacademy.com/masters-in-digital-marketing-online-course/ 5. https://skillshop.exceedlms.com/student/collection/654330-digital-marketing?locale=en-GB		

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Signature with date

24MBM04	Event Management and Marketing	L	T	P	C
		4	0	0	4
Pre-requisite		Assessment Pattern			
<ul style="list-style-type: none">Marketing Management		Mode of Assessment		Weightage (%)	
		Continuous Assessment		40	
		Semester End Examinations		60	
Course Objectives					
<ul style="list-style-type: none">Apply a systematic approach to the research, design, planning, implementation, and evaluation of an event marketing strategy Segment, target, and develop an event marketAssess potential threats to an event's success and build clear competitive advantages within the total event design					
Programme Outcomes (POs)					
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.				
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PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.				
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.				
Course Outcomes (COs)					
The students will be able to					
CO1	Analyse the overview of event marketing, its types and structure of event industry.				
CO2	Apply the event marketing mix to events and show the key drivers of executing events.				
CO3	Implement appropriate pricing strategies for the events and analyze the profits.				
CO4	Organize various promotional events to market the brand and manage the public relations.				
CO5	Evaluate the effectiveness of events after delivery and resolve the event related issues through proper market research.				

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	2	0	2	0			0	
2	0	3	2	0	3			0	
3	0	2	3	2	0			0	
4	0	0	3	3	0			3	
5	0	0	0	3	2			3	
Unit I		Basics							6 Hours
Events: Introduction, Scope, Types, Characteristics. Growth of Event Industry in India, Event Management Competencies, Role of Event Manager.									
Unit II		Event planning							9 Hours
Marketing Research for Events, Sourcing and Understanding Clients, Feasibility Assessment, B-Plan Preparation, Risk Management, Sustainability, Bidding for Events: Components, Proposal. Event Management: Laws, Permits, Licenses, Contracts.									
Unit III		Event Designing and Organizing							8 Hours
Event Design, Estimating Costs and Budget Preparation, Human Resource Planning, Logistics Planning, Organizing Events: Venue, Timelines, Protocols, Hospitality, Evaluation, Event Technology.									
Unit IV		Event Marketing							9 Hours
Marketing Mix for Events, Defining Target Markets, Event Media Relations, Events Life Cycle Analysis, Branding: Issues and Strategies, Pricing Decisions, Sponsorship Decisions.									
UNIT V		Promoting Events							8 Hours
Event Campaign Management, Event Advertising, Publicity and Public Relations, Promotion Tools, Media Tools.									
								Theory	30 Hours
								Tutorial	10 Hours
								Total	40 Hours
Self-Study Topics :									
Event Apps, Experimental Marketing, Digital Swag Bags, Live Events, Event Planning Software's									
References									
1. Shannon Kilkenny, The complete guide to successful Event Planning: A guide book to producing Memorable Events, Atlantic Publishing Company, 2021.									
2. Alex Genadinik, Event Planning: Management & Marketing for Successful Events, Create Space Independent Publishing Platform, 2015.									
3. Julia Rutherford Silvers and Joe Goldblatt, Professional Event Coordination, 2 nd Edition, John Wiley, 2012.									
4. Judy Allen, Event Planning, 2 nd Edition, Wiley, India, 2016.									
5. Allison Saget, The Event Marketing Handbook: Beyond Logistics & planning, Kaplan Publishing, 2012.									

Online Resources
<ol style="list-style-type: none">1. https://onlinecourses.swayam2.ac.in/nou24_ge49/preview2. https://www.airmeet.com/hub/blog/online-event-management-courses/3. https://www.oxfordhomestudy.com/courses/event-management-courses-online/event-planning-courses-online-free4. https://egyankosh.ac.in/bitstream/123456789/57044/3/Unit-18.pdf5. https://www.uou.ac.in/sites/default/files/slm/HM-402.pdf

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Signature with date

24MBM05	Integrated Marketing Communication and Promotion				L	T	P	C	
					4	0	0	4	
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">Marketing Management					Mode of Assessment		Weightage (%)		
					Continuous Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To enable the students to understand the fundamentals of advertising and sales promotion.To familiarize the students about various media for advertising and media planning.To throw light on the various sales promotion techniques.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
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PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Design an effective advertising campaign.								
CO2	Carry out various advertising media strategies to reach customers.								
CO3	Design and develop media specific advertisements and measure their effectiveness.								
CO4	Construct result oriented innovative sales promotion techniques.								
CO5	Organize effective promotional campaigns to increase customer base.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	2		3					
2		3	2						
3		2	3						
4			3						
5				3	2				3

Unit I	Introduction and Advertising	6 Hours
IMC: Evolution of IMC, Role, IMC Model, IMC Mix - Advertising: Concept, Definition, Setting Objectives- DAGMAR Advertising Agencies: Structure, Functions – Advertising Campaigns.		
Unit II	Media Planning	10 Hours
Advertising Media: Types, Pros and Cons, Measuring Reach, Deciding on Frequency, Measuring Impact, Cost Appraisal, Media Research, Media Strategy and Scheduling.		
Unit III	Designing Marketing Communications	11 Hours
TV Commercials: Different Appeals, Story Board, Message Development. Print AD: Layout, Design, Appeal, Copy Structure. Ratio Advertising, Advertising in Digital Platforms. Testing Validity and Reliability of advertisements, Public Relations & IMC Integration.		
Unit IV	Promotion Management	7 Hours
Definition, Role, Objectives, Promotion Mix. Techniques: Trade Oriented, Customer Oriented. Point-of-Purchase Promotion, Measuring IMC Effectiveness.		
UNIT V	Planning Promotional Campaigns	6 Hours
Requirement Identification, Deciding on Promotion Campaigns. On-Line Sales Promotion.		
Theory		30 Hours
Tutorial		10 Hours
Total		40 Hours
Self-Study Topics		
Programmatic Advertising, Ad fatigue, Banner Blindness, Click Frauds, Advergates, In game advertising		
References		
1. George E Belch and Michael A Belch, Advertising and Promotion, 12 th Edition, Tata McGraw Hill, New Delhi, 2021. 2. Larry Percy and Richard Rosenbaum - Elliott, Strategic Advertising Management, Oxford University Press, New Delhi, 2016. 3. Jaishri Jeth Waney and Shruti Jain, Advertising Management, 2 nd Edition, Oxford University Press, New Delhi, 2012. 4. Thomas O'Guinn, Chris Allen, Angeline Close Scheinbaum, Richard J. Semenik, Advertising and Integrated Brand Promotion, 8 th Edition, Thomson South Western, Singapore, 2018. 5. David A Aaker and John G Myers, Advertising Management, Prentice Hall of India, New Delhi, 2011.		
Online Resources		
1. https://onlinecourses.swayam2.ac.in/cec24_mg27/preview 2. https://nou.edu.ng/coursewarecontent/MAC%20428%20INTEGRATED%20MARKETING%20COMMUNICATION.pdf 3. https://subhosir.files.wordpress.com/2021/09/01.-introduction-to-imc-1.pdf 4. http://dspace.vnbrims.org:13000/jspui/bitstream/123456789/1526/1/Promotion-%20IMC.pdf 5. https://core.ac.uk/download/pdf/161426367.pdf		

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24MBM06	Marketing Metrics and Analytics			L	T	P	C
				4	0	0	4
Pre-requisite				Assessment Pattern			
<ul style="list-style-type: none">Marketing ManagementVisual Analytics				Mode of Assessment		Weightage (%)	
				Continuous Assessment		40	
				Semester End Examinations		60	
Course Objectives							
<ul style="list-style-type: none">To introduce to the key concepts of marketing performance management.To understand how marketing metrics can be used effectively within the business environment marketers.To develop the analytical understanding and skills needed to make fact-based decisions in managing marketing performance.							
Programme Outcomes (POs)							
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.						
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.						
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.						
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.						
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.						
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.						
Course Outcomes (COs)							
The students will be able to							
CO1	Creation of opportunities, performance and accountability using marketing metrics.						
CO2	Determine the profit margins through contribution analysis.						
CO3	Construct product portfolio and brand equity metrics.						
CO4	Choose appropriate sales force and logistics channel to reach out the customers.						
CO5	Implement the right pricing strategy to increase return on investment.						

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	2		3					
2	2	3						3	
3		2	3						2
4			2	3					3
5				2					3
Unit I		Introduction							6 Hours
Marketing Metrics – Key Concepts, Importance, Utility. Opportunities, Performance and Accountability. Data availability, Sources of Data, Big Data, Key Marketing Metrics.									
Unit II		Margins and Profits							10 Hours
Selling Price and Channel margins, Average price, Cost structures and profit, Contribution analysis, Target volume analysis.									
Unit III		Product Portfolio Management							10 Hours
Customer Lifetime Value (CLTV), Trial, Repeat, Penetration and Volume projection, Brand Valuation, Brand Equity metrics, Conjoint analysis.									
Unit IV		Sales Force Management							7 Hours
Setting Sales force-goals, Sales force productivity, Evaluating Results, Compensation plans, Pipeline analysis, Distribution coverage and logistics, Inventory turns. Recency, Frequency and Monetary (RFM) Value analysis									
UNIT V		Pricing Strategy							7 Hours
Price premium, Reservation price, Optimal prices, Price elasticity and Demand, Customer segmentation and pricing, Purchase Behaviour Prediction Models									
								Theory	30 Hours
								Tutorial	10 Hours
								Total	40 Hours
Self-Study Topics :									
Ad Intel, CLV Modeling, Image Mining, Marketing Analytics Softwares, Customer Experience Analysis									
References									
1. Cesar A Brea, Marketing and Sales Analytics, Pearson Education (US) 2017.									
2. Wayne L. Winston, Marketing Analytics: Data–Driven Techniques with Microsoft Excel, 1 st Edition, Wiley, 2014.									
3. Stephan Sorger, Marketing Analytics: Strategic Models and Metrics, Amazon Digital Services, 2013.									
4. Paul W. Farris , Neil T. Bendle , Phillip E, Marketing Metrics, 2 nd Edition, Pfeifer 2010.									
5. Mark Jeffery, Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know, Wiley, 2010.									
Online Resources									

1. <http://www.cherrycreekeeducation.com/bbk/b/111837343XMarketing.pdf>
2. <https://engage.marketo.com/rs/460-TDH-945/images/definitive-guide-to-marketing-metrics-marketing-analytics.pdf>
3. <https://insightbeforeaction.com/learn/digital-marketing-level-3/unit-322-digital-marketing-metrics-and-analytics/>
4. <https://www.semrush.com/blog/content-marketing-metrics/>
5. https://business.linkedin.com/content/dam/business/marketing-solutions/global/en_US/campaigns/pdfs/crash-course-metrics-analytics.pdf

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24MBM07	Neuromarketing				L	T	P	C												
					4	0	0	4												
Pre-requisite					Assessment Pattern															
<ul style="list-style-type: none">Marketing management					Mode of Assessment		Weightage (%)													
					Continuous Assessment		40													
					Semester End Examinations		60													
Course Objectives																				
<ul style="list-style-type: none">To enable the students to understand the dynamic nature of Consumer Behaviour.To give insight on the various external and internal influences on Consumer Behaviour.To let them understand how individual consumers and organizational buyers differ in making purchase decisions.																				
Programme Outcomes (POs)																				
<table><tr><td>PO1</td><td>Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.</td></tr><tr><td>PO2</td><td>Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.</td></tr><tr><td>PO6</td><td>Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.</td></tr><tr><td>PO7</td><td>Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.</td></tr><tr><td>PO8</td><td>Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.</td></tr><tr><td>PO9</td><td>Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.</td></tr></table>									PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.	PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.	PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.	PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.	PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.	PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.
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Course Outcomes (COs)																				
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Articulation Matrix																				
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9											
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3		3							3											
4						3														
5	3								2											
Unit I		Introduction							7 Hours											
Neuro marketing: Meaning, Definition, Process, Challenges. Concepts of Consumer Behaviour. Approaches to																				

the Study of Consumer Behaviour, Role of Neuro marketing in understanding consumer behavior		
Unit II	Understanding Neuromarketing	9 Hours
Emergence: : Neuromarketing techniques, Neuroscience, Scientific background: fMRI, QEEG, Potential Impact on Advertisements, Product development, Design, Packaging and Distribution, Ethical Concerns – Hype and reality		
Unit III	Internal Influences on Consumer Behaviour	9 Hours
Motivation, Personality, Perception- Dynamics of perception, Learning, Attitude-Formation, Changing Consumer Attitudes, Neuroscience of emotions, Neuroscience of memory.		
Unit IV	External Influences on Consumer Behaviour	9 Hours
Reference Groups, Family, Social Class, Culture, Sub Culture, Marketing Communications, Personal Influence and Opinion Leadership, Neuro aesthetics and the impact of visuals on ad effectiveness. Neurolinguistics and the psychology of persuasive language in advertising.		
UNIT V	Decision Process and Post- Purchase Behaviour	6 Hours
Neuroscience of decision-making, Consumer Decision Making Process, Diffusion of Innovations. Post Purchase Behaviour: Post Purchase Dissonance, Product Use, Product Disposition, Purchase Evaluation and Consumer Satisfaction.		
Theory		30 Hours
Tutorial		10 Hours
Total		40 Hours
Self-Study Topics : Neuro Marketing Process, Consumer Behaviour Approaches, Neuroscience in Marketing, Ethical Concerns in Neuromarketing, Perception Dynamics, Neuro-aesthetics in Advertising, Consumer Decision Making Process, Post Purchase Behaviour Analysis		
References		
<ol style="list-style-type: none"> 1. G. Schiffman and Leslie Lazar Kanuk, Consumer Behaviour, New Delhi: Pearson Education, 2013. 2. Jay D Lindquist and M Joseph Sirgy, Shopper, Buyer & Consumer Behaviour, New Delhi: Biztantra Publication, 2010. 3. David L Loudon and Albert J Della Bitta, Consumer Behaviour, New Delhi: Tata McGraw Hill, 2017. 4. Sheth and Mittal, Consumer Behaviour, A Managerial Perspective, Singapore: Thomson South Western, 2011. 5. Tanusree Dutta, Manas Kumar Mandal, “Neuromarketing in India: Understanding the Indian Consumer”, Taylor & Francis Books India Pvt. Ltd, 2018 		
Online Resources		
<ol style="list-style-type: none"> 1. https://www.coursera.org/learn/neuromarketing 2. https://www.udemy.com/topic/neuromarketing/ 3. https://elearn.nptel.ac.in/shop/iit-workshops/completed/masterclass-on-neuromarketing/?v=c86ee0d9d7ed 4. https://www.classcentral.com/course/neuromarketing-toolbox-17148 5. https://professional.dce.harvard.edu/programs/consumer-behavior/ 		

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24MBM08	Omni Channel Retail Management and Analytics				L	T	P	C														
					4	0	0	4														
Pre-requisite					Assessment Pattern																	
<ul style="list-style-type: none">Marketing management					Mode of Assessment		Weightage (%)															
					Continuous Assessment		40															
					Semester End Examinations		60															
Course Objectives																						
<ul style="list-style-type: none">To give an understanding to the students about the significant role of retailing in the marketing system.To give inputs to gain insights on the issues involved in organizing and establishing a retail format.To enable the students to understand the merchandise management, pricing and promotion strategies in retailing.																						
Programme Outcomes (POs)																						
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PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.																					
Course Outcomes (COs)																						
The students will be able to																						
CO1	Understand the functions of retailing and the role of store manager																					
CO2	Implement effective segmentation for a proposed retail format.																					
CO3	Structure the length of product assortment based on the store format and shoppers' profile.																					
CO4	Outline the nuances of product and merchandise management																					
CO5	Execute various promotion and pricing strategies in the retail chain																					
Articulation Matrix																						
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9													
1	3		2		3				2													
2		3		2					3													
3	2		3					2														
4		2		3	3			3														
5	3			2					3													
Unit I		Introduction							7 Hours													
Retailing, Functions, Retail formats, Retailing in India, Functions of a Store Manager, Impact of FDI on retailing. Omni Channel Retail Strategy, Building Omni channel strategy, Managing Customer Experience in Omni Channel Strategy.																						

Unit II	Understanding Customers	8 Hours
Shopping Behavior, Profile of Indian Shoppers, Shopping Process, Influences on Shopping Behavior, Customer journey mapping, Retail market segmentation.		
Unit III	Location and Space Management	9 Hours
Location Decision, Importance, Levels, Types, Trade Area Analysis, Site Analysis. Atmospherics: Role, Components, Space Management, Store design and visual merchandising, Retail Floor and Shelf Management, Retail Accounting and Cash Management.		
Unit IV	Retail Marketing Mix	9 Hours
Product Management, Brand Management, Merchandise Management, Category Management. Pricing: Influences, Strategies. Promotion: Promotion Mix.		
UNIT V	Retail Analytics	7 Hours
Value chain in Retailing. Retail Analytics – Introduction, Big Data in Retailing, Retail Analysis Process, Software's for Retail Analytics, Retail Analytics Utility: Supply Chain Decisions, Pricing Decisions, Inventory Decisions, Customer Experience, Customer Analytics & Predictive Analytics.		
Theory		30 Hours
Tutorial		10 Hours
Total		40 Hours
Self-Study Topics :		
Emerging Trends in Global Retailing, Impact of E-commerce on Traditional Retail, Technological Innovations in Omni-Channel Retail, Customer Loyalty Programs in Omni-Channel Retail, Sustainable Retailing Practices, Artificial Intelligence in Retail Analytics, Future of Cashless Retail Transactions, Predictive Analytics in Retail		
References		
1. Chetan Bajaj, Rajni Tulsi and Nandhi V Srivastava, Retail Management, New Delhi: Oxford University Press, 2016. 2. Pradhan Swapna, Retailing Management, New Delhi: Tata McGraw Hill, 2012. 3. Barry Berman and Joel R Evans, Retail Management Strategic Approach, New Delhi: Prentice Hall of India, 2017. 4. Piyush Kumar Sinha and Dwarika Prasad Uniyal, Managing Retailing, New Delhi: Oxford University Press, 2018. 5. Andrew J Newman and Peter Cullen, Retailing Environment and Operations, New Delhi: Thomson Learning, 2009.		
Online Resources		
1. https://onlinecourses.nptel.ac.in/noc22_mg51/preview 2. https://onlinecourses.nptel.ac.in/noc24_mg40/preview 3. https://www.coursera.org/articles/retail-analytics 4. https://www.udemy.com/course/master-retail-analytics-with-excel-and-python-part-1/ 5. https://www.mygreatlearning.com/academy/learn-for-free/courses/marketing-and-retail-analytics		

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24MBM09	Rural Marketing							L	T	P	C																																																												
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Pre-requisite					Assessment Pattern																																																																		
<ul style="list-style-type: none">Marketing management					Mode of Assessment				Weightage (%)																																																														
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					Semester End Examinations				60																																																														
Course Objectives																																																																							
<ul style="list-style-type: none">To enable the students to get a comprehensive understanding of the distinct nature of Rural marketsTo make them understand the difference between Urban and Rural marketsTo understand about the rural specific marketing mix																																																																							
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Unit I		Introduction							8 Hours																																																														
Rural Economy - Rural Marketing, Concepts, Scope, Opportunities and Challenges. Rural Market Profile: Rural Consumers, Characteristics.																																																																							

Unit II	Segmentation, Targeting and Positioning	8 Hours
Segmentation: Concepts, Levels, Effective Segmentation, Basis for Segmentation. Targeting. Positioning.		
Unit III	Market Research and Buyer Behaviour	8 Hours
Rural Market Research, New Research Tools. Rural Consumer Behavior: Challenges, Buyer characteristics, Buying decision Process, Influences.		
Unit IV	Product and Pricing Strategies	9 Hours
Product Design and Adaptation for Rural Markets, Product Classifications, Product Mix Decision, Product Item Decision, Product Strategies. Pricing: Concepts, Policies, Strategies.		
UNIT V	Promotion and Distribution Strategies	7 Hours
Media Choice, Target Audience Profile, Promotion Strategies. Distribution: Channels, New Approaches, Strategies. Role of Central, State Government and other Institutions in Rural Marketing. Integrated Marketing Communication in Rural Marketing.		
Theory		30 Hours
Tutorial		10 Hours
Total		40 Hours
Self-Study Topics :		
Rural Economy Trends, Rural Marketing Campaigns, Distribution Challenges, Micro-Segmentation, Rural Market Research Tools, Cultural Influence on Buyer Behavior, Product Innovation for Rural Markets, Government Initiatives in Rural Marketing		
References		
1. Krishnamacharyulu, C S G, and Lalitha Ramakrishnan, Rural Marketing Text & Cases, Pearson Education Pvt Ltd, New Delhi. 2. Ruchika Ramakrishnan, Rural Marketing in India: Strategies and Challenges, New Century Publication, New Delhi 3. Singh, Awadhesh Kumar, and Satyaprakash Pandey, Rural marketing Indian Perspective, New age International Ltd, New Delhi 4. Sanal Kumar Velayudam, Rural Marketing: Targeting on Non-Urban Consumers, Sage Publications, New Delhi 5. Balram, and Dogra, Rural Marketing: Concepts and Practice, Tata McGraw Hill, New Delhi, 2007.		
Online Resources		
1. https://onlinecourses.nptel.ac.in/noc20_mg49/preview 2. https://www.udemy.com/course/rural-marketing-promote-advertise-and-distribute/ 3. https://www.ed.youth4work.com/course/143-rural-marketing-online-course 4. https://www.reed.co.uk/courses/rural-marketing-course/394448 5. https://www.skilr.com/rural-marketing-certification		

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24MBM10	Sales and Distribution Management				L	T	P	C	
					4	0	0	4	
Pre-requisite					Assessment Pattern				
● Marketing management					Mode of Assessment		Weightage (%)		
					Continuous Assessment		40		
					Semester End Examinations		60		
Course Objectives									
● To understand the professional sales process and sales force management									
● Build awareness of current sales management practices and relevant managerial issues									
● To gain how to manage and motivate a professional sales force thereby gaining insights into the multi-faceted nature of the sales person									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Understand roles & responsibilities of a sales manager								
CO2	Recognize the importance of sales territories & quotas								
CO3	Apply the ways to recruit, select and train the sales people								
CO4	Understand how to motivate and compensate sales people								
CO5	Apply the ways to control the sales persons.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3		2		3				2
2		3		2					3
3	2								0
4		2		3	3				0
5	3			2					3
Unit I		Nature of Sales Management						7 Hours	
Introduction to Sales Management: Sales management: Its nature and responsibilities – Functions of a Sales manager, Sales management skills, Sales person to sales manager, Social, Ethical and legal responsibilities – Managing the sales team – ethical behavior. Strategic sales planning.									

Unit II	Sales Organization	7 Hours
Sales organizational design, Sales organizational structure, Forecasting market demand, Forecasting process, Forecasting Methods, Sales Structure and Customer Segmentation, Sales budgets - Sales Force Budgeting Methods, Design and size of sales territories – Designing sales territories, Approaches, Sales objectives and quota - Types of quotas, Selling by Objectives.		
Unit III	Planning and Recruiting Sales People	10 Hours
Job analysis, Job description, Recruitment, Selection and placement of sales personnel - Selection process, Evaluating selection and placement decisions, Management of sales training and development - Purpose of sales training, Methods, Sales training model, Contents of Sales Training Program – Sales knowledge development, Sales Skills Development, Sales process. Channel Design and Planning Process, Channel Management, Channel Information System		
Unit IV	Motivating Sales People	9 Hours
Understanding Sales force motivation, Sales culture, needs of sales people, Salesperson's behavioral model, Sales Coaching and Mentoring, Personal side of motivation, Compensation for high performance - Designing a compensation program, Types of compensation plans, Fringe benefits, Leading the sales Team - Nature of leadership, Sales manager's behavior and activities.		
UNIT V	Controlling the Sales Team	7 Hours
Controlling the sales Team - Analysis of sales and marketing costs - Marketing Audit, Sales force audit, Net sales volume analysis, Marketing Cost Analysis, Evaluation of salespeople's performance - Performance Appraisal - processes and procedures, Conducting the appraisal, Providing Feedback.		
Theory		30 Hours
Tutorial		10 Hours
Total		40 Hours
Self-Study Topics : Emerging Trends in Sales Management, Impact of Technology on Sales Management, Advanced Sales Forecasting Techniques, Sales Budgeting and Financial Metrics, Innovative Recruitment Strategies for Sales Personnel, Sales Training Best Practices and Tools.		
References		
1. Charles M. Futrell, “Fundamentals of Selling: Customers for life through service”, (12th ed.), Tata McGraw Hill, New Delhi, 2014. 2. Edward W. Cundiff, Norman A.P. Govoni, Richard R. Still, “Sales Management: Decisions, Strategies and Cases”, (5th ed.), Pearson Education India, 2007. 3. David Jobber and Geoffrey Lancaster, “Selling and Sales Management”, (7th ed.), Pearson Education India, 2009. 4. David Lambert and Keith Dugdale, “Smarter Selling: How to grow sales by building trusted relationships”, (2nd ed.), Pearson Education India, 2011. 5. William L. Cron, “Sales management: Concepts and Cases”, (10th ed.), Wiley India, 2009.		
Online Resources		
1. https://onlinecourses.nptel.ac.in/noc20_mg13/preview 2. https://www.tcsion.com/courses/tcsion/sales_and_distribution_management/ 3. https://www.udemy.com/topic/sales-management/ 4. https://training.sap.com/course/scm600-business-process-in-sales-and-distribution-classroom-015-g-en/ 5. https://alison.com/course/diploma-in-sales-and-distribution-management		

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24MBM11	Semiotics in Marketing Communications and Branding				L	T	P	C												
					4	0	0	4												
Pre-requisite					Assessment Pattern															
<ul style="list-style-type: none">Marketing management					Mode of Assessment		Weightage (%)													
					Continuous Assessment		40													
					Semester End Examinations		60													
Course Objectives																				
<ul style="list-style-type: none">To understand the basic principles of semiotics as well as semiotic thinking thereby examining the role of semiotics in communicating the brandTo provide an in-depth understanding the marketing communication conceptsTo evaluate an organization’s marketing and promotional situation in order to develop effective communication strategies and programmes																				
Programme Outcomes (POs)																				
<table><tr><td>PO1</td><td>Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.</td></tr><tr><td>PO2</td><td>Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.</td></tr><tr><td>PO3</td><td>Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.</td></tr><tr><td>PO4</td><td>Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.</td></tr><tr><td>PO5</td><td>Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.</td></tr><tr><td>PO9</td><td>Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.</td></tr></table>									PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.	PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.	PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.	PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.	PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.	PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.
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PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.																			
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PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.																			
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.																			
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.																			
Course Outcomes (COs)																				
The students will be able to																				
<table><tr><td>CO1</td><td>Understand an effective marketing communication plan to build brands</td></tr><tr><td>CO2</td><td>Select from various design thereby delivering value and create relationships in the marketplace</td></tr><tr><td>CO3</td><td>Understand the use of marketing communications to promote causes and deal with societal problems</td></tr><tr><td>CO4</td><td>Execute the theory and techniques applicable to the major marketing communication functions</td></tr><tr><td>CO5</td><td>Deepen the understanding of the need to influence consumers through marketing</td></tr></table>									CO1	Understand an effective marketing communication plan to build brands	CO2	Select from various design thereby delivering value and create relationships in the marketplace	CO3	Understand the use of marketing communications to promote causes and deal with societal problems	CO4	Execute the theory and techniques applicable to the major marketing communication functions	CO5	Deepen the understanding of the need to influence consumers through marketing		
CO1	Understand an effective marketing communication plan to build brands																			
CO2	Select from various design thereby delivering value and create relationships in the marketplace																			
CO3	Understand the use of marketing communications to promote causes and deal with societal problems																			
CO4	Execute the theory and techniques applicable to the major marketing communication functions																			
CO5	Deepen the understanding of the need to influence consumers through marketing																			
Articulation Matrix																				
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9											
1	3		2		3				2											
2		3		2					3											
3			3																	
4		2		3	3															
5	3			2					3											
Unit I									Introduction to Communications & Branding	6 Hours										

Evolution of Communications & Branding – past and present positioning, Brand Values – brand heritage, Brand Building		
Unit II	Elements of Semiotics	9 Hours
Signifier and Signified, Redundancy and Noise, Polysemy and Synonymy, Symbolic and Semi Symbolic, Arbitrary and Convention, Single/Repeated signs, Semiotic Silence, Successive Signs.		
Unit III	Role of Semiotics in Marketing	9 Hours
Reach to customers - Verbal, Visual and Performative actions, Touch Points – Logos, Rituals, Cultural symbols, Colors, Iconic individuals, text, advertisements, websites, Physical environments		
Unit IV	Techniques to Run Semiotic Analysis	10 Hours
Stages – Grouping, Independent Analysis of groups, Inclusive analysis of groups, Interdisciplinary Approaches, Comparison of independent and inclusive analysis of groups, Wrap-up of analysis; Techniques – Questions, probing, abstract questions, projective techniques, craft stationery.		
UNIT V	Apply Findings from Analysis	6 Hours
Semiotic-Based Marketing Strategies, Case Studies from Indian Companies and MNCs		
Theory		30 Hours
Tutorial		10 Hours
Total		40 Hours
Self-Study Topics : Evolution of Branding Strategies, Historical Perspectives on Marketing Communication, Advanced Semiotic Theories and Models, Impact of Semiotics on Consumer Perception, Innovative Applications of Semiotics in Branding,		
References		
1. Using Semiotics in Marketing: How to achieve Consumer Insight for brand Growth and Profits by Rachel Lawes published by Kogan Page, 3rd March 2020. 2. Creating Value: The Theory and Practice of Marketing Semiotics Research by Laura R. Oswald published by OUP Oxford, 22nd January 2015. 3. Marketing Semiotics: Signs, Strategies and Brand Value by Laura R. Oswald published by OUP Oxford, 16th February 2012. 4. Daniel Chandler, “Semiotics: The Basics”, Taylor and Francis, 2007 5. Laura R. Oswald, “Doing Semiotics: A Research Guide for Marketers at the Edge of Culture”, Oxford University Press, 2020		
Online Resources		
1. https://www.udemy.com/course/media-studies-semiotics-semiology/ 2. https://cademy.co.uk/elearncollege/semiotics		

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24MBM12	Services Marketing				L	T	P	C												
					4	0	0	4												
Pre-requisite					Assessment Pattern															
<ul style="list-style-type: none">Marketing management					Mode of Assessment		Weightage (%)													
					Continuous Assessment		40													
					Semester End Examinations		60													
Course Objectives																				
<ul style="list-style-type: none">To enable the students to understand the differences between marketing of products and services.To give insight to them on various aspects of Services Marketing.To enable them to effectively design and deliver services.																				
Programme Outcomes (POs)																				
<table><tr><td>PO1</td><td>Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.</td></tr><tr><td>PO2</td><td>Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.</td></tr><tr><td>PO3</td><td>Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.</td></tr><tr><td>PO4</td><td>Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.</td></tr><tr><td>PO8</td><td>Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.</td></tr><tr><td>PO9</td><td>Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.</td></tr></table>									PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.	PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.	PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.	PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.	PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.	PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.
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PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.																			
Course Outcomes (COs)																				
The students will be able to																				
CO1	Understand the customers through effective communication about the service concept																			
CO2	Summarize the influencing factors of customer expectations and perceptions																			
CO3	Select appropriate service recovery strategies to retain the customers																			
CO4	Design service development model with adequate customer standards																			
CO5	Execute effective delivery of services by closing the expectation gaps																			
Articulation Matrix																				
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9											
1	3								2											
2		3	2					2												
3	2		3	3					3											
4		2		3				3												
5	3			2					3											
Unit I		Introduction to Services							6 Hours											
Definition, Services vs. Goods, Characteristics, Service Marketing Mix, Current Trends, Gaps Model. Overview of marketing Different Service Sectors -Marketing of Banking Services -Marketing in Insurance Sector -Marketing of Education Services.																				

Unit II	Customer Expectations and Perceptions	9 Hours
Customer Expectations, Meaning, Types, Levels, Influencing Factors. Customer Perceptions: Influencing Factors, Satisfaction, Service Quality, Building Blocks.		
Unit III	Customer Relations	9 Hours
Goals, Benefits, Life Time Value of a Customer, Factors, Estimation, Retention Strategies. Service Recovery: Impact of Service Failure, Response of Customers, Recovery Strategies, Service Guarantees.		
Unit IV	Service Design	10 Hours
New service Development, Stages, Service Blueprinting, Service Redesign. Customer Defined Service Standards: Factors, Guidelines. Physical Evidence: Types, Role.		
UNIT V	Delivering and Performing	6 Hours
Employee's Role, Customers' Role, Managing Demand and Capacity, Managing Service Promises, Closing the Gaps, Customer Experience Management		
Theory		30 Hours
Tutorial		10 Hours
Total		40 Hours
References		
1. Valarie A Zei Thaml and Mary Jo Bitner, Service Marketing, New Delhi: Tata McGraw Hill, 2011. 2. Christopher Lovelock, Services Marketing People, Technology, Strategy, New Delhi: Pearson Education, 2010. 3. Govind Apte, Services Marketing, New Delhi: Oxford University Press, 2009. 4. Steve Baron, Service Marketing, New Delhi: Sage Publications, 2010. 5. R. Srinivasan, Services Marketing – The Indian Context, New Delhi: Prentice Hall of India, 2012.		
Online Resources		
1. https://onlinecourses.nptel.ac.in/noc23_mg115/preview 2. https://alison.com/course/diploma-in-services-marketing-integrating-people-technology-and-strategy 3. https://www.edx.org/learn/marketing/indian-institute-of-management-bangalore-services-marketing-concepts-applications 4. https://www.udemy.com/course/service-marketing-for-business-administration/		

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PROFESSIONAL ELECTIVES – FINANCE

24MBF01	Banking System and Practices		L	T	P	C
			4	0	0	4
Pre-requisite		Assessment Pattern				
<ul style="list-style-type: none">Economics, Financial Management		Mode of Assessment	Weightage (%)			
		Continuous Assessment	40			
		Semester End Examinations	60			
Course Objectives						
<ul style="list-style-type: none">To introduce the concept of Banking and its growth in IndiaTo make the students understand various types of deposits & advances.To create awareness on the broad contours of export & import credit and expose the students to the recent developments in banking in India.						
Programme Outcomes (POs)						
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.					
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.					
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.					
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.					
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.					
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.					
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.					
Course Outcomes (COs)						
The students will be able to						
CO1	Understand Banking Process.					
CO2	Evaluate a loan proposal submitted by the customer.					
CO3	Analyze Non-Performing Assets.					
CO4	Assist the customers to choose appropriate financial products.					
CO5	Gain insight into the Electronic Payment System, Internet Banking and Mobile Banking.					

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

UNIT I	INTRODUCTION TO BANKING	8 Hours
Role of banks, Evolution of Banking, Structure of banking sector in India, Rationale of Banking Sector Reforms, Basle Committee recommendations, An overview of Financial Statement of banks.		
UNIT II	DEPOSITS AND ADVANCES	8 Hours
Deposits: Banker Customer Relationship, BCSBI, Various Types of Deposits, Advances: Principles of Sound Lending, Methods of Granting Advances, CIBIL, MCLR, Secured Advances, Modes of Creating Charges, Types of Advances. Bank Guarantees.		
UNIT III	PRIORITY SECTOR LENDING & NPA NORMS	8 Hours
Rationale of Priority Sector Lending, Different Segments of Priority Sector Advances. CGTMSE, Classification of Advances: NPA Norms, SMA, Recovery of Advances.		
UNIT IV	EXPORT CREDIT	8 Hours
Introduction to UCPDC, Exports – Pre-shipment and Post – Shipment Credit, Import Financing, RBI Role in Promoting Export Credit, EXIM Bank, ECGC.		
UNIT V	RECENT DEVELOPMENTS IN BANKING	8 Hours
Suggested Self-Study Topics : Retail Banking, ATM, EFT, Tele Banking, Credit Cards, Debit Cards, Smart Cards, e-banking, Cheque Truncation System, Ancillary Businesses: Drafts, Safe Custody, PARA Banking, CRM in banking.		
Tutorial		10 Hours
Theory		30 Hours
Total		40 Hours
References		
1. Sukvinder Mishra, Banking Law and Practice, S. Chand Publishing, 2018 2. Kanhaiya Singh and Vinay Dutta, Commercial Bank Management, McGraw Hill, 2017. 3. Padmalatha Suresh and Justin Paul, Management of Banking, Pearson Education, 4th Edition, 2017. 4. JyostnaSethi and Nishwan Bhatia, Elements of Banking and Insurance, New Delhi: Prentice Hall of India, 2013. 5. Donald R Fraser, Benton E Gup and James W Kolari, Commercial Banking, The Management of Risk, Singapore: Wiley, 2010.		
Online Resources		
1. https://www.iibf.org.in/ELearning.asp		

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

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24MBF02	Equity Derivatives and Risk Management		L	T	P	C
			4	0	0	4
Prerequisite		Assessment Pattern				
<ul style="list-style-type: none">Financial Management, Investment Analysis and Portfolio Management	Mode of Assessment		Weightage (%)			
	Continuous Assessment		40			
	Semester End Examinations		60			
Course Objectives						
<ul style="list-style-type: none">To know about the Derivative Instruments in the Financial Market and role of Stock ExchangeTo understand the concept of Forward and Futures Contract, Options and Swaps.To know about the Commodity Derivative Instruments in India.						
Programme Outcomes (POs)						
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.					
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.					
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.					
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.					
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.					
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.					
Course Outcomes (COs)						
The students will be able to						
CO1	Use Forward Contract, Futures Contract, Options and Swap to hedge the unsystematic risk.					
CO2	Analyze the Future and Forward Prices.					
CO3	Calculate the intrinsic value and time value of options.					
CO4	Estimate and decide the various Interest Rate Risks.					
CO5	Ability to ensure the compliance of Derivative Markets.					

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3		2						3
CO 2		3		3					3
CO 3	3		3	2					
CO 4		2			3				2
CO 5	2			3	2				
UNIT I	INTRODUCTION TO EQUITY DERIVATIVES								8 Hours
Introduction to Financial Derivatives – Types of Derivatives – Forwards, Futures, Swaps, Options - Application of derivatives in Risk Management.									
UNIT II	FORWARDS AND FUTURES								8 Hours
Forwards & Futures market - Mechanics of futures markets - Different categories of Forwards & Futures – Valuation - Determination of forward and futures prices - Risk management using Forwards and Futures.									
UNIT III	OPTIONS								8 Hours
Basics of Options, Pay-off chart for options, Options pricing, Options spreads, Straddle, Strangle, Covered call, Protective put, Collar, Butterfly spread.									
UNIT IV	SWAPS								8 Hours
Characteristics of Swaps- Categories of Swaps - Mechanics of interest rate swaps - Currency swaps – Application - Valuation - Usage of Swaps in Risk Management.									
UNIT V	TRADING SYSTEMS AND REGULATORY ENVIRONMENT								8 Hours
Trading System, Clearing and Settlement Mechanism, Selection criteria of stocks for trading, Selection criteria of index for trading, Adjustments for Corporate Actions, Position limit, Regulations in Trading, Regulations in Clearing & Settlement and Risk Management.									
								Tutorial	10 Hours
								Theory	30 Hours
								Total	40 Hours
References									
1. Hull.c.John. and Sankarshan Basu, Options, Futures and Other Derivatives, 10 th edition, Pearson Education, Chennai, 2018.									
2. Gupta S L, Financial Derivatives: Theory, Concepts and Problems, 2 nd edition, PHI learning, New Delhi, 2017.									
3. Sundaram Das, Derivatives Principles and Practice, Tata McGraw Hill Education, 2017.									
4. Don M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 10 th edition, Cengage Learning, 2015.									
5. Rajiv Srivatsava, Derivatives and Risk Management, Oxford University Press, 2015.									

Online Resources
<ol style="list-style-type: none">1. https://www.nseindia.com/products-services/equity-derivatives-risk-management2. https://www.nism.ac.in/equity-derivatives/3. https://www.nseix.com/markets/risk-management-equity-derivatives4. https://www.nasdaq.com/derivatives-academy5. https://archive.nptel.ac.in/courses/110/107/110107128/

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24MBF03	Merchant Banking and Financial Services		L	T	P	C
			4	0	0	4
Prerequisite			Assessment Pattern			
● Financial Management			Mode of Assessment		Weightage (%)	
			Continuous Assessment		40	
			Semester End Examinations		60	
Course Objectives						
● To provide an understanding of various Financial Services. ● Make students understand the regulatory framework governing the Financial Services. ● Expose the procedures involved in handling Financial Services.						
Programme Outcomes (POs)						
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.					
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.					
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.					
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.					
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.					
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.					
Course Outcomes (COs)						
The students will be able to						
CO1	Understand the regulations of SEBI while handling Financial Services.					
CO2	Administer Pre and Post Issue activities.					
CO3	Provide Fee Based Financial Services.					
CO4	Evaluating the Leasing and Hire Purchasing and its Tax Implications.					
CO5	Administer Fund Based Financial Services.					

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3	2							2
CO 2	3			3					2
CO 3	0	3	3				3		
CO 4	2			3					3
CO 5	0	3					3		
UNIT I		MERCHANT BANKING							8 Hours
Introduction, Definition, Functions, Legal and Regulatory framework - SEBI Regulations - Procedure for Inspection and Action in case of default, Code of Conduct, Registration and SEBI Guidelines.									
UNIT II		ISSUE MANAGEMENT							8 Hours
Capital Market Instrument, Capital Structure Decisions, Public Issue Management, Marketing New Issue, Post Issue Activities, Prospectus, Underwriting of Securities, Role and Responsibilities of Intermediaries.									
UNIT III		OTHER FEE BASED MANAGEMENT							8 Hours
Portfolio Management Services, Credit Syndication, Depository Receipts, Credit Rating, DEMAT Services, Mutual Funds, e-Stamp, e-KYC.									
UNIT IV		FUND BASED FINANCIAL SERVICES							8 Hours
Leasing and Hire Purchasing - Basics, Financial Evaluation and Tax Implication.									
UNIT V		OTHER FUND BASED FINANCIAL SERVICES							Hours
Consumer Finance, Real Estate Financing, Bills Discounting, Factoring and Forfeiting, Venture Capital									
								Tutorial	10 Hours
								Theory	30 Hours
								Total	40 Hours
References									
1. Dr S. Gurusamy, Merchant Banking and Financial Services, New Delhi: Tata McGraw Hill, 2019. 2. M.Y.Khan, Financial Services, New Delhi: Tata McGraw-Hill, 2019. 3. Frederic S.Mishkin and Tusli Jayakumar, Financial Markets and Institutions, New Delhi: Pearson, 2017. 4. Siddaiah, Financial Services, New Delhi, Pearson, 2016. 5. Mathews Sasidharan, Financial Services and System, Tata McGraw Hill, 2016.									
Online Resources									
1. https://www.swastika.co.in/investment-banking/merchant-banking-services 2. https://navi.com/blog/merchant-banking/ 3. https://archive.nptel.ac.in/courses/110/105/110105121/ 4. https://onlinecourses.swayam2.ac.in/imb20_mg17/preview 5. https://www.classcentral.com/course/youtube-noc-jan-2019-financial-institutions-and-markets-47358									

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24MBF04	Mergers, Acquisitions and Restructuring				L	T	P	C														
					4	0	0	4														
Prerequisite					Assessment Pattern																	
<ul style="list-style-type: none">Financial Management, Strategic Management					Mode of Assessment		Weightage (%)															
					Continuous Assessment		40															
					Semester End Examinations		60															
Course Objectives																						
<ul style="list-style-type: none">To understand Mergers and Acquisitions as a powerful tool to build new generation companies to compete successfully in the global marketsTo describe how Mergers and Acquisitions are financed.To know the corporate restructuring process in the business world.																						
Programme Outcomes (POs)																						
<table><tr><td>PO1</td><td>Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.</td></tr><tr><td>PO2</td><td>Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.</td></tr><tr><td>PO3</td><td>Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.</td></tr><tr><td>PO4</td><td>Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.</td></tr><tr><td>PO5</td><td>Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.</td></tr><tr><td>PO8</td><td>Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.</td></tr><tr><td>PO9</td><td>Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.</td></tr></table>									PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.	PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.	PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.	PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.	PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.	PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.	PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.
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PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.																					
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.																					
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.																					
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.																					
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.																					
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.																					
Course Outcomes (COs)																						
The students will be able to																						
CO1	Apply SEBI Guidelines and legal frame works at the time of Mergers.																					
CO2	Decide the appropriate type of Merger.																					
CO3	Decide the appropriate source of financing for Merger and Acquisition.																					
CO4	Manage Pre and Post Merger Process.																					
CO5	Estimate the impact of restructuring on the value of the firm.																					
Articulation Matrix																						
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9													
CO 1	3	2		3				2														
CO 2	2	3							2													
CO 3			3					2	3													
CO 4			2		3			3														
CO 5					3																	

UNIT I	INTRODUCTION TO MERGERS	8 Hours
Meaning, Need and Objectives of Mergers, Acquisitions, Basic Difference between Mergers and Acquisition, SEBI Guidelines, Legal framework		
UNIT II	TYPES AND PROCESS	8 Hours
Types of Mergers, Acquisitions and Takeovers, Process of Mergers and Acquisitions, Value Creation.		
UNIT III	FUNDING	8 Hours
Funding of Mergers and Acquisitions, Financing Techniques, Various sources of financing.		
UNIT IV	PRE-MERGER AND POST-MERGER OF FIRMS	8 Hours
Determining Pre-Merger and Post Merger Values of the firms- Valuation of shares, Ascertaining the benefits to the Stakeholders of both the Firms out of Mergers and Acquisition, Problems Faced during the Mergers, Acquisitions and Takeovers.		
UNIT V	INTRODUCTION TO RESTRUCTURING	8 Hours
Need and Objectives of restructuring, Process of restructuring, Impact of restructuring on the value of the firm.		
		Tutorial
		10 Hours
		Theory
		30 Hours
		Total
		40 Hours
References		
<ol style="list-style-type: none"> 1. S. Shiva Ramu, Corporate Growth through Mergers and Acquisitions, Virginia: Landmark Ltd, 2017. 2. Chandrashekar, Krishnamurti, and S.R.Vishwanath, Merger, Acquisitions and Corporate Restructuring, New Delhi: Sage publication, 2016. 3. Fred J Weston, Kwang S. Chung, and Susan E. Hoag, Mergers, Restructuring and Corporate Control, New Delhi: PHI Learning Private Ltd, 2016. 4. Enrique R. Arzac, Valuation for Mergers, Buyouts and Restructuring, New Delhi: Wiley India (P) Ltd, 2016. 5. A. Gaugham Patrick, Mergers, Acquisitions and Corporate Restructuring, Singapore: John Wiley, 2016. 		
Online Resources		
<ol style="list-style-type: none"> 1. https://www.classcentral.com/course/swayam-mergers-acquisitions-and-corporate-restructuring-119507 2. https://archive.nptel.ac.in/courses/110/105/110105165/ 3. http://acl.digimat.in/nptel/courses/video/110105165/L01.html 4. https://onlinecourses.nptel.ac.in/noc23_mg58/preview 5. https://financialmanagement.pressbooks.tru.ca/chapter/module-8-merging-and-acquisitions-and-corporate-restructuring/ 		

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24MBF05	Project Finance				L	T	P	C																																																						
					4	0	0	4																																																						
Prerequisite					Assessment Pattern																																																									
<ul style="list-style-type: none">Financial Management, Operations Research					Mode of Assessment		Weightage (%)																																																							
					Continuous Assessment		40																																																							
					Semester End Examinations		60																																																							
Course Objectives																																																														
<ul style="list-style-type: none">Introduce the students to the Purpose, Principles, Problems, Challenges, Concepts, Techniques, and Practice of Project Management and its various facets.Impart skills in Project Planning, Execution and Control MethodsIntroduce students to Project Management Software and its Applications.																																																														
Programme Outcomes (POs)																																																														
<table><tr><td>PO1</td><td colspan="8">Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.</td></tr><tr><td>PO2</td><td colspan="8">Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.</td></tr><tr><td>PO3</td><td colspan="8">Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.</td></tr><tr><td>PO4</td><td colspan="8">Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.</td></tr><tr><td>PO5</td><td colspan="8">Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.</td></tr><tr><td>PO9</td><td colspan="8">Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.</td></tr></table>									PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.								PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.							
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Course Outcomes (COs)																																																														
The students will be able to																																																														
CO1	Generate and screen the Project Ideas.																																																													
CO2	Analyze the Market, Technical and Financial feasibility of Projects																																																													
CO3	Estimating the Project Cash Flows and Performing Risk Analysis using various tools.																																																													
CO4	Selecting appropriate sources of Project Financing.																																																													
CO5	Creating Work Breakdown Structure.																																																													
Articulation Matrix																																																														
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9																																																					
CO 1	3	2			3				2																																																					
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CO 3	2	3		3					3																																																					
CO 4			3	3	2																																																									
CO 5		2			3																																																									

UNIT I	INTRODUCTION	8 Hours
Project Management Concepts, Project Organizational Structures, Types of Capital Investments, Phase of Capital Budgeting, Levels of Decision Making, Facets of Project Analysis, Project Formulation: Generation and Screening of Project Ideas.		
UNIT II	ANALYSIS OF PROJECTS	8 Hours
Feasibility Study, Market and Demand Analysis, Technical Analysis, Financial Estimates and Projections.		
UNIT III	SELECTION OF PROJECTS	8 Hours
Basic Techniques - Investment Criteria and Project Cash Flows, Advanced Techniques Risk Analysis, Sensitivity Analysis, Scenario Analysis, Break-even Analysis, Simulation Analysis, Firm Risk and Market Risk.		
UNIT IV	FINANCING	8 Hours
Financing of Projects, Financing Infrastructure Projects, Venture Capital, and Private Equity.		
UNIT V	IMPLEMENTATION AND REVIEW OF PROJECTS	8 Hours
Planning and Sequencing of Project, Creating the Project Schedule (WBS), Resource Planning for Internal and External Resources, Executing the Project Plan and Keeping the Project on Track, Network Techniques for Project Management. (PERT and CPM), Project Review		
Tutorial		10 Hours
Theory		30 Hours
Total		40 Hours
References		
<ol style="list-style-type: none"> 1. Prasanna Chandra, Project Management, New Delhi: Tata McGraw Hill India Ltd, 2019. 2. P. Gopalakrishnan and V. E. Rama Moorthy, Project Management, New Delhi: Macmillan India Ltd, 2019. 3. Graham D. Vinter, Gareth Pierce, Project Finance, New Delhi: Thomson, 2019. 4. Tim Pyron, Using Microsoft Office Project 2016 – The only Project 2016 Book You Need, New Delhi: Que Edition – Techmedia, 2017. 5. Richman Larry, Project Management: Step by Step, New Delhi: Prentice Hall India (Microsoft Press Release), 2016. 		
Online Resources		
<ol style="list-style-type: none"> 1. https://www.projectfinanceinstitute.com/ 2. https://www.wallstreetprep.com/knowledge/demystifying-project-finance/ 3. https://corporatefinanceinstitute.com/resources/commercial-lending/project-finance-primer/ 4. https://www.fitchlearning.com/fundamentals-project-finance-course-content 5. https://www.nseindia.com/learn/self-study-ncfm-modules-intermediate-project-finance-module 		

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24MBF06	Investment Analysis and Portfolio Management				L	T	P	C												
					4	0	0	4												
Prerequisite					Assessment Pattern															
<ul style="list-style-type: none">Financial Management					Mode of Assessment		Weightage (%)													
					Continuous Assessment		40													
					Semester End Examinations		60													
Course Objectives																				
<ul style="list-style-type: none">To understand the functioning of Indian Capital MarketsTo understand the different forms of Investment and the relationship between risk and returnTo know the techniques available for analyzing the Securities and understand the management of a Portfolio.																				
Programme Outcomes (POs)																				
<table><tr><td>PO1</td><td>Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.</td></tr><tr><td>PO2</td><td>Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.</td></tr><tr><td>PO3</td><td>Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.</td></tr><tr><td>PO4</td><td>Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.</td></tr><tr><td>PO5</td><td>Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.</td></tr><tr><td>PO9</td><td>Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.</td></tr></table>									PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.	PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.	PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.	PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.	PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.	PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.
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PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.																			
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.																			
Course Outcomes (COs)																				
The students will be able to																				
<table><tr><td>CO1</td><td>Make an appropriate Investment Decision.</td></tr><tr><td>CO2</td><td>Handle the activities related to the new issue market.</td></tr><tr><td>CO3</td><td>Prepare the report based on Economic, Industry and Company Analysis.</td></tr><tr><td>CO4</td><td>Perform Technical Analysis to make effective buy and sell decisions.</td></tr><tr><td>CO5</td><td>Construct and Maintain the Portfolios.</td></tr></table>									CO1	Make an appropriate Investment Decision.	CO2	Handle the activities related to the new issue market.	CO3	Prepare the report based on Economic, Industry and Company Analysis.	CO4	Perform Technical Analysis to make effective buy and sell decisions.	CO5	Construct and Maintain the Portfolios.		
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CO5	Construct and Maintain the Portfolios.																			
Articulation Matrix																				
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9											
CO 1	3		2	3																
CO 2		3	3						3											
CO 3	3	2		3																
CO 4		3			3			2												
CO 5			3	2	3			3												

UNIT I	INTRODUCTION	7 Hours
Investment, Speculation, Securities, Sources of Investment Information, Investment Alternatives, Securities and Exchange Board of India, Investor Protection measures of SEBI, Securities Contract (Regulation) Act.		
UNIT II	OVERVIEW OF INDIAN CAPITAL MARKET	7 Hours
Primary Market, Secondary Market, Grey Market, Pricing of Securities, Listing of Securities, Stock Market Indices, Fundraising through Overseas Market.		
UNIT III	FUNDAMENTAL ANALYSIS	9 Hours
Economic Analysis: Forecasting Techniques, Industry Analysis: Industry Classification, Industry life cycle. Company Analysis: Measuring Earnings, Forecasting Earnings, Applied Valuation Techniques.		
UNIT IV	TECHNICAL ANALYSIS	9 Hours
Fundamental Analysis Vs Technical Analysis, Charting Methods, Market Indicators: Trend, Trend Reversals, Patterns, Simple Moving Average (SMA), Exponential Moving Average (EMA), MACD, Oscillators: ROC, RSI, Bollinger Bands and Fibonacci Retracement.		
UNIT V	PORTFOLIO MANAGEMENT	8 Hours
Portfolio Theory, Portfolio Construction, Performance Evaluation, Portfolio Revision, SEBI Guidelines for Portfolio Management Services.		
Tutorial		10 Hours
Theory		30 Hours
Total		40 Hours
References		
1. Prasanna Chandra, Investment Analysis and Portfolio Management, New Delhi: Tata McGraw Hill, 2017. 2. Dhanesh Kumar Khatri, Security Analysis and Portfolio Management, New Delhi: Macmillan, 2016. 3. Donald E Fischer and Ronald J Jordan, Security Analysis & Portfolio Management, New Delhi: Prentice Hall of India Private Ltd, 2016. 4. S. Kevin, Security Analysis & Portfolio Management, New Delhi: Prentice-hall of India Pvt Ltd, 2016. 5. Shalini Talwar, “Security Analysis and Portfolio Management”, Cengage Learning, 2016.		
Online Resources		
1. https://www.nseindia.com/learn/self-study-ncfm-modules-intermediate-investment-analysis-and-portfolio-management 2. https://www.pw.live/exams/ca/investment-analysis/ 3. https://www.edx.org/learn/portfolio-management 4. https://onlinecourses.nptel.ac.in/noc23_mg62/preview 5. https://onlinecourses.nptel.ac.in/noc21_mg99/preview		

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24MBF07	Goods and Services Tax				L	T	P	C	
					4	0	0	4	
Prerequisite					Assessment Pattern				
<ul style="list-style-type: none">Accounting for ManagementFinancial Management					Mode of Assessment		Weightage (%)		
					Continuous Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To enable the students to understand the basics of Supply of Goods and Services.To understand the Payment of GST Mechanism.To enrich the knowledge of Input Tax Credit and IGST in GST.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Understand the GST Network and Council.								
CO2	Register, File Monthly Returns and apply Revisions.								
CO3	Make a payment of GST.								
CO4	Calculate the Input Tax Credit.								
CO5	Determine the Place of Supply of Goods and Services in the Inter State Sales.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3	2		3					
CO 2		3	3						3
CO 3	3			3					2
CO 4		3			3			2	
CO 5			3	2	3			3	

UNIT I	OVERVIEW OF GOODS AND SERVICES TAX	7 Hours
Overview of GST, Implementation of GST, Liability of the Taxpayer, GST Network, G S T Council. Levy of an Exemption from Tax - Levy of GST – Introduction, Composition Scheme, Remission of Tax / Duty. Registration – Introduction, Registration Procedure, Important Points, Special Persons, Cancellation.		
UNIT II	SUPPLY	7 Hours
Meaning and Scope of Supply - Taxable Supply, Supply of Goods and Supply of Services, Course or Furtherance of Business, Special Transactions. Time of Supply - Time of Supply–Goods, Time of Supply – Services, Other Points. Valuation in GST - Transaction Value.		
UNIT III	PAYMENT OF GST	9 Hours
E waybill generation. Payment of GST - Introduction, Time of GST Payment, how to make payment, Challan Generation & CPIN, TDS & TCS. Electronic Commerce – Introduction, Tax Collected at Source (TCS), Procedures for E-commerce Operator, Reverse Charge Mechanism.		
UNIT IV	INPUT TAX CREDIT	9 Hours
Input Tax Credit – Introduction, Important Points, Job Worker. Input Service Distributors - Concept of Input Service Distributor, Legal Formalities for an ISD, Distribution of Credit. Matching of Input Tax Credit - Returns, GSTR 1, 2A, 2B, and 3B, Other Taxable Persons		
UNIT V	IGST	8 Hours
Overview of the IGST Act – Overview, Other Provisions, Place of Supply of Goods & Services – Introduction, Registered and Unregistered Persons. GST Portal -Introduction, GST Eco-system, GST Suvidha Provider (GSP).		
Tutorial		10 Hours
Theory		30 Hours
Total		40 Hours
References		
<ol style="list-style-type: none"> 1. Vashishtha Chaudhary Ashu Dalmia Shaifaly Girdharwal, Taxmann’s GST - A Practical Approach, 3rd Edition 2020, 2. CA Alok Pareek, A Practitioner’s Guide to Input Tax Credit under GST, Bloomsbury India, 2020. 3. Nitya Tax Associates, Basics of GST, Edition: August 2019, Taxmann Technologies, New Delhi. 4. Jayaram Hiregange, Deepak Rao, India GST for Beginners, White Falcon Publishing, 2nd Edition, 2019. 5. Frequently Asked Question by Central Board of Excise & Customs, New Delhi 		
Online Resources		
<ol style="list-style-type: none"> 1. https://cbic-gst.gov.in/ 2. https://www.gstzen.in/a/resources.html 3. https://cleartax.in/s/gst-guide-introduction 4. https://gstcouncil.gov.in/gst-council 5. https://taxinformation.cbic.gov.in/ 		

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24MBF08	Financial Modeling				L	T	P	C	
					4	0	0	4	
Prerequisite					Assessment Pattern				
<ul style="list-style-type: none">Accounting for Management, Financial Management					Mode of Assessment		Weightage (%)		
					Continuous Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To acquaint the students with the Excel Tools for Financial Modeling.To enable the students to do the Descriptive AnalysisTo enhance the knowledge of students in the Financial Modeling									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Choose appropriate Excel Tool for Financial Modeling.								
CO2	Analyze the Data using Charts.								
CO3	Choose appropriate Finance Functions to construct models.								
CO4	Apply Descriptive Statistics in Financial Analysis.								
CO5	Apply Linear Programming and Simulation in Financial Analysis.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3		2		3				
CO 2		3		3		2			
CO 3	3		3			3			2

CO 4		2		3	3				
CO 5	2	0			3	3			3
UNIT I	PROJECTING INCOME STATEMENT							8 Hours	
Estimation Income Statement Line Items: Revenue, Cost of Goods Sold, Operating Expenses, Other Income, Depreciation and Amortization, Interest, Taxes, Non-Recurring and Extraordinary items, Distributions. Preparation of Income Statement and Cashflow Statement.									
UNIT II	PROJECTING BALANCE SHEET							10 Hours	
Working Capital Projection, Projecting Balance Sheet, Analyzing key performance ratios – Operating Performance, Operating Efficiency, Short-term and Long-term solvency, Debt Service Coverage Ratio. Sensitivity Analysis.									
UNIT III	ANALYSIS TOOLPAK							6 Hours	
Descriptive Statistics, Histograms, Correlation and Covariance, Regression Analysis, Hypothesis Testing.									
UNIT IV	MATRIX ALGEBRA AND RELATED FUNCTIONS IN EXCEL							8 Hours	
Array Handling, Adding Matrices, Multiplying Matrices, Transposing a Matrix, Matrix Inversion Array Functions in Excel – MMULT, TRANSPOSE, MINVERSE, FREQUENCY, LINEST.									
UNIT V	OPTIMIZATION USING SOLVER							8 Hours	
Linear Programming using Solver, Portfolio Optimization, Optimization using Matrix Functions, Generating Efficient Frontier, Monte Carlo Simulation.									
Suggested Self-Study Topics: SEBI amendments, International Stock Market Indices, P/E Ratio, Bollinger bands, Efficient Frontier.									
								Tutorial	10 Hours
								Theory	30 Hours
								Total	40 Hours
References									
1. Paul Pignataro, Financial Modeling and Valuation, Wiley, 1 st Edition, 2015. 2. Wayne L Winston, “Microsoft Excel 2019 – Data Analysis and Business Modeling”, Microsoft Press, O’Reilly Media, Inc. California, 2019. 3. John S. Tjia, “Building Financial Models”, Mc Graw Hill, New York, 2019. 4. Danielle Stein Fairhurst, “Using Excel for Business Analysis: A Fundamental Approach to Financial Modelling”, Wiley Finance, April 2020. 5. “Financial Modelling Fundamentals”, Best Practice Modelling, Australia, 2020.									
Online Resources									
1. https://corporatefinanceinstitute.com/topic/financial-modeling/ 2. https://financialmodelling.mazars.com/financial-modelling-resources/ 3. https://iimskills.com/financial-modeling-courses-online-free/ 4. https://www.wallstreetprep.com/free-resources/ 5. http://www.digimat.in/nptel/courses/video/110107073/L01.html									

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24MBF09	Behavioural Finance	L	T	P	C
		4	0	0	4
Prerequisite		Assessment Pattern			
<ul style="list-style-type: none">Accounting for ManagementFinancial Management		Mode of Assessment	Weightage (%)		
		Continuous Assessment	40		
		Semester End Examinations	60		
Course Objectives					
<ul style="list-style-type: none">To acquaint the students with the Fundamentals of Behavioral Finance.To enable the students to understand Cognitive Psychology.To enhance the knowledge of students in Corporate Behavioral Finance.					
Programme Outcomes (POs)					
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.				
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.				
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.				
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.				
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.				
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.				
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.				
Course Outcomes (COs)					
The students will be able to					
CO1	Apply Behavioral Finance in Market Strategies.				
CO2	Apply Behavioral Finance Theories in Decision Making Process.				
CO3	Analyze the Rationality from Economics Perspective.				
CO4	Analyze the Investor Behavior.				
CO5	Apply Behavior Corporate Finance.				

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3		2	3					
CO 2		3		2	3			3	
CO 3	3		3			3			
CO 4		2		3	3			3	
CO 5	2				3	3			3
UNIT I	INTRODUCTION								8 Hours
Behavioral Finance: Nature, Scope, Objectives and Significance & Application, History of Behavioral Finance. Psychology: Concept, Nature, Importance, The Psychology of Financial Markets, The Psychology of Investor Behavior, Behavioral Finance Market Strategies, Prospect Theory, Loss Aversion Theory under Prospect Theory and Mental Accounting.									
UNIT II	BUILDING BLOCK OF BEHAVIOURAL FINANCE								8 Hours
Cognitive Psychology and Limits to Arbitrage. Demand by Arbitrageurs: Definition of Arbitrageur, Long-Short Trades, Risk vs. Horizon, Transaction Costs and Short Selling Costs, Fundamental Risk, Noise-Trader Risk, Professional Arbitrage, Destabilizing Informed Trading (Positive Feedback, Predation), Expected Utility as a Basis for Decision-Making.									
UNIT III	THEORIES								8 Hours
Ellsberg’s Paradoxes, Rationality from an Economics and Evolutionary Prospective. Different Ways to Define Rationality: Dependence on Time Horizon, Individual or Group Rationality, Herbert Simon and Bounded Rationality. Demand by Average Investors: Definition of Average Investor, Belief Biases, Limited Attention and Categorization, Non-Traditional Preferences – Prospect Theory and Loss Aversion.									
UNIT IV	EXTERNAL FACTORS AND INVESTOR BEHAVIOUR								8 Hours
Fear & Greed in Financial Market, Emotions and Financial Markets: Geomagnetic Storm, Statistical Methodology for Capturing the Effects of External Influence on the Stock Market Returns									
UNIT V	BEHAVIOURAL CORPORATE FINANCE								8 Hours
Empirical Data on Dividend Presence or Absence, Ex-Dividend Day Behaviour, Timing of Good and Bad Corporate News Announcement. Systematic Approach of Using Behavioral Factors in Corporate Decision-Making. Neurophysiology of Risk-Taking. Personality Traits									
								Tutorial	10 Hours
								Theory	30 Hours
								Total	40 Hours
References									
1. Singh Ranjit, Behavioural Finance, PHI Learning Private Limited, Delhi, 2020. 2. Prasanna Chandra, Behavioural Finance, Mc Graw Hill, Delhi, 2020. 3. Shuchita Singh, Shilpa Bahl, Behavioural Finance, Vikas Publishing House Pvt Ltd, Noida, Delhi, 2019. 4. M. M. Sulphey, Behavioural Finance, PHI Learning Private Limited, Delhi, 2019.									

5. William Forbes, Behavioural Finance, Wiley & Sons Ltd, 2019.

Online Resources

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

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24MBF10	Corporate Accounting		L	T	P	C
			4	0	0	4
Prerequisite		Assessment Pattern				
<ul style="list-style-type: none">Financial Management, Accounting for Management		Mode of Assessment	Weightage (%)			
		Continuous Assessment	40			
		Semester End Examinations	60			
Course Objectives						
<ul style="list-style-type: none">To give an insight of accounting procedures followed by the corporates.To provide adequate knowledge about the financial statements prepared by corporates.To understand about the liquidation procedures of corporates.						
Programme Outcomes (POs)						
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.					
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.					
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.					
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.					
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.					
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.					
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.					
Course Outcomes (COs)						
The students will be able to						
CO1	Assess the accounting procedures for the issue, forfeiture and reissue of shares.					
CO2	Analyze the accounting procedure of redemption of shares and debentures.					
CO3	Examine the financial statements prepared by corporates.					
CO4	Evaluate the different shares and goodwill of the corporates.					
CO5	Apply the knowledge of accounting on the liquidation of corporates.					

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3	2		3			2		
CO 2	2	3	2						3
CO 3	3			3			3		2
CO 4		3			3				
CO 5			3	2	3				
UNIT I		INTRODUCTION							8 Hours
Issue of shares: Par, Premium and Discount - Forfeiture - Reissue – Surrender of Shares – Right Issue –									
UNIT II		SECURITIES REDEMPTION							8 Hours
Redemption of Preference Shares - Debentures – Issue – Redemption: Sinking Fund Method.									
UNIT III		ACCOUNTING FOR COMPANIES							8 Hours
Final Accounts of Companies (new format) - Calculation of Managerial Remuneration.									
UNIT IV		VALUATION							8 Hours
Valuation of Goodwill and Shares – Need – Methods of valuation of Goodwill and Shares.									
UNIT V		LIQUIDATION							8 Hours
Liquidation of Companies - Statement of Affairs -Deficiency Account.									
Suggested Self-Study Topics									
								Tutorial	10 Hours
								Theory	30 Hours
								Total	40 Hours
References									
1. Dr. M.A. Arulanandam, Dr. K.S. Raman, Advanced Accountancy, Part-I, Himalaya Publications,									
Online Resources									
1. https://corporatefinanceinstitute.com/topic/accounting/									
2. https://www.classcentral.com/course/swayam-corporate-accounting-269674									
3. https://corporatefinanceinstitute.com/course/learn-accounting-fundamentals-corporate-finance/									
4. https://academyofaccounts.org/course/corporate-accounting/									
5. https://onlinecourses.swayam2.ac.in/cec24_mg11/preview									

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24MBF11	Corporate Valuation		L	T	P	C
			4	0	0	4
Prerequisite			Assessment Pattern			
<ul style="list-style-type: none">Financial Management, Accounting for Management			Mode of Assessment		Weightage (%)	
			Continuous Assessment		40	
			Semester End Examinations		60	
Course Objectives						
<ul style="list-style-type: none">To provide foundational knowledge of valuation principles of a business.To equip students with the ability to a valuing businesses and analyzing securities.To develop proficiency in in evaluating intangible assets using appropriate valuation frameworks.						
Programme Outcomes (POs)						
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making					
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.					
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.					
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.					
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.					
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.					
Course Outcomes (COs)						
The students will be able to						
CO1	Know the valuation procedures used for business valuation.					
CO2	Analyze the business valuation by using enterprise discounted cash flow models.					
CO3	Examine the securities issued by the organization using discounted cash flow models.					
CO4	Evaluate the business using non-discounted cash flow models.					
CO5	Analyze the intangible assets of an organization by using appropriate models.					

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO 1	3			3				2	
CO 2	3	3		3					2
CO 3	3	3	3					2	
CO 4			3						2
CO 5								3	
UNIT I	INTRODUCTION								8 Hours
Context of valuation, Approaches to valuation, Features of the valuation process, information needed for									
UNIT II	ENTERPRISE DCF MODEL								8 Hours
Analyzing historical performance, forecasting performance, Estimating the continuing value, calculating and									
UNIT III	OTHER DCF MODELS								8 Hours
Valuation of Debentures, Valuation of Equity Shares, Valuation of Preference Shares, Models for Enterprise									
UNIT IV	NON-DCF MODELS								8 Hours
Book value approach, stock and debt approach, strategic approach to valuation, Guidelines for corporate									
UNIT V	VALUATION OF INTANGIBLE ASSETS								8 Hours
Definition and classification of Intangible Assets, Purpose and Bases of Valuation, Identification of Key									
Suggested Self-Study Topics : Income Approach, Option valuation, Economic Profit Model, Expected									
								Tutorial	10 Hours
								Theory	30 Hours
								Total	40 Hours
References									
1. Vikash Goel, Business Valuation: A Practitioner’s Guide to Valuation of Companies, Bloomsbury Professional India, 1 st Edition, 2021.									
2. Prasanna Chandra, Corporate Valuation: Text and Cases, McGraw-Hill Education Private Limited, 2 nd Edition, 2020.									
3. Stephen Ross, Randolph Westerfield, Jeffrey Jaffe, Bradford Jordan, Corporate Finance, McGraw-Hill Education Private Limited, 2 nd Edition, 2020.									
4. Patrick A. Gaughan, Mergers, Acquisitions, and Corporate Restructurings, Wiley India Private Ltd, 7 th Edition, 2018.									
5. Pradip Kumar Sinha, Mergers, Acquisitions and Corporate Restructuring, Himalaya Publishing House, 1 st Edition, 2016.									
Online Resources									
1. https://corporatefinanceinstitute.com/topic/valuation/									
2. https://execed.business.columbia.edu/programs/corporate-valuation-online									
3. https://www.bvresources.com/									
4. https://onlinecourses.nptel.ac.in/noc22_mg92/preview									
5. http://acl.digimat.in/nptel/courses/video/110105156/L01.html									

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PROFESSIONAL ELECTIVES – HUMAN RESOURCE

24MBH01	Industrial Relations and Labour Laws				L	T	P	C	
					4	0	0	4	
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">Basics of Management principlesIntroduction to HRM					Mode of Assessment		Weightage (%)		
					Continuous Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To provide basic knowledge in industrial relations.To enable the students to understand the various provisions of Trade Unions.To impart knowledge on Labour Laws.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.								
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.								
Course Outcomes (COs)									
The students will be able to									
CO1	Apply statutory measures to settle Industrial Relation issues.								
CO2	Analyze the trade union problems based on legal provisions.								
CO3	Capable to understand the provisions relating to safety measures.								
CO4	Analyze the various provisions of social security measures.								
CO5	Evaluate the various benefits available to the employees in the organization.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3			3				3	
2	3	3	2						
3		3	3	3				3	
4	3	3							
5	3			3				3	

Unit I	INDUSTRIAL RELATIONS	8 Hours
Concepts, Importance, Objectives, Scope, Approach to Industrial Relations, Evolution, Conditions for Successful Industrial Relations, Causes of Poor Industrial Relations.		
Unit II	TRADE UNION	9 Hours
Objectives, Applicability, Evolution, Theories, Provisions of the Act, 1926, Registration of Trade Union, Duties and Liabilities of Registered Trade Union, Rights and Privileges of Registered Trade Unions, Amalgamation and Dissolution, Submission of Returns, Penalties and Fines, Power to Make Regulations.		
Unit III	LABOUR LEGISLATION-I	7 Hours
Factories Act 1948 ("The Factories (Amendment) Act, 2016", The Factories (Tamil Nadu Amendment) Act, 2023), Contract Labour (Regulation and Abolition) Act, 1970, Industrial Disputes Act 1947 with amendment in 2009, 2010, 2012, Industrial Employment (Standing Orders) Act, 1946.		
Unit IV	LABOUR LEGISLATION – II	8 Hours
Minimum Wages Act 1948, Payment of wages Act, 1936, Payment of Bonus Act, 1965, Maternity Benefit Act 1961, Child labour Act 1986, The Unorganised Workers' Social Security Act, 2008		
UNIT V	LABOUR LEGISLATION – III	8 Hours
Employees' Provident Funds and Miscellaneous Provisions Act, 1952, 2024 Employees State Insurance Act, 1948. Payment of Gratuity Act, 1972, Workmen Compensation Act, 1923.		
Suggested Self-Study Topics Indian Constitution, Industrial Relations in Government and Private Sector, Industrial Relations in service sector, Trade Union in Indian Scenario, Paternity Benefit, Social Security Measures, Recent amendments pertaining to above acts.		
Theory		30 Hours
Tutorial		10 Hours
Total		40 Hours
References		
1. P.R.N. Sinha, Sinha Indu Bala, Shekhar Seema Priyadharshini, Industrial Relations, Trade Unions and Labour Legislation, Fourth Edition, Pearson, 2021. 2. Sharma R.C., Industrial Relations and Labour Legislation, Second Edition, PHI Learning, 2019. 3. S C Srivastava, Industrial Relations and Labour Laws, Eighth Edition, Vikas Publishing House, 2023. 4. C.S. Venkata Ratnam & Manoranjan Dhal, Industrial Relations, Second Edition, Oxford University Press, 2020. 5. Parul Gupta, Industrial Relations and Labour Laws for Managers, Second Edition, Sage Publications, 2021.		
Online Resources		
1. https://labour.gov.in/industrial-relations 2. https://ncib.in/pdf/ncib_pdf/Labour%20Act.pdf 3. http://www.ilo.org/global/lang--en/index.htm 4. https://nptel.ac.in/courses/129105006 5. https://baou.edu.in/assets/pdf/PGDHR_201_slm.pdf		

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24MBH02	Managerial Behaviour and Effectiveness						L	T	P	C																																																																		
							4	0	0	4																																																																		
Pre-requisite				Assessment Pattern																																																																								
<ul style="list-style-type: none">Basics of Management principlesBasics of Organisational BehaviourIntroduction to HRM				Mode of Assessment				Weightage (%)																																																																				
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Unit I		INTRODUCTION							8 Hours																																																																			

Descriptive Dimensions of Managerial Jobs, Methods, Model, Time Dimensions in Managerial Jobs, Effective and Ineffective Job Behaviour, Functional and Level Differences in Managerial Job Behaviour.		
Unit II	DESIGNING THE MANAGERIAL JOB	8 Hours
Identifying Managerial Talent, Managerial Skills Development, Pay and Rewards, Managerial Motivation, Effective Management Criteria, Balanced Scorecard, Feedback, Career Management, Current Practices.		
Unit III	MANAGERIAL EFFECTIVENESS	8 Hours
Definition, The Person, Process, Product Approaches, Bridging the Gap, Measuring Managerial Effectiveness, Current Industrial and Government practices in the Management of Managerial Effectiveness - the Effective Manager as an Optimizer.		
Unit IV	ENVIRONMENTAL ISSUES	8 Hours
Organizational Processes, Organizational Climate, Leader, Group Influences, Job Challenge, Competition, Managerial Styles.		
UNIT V	DEVELOPING THE WINNING EDGE	8 Hours
Organizational and Managerial Efforts, Self-Development, Negotiation Skills, Development of the Competitive Spirit, Knowledge Management, Fostering Creativity.		
Suggested Self-Study Topics: Changing role of Managers, Workforce Diversity, Talent Management, Managerial Effectiveness in Government and Private Sector, Leadership Styles, Personality Attributes, Cross Cultural Management.		
Theory		30 Hours
Tutorial		10 Hours
Total		40 Hours
References		
1. K Minraj ,Managerial Behaviour and Effectiveness, 2020. 2. Senyo Adjibolosoo, The Human Factor Approach to Managerial and Organizational Efficiency and Effectiveness Paperback – Import, 17 May 2018. 3. Milkovich and Newman, Compensation, New Delhi: McGraw-Hill International, 2015. 4. Blanchard and Thacker, Effective Training Systems, Strategies and Practices, New Delhi: Pearson Education, 2010. 5. Mathis Jackson, Human Resource Management, 17 th edition, Mason: Thomson South-western, 2023		
Online Resources		
1. https://www.academia.edu/37018852/A_Course_Material_on_MANAGERIAL_BEHAVIOR_AND_EFFECTIVENESS 2. https://www.researchgate.net/publication/229702546_Studies_of_Managerial_Jobs_and_Behaviour_The_Ways_Forward 3. https://cde.annauniv.edu/mbamqpp/pdf/Elective/DBA1743/MBA1725.pdf 4. https://jconsortium.com/index.php/scholar/article/view/144 5. https://www.academia.edu/5972460/MANAGERIAL_BEHAVIOUR_AND_EFFECTIVENESS		

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Signature with date

24MBH03	Organizational Change and Intervention Strategy				L	T	P	C	
					4	0	0	4	
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">Basics of Management principlesBasics of Organisational BehaviourIntroduction to HRM					Mode of Assessment		Weightage (%)		
					Continuous Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ol style="list-style-type: none">To facilitate students to understand the organizational change process.To enable students to understand organization development and Interventions.To help students understand Change Management Strategies.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.								
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.								
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.								
Course Outcomes (COs)									
The students will be able to									
CO1	Analyze the environment that forces the change.								
CO2	Apply the various change models during the change process.								
CO3	Understand the need of intervention strategy.								
CO4	Capable of applying the strategic change.								
CO5	Able to act as change agents.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	3		3		2		2	
2		3	3	3		3		2	
3			3	3		3		2	
4	3	3				3		2	
5			3			3		2	

Unit I	ORGANIZATIONAL CHANGE	8 Hours
Meaning, Forces, Types, Frameworks, Process. Resistance to Change, Overcoming Resistance, Organizational ethics and change. - Redefining Organizational Boundaries - Digital Transformation and Change		
Unit II	PERSPECTIVES ON ORGANIZATIONAL CHANGE	8 Hours
Models, Integration, Need for Change - Environmental Pressures, Organizational Pressures – Organizational Culture and Change, Change Management Process.		
Unit III	CHANGE MANAGEMENT	8 Hours
Diagnosis for Change, Modelling Organizations, Component Analysis, Diagnosing Readiness, - Change Leadership - Stakeholder Analysis and Engagement		
Unit IV	OD INTERVENTION	8 Hours
Types: Human Process, Techno Structural, Strategic Change, Designing Interventions, Future of OD. - Agile Methodologies in OD - Ethical Considerations in OD Interventions		
UNIT V	IMPLEMENTING CHANGE	8 Hours
Strategies for Communicating, Implementation Process: Approaches, Managing Skills, Consolidating Change, Evaluation - Utilizing Technology for Change Implementation		
Suggested Self-Study Topics: Fear of Change, Formal Culture, Unfreezing change, Manipulation, Managing Transformation in a Non-Profit Organization Implication of Technical Changes, Perspective on changes, Role and style of Consultant, Role of Communication in change and OD.		
Theory		30 Hours
Tutorial		10 Hours
Total		40 Hours
References		
<ol style="list-style-type: none"> 1. Donald L. Anderson, Organization Development: The Process of Leading Organizational Change, 6th Edition, SAGE Publications, 2024. 2. Darren McCabe, Changing Change Management: Strategy, Power and Resistance (Routledge Studies in Organizational Change & Development), 1st Edition, Routledge, 2020. 3. Ruth Tearle, How to Change Business Paradigms: 10 Organizational Development Interventions: (Organizational Development Interventions Library), 1st Edition, 2021. 4. William J. Rothwell, Sohel M. Imroz, et al., Organization Development Interventions: Executing Effective Organizational Change, 1st Edition, Productivity Press, 2021. 5. Ian Palmer, Richard Dunford, Gide Akin, Managing Organizational Change, Tata McGraw Hill, 2012. 		
Online Resources :		
<ol style="list-style-type: none"> 1. onlinecourses.nptel.ac.in/noc24_mg32 2. www.timespro.com/leadership-and-change-management-programme/iim-lucknow 3. www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/a-model-for-effective-change-management 4. ocw.mit.edu/courses/sloan-school-of-management/15-311-organizational-processes-fall-2004/ 5. hbr.org/topic/change-management 		

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24MBH04	Performance Management		L	T	P	C
			4	0	0	4
Pre-requisite		Assessment Pattern				
<ul style="list-style-type: none">Basics of Management principlesBasics of Organisational BehaviourIntroduction to HRM		Mode of Assessment	Weightage (%)			
		Continuous Assessment	40			
		Semester End Examinations	60			
Course Objectives						
<ul style="list-style-type: none">To understand the concept and importance of Performance Management.To comprehend the process of Performance Management System and its evaluation.To expose the various methods of measuring and monitoring performance.						
Programme Outcomes (POs)						
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.					
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.					
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.					
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.					
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.					
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.					
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.					
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.					
Course Outcomes (COs)						
The students will be able to						
CO1	To synthesize a Performance Management Process.					
CO2	To develop an effective performance measurement tool.					
CO3	To analyze and evaluate a Performance Management System.					
CO4	Capable to understand the need of monitoring and feedback.					
CO5	Gain insight on rewards and pays.					

Articulation Matrix										
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	
1	3	3				3				
2		3	3	3	3					
3	3		3			3		3		
4			3	3	3	3		2		
5		3			3				3	
Unit I		INTRODUCTION							8 Hours	
Definition, Importance of performance management, Purpose, Performance appraisal Vs Performance Management.										
Unit II		PROCESS							8 Hours	
Performance Management Process, Performance Planning, Performance Dimensions, Feedback Management in Performance management - Types, delivery methods, Performance Counselling										
Unit III		MEASURING PERFORMANCE							9 Hours	
Approaches in Measuring Performance, Methods of Measuring Results, Methods of Measuring, Behaviours, Developing Appraisal forms, challenges and limitations in performance management										
Unit IV		IMPLEMENTATION AND MONITORING							7 Hours	
Pilot Study, Monitoring, Methods of Monitoring, Giving Feedback, Development Plans, Counseling and Coaching in managing performance										
UNIT V		REWARDS AND EVALUATION							8 Hours	
Rewards and Recognitions, Traditional pay plans, Contingent pay plans, Areas of Evaluation, role of non-monetary rewards										
Suggested Self-Study Topics: Ideal Characteristics of Performance Management System, Rater Biases, Communication Plan, Methods of Evaluation, Performance Agreements, Ethics in Performance Management										
								Theory	30 Hours	
								Tutorial	10 Hours	
								Total	40 Hours	
References										
1. T V Rao, Performance Management: Toward Organizational Excellence, 2nd Edition, New Delhi: SAGE Publications, 2015.										
2. A S Kohli, Deb T, Performance Management, 2nd Edition, New Delhi: Oxford University Press, 2010.										
3. Robert Bacal, Performance Management, 2nd Edition, New Delhi: McGraw-Hill, 2011.										
4. Franklin Hartle, Transforming the Performance Management Process, 2nd Edition, London: Kogan Page Limited, 2012.										
5. Herman Aguinis, Performance Management, 3rd Edition, New Delhi: Pearson International, 2012.										

Online Resources :
<ol style="list-style-type: none">1. https://www.bimkadapa.in/materials/PM-BALAJI%20MBA%20COLLEGE_KADAPA.pdf2. https://sim.edu.in/wp-content/uploads/2016/10/Perfromance-management-counselling.pdf3. https://nptel.ac.in/courses/1091051274. https://srmuniv.digimat.in/nptel/courses/video/110105137/L03.html5. https://www.coursehero.com/file/93841400/W4A1pdf/

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24MBH05	Behaviour Modification and Management	L	T	P	C
		4	0	0	4
Pre-requisite		Assessment Pattern			
<ul style="list-style-type: none">Basics of Management principlesBasics of Organisational BehaviourIntroduction to HRM	Mode of Assessment	Weightage (%)			
	Continuous Assessment	40			
	Semester End Examinations	60			
Course Objectives					
<ul style="list-style-type: none">To understand the basic concepts in Spiritual Intelligence, Emotional Intelligence and Transaction Analysis.To know the types and benefits of yoga.To comprehend the reasons for stress and the methods to relieve it.					
Programme Outcomes (POs)					
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.				
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.				
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.				
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.				
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.				
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.				
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.				
Course Outcomes (COs)					
The students will be able to					
CO1	Able to differentiate Spirituality and Religion.				
CO2	Suggest strategies to develop a spiritually inclined organization and overcome stress.				
CO3	Able to develop emotional intelligence.				
CO4	Capable to understand the quality of life in workplace.				
CO5	Analyze the importance spiritual and emotional intelligence in organization.				

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3								
2		2		3			3		
3			3	2					
4		3				3	2		
5	2	3						2	3
Unit I	YOGA							8 Hours	
Purpose, Properties of Yoga, Eight Limbs of Yoga, Seven Chakras and their Characteristics, Types of Yoga, Importance of Breath and Quality of Life									
Unit II	SPIRITUAL INTELLIGENCE							8 Hours	
Definition, Spirituality Vs Religion, Goals of Life, Strategies to Develop a Spiritually Inclined Organization									
Unit III	EMOTIONAL INTELLIGENCE							9 Hours	
Definition, Factors of Emotional Intelligence, Analysis of Thoughts, Basing of Desires, Neutralization of Anger, Eradication of Worries, Overcoming Fear, Harmony and Happiness in Life, Attachment, Detachment, and Moderation in Enjoyment									
Unit IV	STRESS							7 Hours	
Understanding Stress: Meaning, Individual Stress, Work-Related Stress, Strategies to Cope-up with Stress, Importance of Work-Life Balance, dual career families and stress management									
UNIT V	TRANSACTION ANALYSIS AND GOAL SETTING							8 Hours	
Transaction Analysis, Kinds of Transactions, Strokes, Types of Scripts, Time Structuring, Achieving Goals									
Suggested Self-Study Topics									
Influence of EI & SI in Workforce, Benefits of Yoga in workplace, Spiritual Inclination, Importance of EI in Workplace, Symptoms of stress, Setting Goals, Strengthening Behaviors through Reinforcement, Measurement of Behavior and Behavior Change and Reinforcement, Behavioral Skills Training.									
							Theory	30 Hours	
							Tutorial	10 Hours	
							Total	40 Hours	
References									
1. Garry Martin, Joseph Pear - Behavior Modification, Taylor & Francis Group, 2nd Edition, 2014. 2. Raymond Miltenberger - Behavior Modification: Principles and Procedures, Wadsworth Publishing Co Inc, 6th Edition, 2015. 3. R. Nandagopal and R. N. Ajith Sankar - Indian Ethos and Values in Management, Tata McGraw-Hill, 2011. 4. Guru - Stress Simplified: A Guide to Controlling and Reducing Stress Effectively, Paperback – 16 July 2021. 5. Yogiraj Vethathiri Maharishi - Journey of Consciousness, Vethathiri Publications, 2015.									
Online Resources :									
1. https://www.ekhartiyoga.com/articles/philosophy/the-8-limbs-of-yoga-explained									

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

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24MBH06	Learning and Development				L	T	P	C	
					4	0	0	4	
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">Basic knowledge in Human Resource ManagementBasic understanding on the Concept of learning.					Mode of Assessment		Weightage (%)		
					Continuous Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To enable the students to identify needs of learning.To help the students in understanding training methods.To familiarize the students in pedagogical approaches for Management Development.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.								
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Able to understand the need of Learning.								
CO2	Design a training program.								
CO3	Execute a training program.								
CO4	Evaluate a training program.								
CO5	Apply the different training methods for development of individuals and organization.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3								
2		3				3			
3			3						
4				3		3			
5	3								1
Unit I	LEARNING							8 Hours	

Learning, Meaning and significance, The Forces Influencing Working and Learning, classification of learning capabilities, learning theories.		
Unit II	TRAINING	8 Hours
Scope, Objectives, Importance, Training Process, benefits, Need Assessment Process, Organizational Analysis, Person Analysis and Task Analysis		
Unit III	TRAINING DESIGN AND IMPLEMENTATION	8 Hours
Designing Training Programmes, Training Methods, e-learning, Developing Effective Trainers		
Unit IV	Approaches to Management Development	8 Hours
Methods of Executive Development, Designing Development Programme, Team Building Exercises, Methods of Executive Development		
UNIT V	EVALUATION OF TRAINING AND DEVELOPMENT	8 Hours
Overview, Evaluation process, Outcome, Evaluation design, Challenges in Training and Development		
Self-Study Topics: Learning Environment, Learning Process, Learning Cycle, Importance of need analysis, Outsourcing, Management Games, Return on Investment		
Theory		30 Hours
Tutorial		10 Hours
Total		40 Hours
References		
<ol style="list-style-type: none"> 1. Raymond A Noe, Amitabh Deo Kodwani Employee Training and Development, New Delhi: Tata McGraw Hill Education Private Limited, 8e,2021. 2. Steven A. Beebe, Timothy P. Mottet, et al., Training & Development : Communicating for Success ,Second Edition , By Pearson ,2019 3. Dr Arpita Kaul Sunita Chhabra, Training and Development, JSR Publishing House LLP; First edition ,2019 4. Dr. Pawan Kumar Sharma, Training and Development, Galgotia Publishing Company, 2016 5. Randy L Desimone and John M Werner, <i>Human Resource Development</i>, New Delhi: Thomson Publishing, 2011. 		
Online Resources:		
<ol style="list-style-type: none"> 1. Training and Development - Course (nptel.ac.in) 2. Training Of Trainers - Course (nptel.ac.in) 3. Human resource development - Course (nptel.ac.in) 4. https://sscbs.du.ac.in/course/training-and-management-development/ 		

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24MBH07	Competency Mapping and Developing						L	T	P	C
							4	0	0	4
Pre-requisite					Assessment Pattern					
<ul style="list-style-type: none">Basic knowledge in Human Resource ManagementBasic understanding on the Concept of skills and competencies					Mode of Assessment			Weightage (%)		
					Continuous Assessment			40		
					Semester End Examinations			60		
Course Objectives										
<ul style="list-style-type: none">To make the students comprehend the basic concepts in competency mapping.To understand the role and importance of competency mapping in the development of an organizationTo figure out the steps involved in developing a competency mapping model.										
Programme Outcomes (POs)										
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.									
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.									
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.									
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.									
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.									
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.									
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.									
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.									
Course Outcomes (COs)										
The students will be able to										
CO1	Use competency mapping as a tool for improving the efficiency of the workforce.									
CO2	Analyze competency mapping model									
CO3	Apply the competency mapping model									
CO4	Evaluate the resistance for adopting a competence based assessment model.									
CO5	Create competency-based assessment in an organization.									
Articulation Matrix										
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	
1	3	3		3		3				
2		3	3		3					
3	3		3	3						3
4		3		3	3			3		
5	3		3			3		3		

Unit I	Introduction	8 Hours
Definitions, Competence, Competency, Capability, Skill, Knowledge and Motive, Trait, Need of Competencies, Competency Mapping		
Unit II	Competency Categories	8 Hours
Threshold Competencies, Differentiating Competencies, Functional or Technical Competencies, Leadership or Managerial Competencies, Organizational Competencies.		
Unit III	Developing Competency Model	8 Hours
Identifying Core Competencies, Developing Assessment Instrument, Performance Effectiveness Criteria, Base Competency Map, Competency Grading, Competency Assessment, Finalizing and Validating Competency Model		
Unit IV	Competency Models	8 Hours
Leadership and Managerial Competency Models, Recommended Actions to address resistance, Competencies and Generic Indicators, HR Generic Competency Model, Supervisory Generic Competency Model		
UNIT V	Implementation and Development	8 Hours
Communication & Implementation of Competency Mapping, Strategies to Address the Gaps, Evaluate ROI, Reassess Competencies and Development		
Self Study Topics: Uses of competency mapping, Generic or Key Competencies, Data Gathering, Causes for Resistance against Competency mapping, Competency based Pay, Challenges in Implementation of Competency Mapping, Competency Based Career & Succession Planning		
Theory		30 Hours
Tutorial		10 Hours
Total		40 Hours
References		
<ol style="list-style-type: none"> 1. Sudhir Warier, Competency Management – A Practitioner's Handbook: Develop Self, Businesses, Communities & Societies, Notion Press; 1st edition, 2019 2. Sharma, 360 Degree Feedback, Competency Mapping and Assessment Centres for Personal & Business, Mc Graw Hill Education (India), 2011. 3. Sumati Ray Anindya Basu Roy, Competency Based Human Resource Management, SAGE Publications India Pvt Ltd; First edition ,2019 4. Seema Sanghi, The Handbook Of Competency Mapping: Understanding, Designing And Implementing Competency Models In Organizations, Sage Publications India Private Limited; Third edition, 2016 5. Shyam Bhatawdekar ,Dr Kalpana Bhatawdekar -Competency Management: Competency Matrix and Competencies, Createspace Independent Publication, 2015 		
Online Resources:		
<ol style="list-style-type: none"> 1. https://onlinecourses.nptel.ac.in/noc21_mg49/preview 2. <u>Managerial skills and competencies</u> - Course (nptel.ac.in) 3. Human resource development - Course (nptel.ac.in) 4. http://www.ndl.gov.in/he_document/nptel/nptel/courses_109_105_109105121_video_lec40 		

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24MBH08	Social Psychology				L	T	P	C																
					4	0	0	4																
Pre-requisite					Assessment Pattern																			
<ul style="list-style-type: none">Basic knowledge in Human Resource ManagementBasic understanding on the Concept of social psychology.					Mode of Assessment		Weightage (%)																	
					Continuous Assessment		40																	
					Semester End Examinations		60																	
Course Objectives																								
<ul style="list-style-type: none">To study social interaction and social influence.To understand the behavior and mental processes and enhances the ability to apply empirical knowledge to improve the lives of people.To create awareness about influence of social Psychology in business.																								
Programme Outcomes (POs)																								
<table><tr><td>PO1</td><td>Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.</td></tr><tr><td>PO2</td><td>Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.</td></tr><tr><td>PO3</td><td>Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.</td></tr><tr><td>PO4</td><td>Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.</td></tr><tr><td>PO5</td><td>Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.</td></tr><tr><td>PO6</td><td>Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.</td></tr><tr><td>PO7</td><td>Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.</td></tr><tr><td>PO8</td><td>Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.</td></tr></table>									PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.	PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.	PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.	PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.	PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.	PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.	PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.	PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.																							
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.																							
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.																							
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.																							
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.																							
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.																							
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.																							
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.																							
Course Outcomes (COs)																								
The students will be able to																								
CO1	Gain insight about development of social behaviour and social thoughts.																							
CO2	Perceive and understand others in the society																							
CO3	Organize the role of cognition in social world.																							
CO4	Apply Interpersonal relationship to have higher interdependence in the social environment.																							
CO5	Analyze the compliance and social issues..																							
Articulation Matrix																								
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9															
1	3	2				1	3																	
2		3	2		3		1																	
3	3		3	2																				
4		2		3	3	3	1	3																
5	3		3			2		3																

Unit I	Introduction	8 Hours
Social Psychology – Origin and development – Social behaviour and social thought -Applications in society and business.		
Unit II	Perceiving and Understanding Others	8 Hours
Social perception – Nonverbal communication – Attribution – Impression formation- Impression management.		
Unit III	Cognition in the Social World	8 Hours
Social cognition – Schemas – Heuristics – Errors – Attitudes - Factors leading to success or failure of attitude change & Behaviour – Persuasion – Cognitive dissonance – Self, Self Esteem		
Unit IV	Interpersonal Relations	8 Hours

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

Self-Study Topics: Evaluating the Applications of Social Psychology, Prosocial Behavior, Micro Expressions, Social Comparison, Workplace Interplace Relationship, Social Tension		
	Theory	30 Hours
	Tutorial	10 Hours
	Total	40 Hours
References		
<ol style="list-style-type: none"> 1. Elliot Aronson, Timothy D. Wilson, Samuel R. Sommers, Veena Tucker, Social Psychology, 12th Edition, By Pearson, 2022 2. Arun Kumar Singh, Social Psychology, PHI Learning Pvt. Ltd.; 4th edition, 2021 3. R. Branscombe Nyla, A. Baron Robert, Kapur Preeti, Social Psychology Fifteenth Edition by Pearson, 2021 4. Richard J. Crisp and Rhiannon N. Turner, Essential Social Psychology (India), SAGE Publications India Pvt Ltd; Fourth edition, 2021 5. Frank W (Author), Schneider, Applied Social Psychology: Understanding and Addressing Social and Practical Problems, SAGE South Asia; Third Edition, 2021 		
Online Resources:		
<ol style="list-style-type: none"> 1. https://onlinecourses.nptel.ac.in/noc23_hs82/preview 2. https://www.coursera.org/learn/social-psychology 3. https://www.my-mooc.com/en/mooc/social-psychology-coursera/ 4. https://onlinecourses.swayam2.ac.in/cec21_hs30/preview 5. http://www.ndl.gov.in/he_document/nptel/nptel/courses_109_105_109105121 		

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24MBH09	HR Analytics	L	T	P	C
		4	0	0	4
Pre-requisite		Assessment Pattern			
<ul style="list-style-type: none">Basic knowledge in Human Resource ManagementBasic understanding on the Concept of HR Analytics	Mode of Assessment	Weightage (%)			
	Continuous Assessment	40			
	Semester End Examinations	60			
Course Objectives					
<ul style="list-style-type: none">To enable the students to identify need of HR metrics and Analytics.To help the students in understanding staffing utility.To estimating pay offs from learning and development.					
Programme Outcomes (POs)					
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.				
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.				
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.				
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.				
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.				
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.				
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.				
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.				
Course Outcomes (COs)					
The students will be able to					
CO1	Differentiate Traditional versus contemporary HR measures.				
CO2	Evaluate the influence of employee’s absenteeism and turnover in the organization.				
CO3	Assess the cost and benefits of employee well-being.				
CO4	Impact of Employees attitude and behavior in financial outcome.				
CO5	Measure the Benefits of HR Development program				

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	2			2		1		
2		3	2	3		2			1
3	3	2			3			2	
4	2	3	3	2					1
5			2	3	3	3	1	3	
Unit I Strategic Role of HR Metrics									8 Hours
Connecting measures and organizational effectiveness- HR measurement approaches - Traditional versus contemporary HR measures.									
Unit II Absenteeism and Separation									8 Hours
Employee Absenteeism- how absenteeism creates costs – analytics and measures for Employee Absenteeism- Employee separation: Turnover, separation and acquisition – computation of turnover rates– Analytics – handling turnover costs.									
Unit III Employee Assistance and Workplace Health									8 Hours
Assessment of cost and benefit of health, wellness and promotions – Analytics for decision making.									
Unit IV The Employee Attitude and Engagement									8 Hours
The logic connecting attitude, behavior and financial outcome- employee engagement and service climate – Estimating the financial impact of employee attitude.									
UNIT V Staffing Utility and Benefits of HR Utility Programs									8 Hours
The concept and measurement: staffing measurement - staffing decisions through utility analysis- Cost and benefit of HR Development program: Estimating pay offs from learning and development.									
Self Study Topics: HR Analytics Function, HR dashboard, Workplace counseling, Machine Impact in HR Analytics, Recruitment utility analysis, Statistical analysis for HR.									
Theory									30 Hours
Tutorial									10 Hours
Total									40 Hours
References									
1. Dr. Michael Walsh ,HR Analytics Essentials You Always Wanted To Know (Self-Learning Management Series), Vibrant Publishers,2021 2. Shonna D. Waters PhD, Valerie Streets, et al. ,The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions, Society For Human Resource Management,2020 3. Manish Gupta Pratyush Banerjee, Jatin Pandey,Practical Applications of HR Analytics: A Step-by-Step Guide ,SAGE Publications India Pvt Ltd; First edition,2019 4. Dr Martin Edwards , Kirsten Edwards,Predictive HR Analytics: Mastering the HR Metric ,Kogan Page; 2nd edition, 2019 5. Jac FITZ-ENZ ,The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments , Amacom ,2018									
Online Resources:									
1. https://archive.nptel.ac.in/content/syllabus_pdf/110107492.pdf 2. https://onlinecourses.nptel.ac.in/noc24_hs126/preview 3. https://onlinecourses.nptel.ac.in/noc23_mg64/preview 4. https://onlinecourses.swayam2.ac.in/imb24_mg56/preview 5. https://onlinecourses.swayam2.ac.in/cec21_hs30/preview									

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24MBH10	Political Behaviour and Impression Management	L	T	P	C
		4	0	0	4
Pre-requisite		Assessment Pattern			
<ul style="list-style-type: none">Basic knowledge in Human Resource ManagementBasic understanding on the Concept of political behaviour and impression management		Mode of Assessment	Weightage(%)		
		Continuous Assessment	40		
		Semester End Examinations	60		
Course Objectives					
<ul style="list-style-type: none">To provide basic knowledge in organizational politics and Impression Management.To enable the students to understand the tactics to deal politics.To impart knowledge on social networking.					
Programme Outcomes (POs)					
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.				
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.				
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems.				
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.				
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.				
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.				
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.				
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.				
Course Outcomes (COs)					
The students will be able to					
CO1	Understand the influence of organization politics.				
CO2	Suggest strategies to deal organizational politics.				
CO3	Develop tactics to overcome the organizational politics.				
CO4	Understand the dysfunctional politics.				
CO5	Analyze the importance social networking in the organisation.				

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	2			2		1		
2	2	3	2	3		2			1
3	3	2			3			2	
4	3	3	3	2					1
5	1		2	3	3	3	1	3	
Unit I	Introduction								8 Hours
Impression Management, Power and Politics in organizational Life, Framework for Effective Use of organizational Politics, Ethics of Organizational Politics, Ethical Lobbying.									
Unit II	Strategies and Tactics of Politics								8 Hours
Initiatives for Acquiring Power-Power Dynamics in Negotiations, Development and Transfer of Power across Organizational Levels. Upward Relations-The politics of Impression Management in Organizations: Contextual Effects, Managing Your Boss.Lateral Relations-Political Tactics to Enhance Team Play, Protective Impression Management, Relationship Quality & Relationship Context, Building a Savvy Team. Downward Relations-The Symbiosis of Organizational Politics and Democracy, Team Trust/Competence Grid, Antecedents, Processes and Outcomes of Collective Politics in Organizations.									
Unit III	Influence Tactics								8 Hours
Organizational Politics: Building Positive Political Strategies in Turbulent Times, Influence Tactics Used by Subordinates, The Impact of Political Skill on Impression Management Effectiveness, Role of Subordinate Political Skill on Supervisor’s Impressions.									
Unit IV	Social Networks within the Organization								8 Hours
Social Network Theory, Weaving a Safety Network, Capabilities of the Consummate Net-worker, Competent Jerks, Lovable Fools and the Formation of Social Networks.									
UNIT V	Managing Dysfunctional Politics								8 Hours
Negative Tactics & Blunders-Negative Political Tactics, Detecting Power Dynamics, Agendas and Unwritten Rules, Rethinking Political Correctness. Controlling Dysfunctional Politics-Consequences of Dysfunctional Impression Management, Forging a High Integrity Politics Culture, The Bigger Picture: A Societal Wake-Up Call.									
Self-Study Topics: Understanding Office Politics & Your Tendency to Play Organizational Politics, Impression Management through Story Telling, Creating an Impression of Power, Engaging in Effective Flattery, High-Quality Exchanges with Co-worker’s, Effective Downward Relations: Appropriate Mix of Humanistic and Politically Astute Impressions, HBR Simulation, Building Your Network Blunder Recovery and Damage Control, Confronting a Backstabber									
								Theory	30 Hours
								Tutorial	10 Hours
								Total	40 Hours
References									
1. Gerald R. Ferris , Darren C. Treadway, Politics in Organizations: Theory and Research Considerations (SIOP Organizational Frontiers Series), December 2017									
2. Eran Vigoda-Gadot , Amos Drory ,Handbook of Organizational Politics:2nd edition ,29 September 2017									
3. Karen Dillon,HBR Guide to Office Politics (HBR Guide Series). Harvard Business Review Press ,2014									

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| <ol style="list-style-type: none">4. Jeffery Pfeffer ,Power: Why Some People Have It—and Others Don't, HarperCollins e-books; 1st edition , 20105. Marie G. McIntyre, Secrets to Winning at Office Politics: How to Achieve Your Goals and Increase Your Influence at Work , St. Martin's Griffin; 1st edition , 2005 |
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Online Resources:

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| <ol style="list-style-type: none">1. https://onlinecourses.nptel.ac.in/noc21_hs18/preview2. http://www.ndl.iitkgp.ac.in/he_document/nptel/nptel/110105154_b6cezp44t5a3. https://archive.nptel.ac.in/courses/110/105/110105154/4. Introduction to Political Theory - Course (nptel.ac.in) |
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PROFESSIONAL ELECTIVES – OPERATIONS

24MBP01	Business Process Reengineering		L	T	P	C
			4	0	0	4
Pre-requisite		Assessment Pattern				
<ul style="list-style-type: none">Basics of Management conceptsUnderstanding of Production Management		Mode of Assessment		Weightage (%)		
		Continuous Assessment		40		
		Semester End Examinations		60		
Course Objectives						
<ul style="list-style-type: none">To understand the importance of business process reengineering and kaizen.To enable the students to understand the relevance of change management in BPR.To familiarize the process of implementation of Business Process Engineering.						
Programme Outcomes (POs)						
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.					
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.					
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.					
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems					
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.					
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.					
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.					
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.					
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.					
Course Outcomes (COs)						
The students will be able to						
CO1	Apply the concept of Kaizen relevant to Business Process Reengineering.					
CO2	Relate business process reengineering with Total Quality Management.					
CO3	Assess the process to be reengineered and designed.					
CO4	Identify the pitfalls in organization environment during BPR.					
CO5	Manage change in Business Process Reengineering.					

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3								
2		3							
3			3						
4				3					
5					2	3	2	1	2
Unit I		Business Process Reengineering and Kaizen							8 Hours
BPR: Definition, Japanese Business strategy, Kaizen and Management, Characteristic features of Kaizen relevant to BPR.									
Unit II		Business Process Reengineering and Other Management Concepts							8 Hours
Issues in BPR, BPR and TQM, QFD, ISO Standards and QMS, ERP.									
Unit III		Implementation of Business Process Reengineering							8 Hours
Business Vision and Process Objectives, Identification of Processes To Be Reengineered, Measurement of Processes, Design, BPR Life Cycle Methodology.									
Unit IV		Reengineering Structure and Pitfalls							8 Hours
BPR Leader, Process Owners, Reengineering Teams, Pitfalls in Organizational Environment. Complacency Management, Performance Measurement In BPR.									
UNIT V		Change Management in Business Process Reengineering							8 Hours
Structure of Change, Approaches to Radical Change, Management of Change In BPR, Application of Negotiation in BPR.									
								Tutorial	10 Hours
								Theory	30 Hours
								Total	40 Hours
Suggested Self Study Topics									
New developments in BPR, Benefits of ISO standards, Evaluation of process prototype, Appraisal system, Role of IT in BPR.									
References									

1. Blokdyk, G., Business Process Reengineering A Complete Guide - 2020 Edition, 1st Edition, 2020, Published by 5STARCook.
2. Tsai, H. L., Information Technology and Business Process Reengineering: New Perspectives and Strategies, 1st Edition, 2021, Springer.
3. Pitman, B., Business Process Reengineering Plain and Simple: Planning to Successfully Achieve Dramatic Improvement in Business Performance, 3rd Edition, 2020, Trafford Publishing.
4. Caprarescu, G., Services and Business Process Reengineering, 2020, IGI Global.
5. Kreng, V., Business Process Reengineering in the Service Sector: Organizational and Technological Challenges, 2021, Routledge.

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1. https://onlinecourses.nptel.ac.in/noc20_mg06/preview
2. <https://www.coursera.org/learn/business-process-management-in-healthcare-organizations>
3. <https://archive.nptel.ac.in/courses/110/105/110105083/>
4. <https://www.coursera.org/learn/operations-management-organization-and-analysis>
5. <https://www.shiksha.com/online-courses/business-process-re-engineering-certification-340>

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24MBP02	Advanced Maintenance Management				L	T	P	C		
					4	0	0	4		
Pre-requisite					Assessment Pattern					
<ul style="list-style-type: none">Basics of Management conceptsUnderstanding of Production Management					Mode of Assessment		Weightage (%)			
					Continuous Assessment		40			
					Semester End Examinations		60			
Course Objectives										
<ul style="list-style-type: none">To introduce the functions of maintenance.To familiarize the students with Total Productive Maintenance.To enable the students to understand the concept of optimum overhaul.										
Programme Outcomes (POs)										
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.									
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.									
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.									
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems									
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.									
Course Outcomes (COs)										
The students will be able to										
CO1	Predict maintainability									
CO2	Plan for maintenance									
CO3	Frame maintenance policy									
CO4	Design the system for maintenance.									
CO5	Apply Reliability Centered Maintenance (RCM) and Total Productive Maintenance									
Articulation Matrix										
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	
1	3									
2		3								
3				3						
4			3							
5									3	
Unit I									Maintenance Concepts	8 Hours
Objectives and Functions Of Maintenance, Types, Maintenance Strategies. Organization for Maintenance. Five Zero Concept.										

Unit II	Failure Data Analysis	8 Hours
MTBF, MTTF, Useful Life, Survival Curves, Repair Time Distribution, Break Down Time Distributions, Poisson, Exponential and Normal Distribution. Availability Of Repairable Systems, Maintainability Prediction, Design for Maintainability.		
Unit III	Maintenance Planning	8 Hours
Overhaul And Repair: Meaning And Difference, Optimal Overhaul / Repair / Replace Maintenance Policy, Re Placement Decisions: Optimal Interval.		
Unit IV	Maintenance Systems	8 Hours
Fixed Time Maintenance, Condition Based Maintenance, Operate To Failure, Opportunity Maintenance, Design Out Maintenance, Total Productive Maintenance. Predictive Maintenance, Prescriptive Maintenance.		
Unit V	Advanced Techniques	8 Hours
Reliability Centered Maintenance (RCM) – Total Productive Maintenance (TPM)- Philosophy and Implementation, Signature Analysis - Expert Systems – Concept of Terro Technology, Reengineering Maintenance Process, Concept of Reliability, Reliability Improvement, Concept of Maintainability and Maintainability Improvement - Asset Management Techniques.		
Tutorial		10 Hours
Theory		30 Hours
Total		40 Hours
Suggested Self Study Topics		
New Developments in Maintenance, Preventive Maintenance, Group Replacement, Reduction of Maintenance Cost, Maintenance Management Information System & Technical Audit.		
References		
<ol style="list-style-type: none"> 1. Angeles, R., and Nelms, C. R., World Class Maintenance Management - The 12 Disciplines, Lulu Publishing, 2020. 2. Blokdyk, G., Maintenance Management A Complete Guide - 2020 Edition, 1st Edition, 5STARCOoks, 2021. 3. Ben-Daya, M., and Duffuaa, S. O., Handbook of Maintenance Management and Engineering, 2nd Edition, Springer, 2021. 4. Parida, A., and Kumar, U., Digital Maintenance Management, Springer, 2022. 5. Smith, R., and Hawkins, B., Lean Maintenance: A Practical, Step-By-Step Guide for Increasing Efficiency, 2nd Edition, Elsevier, 2021. 		
Online Resources		
<ol style="list-style-type: none"> 1. https://www.euromatech.com/course/advanced-maintenance-management/ 2. https://oxford-management.com/course/certificate-course-in-advanced-maintenance-management/ 3. https://rcademy.com/course/advanced-maintenance-management-certification-course/ 4. https://www.meirc.com/training-courses/maintenance-engineering/advanced-maintenance-management 5. https://mercury-training.com/c/6020.html 		

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24MBP03	Lean Manufacturing				L	T	P	C	
					4	0	0	4	
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">Basics of Management conceptsUnderstanding of Production Management					Mode of Assessment		Weightage (%)		
					Continuous Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To understand the principles behind lean manufacturing philosophy.To enable the student to understand the concept of Value Steam Mapping (VSM)To familiarize them with the implementation of various lean manufacturing techniques.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.								
Course Outcomes (COs)									
The students will be able to									
CO1	Understand the modern applications of Lean system.								
CO2	Prepare demand process flow and layout.								
CO3	Apply Kanban strategies to reduce inventory.								
CO4	Implement lean philosophy.								
CO5	Optimize the lean line management.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3								
2		3							
3			3						
4				3					
5					2			3	
Unit I									
Benefits of Lean Manufacturing System									8 Hours

History And Modern Applications, MRP And Their Impact, Lean Manufacturing Model, Kanban Methodology, Continuing Evaluation, Strategic Business Analysis.		
Unit II	Understanding Product, Process And Demand	8 Hours
Value Stream Mapping - Scope, Selecting Parent Parts, Lean Line, Demand, Documenting Process Flow, Takt Time, Process Linking And Balancing. Imbalance, Approach, Resource, Definition, Physical Layout Designing 5S.		
Unit III	Kanban Strategies	8 Hours
Process, Single, Multi Card System, Inventory Management, Team Establishment: Commitment, Physical Facilitation, Management Structure, Application Of Kanban.		
Unit IV	Lean Implementation And Milestones	8 Hours
Software Requirement Milestones, Understanding Process, Product And Materials, Checking, Factory Design, Line Start-Up And Introduction To Lean Tools.		
Unit V	Lean Line Management	8 Hours
Matching Customer Demand, Customer Response Policy, Lean Line Optimization, Resistance To Change. Continuous Improvement Practices, Value Stream Mapping, Standardized Work Processes.		
		Tutorial
		10 Hours
		Theory
		30 Hours
		Total
		40 Hours
Suggested Self Study Topics		
Concept of IoT to improve Lean Manufacturing, Kanban Signaling, Transformation process perpetual inventory, Lean implementation in services- Banks, Flexibility and rewards.		
References		
<ol style="list-style-type: none"> 1. Marc Helmold, Lean Management and Kaizen: Fundamentals from Cases and s in Operations and Supply Chain Management, Springer, 2021. 2. J. Paulo Davim (Ed.), Progress in Lean Manufacturing, CRC Press, 2021. 3. James P. Womack and Daniel T. Jones, Lean Thinking: Banish Waste and Create Wealth in Your Corporation (Revised and Updated), Simon & Schuster, 2021. 4. George Blokdyk, Lean Manufacturing: A Complete Guide - 2020 Edition, 1st Edition, 5STARCooks, 2020. 5. John Bicheno and Matthias Holweg, The Lean Toolbox: The Essential Guide to Lean Transformation, 6th Edition, Picsie Books, 2021. 		
Online Resources		
<ol style="list-style-type: none"> 1. https://ocw.mit.edu/courses/16-660j-introduction-to-lean-six-sigma-methods-january-iap-2012/ 2. https://onlinecourses.swayam2.ac.in/imb24_mg119/preview 3. https://ieeexplore.ieee.org/document/9244796/ 4. https://ocw.mit.edu/courses/esd-60-lean-six-sigma-processes-summer-2004/ 5. https://ieeexplore.ieee.org/document/9353889/ 		

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24MBP04	Purchasing and Materials Management				L	T	P	C	
					4	0	0	4	
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">Basics of Management conceptsUnderstanding of Production Management					Mode of Assessment		Weightage (%)		
					Continuous Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To introduce purchase and materials management practices.To enable the students to understand supply sources.To familiarize warehouse management.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.								
Course Outcomes (COs)									
The students will be able to									
CO1	Understand the importance and functions of purchasing.								
CO2	Make purchase decisions.								
CO3	Plan for material requirements.								
CO4	Maintain good relationship between buyer and seller.								
CO5	Analyze inventory and plan replenishments.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3								
2		3							
3			3						
4				3					
5					3			3	
Unit I									8 Hours
Purchasing Functions									

Relationship Of Purchasing Department With Other Departments, Procurement, Supply Management Activities, Purchasing Objectives And Policies, Operating Procedures, Purchasing Cycles, Objectives Of Materials Management.		
Unit II	Supply Sources	8 Hours
Importance Of Source Selection, Vendor Development & Maintenance, Vendor Rating, Competitive Bidding, Selecting the Source, Negotiation: Objectives, Process, Techniques, Price Negotiation, Purchasing of Capital Goods, Seasonal Commodities, Insurance Spares.		
Unit III	Materials Planning	8 Hours
Materials Codification: Evolution Of Codes, Classification, Methodology, Advantages, Standardization: Definition, Specification, Advantages, Techniques, Pricing Principles: Price Analysis, Discounts.		
Unit IV	Materials Management	8 Hours
Materials Management, Legal Aspects of Buying, Buyer-Seller Relationship, Ethics in Material Management - Supplier Relationship Management, Sustainable Procurement Practices.		
Unit V	Warehousing Management	8 Hours
Stores Management, Incoming Material Control, Stores Documentation & Accounting, Materials Management Information System (MMIS).		
		Tutorial
		10 Hours
		Theory
		30 Hours
		Total
		40 Hours
Suggested Self Study Topics		
Organization of material function, Contract management, Economic consideration in determining the right price, Industry ethical practices in Materials, New developments in MMIS.		
References		
<ol style="list-style-type: none"> 1. R. Rajan, Strategic Procurement and Supply Chain Management: Theory and Practice, 1st Edition, Wiley, 2021. 2. John C. A. Mangan, David J. D. Jones, and Chandra L. C. Upton, Purchasing and Supply Chain Management: Strategies and Realities, 2nd Edition, Routledge, 2021. 3. Robert J. Trent, Supply Chain Management: A Global Perspective, 4th Edition, Pearson, 2021. 4. Kenneth B. Kahn, Purchasing and Materials Management: A Strategic Approach, 2nd Edition, McGraw-Hill Education, 2021. 5. Rajiv J. Shah, Supply Chain and Logistics Management Made Easy: Methods and Applications for Planning, Operations, Integration, Control, and Improvement, 1st Edition, Wiley, 2020. 		
Online Resources		
<ol style="list-style-type: none"> 1. https://nptel.ac.in/courses/110105095 2. https://onlinecourses.nptel.ac.in/noc24_mg57/preview 3. https://ieeexplore.ieee.org/iel8/6287639/6514899/10684612.pdf 4. https://www.iso.org/standards.html 5. https://www.ascm.org/procurement-certificate-program/ 		

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24MBP05	Service Operations Management				L	T	P	C	
					4	0	0	4	
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">Understanding of basic management principles.Knowledge of operations and supply chain management.Familiarity with basic economic principles related to services.					Mode of Assessment		Weightage (%)		
					Continuous Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To understand the role of services in economic development.To enable the students to understand the service design and management.To familiarize the students in the area of service productivity.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Understand about service strategies.								
CO2	Design the service Blueprint.								
CO3	Manage service operations.								
CO4	Use quantitative models for service management.								
CO5	Measure performance of service operations.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3	2							
2		3	2						
3			3	2					
4				3	2				2
5		3	2	3	3				

Unit I	Understanding services	8 Hours
Role of services in the economy, Nature of services, Types of services, Service strategy, Role of digital services in modern economy		
Unit II	Designing the service enterprise	8 Hours
New service development, Service blue print, Technology in services, Service quality, Process improvement in service encounter, Supporting facility and process Flows, Self-service technologies, AI and automation in services, Customer journey mapping.		
Unit III	Managing service operations	8 Hours
Managing Capacity and Demand, Managing Waiting Lines, Service Supply Relationships. Growth and Globalization of Services.		
Unit IV	Quantitative models for service management	8 Hours
Capacity Planning and Queuing Models, Forecasting Demand for Services, Managing facilitating Goods.		
UNIT V	Service productivity and measurement of performance	8 Hours
Application of linear programming techniques through Data Envelopment Analysis, Application of DEA in service sector, Real-time performance monitoring.		
Tutorial		10 Hours
Theory		30 Hours
Total		40 Hours
Suggested Self Study Topics		
Different service industries, Service facility Location, managing project, Application of queuing models in different services, Scoring systems.		
References		
<ol style="list-style-type: none"> Sanjeev K. Bordoloi, James A. Fitzsimmons, and Mona J. Fitzsimmons, Service Management: Operations, Strategy, Information Technology, 10th Edition, McGraw Hill, 2023. David W. Parker, Service Operations Management: The Total Experience, 2nd Edition, Edward Elgar Publishing, 2018. Nigel Slack, Alistair Brandon-Jones, and Nicola Burgess, Operations Management, 10th Edition, Pearson, 2022. William J. Stevenson and Thomas K. Kull, Operations and Supply Chain Management, 15th Edition, McGraw Hill, 2023. Ricardo Ernst and Panos Kouvelis, Creating Values with Operations and Analytics: A Tribute to the Contributions of Professor Morris Cohen, Springer, 2022. 		
Online Resources (Font type: Times New Roman, size: 11, Style: Bold letters in <u>Title case</u>)		
<ol style="list-style-type: none"> https://courses.business.columbia.edu/B8107 https://www.coursera.org/courses?query=operations+management https://www.poms.org/pomjournal/departments/serviceopsman https://www.bloomsbury.com/us/service-operations-management-9781137609236/ https://safetyculture.com/topics/service-operations-management/ 		

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24MBP06	Supply Chain and Logistics Management				L	T	P	C	
					4	0	0	4	
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">Basic knowledge of business management.Understanding of logistics and transportation fundamentals.Knowledge of production and inventory management systems.					Mode of Assessment		Weightage (%)		
					Continuous Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To introduce the concept of supply chain and logistics.To familiarize the key drivers of supply chain performance.To enable the students to understand the analytical tools necessary to solve supply chain problems.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Use key strategic drivers of supply chain performance for effective results.								
CO2	Explain the strategic role of a supply chain in the business process.								
CO3	Design the models for facility location and capacity planning.								
CO4	Analyze the analytic methodologies for supply chain.								
CO5	Assess the impact of technology in supply chain.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3						2		
2	3						2		
3		3	3						3
4				3	3				
5				2					

Unit I	Supply chain	8 Hours
Fundamentals, Importance, Decision Phases, Process view, 'Supplier- Manufacturer-Customer chain', Supply chain performance: Drivers, Structuring supply chain, Sustainable supply chain practices.		
Unit II	Overview of demand forecasting in the supply chain	8 Hours
Aggregate planning, Managing predictable variability. Managing supply chain cycle inventory, Uncertainty, safety inventory, Determination of optimal level of product availability, AI and machine learning in demand forecasting, Predictive analytics.		
Unit III	Distribution network design	8 Hours
Role, factors influencing network, options, Value Addition. Models for facility location and capacity planning. Network design: Impact of uncertainty, decisions using decision trees. Distribution centre location models. Supply chain network optimization models, Last-mile delivery optimization, Omni-channel distribution strategies, Blockchain in network design		
Unit IV	Logistic system	8 Hours
Evolution, Infrastructure and Networks. Freight Management, Route Planning, Containerization. Modal Characteristics, Inter-modal operators and transport economies. Ocean carrier management, import- export logistics management. Logistics outsourcing, 3PL / 4PL, Importance of Insurance, Autonomous vehicles and drones in logistics, Electric vehicles in freight management, Carbon footprint reduction in logistics		
UNIT V	Transactional logistics	8 Hours
Framework and role of supply chain in e- business and b2b practices. Supply Chain IT Framework. International supply chain, GPS, tracking system.		
Tutorial		10 Hours
Theory		30 Hours
Total		40 Hours
Suggested Self Study Topics		
Overview of supply chain models, Coordination in the Supply Chain, New developments in network designs, Reverse logistics, Software Packages in Supply Chain, AI based techniques in supply chain and logistics management, Role of Sustainability Certifications in Supply Chains		
References		
<ol style="list-style-type: none"> 1. Sunil Chopra, Peter Meindl, and D. V. Kalra, Supply Chain Management: Strategy, Planning, and Operation, 7th Edition, Pearson Education, 2019. 2. Donald Bowersox, David Closs, and M. Bixby Cooper, Supply Chain Logistics Management, 6th Edition, McGraw Hill, 2019. 3. John Manners-Bell, Logistics and Supply Chain Innovation: A Practical Guide to Disruptive Technologies and New Business Models, 2nd Edition, Kogan Page, 2020. 4. Yossi Sheffi, The Magic Conveyor Belt: Supply Chains, AI, and the Future of Work, MIT CTL Media, 2023. 5. Hugo T. Y. Yoshizaki (Ed.), Supply Chain Management and Logistics in Emerging Markets, Emerald 		

Publishing, 2019.

Online Resources

1. <https://www.pearson.com/store/p/supply-chain-management-strategy-planning-and-operation/P100000904441>
2. <https://www.mheducation.com/highered/product/Supply-Chain-Logistics-Management-Bowersox.html>
3. <https://www.koganpage.com/product/logistics-and-supply-chain-innovation-9781789662516>
4. <https://www.amazon.com/Magic-Conveyor-Belt-Supply-Future/dp/0262045963>
5. <https://www.emerald.com/insight/content/doi/10.1108/9781786351512-001>

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24MBP07	Total Quality Management		L	T	P	C
			4	0	0	4
Pre-requisite		Assessment Pattern				
<ul style="list-style-type: none">Basic understanding of management concepts.Knowledge of quality control and operations management.Familiarity with process improvement techniques.	Mode of Assessment		Weightage (%)			
	Continuous Assessment		40			
	Semester End Examinations		60			
Course Objectives						
<ul style="list-style-type: none">To make the students understand the basic concepts of TQM and appreciate its importance in today's business environment.To enable them to acquire required diagnostic skills and use various quality tools.To familiarize the students about the Quality Management System.						
Programme Outcomes (POs)						
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.					
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.					
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.					
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems					
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.					
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.					
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.					
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.					
Course Outcomes (COs)						
The students will be able to						
CO1	Understand the dimensions of quality.					
CO2	Capable of applying TQM concepts for improving the quality of products and services.					
CO3	Assess the process approach in TQM.					
CO4	Use tools and techniques of TQM for continuous improvement in quality.					
CO5	Implement Quality Management System.					

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3			3		2			
2	3			3					
3		3	3				2		3
4	3				3		2		
5					3				
Unit I		Introduction							8 Hours
Introduction and basic concepts, Definition of quality, Dimensions of quality, Evolution of TQM, TQM frame work, Adoption of AI in quality management, and Role of data analytics in measuring and enhancing quality.									
Unit II		TQM implementation							8 Hours
Leadership for TQM, Deming’s quality principle, TQM implementation, PDSA cycle, Quality Circles, Quality Council.									
Unit III		Process approach to TQM							8 Hours
Process approach, Juran’s Trilogy, Taguchi’s loss function, Kaizen, Quality by design, 5S,ESI (Early Supplier Involvement), Automation of quality processes, AI integration in process optimization, and Predictive maintenance techniques.									
Unit IV		Tools and techniques							8 Hours
7 Old quality control tools, Total productive maintenance, Failure mode and effect Analysis, POKAYOKE, Six Sigma									
UNIT V		Quality management systems							8 Hours
Management systems for TQM, ISO 9000 & 14000 Quality management systems, Auditing and certification Process, Korean and American QMS									
								Tutorial	10 Hours
								Theory	30 Hours
								Total	40 Hours
Suggested Self Study Topics									
Cost of Quality, Supplier Partnership, 5M, Toyota and Six Sigma, Quality Awards.									
References									
1. Joseph A. Schilling, Strategic Management of Technological Innovation, 6th Edition, McGraw-Hill Education, 2021									
2. William J. Abernathy & Philip B. Crosby, Quality Management for Organizational Excellence, 3rd Edition, Pearson Education, 2021									
3. S. K. Chakrabarti, Total Quality Management: A Comprehensive Approach, 5th Edition, PHI Learning,									

2022

4. G. Kanji, Business Excellence: The Integrative Approach to Total Quality Management, 2nd Edition, Sage Publications, 2021
5. Besterfield, D. H., Total Quality Management, 4th Edition, Pearson Education, 2022

Online Resources

1. <https://nptel.ac.in/courses/110/106/110106103/>
2. <https://www.coursera.org/learn/six-sigma-define-and-measure>
3. <https://www.coursera.org/learn/total-quality-management>
4. <https://asq.org/quality-resources/quality-tools>
5. <https://www.udemy.com/course/total-quality-management-tqm-basics/>

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24MBP08	Six Sigma					L	T	P	C
						4	0	0	4
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">Understanding of basic quality management principles.Knowledge of statistical methods and data analysis.Familiarity with process improvement and operational efficiency tools.					Mode of Assessment		Weightage (%)		
					Continuous Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To introduce the concept of Six SigmaTo familiarize the different stages in Six Sigma.To enable the students to understand the control charts and Six Sigma measurement.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Understand the importance of six sigma.								
CO2	Define and measure the stages.								
CO3	Analyze and improve the stages.								
CO4	Assess the six sigma measurements.								
CO5	Ability to identify the quality control charts.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3			3		2			
2	3		3		3				
3		3	3			2			3
4	3			3	3				

5					3				
Unit I		Introduction							8 Hours
Deployment Strategy-Six Sigma- Difference between six sigma and TQM- Elements of Successful deployment, Personnel requirement –Training plan –Training needs analysis, Focusing the Deployment- Customer focus- Project selection, Agile methodology in Six Sigma.									
Unit II		Define and Measure Stage							8 Hours
Define Stage-Objectives-Project Definition-Top level process Definition-Team formation, Measure Stage- Process Definition-Metric Definition-Process baseline estimation.									
Unit III		Analysis and Improve Stage							8 Hours
Analyze stage-Value Stream Analysis-Analyzing the sources of Variation-Determining Process Drivers, Improve Stage- Defining New Process-Assessing the benefits of proposed solution, Evaluating Process failure modes-Implementation and verification.									
Unit IV		Control stage and six sigma measurements							8 Hours
Control Stage-Standardize on the new Methods-Measure Bottom Line Impact-Document Lessons learned, Six Sigma Measurements-Converting defect rates to sigma Quality Level Units-Rolled Throughput Yield - Six Sigma Relationships-Process Cycle Time, Advanced Control Techniques in Six Sigma using IoT.									
UNIT V		Control charts							8 Hours
Introduction to control charts, Selection of control charts – Variable Control Charts, X & R Charts – Attribute Control Chart – p, np, u and c.									
								Tutorial	10 Hours
								Theory	30 Hours
								Total	40 Hours
Suggested Self Study Topics									
DMAIC methodology, Measurement System Analysis, Value stream analysis tools, Defects per million Opportunities(DPMO), Quality Control Charts, Use of Cloud-Based Platforms in Six Sigma Projects									
References									
1. James R. Evans, William M. Lindsay, The Management and Control of Quality, 10th Edition, Cengage Learning, 2021.									
2. Thomas Pyzdek, The Six Sigma Handbook: A Complete Guide for Green Belts, Black Belts, and Managers at All Levels, 7th Edition, McGraw-Hill Education, 2020.									
3. Bohdan O. Szalewski, Six Sigma for Everyone: A Complete Guide to Understanding and Implementing the Methodology, Wiley, 2021.									
4. Michael L. George, Lean Six Sigma: Combining Six Sigma Quality with Lean Production Speed, McGraw-Hill Education, 2021.									
5. Abdelaziz Bouras, Mohamed Abdelaziz, Six Sigma for Engineers and Managers, 2nd Edition, CRC Press, 2022.									
Online Resources									

1. <https://www.sixsigmaonline.org/>
2. <https://www.iassc.org/>
3. <https://www.sixsigmadaily.com/>
4. <https://www.coursera.org/learn/six-sigma-define-and-measure>
5. <https://www.sixsigma.us/>

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PROFESSIONAL ELECTIVES – BUSINESS ANALYTICS

24MBA01	Big Data Analytics						L	T	P	C
							4	0	0	4
Pre-requisite					Assessment Pattern					
<ul style="list-style-type: none">Basic Computing KnowledgeBasics of Database Management and Statistics					Mode of Assessment			Weightage (%)		
					Continuous Assessment			40		
					Semester End Examinations			60		
Course Objectives										
<ul style="list-style-type: none">To understand the computational approaches to big data analytics.To understand the various search methods and visualization techniques.To learn how to use various techniques for mining data stream and understand the applications using Map Reduce Concepts.										
Programme Outcomes (POs)										
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.									
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.									
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.									
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems									
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.									
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.									
Course Outcomes (COs)										
The students will be able to										
CO1	Understand what constitutes Big Data, including its characteristics, sources, and challenges.									
CO2	Apply various applications in Mining Data Streams.									
CO3	Apply Hadoop in storage and processing of large amounts of data for applications.									
CO4	Apply Pig and Hive while doing Big Data Analytics.									
CO5	Develop a Predictive Models and Construct Visualizations.									
Articulation Matrix										
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	
1	3						1			
2	2	3	2							
3	3	2		2						
4	3			2						
5	2		3						2	
UNIT I		INTRODUCTION TO BIG DATA							8 Hours	
Introduction to Big Data Platform – Challenges of Conventional Systems – Intelligent data analysis – Nature of Data - Analytic Processes and Tools - Analysis vs Reporting										

UNIT II	MINING DATA STREAMS	8 Hours
Introduction To Streams Concepts – Stream Data Model and Architecture – Stream Computing - Sampling Data in a Stream – Filtering Streams – Counting Distinct Elements in a Stream – Estimating Moments – Counting Oneness in a Window – Decaying Window - Real Time Analytics Platform (RTAP) Applications - Case Studies - Real Time Sentiment Analysis- Stock Market Predictions		
UNIT III	HADOOP	8 Hours
History of Hadoop- the Hadoop Distributed File System – Components of Hadoop Analyzing the Data with Hadoop- Scaling Out- Hadoop Streaming- Design of HDFS Java Interfaces to HDFS Basics- Developing a Map Reduce Application-How Map Reduce Works-Anatomy of a Map Reduce Job Run-Failures-Job Scheduling-Shuffle and Sort – Task Execution - Map Reduce Types and Formats- Map Reduce Features Hadoop Environment.		
UNIT IV	FRAMEWORKS	8 Hours
Applications on Big Data Using Pig and Hive – Data processing operators in Pig – Hive services – HiveQL – Querying Data in Hive - Fundamentals of HBase and Zoo Keeper - IBM Info Sphere Big Insights and Streams		
UNIT V	VISUALIZATION TECHNIQUES	8 Hours
Predictive Analytics- Simple Linear Regression- Multiple Linear Regression- Interpretation of Regression Coefficients. Visualizations - Visual data analysis techniques- interaction techniques - Systems and applications		
Suggested Self-Study Topics Hybrid Cloud, Application of Artificial Intelligence in Big Data Analytics, Generative AI, Quantum Computing		
		Tutorial
		10 Hours
		Theory
		30 Hours
		Total
		40 Hours
References		
<ol style="list-style-type: none"> 1. Frank J Ohlhorst, “Big Data Analytics: Turning Big Data into Big Money”, Wiley and SAS Business Series, 2013. 2. Colleen Mccue, “Data Mining and Predictive Analysis: Intelligence Gathering and Crime Analysis”, Elsevier, Second Edition, 2015. 3. Michael Berthold, David J. Hand, “Intelligent Data Analysis”, Springer, Second Edition, 2007. 4. AnandRajaraman and Jeffrey David Ullman, “Mining of Massive Datasets”, Cambridge University Press, 2014. 5. Bill Franks, “Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics”, Wiley and SAS Business Series, 2012. 6. Mark Talabis, Robert McPherson, I Miyamoto and Jason Martin, “Information Security Analytics: Finding Security Insights, Patterns, and Anomalies in Big Data”, Syngress Media, U.S., 2014. 		
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<ol style="list-style-type: none"> 1. https://onlinecourses.swayam2.ac.in/cec24_cs12/preview 2. https://onlinecourses.nptel.ac.in/noc24_cs130/preview 3. https://www.udemy.com/course/big-data-and-hadoop-essentials-free-tutorial 4. https://www.coursera.org/learn/big-data-introduction#about 5. https://www.mygreatlearning.com/academy/learn-for-free/courses/introduction-to-big-data-and-hadoop 		

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24MBA02	Data Mining for Business Intelligence				L	T	P	C										
					4	0	0	4										
Pre-requisite					Assessment Pattern													
<ul style="list-style-type: none">Basic Computing KnowledgeBasics of Data Base Management and Statistics					Mode of Assessment		Weightage (%)											
					Continuous Assessment		40											
					Semester End Examinations		60											
Course Objectives																		
<ul style="list-style-type: none">To understand how to derive meaning from huge volume of data and information.To understand how knowledge discovering process is used in business decision making.To acquire the knowledge for doing advanced Multivariate Analysis.																		
Programme Outcomes (POs)																		
<table><tr><td>PO1</td><td>Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.</td></tr><tr><td>PO2</td><td>Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.</td></tr><tr><td>PO3</td><td>Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.</td></tr><tr><td>PO4</td><td>Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems</td></tr><tr><td>PO9</td><td>Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.</td></tr></table>									PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.	PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.	PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.	PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems	PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.																	
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.																	
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.																	
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems																	
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.																	
Course Outcomes (COs)																		
The students will be able to																		
CO1	Learn to apply various data Mining Techniques into various areas of different domains.																	
CO2	Perform the Data Mining Process.																	
CO3	Apply various Prediction Techniques.																	
CO4	Apply Supervised and Unsupervised Learning Technique.																	
CO5	Develop and implement a basic Trainable Neural Network (or) a Fuzzy Logic System to design and manufacturing.																	
Articulation Matrix																		
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9									
1	3			2														
2	2			3														
3		3																
4	2		3															
5		2	3						2									

UNIT I	INTRODUCTION	8 Hours
Data Mining, Text Mining, Web mining, Spatial Mining, Process Mining, Data Warehouse and Data Marts.		
UNIT II	DATA MINING PROCESS	8 Hours
Data mining process – KDD, CRISP-DM, SEMMA and Domain-Specific, Classification and Prediction Performance Measures - RSME, MAD, MAP, MAPE, Confusion Matrix, Receiver Operating Characteristic Curve & AUC; Validation Techniques - Hold-Out, k-Fold Cross-Validation, LOOCV, Random Subsampling, and Bootstrapping		
UNIT III	PREDICTION TECHNIQUES	8 Hours
Data Visualization, Time Series – ARIMA, Winter Holts, Vector Autoregressive Analysis, Multivariate Regression Analysis		
UNIT IV	CLASSIFICATION AND CLUSTERING TECHNIQUES	8 Hours
Classification- Decision Trees, k Nearest Neighbour, Logistic Regression, Discriminant Analysis; Clustering; Market Basket Analysis.		
UNIT V	MACHINE LEARNING AND AI	8 Hours
Genetic Algorithms, Neural Network, Fuzzy Logic, Support Vector Machine, Optimization Techniques – Ant Colony, Particle Swarm, Data Envelopment Analysis (DEA).		
Suggested Self-Study Topics Different Types of Graphs to Visualize Data, Multidimensional Analysis, Conjoint Analysis.		
		Tutorial
		10 Hours
		Theory
		30 Hours
		Total
		40 Hours
References		
<ol style="list-style-type: none"> 1. Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers, 2006 2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2008. 3. W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt. Ltd. 2005. 4. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 3rd edition, 2013. 5. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc, 2nd Edition, 2011 		
Online Resources		
<ol style="list-style-type: none"> 1. https://onlinecourses.swayam2.ac.in/cec24_cs12/preview 2. https://onlinecourses.nptel.ac.in/noc24_mg70/preview 3. https://www.udemy.com/course/data-mining-fundamentals-for-beginners 4. https://www.coursera.org/learn/intro-business-analytics?specialization=analytics 5. https://olympus.mygreatlearning.com/courses/40967 		

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24MBA03	Deep Learning and Artificial Intelligence				L	T	P	C												
					4	0	0	4												
Pre-requisite					Assessment Pattern															
<ul style="list-style-type: none">Basic Computing KnowledgeBasics of Database Management and Statistics					Mode of Assessment		Weightage (%)													
					Continuous Assessment		40													
					Semester End Examinations		60													
Course Objectives																				
<ul style="list-style-type: none">To expose various algorithms related to Deep Learning and Artificial Intelligence.To prepare students to apply suitable algorithm for the specified applications.To equip the students in the area of Knowledge Representation.																				
Programme Outcomes (POs)																				
<table><tr><td>PO1</td><td>Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.</td></tr><tr><td>PO2</td><td>Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.</td></tr><tr><td>PO3</td><td>Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.</td></tr><tr><td>PO4</td><td>Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems</td></tr><tr><td>PO8</td><td>Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.</td></tr><tr><td>PO9</td><td>Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.</td></tr></table>									PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.	PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.	PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.	PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems	PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.	PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.
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CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9											
1			2																	
2	2		2																	
3	3			2																
4		2																		
5		3						1	2											
UNIT I									8 Hours											
DEEP NETWORKS																				
Deep Networks: Modern Practices: Deep Forward Networks: Example: Learning XOR - Gradient-Based Learning - Hidden Units - Architecture Design - Regularization for Deep Learning.																				

UNIT II	MODELS	8 Hours
Optimization for Training Deep Models: How Learning Differs from Pure Optimization - Challenges in Neural Network Optimization - Basic Algorithms - Parameter Initialization Strategies - Algorithms with Adaptive Learning Rates - Approximate Second-Order Methods - Optimization Strategies and Meta-Algorithms.		
UNIT III	INTELLIGENT SYSTEMS	8 Hours
Introduction to Artificial Intelligence: Intelligent Systems - Foundations of AI - Applications - Tic-Tac-Toe Game Playing - Problem Solving: State-Space Search and Control Strategies: Introduction – General Problem Solving - Exhaustive Searches - Heuristic Search Techniques.		
UNIT IV	KNOWLEDGE REPRESENTATION	8 Hours
Advanced Problem-Solving Paradigm: Planning: Introduction - Types of Planning Systems – Knowledge Representation: Introduction - Approaches to Knowledge Representation - Knowledge Representation using Semantic Network - Knowledge Representation using Frames.		
UNIT V	APPLICATIONS	8 Hours
Expert Systems and Applications: Blackboard Systems - Truth Maintenance Systems - Applications of Expert Systems - Machine-Learning Paradigms: Machine-Learning Systems - Supervised and Unsupervised Learnings.		
Suggested Self-Study Topics Auto Encoder, Self-Organizing Map, Boltzmann Machines, Convolutional neural networks (CNNs)		
		Tutorial
		10 Hours
		Theory
		30 Hours
		Total
		40 Hours
References		
<ol style="list-style-type: none"> 1. Ian Goodfellow, YoshuaBengio, Aaron Courville, “Deep Learning”, MIT Press, 2016. 2. Li Deng and Dong Yu, “Deep Learning Methods and Applications”, Foundations and Trends in Signal Processing. 3. YoshuaBengio, “Learning Deep Architectures for AI”, Foundations and Trends in Machine Learning. 4. SarojKaushik, “Artificial Intelligence”, Cengage Learning India Pvt. Ltd. 5. Deepak Khemani, “A First Course in Artificial Intelligence”, McGraw Hill Education(India) Private Limited, NewDelhi. 		
Online Resources		
<ol style="list-style-type: none"> 1. https://www.deeplearning.ai/resources/ 2. https://www.reddit.com/r/learnpython/comments/163pblq/good_resources_to_learn_mldeep_learning_in_python/ 3. https://www.mltut.com/best-resources-to-learn-deep-learning/ 		

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24MBA04	Python Programming				L	T	P	C												
					4	0	0	4												
Pre-requisite					Assessment Pattern															
<ul style="list-style-type: none">Basic Computing KnowledgeBasics of Statistics and Database Management					Mode of Assessment		Weightage (%)													
					Continuous Assessment		40													
					Semester End Examinations		60													
Course Objectives																				
<ul style="list-style-type: none">Preparing the students to use Python Programming for decision making.Groom the students to apply appropriate packages and generate solution.To learn the Object and Classes.																				
Programme Outcomes (POs)																				
<table><tr><td>PO1</td><td>Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.</td></tr><tr><td>PO2</td><td>Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.</td></tr><tr><td>PO3</td><td>Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.</td></tr><tr><td>PO4</td><td>Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems</td></tr><tr><td>PO8</td><td>Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.</td></tr><tr><td>PO9</td><td>Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.</td></tr></table>									PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.	PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.	PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.	PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems	PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.	PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.
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<table><tr><td>CO1</td><td>Understand the use of Python Programming and generate solutions</td></tr><tr><td>CO2</td><td>Apply data collections and language components.</td></tr><tr><td>CO3</td><td>Apply functions and modules in Python.</td></tr><tr><td>CO4</td><td>Handle object and classes.</td></tr><tr><td>CO5</td><td>To do the Error Handling.</td></tr></table>									CO1	Understand the use of Python Programming and generate solutions	CO2	Apply data collections and language components.	CO3	Apply functions and modules in Python.	CO4	Handle object and classes.	CO5	To do the Error Handling.		
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Articulation Matrix																				
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9											
1	3			2					3											
2	3		2																	
3	2		2																	
4		2	2																	
5		2		3				1												

UNIT I	INTRODUCTION	8 Hours
Introduction to Computer Systems – Computer Hardware – Computer Software – Programming Languages – Algorithmic Problem Solving – Building Blocks of a Program – Fundamentals of Python Programming – Syntax and Styles: Data types – Literals – Variable – Operators and Expressions		
UNIT II	DATA COLLECTIONS AND LANGUAGE COMPONENT	8 Hours
Control Flow: If, While, For, Break, Continue, Pass Statements – Entry Controlled Loop – Exit Controlled Loop – Counter Controlled Loop – Condition Controlled Loop – Nested Loops – Sample Programs – Sequences– Lists – Tuples: Need of Tuple – Sequence Unpacking - Methods		
UNIT III	FUNCTIONS AND MODULES	8 Hours
Dictionaries: Making a Dictionary – Basic Operations – Dictionary Operations – Sets – Iterators and Generators – Functions: Introduction – Defining Functions – Calling Functions – Passing Arguments – Keyword Arguments – Default Arguments – Required Arguments – Variable –length Arguments – Return Statement – Nesting of Passing Arguments – Anonymous Functions – Recursive Function – Scope of Local and Global Variable – Sample Programs – Modules		
UNIT IV	OBJECT AND CLASSES	8 Hours
Object Oriented Programming Principles: Class Statement – Class Body – Objects – Class Methods – Self Variable – Class Properties and Instance Properties – Static Method – Data Hiding – Deleting an Object – Constructor – Method Overriding – Inheritance – Packages – Strings and Regular Expressions		
UNIT V	I/O, ERROR HANDLING AND THREADS	8 Hours
Files and Directory Access: Files and Streams – Opening a File – Reading/Writing Operations on a File – Other File Operations – Iterating through Files – Splitting Words – Serialization and De-serialization – Hash files – Directory Access – Errors and Exceptions – Multithreading: Introduction to Thread – Differences between Process and Thread – Threading Module – Thread Synchronization		
Suggested Self-Study Topics NumPy, Pandas, Matplotlib, Seaborn, Scikit-learn, TensorFlow, SQLAlchemy.		
		Tutorial
		10 Hours
		Theory
		30 Hours
		Total
		40 Hours
References		
<ol style="list-style-type: none"> 1. ChSatyanarayana, M Radhika Mani, B N Jagadesh, “Python Programming”, Universities Press (India) Private Ltd 2018. 2. Kenneth A. Lambert, B.L. Juneja, M. Arunachalam, G. Balakrishnan, “Problem Solving and Python Programming”, Cengage Learning India Pvt. Ltd. 3. Allen B. Downey, “Think Python: How to Think Like a Computer Scientist”, II edition, Updated for Python 3, Shroff/O’Reilly Publishers, 2016 (http://greenteapress.com/wp/thinkpython/) 4. Robert Sedgewick, Kevin Wayne, Robert Dondero, —Introduction to Programming in Python: An Inter-disciplinary Approach, Pearson India Education Services Pvt. Ltd., 2016. 5. Timothy A. Budd, - Exploring Python, Mc-Graw Hill Education (India) Private Ltd., 2015. 6. Kenneth A. Lambert, - Fundamentals of Python: First Programs, CENGAGE Learning, 2012. 		
Online Resources		
<ol style="list-style-type: none"> 1. https://onlinecourses.nptel.ac.in/noc24_cs78/preview 2. https://onlinecourses.swayam2.ac.in/cec24_cs11/preview 3. https://onlinecourses.nptel.ac.in/noc24_cs113/preview 4. https://www.coursera.org/learn/python-crash-course 5. https://www.udemy.com/course/python-for-absolute-beginners-u 		

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24MBA05	R Programming			L	T	P	C
				4	0	0	4
Pre-requisite		Assessment Pattern					
<ul style="list-style-type: none">Basic Computing KnowledgeBasics of Statistics and Database Management		Mode of Assessment			Weightage (%)		
		Continuous Assessment			40		
		Semester End Examinations			60		
Course Objectives							
<ul style="list-style-type: none">To study the fundamentals of R programming to apply in quantitative analysis.To familiarise with R Packages and its applications.To equip the students to do the Statistical Analysis and construct Graphs.							
Programme Outcomes (POs)							
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.						
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.						
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.						
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems						
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.						
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.						
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.						
Course Outcomes (COs)							
The students will be able to							
CO1	Understand the R and R Studio Environment and do the basics.						
CO2	Write R functions.						
CO3	Do the Data Reshaping / Melting.						
CO4	Apply Linear Models.						
CO5	Apply Non-Linear Models.						

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3		2		1				
2	2		2		1				
3		3							
4		3		3					1
5		3		2				1	
UNIT I	GETTING STARTED WITH R								8 Hours
Installing R - The R environment - R packages - Basics of R - Data Structures – Reading data into R - Graphics in R									
UNIT II	FUNCTIONS AND STATEMENTS								8 Hours
Writing R functions - Control Statements (if and else, switch, if else, compound tests) - Loops in R (for, while, controlling loops) - Applications using the functions and loops									
UNIT III	DATA MANIPULATION AND ANALYSIS								8 Hours
Group manipulation - Data Reshaping - Manipulating Strings - Basic Statistics using R (Summaries, Correlation, t-tests, ANOVA)									
UNIT IV	LINEAR MODELS USING R								8 Hours
Linear Models - Simple and Multiple regression, GLM - Logit Regression, Model diagnostics - Residuals, Cross validation, Boot strapping									
UNIT V	NON-LINEAR MODELS, TIME SERIES AND CLUSTERING USING R								8 Hours
Nonlinear Models - Non-Linear least square, Splines, Generalised Additive Models, Decision trees, Random forests. Time Series - Autoregressive moving average, VAR, GARCH. Clustering - K means, PAM and Hierarchical Clustering									
Suggested Self-Study Topics									
tidyverse - Meta R package for data analysis, dplyr - Data wrangling and manipulation, ggplot2 - Data visualization, tidyr - Data wrangling and manipulation, timetk - Time series analysis, readr - Data import, tidymodels - Machine learning.									
								Tutorial	10 Hours
								Theory	30 Hours
								Total	40 Hours
References									
1. Robert Kabacoff, R in Action: Data Analysis and Graphics with R, Manning Publications Co. Third Edition, 2022.									
2. SandipRakshit, R Programming for Beginners, McGraw Hill Education, 2017.									
3. Jared P.L., R for Everyone - Advanced Analytics and Graphics, Addison Wesley Data and Analytics series, 2015.									
4. Andrie de Vries Joris Meys, R for Dummies, John Wiley & Sons, Ltd. 2022.									
5. Andy Field, Jeremy Miles & Zoe Field, Discovering Statistics Using R, Sage Publication, 2022									
Online Resources									
1. https://www.coursera.org/learn/data-analysis-r									
2. https://www.coursera.org/learn/introducton-r-programming-data-science									
3. https://www.udemy.com/course/r-for-absolute-beginners									
4. https://www.udemy.com/course/r-for-buddies									

5. https://alison.com/course/r-programming-for-data-science
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24MBA06	Social Media Web Analytics	L	T	P	C
		4	0	0	4
Pre-requisite		Assessment Pattern			
<ul style="list-style-type: none">Basic Computing KnowledgeBasics Knowledge of Social Media Platforms and Statistics.		Mode of Assessment	Weightage (%)		
		Continuous Assessment	40		
		Semester End Examinations	60		
Course Objectives					
<ul style="list-style-type: none">To showcase the opportunities that exist today to leverage the power of the web and social media.Preparing the students to develop mass communication strategy and campaign.Learn the social media polices and web analytics.					
Programme Outcomes (POs)					
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.				
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.				
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems				
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.				
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.				
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.				
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.				
Course Outcomes (COs)					
The students will be able to					
CO1	The students will be able to enhance the social media skills.				
CO2	The students will be able to develop a mass communication strategy and guide campaigns.				
CO3	Understand the social media policies.				
CO4	Understand the fundamentals and concepts of web analytics.				
CO5	Apply the insights of the learning to support website design decisions and campaign.				

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1			3		3		2		
2	3	3	3	3					2
3				3				2	
4	3			3					
5	3				1				2
UNIT I		INTRODUCTION							8 Hours
Evolution of online communities - History and evolution of social media- Social media vs. traditional media - Social media audience and goals for using social media - Understanding social media: Strong and weak ties – Influencers - How ideas travel – Viralness - Social theory and social media - technological determinism in popular discourse on social media technologies.									
UNIT II		COMMUNITY BUILDING AND MANAGEMENT							8 Hours
Science of social media - Keys to Community Building - Promoting Social Media Pages- Linking Social Media Accounts-The Viral Impact of Social Media-Digital PR-Encourage Positive Chatter in Social Media - Identity in social media: formation of identities, communities, activist movements, and consumer markets - Social Media as business.									
UNIT III		SOCIAL MEDIA POLICIES AND MEASUREMENTS							8 Hours
Social Media Policies-Etiquette, Privacy- ethical problems posed by emerging social media technologies - The road ahead in social media- The Basics of Tracking social media - social media analytics- Insights Gained From Social Media- Customized Campaign Performance Reports - Observations of social media use									
UNIT IV		WEB ANALYTICS							8 Hours
Web Analytics - Present and Future, Data Collection - Importance and Options, Overview of Qualitative Analysis, Business Analysis, KPI and Planning, Critical Components of a Successful Web Analytics Strategy, Web Analytics Fundamentals, Concepts, Proposals & Reports, Web Data Analysis									
UNIT V		SEARCH ANALYTICS							8 Hours
Search engine optimization (SEO), non-linear media consumption, user engagement, user generated content web traffic analysis, navigation, usability, eye tracking, online security, online ethics, content management system, data visualization, RSS feeds, Mobile platforms, User centered design, Understanding search behaviors									
Suggested Self-Study Topics									
Sentiment Analysis, Rival IQ, Audience Analysis, Buffer.									
								Tutorial	10 Hours
								Theory	30 Hours
								Total	40 Hours
References									
1. K. M. Shrivastava, Social Media in Business and Governance, Sterling Publishers Private Limited, 2013									
2. Christian Fuchs, Social Media a critical introduction, SAGE Publications Ltd, 2014									
3. Bittu Kumar, Social Networking, V & S Publishers, 2013									
4. Avinash Kaushik, Web Analytics - An Hour a Day, Wiley Publishing, 2007									
5. Eric T. Peterson, Web Analytics Demystified, Celilo Group Media and Café Press, 2004									
6. Takeshi Moriguchi, Web Analytics Consultant Official Textbook, 7th Edition, 2016									
Online Resources									

1. <https://www.upgrad.com/web-analytics-free-course/>
2. <https://www.coursera.org/learn/introduction-to-data-analytics>
3. <https://www.coursera.org/learn/digital-marketing-analytics>
4. <https://www.mygreatlearning.com/academy/learn-for-free/courses/web-analytics-for-beginners>
5. <https://www.udemy.com/course/digital-marketing-analytics-fundamentals-and-process>

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24MBA07	Stochastic Modeling				L	T	P	C	
					4	0	0	4	
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">Basic Computing KnowledgeBasics of Mathematics and Statistics					Mode of Assessment		Weightage (%)		
					Continuous Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To learn the applications of stochastic modellingTo understand the techniques of stochastic modellingMake the students to choose the appropriate models for the business decision making process.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
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PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Understand the Stochastic Modeling and its application in business decision making.								
CO2	Apply Discrete Time Markov Chains in complex business decision making process.								
CO3	Apply Continuous-Time Markov Chains in Business Models.								
CO4	Apply Brownian Motion in the complex business decision.								
CO5	Appropriately choose the Renewal Process in context of business decision making process.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3		2						3
2	3		2						
3		3		3					
4		3		3	1				
5		2			1				
UNIT I		INTRODUCTION TO STOCHASTIC PROCESSES						8 Hours	
Basics of probability- random variables and distributions -sequence of random variables; Stochastic process- Definition, classification, Simple stochastic processes									

UNIT II	DISCRETE-TIME MARKOV CHAINS	8 Hours
Introduction, Definition and Transition Probability Matrix, Chapman-Kolmogorov Equations, Classification of States and Limiting Distributions: Limiting and Stationary Distributions, Limiting Distributions, Ergodicity and stationary distributions-Time Reversible Markov Chain, Application of Irreducible Markov chains in Queueing Models- Reducible Markov Chains		
UNIT III	CONTINUOUS-TIME MARKOV CHAINS	8 Hours
Definition, Kolmogorov Differential Equation and, Infinitesimal Generator Matrix, Limiting and Stationary Distributions, Birth Death Processes, Poisson processes: M/M/1 Queueing model, Simple Markovian Queueing Models: Applications of CTMC- Queueing networks, Communication systems, Stochastic Petri Nets.		
UNIT IV	BROWNIAN MOTION	8 Hours
Definition and Properties, Processes Derived from Brownian Motion, Stochastic Differential Equation: Martingales: Conditional Expectation and filtration, Definition and simple examples.		
UNIT V	RENEWAL PROCESSES	8 Hours
Renewal Function and Equation, Generalized Renewal Processes , and Renewal Limit Theorems, Markov Renewal and Markov Regenerative Processes, Non Markovian Queues, Application of Markov Regenerative Processes: Branching Processes, Stationary and Autoregressive Processes		
Suggested Self-Study Topics		
Metric spaces and topology, Large deviations theory Cramér's theorem, Large deviations for i.i.d. random variables.		
		Tutorial
		10 Hours
		Theory
		30 Hours
		Total
		40 Hours
References		
<ol style="list-style-type: none"> 1. J Medhi, Stochastic Processes, 3rd edition, New Age International Publishers, 2009 2. Liliana Blanco Castaneda, Viswanathan Arunachalam, Selvamuthu Dharmaraja, Introduction to Probability and Stochastic Processes with Applications, Wiley, 2012. 3. Kishor S. Trivedi, Probability and Statistics with Reliability, Queueing, and Computer Science Applications, 2nd Edition, Wiley, 2002. 4. Introduction to Probability Models, Sheldon M. Ross, Academic Press, tenth edition, 2009 		
Online Resources		
<ol style="list-style-type: none"> 1. https://www.tandfonline.com/journals/lstm20 2. https://www.maplesoft.com/ns/math/stochastic-modeling.aspx 3. https://appliedmath.arizona.edu/sites/default/files/0f04d86a836182cbf608dfc86c7a70f5e5f6_0.pdf 4. https://www.mirabilisdesign.com/stochastic-modeling/ 5. https://corporatefinanceinstitute.com/resources/data-science/stochastic-modeling/ 		
Approved by		
Signature with date		

24MBA08	Time Series Analysis				L	T	P	C	
					4	0	0	4	
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">Basic Computing KnowledgeBasics of Mathematics and Statistics.					Mode of Assessment		Weightage (%)		
					Continuous Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">It familiarizes the learners and researchers to the theory and practice of time series analysis.Learn the Univariate Stationary and Non-Stationary Process.Learn to apply Multivariate Stationary and Non-Stationary Process.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
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PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to									
CO1	Learners will be able to understand the techniques of using Time series data for decision making								
CO2	Apply Univariate Non-Stationary Process.								
CO3	Develop the appropriate models to support the business decision.								
CO4	Apply Multivariate Stationary Process.								
CO5	Apply Multivariate Non-Stationary Process.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3		2						
2	3								
3	3				2				1
4		3		3					
5		3	2	3					1
UNIT I		UNIVARIATE STATIONARY TIME-SERIES MODELS						8 Hours	
Introduction to stochastic process, stationary processes, Wold's representation theorem, autocovariance functions, autocorrelation and partial autocorrelation, auto regressive and moving average models, conditions for stationary and invertible process, Box- Jenkins approach, forecasting.									

UNIT II	UNIVARIATE NONSTATIONARY PROCESSES	8 Hours
Nonstationary process, deterministic and stochastic trends, Integrated process and random walk, random walk with drift, Unit root process-, test for unit root- Dicky Fuller tests, ARIMA process. Fractional integrated process		
UNIT III	MODELING VOLATILITY CLUSTERING	8 Hours
Volatility-Meaning and measurement, Volatility clustering, Econometric models of volatility, ARCH model, GARCH model and its various extensions, testing for ARCH/GARCH effects		
UNIT IV	MULTIVARIATE STATIONARY AND NON-STATIONARY PROCESSES	8 Hours
Vector autoregressive model, Granger causality, impulse response function, variance decomposition		
UNIT V	MULTIVARIATE NON-STATIONARY PROCESSES	8 Hours
Introduction to cointegration, testing for cointegration: Single-equation approaches: Engle Granger method, Johansen test for cointegration, Vector error correction model		
Suggested Self-Study Topics Time Series Clustering, Anomaly Detection, Traffic Prediction, Data Preprocessing.		
		Tutorial
		10 Hours
		Theory
		30 Hours
		Total
		40 Hours
References		
1. Brooks, C., Introductory Econometrics for Finance, 3rd Edition, Cambridge University Press, 2014. 2. Enders, W., Applied Econometric Time Series, second edition, John Wiley and Sons, 2006. 3. Hamilton, J. D., Time Series Analysis, Princeton University Press, 1994. 4. Johnston J. and DiNardo, J. Econometric Methods. 4th Ed. McGraw-Hill 1997. 5. Maddala G.S. and In-Moo Kim, Unit Roots, Cointegration, and Structural Change, 1998		
Online Resources		
1. https://www.coursera.org/projects/googlecloud-understand-explore-and-visualize-a-time-series-dataset-4ghdl . 2. https://www.coursera.org/projects/intro-time-series-analysis-in-r 3. https://www.udemy.com/course/forecasting-python 4. https://www.coursera.org/projects/time-series-analysis-arima-with-r 5. https://www.intel.com/content/www/us/en/developer/topic-technology/artificial-intelligence/training/course-time-series-analysis.html		

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PROFESSIONAL ELECTIVES – BANKING AND INSURANCE

24MBB01	Indian Economy and Indian Financial System				L	T	P	C	
					4	0	0	4	
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">Basic concepts of Economics, Financial Systems					Mode of Assessment		Weightage (%)		
					Continuous Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To understand the structure of the Indian economy and key economic concepts relevant to the banking and financial sector.To analyze the architecture of the Indian financial system and evaluate various financial products and markets.To apply knowledge of financial services and regulatory frameworks to assess market dynamics and banking operations.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Interpret the structure and issues of the Indian economic architecture and its global interlinkages.								
CO2	Apply fundamental economic concepts to understand key indicators influencing the banking sector.								
CO3	Analyze the components and regulations of the Indian financial system and its recent developments.								
CO4	Evaluate diverse financial products and instruments available in the Indian financial markets.								
CO5	Examine financial services and market interlinkages including roles of merchant banking and para banking services.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3								
2	3			2					
3		3	2	2				3	
4									

5		3	3		3			3	
UNIT I		INDIAN ECONOMIC ARCHITECTURE						8 Hours	
An Overview of the Indian Economy, Economic Planning in India, Sectors of the Indian Economy, Role of Priority Sector and MSME in the Indian Economy, Infrastructure including Social Infrastructure, Globalization – Impact on India, Economic Reforms, Foreign Trade Policy, Foreign Investments, and Economic Development, International Economic Organizations (World Bank, IMF, etc.), Climate change, Sustainable Development Goals (SDGs), Issues facing Indian Economy.									
UNIT II		ECONOMIC CONCEPTS RELATED TO BANKING						8 Hours	
Fundamentals of Economics, Microeconomics, Macroeconomics, and Types of Economies, Supply and Demand, Money Supply and Inflation, Theories of Interest, Business Cycles, Monetary Policy and Fiscal Policy, National Income and GDP Concepts, Union Budget.									
UNIT III		INDIAN FINANCIAL ARCHITECTURE						8 Hours	
Indian Financial System – An Overview, Indian Banking Structure, Banking Regulation Act, 1949, and RBI Act, 1934, Development Financial Institutions, Micro Finance Institutions, Non-Banking Financial Companies, Insurance Companies, Indian Financial System – Regulators & their roles Reforms & Developments in the Banking Sector.									
UNIT IV		FINANCIAL PRODUCTS						8 Hours	
Money Markets and Capital Markets, Fixed Income Markets – Debt / Bond Markets, Capital Markets and Stock Exchanges, Forex Markets, Derivatives Market including Credit Default Swaps, Mutual Funds, Insurance Products, Pension Funds (including APY, NPS), Venture Capital, Leasing and Hire Purchase, Real Estate Investment Funds / Infrastructure Investment Fund (REITs/InvITs), Factoring, Forfeiting & Trade Receivables Discounting System (TReDS).									
UNIT V		FINANCIAL SERVICES						8 Hours	
Overview of Financial Markets, Interconnection of Various Markets / Market Dynamics, Merchant Banking Services, Credit Rating Agencies & their Functions, Guidelines on Para Banking & Financial Services Provided by Banks.									
Suggested Self-Study Topics:									
Digital Banking, FinTech Innovations in India, Green Finance, Central Bank Digital Currency, Anti-Money Laundering									
								Theory	40 Hours
								Total	40 Hours
References									
1. Mishra & Puri, Indian Economy, Himalaya Publishing House, 41 st Edition, 2023. 2. Sundaram K.P.M., Vaish M.C., Banking Theory, Law & Practice, Sultan Chand & Sons, 21 st Revised Edition, 2022. 3. Bharti V. Pathak, The Indian Financial System: Markets, Institutions and Services, Pearson Education, 5 th Edition, 2020. 4. D.M. Mithani, Money, Banking, International Trade and Public Finance, Himalaya Publishing House, Revised Edition, 2021. 5. K.C. Shekhar, Lekshmy Shekhar, Banking Theory and Practice, Vikas Publishing House, 22 nd Edition, 2021.									
Online Resources									
1. https://www.rbi.org.in/ 2. https://www.indiabudget.gov.in/economicsurvey/ 3. https://www.niti.gov.in/ 4. https://www.investopedia.com/ 5. https://nptel.ac.in/courses/109/104/109104184/									

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24MBB02	Principles and Practices of Banking			L	T	P	C
				4	0	0	4
Pre-requisite		Assessment Pattern					
<ul style="list-style-type: none">Basic concepts of Banking		Mode of Assessment			Weightage (%)		
		Continuous Assessment			40		
		Semester End Examinations			60		
Course Objectives							
<ul style="list-style-type: none">To demonstrate knowledge of general banking operations, legal framework, and customer service standards.To analyze the architecture of the Indian financial system and evaluate various financial products and markets.To apply knowledge of financial services and regulatory frameworks to assess market dynamics and banking operations.							
Programme Outcomes (POs)							
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.						
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.						
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.						
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems						
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.						
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.						
Course Outcomes (COs)							
The students will be able to:							
CO1	Explain the general banking operations and develop an understanding of customer service, AML-KYC norms, and financial inclusion.						
CO2	Interpret the legal framework governing financial services including consumer rights, grievance redressal, and transparency laws.						
CO3	Apply principles of lending, assess credit facilities, and understand documentation and recovery processes for various types of loans.						
CO4	Analyze the role of banking technology, digital systems, cybersecurity, and emerging fintech trends in modern banking operations.						
CO5	Evaluate ethical issues in banking and understand the importance of professional integrity in financial institutions.						

Articulation Matrix										
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	
1	3			3						
2	3			3						
3		3	3		3					
4				3	3			2		
5								2		
UNIT I		GENERAL BANKING OPERATIONS							8 Hours	
Banker-Customer Relationship, AML-KYC Guidelines, Operational Aspects of KYC, Opening Accounts of Various Types of Customers, Operational Aspects of Deposit Accounts Operational Aspects of Handling Clearing/Collection/Cash, Banker’s Special Relationship Foreign Exchange Remittance Facilities for Individuals, Operational Aspects of NRI Business Foreign Currency Accounts for Residents and Other Aspects, Cash Management Services and Its Importance, Payment and Collection of Cheques and Other Negotiable Instruments, Responsibility of Paying Bank, Responsibility of Collecting Bank, Ancillary Services, Financial Inclusion & Financial Literacy, Customer Service Guidelines.										
UNIT II		LEGAL FRAMEWORK IN FINANCIAL SERVICES							8 Hours	
Grievance Redressal & RBI Integrated Ombudsman Scheme 2021, The Consumer Protection Act, 2019: Preamble, Extent and Definitions, The Right to Information Act, 2005.										
UNIT III		FUNCTIONS OF BANKS							8 Hours	
Principles of Lending, Different Types of Borrowers, and Types of Credit Facilities, Appraisal and Assessment of Credit Facilities, Operational Aspects of Loan Accounts, Types of Collaterals and Their Characteristics, Different Modes of Charging Securities, Documentation, Non-Performing Assets/ Stressed Assets, Important Laws Relating to Recovery Of Dues, Contracts of Indemnity Contracts of Guarantee & Bank Guarantee, Letters of Credit, Deferred Payment Guarantee, Laws Relating to Bill Finance, Credit Cards, Home Loans, Personal Loans, Consumer Loans, Priority Sector Advances, Agricultural Finance, Finance to MFIs/Co-Lending Arrangements with NBFCs Micro, Small and Medium Enterprises in India, Government Sponsored Schemes, Self-Help Groups.										
UNIT IV		BANKING TECHNOLOGY							8 Hours	
Essentials of Bank Computerization, Operational Aspects of the CBS Environment, Alternate Delivery Channels – Digital Banking, Data Communication Network and EFT Systems, Digital Payment Systems – NPCI, Impact of Technology Adoption and Trends in Banking Technology Security Considerations and Mitigation Measures in Banks, Operational Aspects of Cyber Crimes/Fraud Risk Management in Cyber Tech, Technology trends in Banking, e-RUPI, Fintech – RegTech, SupTech, Hashtag banking.										
UNIT V		ETHICS IN BANKS AND FINANCIAL INSTITUTIONS							8 Hours	
Ethics, Business Ethics & Banking: An Integrated Perspective, Ethics at the Individual Level, Ethical Dimensions: Employees, Work Ethics and the Workplace, Banking Ethics: Changing Dynamics.										
Suggested Self-Study Topics:										
Basel Norms, Shadow Banking System in India, Role of Artificial Intelligence and Machine Learning in Banking, Cryptocurrency, ESG (Environmental, Social, Governance) in Financial Services										
								Theory	40 Hours	
								Total	40 Hours	

References
<ol style="list-style-type: none">1. Gordon, E., & Natarajan, K., <i>Banking Theory Law and Practice</i>, 25th Edition, Himalaya Publishing House, 2022.2. Indian Institute of Banking and Finance (IIBF), <i>Principles and Practices of Banking</i>, Macmillan Education, 3rd Edition, 2021.3. Muraleedharan, D., <i>Modern Banking: Theory and Practice</i>, 2nd Edition, PHI Learning Pvt. Ltd., 2022.4. Machiraju, H.R., <i>Modern Commercial Banking</i>, New Age International Publishers, 3rd Edition, 2021.5. Koch, W., & MacDonald, S. S., <i>Bank Management</i>, 8th Edition, Cengage Learning, 2015.
Online Resources
<ol style="list-style-type: none">1. https://onlinecourses.nptel.ac.in/noc25_mg40/preview2. https://www.rbi.org.in/3. https://www.ibps.in/4. https://www.iibf.org.in/5. https://www.npci.org.in/

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24MBB03	Accounting and Financial Management for Bankers	L	T	P	C
		4	0	0	4
Pre-requisite		Assessment Pattern			
<ul style="list-style-type: none">Basic concepts of Banking	Mode of Assessment		Weightage (%)		
	Continuous Assessment		40		
	Semester End Examinations		60		
Course Objectives					
<ul style="list-style-type: none">To enable students to understand and apply core accounting principles, processes, and standards relevant to banking operations.To develop the ability to analyze and prepare company financial statements, assess financial performance, and manage financial decisions.To equip students with foundational knowledge of taxation, costing techniques, and financial tools essential for banking and finance professionals.					
Programme Outcomes (POs)					
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.				
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.				
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems				
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.				
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.				
Course Outcomes (COs)					
The students will be able to:					
CO1	Apply basic accounting principles to maintain records, reconcile bank statements, rectify errors, and handle bank audits efficiently.				
CO2	Understand company types and share capital accounting, distinguishing partnerships from companies and handling share issue transactions.				
CO3	Prepare company financial statements as per Ind AS and Schedule III, including profit/loss and consolidated reports.				
CO4	Use financial ratios, YTM, and capital budgeting tools for effective financial decisions in banking and investment scenarios.				
CO5	Apply income tax, TDS, GST rules and costing techniques like marginal costing and budgeting for financial control.				

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3								
2	3	3			3				
3	3		3						2
4			3	3	3				
5				3					
UNIT I		ACCOUNTING PRINCIPLES AND PROCESSES							8 Hours
Definition, Scope, and Accounting Standards including Ind AS, Basic Accountancy Procedures Maintenance of Cash/Subsidiary Books and Ledger, Bank Reconciliation Statement, Trial Balance, Rectification of Errors, and Adjusting & Closing Entries, Depreciation & its Accounting Capital and Revenue Expenditure, Bills of Exchange, Operational Aspects of Accounting Entries Back Office Functions/Handling Unreconciled Entries in Banks, Bank Audit & Inspection.									
UNIT II		COMPANY ACCOUNTS – I							8 Hours
Definition, Types of Companies, Distinction between Partnership and Limited Liability Company, Classes of Share Capital, Issue of Shares, Voting and Non-voting shares.									
UNIT III		COMPANY ACCOUNTS – II							8 Hours
Forms of Balance sheet, General instructions for preparation of balance sheet, General instructions for preparation of statement of Profit and Loss, General instructions for preparation of consolidated Financial Statements, Impact of IND AS on Financial Statements.									
UNIT IV		FINANCIAL MANAGEMENT							8 Hours
Ratio Analysis, Financial Mathematics – Calculation of Interest & Annuities, Financial Mathematics – Calculation of YTM, Financial Mathematics – Forex Arithmetic, Capital Structure and Cost of Capital, Capital Investment Decisions/Term Loans, Equipment Leasing/Lease Financing, Working Capital Management, Derivatives.									
UNIT V		TAXATION AND FUNDAMENTALS OF COSTING							8 Hours
Taxation: Income Tax/TDS/Deferred Tax, Goods & Services Tax, An Overview of Cost & Management Accounting, Costing Methods, Standard Costing, Marginal Costing, Budgets and Budgetary Control.									
Suggested Self-Study Topics:									
							Theory	40 Hours	
							Total	40 Hours	
References									
1. Grewal, T.S., & Gupta, S.C. <i>Financial Accounting</i> , Sultan Chand & Sons, Revised Edition, 2022. 2. Shukla, M.C., Grewal, T.S., & Gupta, S.C. <i>Corporate Accounting</i> , 21st Edition, S. Chand Publishing, 2021. 3. Chandra, Prasanna. <i>Financial Management: Theory and Practice</i> , 10th Edition, McGraw Hill Education, 2021. 4. Arora, M.N. <i>Cost Accounting: Principles and Practice</i> , 13th Edition, Vikas Publishing House, 2022. 5. Singhania, Vinod K., & Singhania, Monica. <i>Students' Guide to Income Tax including GST</i> , 68th Edition, Taxmann Publications, 2024.									
Online Resources									
1. https://onlinecourses.nptel.ac.in/noc24_mg81/preview 2. https://www.icaai.org/post/indian-accounting-standards-indas									

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|--|
| <ol style="list-style-type: none">3. https://cleartax.in/s/gst-law-goods-and-services-tax4. https://www.rbi.org.in/financialeducation/5. https://onlinecourses.nptel.ac.in/noc24_mg114/preview |
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24MBB04	Retail Banking and Wealth Management				L	T	P	C														
					4	0	0	4														
Pre-requisite					Assessment Pattern																	
<ul style="list-style-type: none">Basic concepts of Banking					Mode of Assessment		Weightage (%)															
					Continuous Assessment		40															
					Semester End Examinations		60															
Course Objectives																						
<ul style="list-style-type: none">To introduce the fundamentals and operational structure of retail banking, including key products, services, and customer engagement strategies.To equip students with the knowledge of marketing techniques, technology integration, and CRM practices in retail financial services.To develop an understanding of wealth management strategies including investment, risk, retirement, and tax planning tailored for various client profiles.																						
Programme Outcomes (POs)																						
<table><tr><td>PO1</td><td>Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.</td></tr><tr><td>PO2</td><td>Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.</td></tr><tr><td>PO3</td><td>Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.</td></tr><tr><td>PO4</td><td>Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems</td></tr><tr><td>PO5</td><td>Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.</td></tr><tr><td>PO8</td><td>Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.</td></tr><tr><td>PO9</td><td>Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.</td></tr></table>									PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.	PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.	PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.	PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems	PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.	PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.	PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.																					
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.																					
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.																					
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems																					
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.																					
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.																					
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.																					
Course Outcomes (COs)																						
The students will be able to:																						
<table><tr><td>CO1</td><td>Understand the scope, applicability, and operations of retail banking, and differentiate it from corporate and wholesale banking services.</td></tr><tr><td>CO2</td><td>Analyze retail banking products, credit scoring, loan recovery mechanisms, and digital innovations including AI in product delivery.</td></tr><tr><td>CO3</td><td>Apply marketing strategies, CRM, service standards, and delivery models in retail banking for enhanced customer engagement.</td></tr><tr><td>CO4</td><td>Evaluate client profiling, investment planning, risk and retirement strategies for effective wealth management practices.</td></tr><tr><td>CO5</td><td>Formulate advanced wealth management strategies, including tax planning, HNI services, ethical practices, and use of digital tools.</td></tr></table>									CO1	Understand the scope, applicability, and operations of retail banking, and differentiate it from corporate and wholesale banking services.	CO2	Analyze retail banking products, credit scoring, loan recovery mechanisms, and digital innovations including AI in product delivery.	CO3	Apply marketing strategies, CRM, service standards, and delivery models in retail banking for enhanced customer engagement.	CO4	Evaluate client profiling, investment planning, risk and retirement strategies for effective wealth management practices.	CO5	Formulate advanced wealth management strategies, including tax planning, HNI services, ethical practices, and use of digital tools.				
CO1	Understand the scope, applicability, and operations of retail banking, and differentiate it from corporate and wholesale banking services.																					
CO2	Analyze retail banking products, credit scoring, loan recovery mechanisms, and digital innovations including AI in product delivery.																					
CO3	Apply marketing strategies, CRM, service standards, and delivery models in retail banking for enhanced customer engagement.																					
CO4	Evaluate client profiling, investment planning, risk and retirement strategies for effective wealth management practices.																					
CO5	Formulate advanced wealth management strategies, including tax planning, HNI services, ethical practices, and use of digital tools.																					
Articulation Matrix																						
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9													
1	3			3																		
2	3		3	3																		
3		3			3				3													
4	3							2														

5		3			2			2	
UNIT I		RETAIL BANKING						8 Hours	
Retail Banking: Introduction, Retail Banking: Role within the Bank Operations, Applicability of Retail Banking Concepts and Distinction between Retail and Corporate/Wholesale Banking, Branch Profitability.									
UNIT II		RETAIL PRODUCTS AND RECOVERY						8 Hours	
Customer Requirements, Product Development Process, Credit Scoring, Important Retail Liability Products, Important Retail Asset Products, Credit and Debit Cards, Remittance Products, Digitisation of Retail Banking Products, Role of AI and Technology in Retail Banking, Recovery of Retail Loans Management Information Systems, Securitization.									
UNIT III		MARKETING OF BANKING SERVICES/PRODUCTS						8 Hours	
Marketing – An Introduction, Delivery Channels in Retail Banking, Delivery Models, Customer Relationship Management in Retail Banking, Service Standards for Retail Banking, Marketing Information Systems- A Longitudinal Analysis									
UNIT IV		WEALTH MANAGEMENT						8 Hours	
Introduction to wealth management, client profiling and goal setting, investment management, retirement and estate planning, Risk Management.									
UNIT V		ADVANCED WEALTH MANAGEMENT STRATEGIES						8 Hours	
Tax planning and compliance, Banking and Financial Services for HNIs, Wealth management products and services, Web and digital tools in wealth management, recent trends and ethical aspects of wealth management.									
Suggested Self-Study Topics:									
Neobanks and Digital-only Banking Models, Fraud Detection in Digital Banking, Data Protection in Banking, Role of Chatbots in Banking, Behavioral Finance in Retail Banking and Wealth Management.									
								Tutorial	10 Hours
								Theory	30 Hours
								Total	40 Hours
References									
<ol style="list-style-type: none">1. Gordon, E., & Natarajan, K. Banking Theory Law and Practice, Himalaya Publishing House, 25th Edition, 2022.2. Indian Institute of Banking & Finance (IIBF). Retail Banking, Taxmann Publications, 2nd Edition, 2020.3. Suresh, P., & Paul, P. J. Management of Banking and Financial Services, Pearson Education, 3rd Edition, 2017.4. Leimberg, S. R., Satinsky, M. S., Doyle Jr., R. J., & Jackson, T. L. Tools & Techniques of Wealth Management, National Underwriter Company, 4th Edition, 2014.5. Mishkin, F. S., & Eakins, S. G. Financial Markets and Institutions, Pearson Education, 9th Edition, 2018.									
Online Resources									
<ol style="list-style-type: none">1. https://onlinecourses.nptel.ac.in/noc25_mg40/preview2. https://onlinecourses.nptel.ac.in/noc23_mg62/preview3. https://nptel.ac.in/courses/1101071424. https://archive.nptel.ac.in/courses/110/107/110107144/5. https://onlinecourses.nptel.ac.in/noc25_mg08/preview									

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24MBB05	PRINCIPLES AND PRACTICES OF LIFE INSURANCE		L	T	P	C
			4	0	0	4
Pre-requisite			Assessment Pattern			
<ul style="list-style-type: none">Basic Concepts of Insurance and Financial Systems			Mode of Assessment		Weightage (%)	
			Continuous Assessment		40	
			Semester End Examinations		60	
Course Objectives						
<ul style="list-style-type: none">Understand and apply the fundamental principles of life insuranceExplore the legal principles governing life insurance contractsAnalyse and evaluate different life insurance plans and riders						
Programme Outcomes (POs)						
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.					
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.					
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.					
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems					
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.					
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.					
Course Outcomes (COs)						
The students will be able to						
CO1	To explore knowledge of Life insurance, history and its development in India.					
CO2	To know about various provisions in Life insurance policies.					
CO3	To understand and aware of various Life insurance policies.					
CO4	To explore knowledge on claims procedure & documentation in risk and premium.					
CO5	To have in-depth knowledge of underwriting and investment procedures.					

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3								
2	3	3		3					
3			3	3				3	
4			3					3	
5	3	3			3				
Unit I		Principles of Life Insurance							8 Hours
Meaning of Life Insurance – The Evolution and Growth of Life Insurance – Basic Principles of Insurance – Life Insurance Organizations in India-- Competition and Regulation of Life Insurance.									
Unit II		Life Insurance Policies Evaluation							8 Hours
Types of Life Insurance Policies – Term Life Insurance – Whole Life insurance – Endowment Life Insurance – Unit Linked Policies with or without Profit Policies –Customer Evaluation – Policy Evaluation – Cost and Benefit – Group and Pension Insurance Policies – Special features of Group Insurance / Super Annuation Schemes – Group Gratuity Schemes – Super Annuation schemes.									
Unit III		Claim Settlement							8 Hours
Computation of Premiums and Settlement of claims: Premium defined – Premium Calculation Including Rebates – Mode of Rebates – Large sum assured Rebates – Premium Loading – Rider Premiums – Computation of Benefits – Surrender value – Paid up value – Settlement of claims: Intimation procedure, documents and settlement procedures.									
Unit IV		Underwriting							8 Hours
Underwriting: The need for underwriting – Guiding principles of Underwriting – Factors affecting Insurability – Methods of Life Classification – Laws affecting Underwriting.									
UNIT V		Investment in Insurance							8 Hours
Financial Planning and taxation: Savings – Insurance vis-à-vis- Investment in the Units Mutual Funds, Capital Markets – Life Insurance in Individual Financial Planning – Implications in IT treatment.									
									Total
									40 Hours
Suggested Self Study Topics									
Utmost Good Faith, Indemnity, Proximate Cause, Steps Involved in the Claim Settlement Process, tax benefits of life insurance policies									
References									
1. M. N. Mishra, Insurance Principles and Practices, 12th Edition, S. Chand & Co, New Delhi, 2020.									

2. Kanika Mishra, Fundamentals of Life Insurance: Theories and Applications, Latest Edition, Prentice Hall of India, New Delhi, 2021.
3. G. S. Pande, Insurance - Principles and Practices of Insurance, 6th Edition, Himalaya Publishing House, 2020.
4. G. R. Desai, Life Insurance in India, Latest Edition, Macmillan India, 2021.
5. K.C. Mishra & C.S. Kumar, Life Insurance: Principles and Practice, Latest Edition, Cengage Learning, New Delhi, 2021.
6. H. Sadhak, Life Insurance in India, Latest Edition, Response Books, New Delhi, 2021.

Online Resources

1. https://onlinecourses.swayam2.ac.in/cec20_mg24/preview
2. <https://dosily.com/course/basic-principles-of-insurance/>
3. <https://www.coursera.org/learn/foundations-of-insurance>
4. <https://alison.com/course/insurance-underwriting-principles-and-practices>
5. www.insuranceinstituteofindia.com

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24MBB06	PRINCIPLES AND PRACTICE OF GENERAL INSURANCE		L	T	P	C
			4	0	0	4
Pre-requisite		Assessment Pattern				
<ul style="list-style-type: none">Functions of InsuranceInsurance regulations		Mode of Assessment		Weightage (%)		
		Continuous Assessment		40		
		Semester End Examinations		60		
Course Objectives						
<ul style="list-style-type: none">Understand the fundamentals and evolution of general insuranceExplore various non-life miscellaneous insurancesMaster the process of underwriting and premium setting in general insurance						
Programme Outcomes (POs)						
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.					
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.					
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.					
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems					
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.					
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.					
Course Outcomes (COs)						
The students will be able to						
CO1	To explore knowledge on General insurance and its various types in India.					
CO2	To know about various provisions in health insurance contract.					
CO3	To understand and aware of various fire insurance policies.					
CO4	To explore knowledge on claims procedure & documentation in general insurance.					
CO5	To have in depth knowledge on various miscellaneous insurances prevail in India.					

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3				2				
2	3	3		3	2				
3			3					3	
4			3	2					
5		3							
Unit I		Introduction							8 Hours
Meaning of General Insurance – The Evolution and Growth of General Insurance – Types of General Insurance –General Insurance Corporation Act - Areas of General Insurance - Structure - Classification - Salient features of Indian general insurance market.									
Unit II		Motor Insurance							8 Hours
Motor Vehicles Act 1988 - Requirements for compulsory third party insurance - Certificate of insurance – Liability without fault – Compensation on structure formula basis - Hit and Run Accidents.									
Unit III		Fire Insurance							8 Hours
Features – Kinds of policies – Policy conditions – Payment of claims – Standard Fire and Special peril Policy - Documentation - Cover Note - Calculation of premium.									
Unit IV		Marine Insurance							8 Hours
Contract of Marine Insurance – Classes of policies – Function of Marine insurance - Policy conditions – Marine Losses - Insurance intermediaries.									
UNIT V		Agriculture Insurance							8 Hours
Types of agricultural insurances - Crop insurance - Problems of crop insurance - Crop Insurance vs Agricultural relief - Considerations in Crop insurance - Live Stock Insurance.									
								Total	40 Hours
Suggested Self Study Topics									
Third-party insurance, marine insurance policies, conditions, and intermediaries, examine agricultural insurance, including crop and livestock insurance challenges									
References									
1. M.N. Mishra, Insurance Principles and Practices, 12th Edition, S. Chand & Co, 2020. 2. P.S. Palandi, Insurance in India, Latest Edition, Response Books – Sagar Publications, 2021. 3. C. Gopalkrishna, Insurance – Principles and Practices, Latest Edition, Sterling Publishers Private Ltd., 2021. 4. M.N. Mishra & S.B. Mishra, Insurance - Principles and Practice, 10th Edition, S. Chand & Company Ltd, 2021. 5. Dr. P.K. Gupta, Principles and Practice of Non-Life Insurance, 6th Edition, Himalaya Publishing House, 2020.									
Online Resources									

1. www.gicofindia.com
2. <https://library.itc.ac.ug/qualifications/certificate-of-proficiency-in-insurance/principles-and-practice-of-general-insurance-business>
3. <https://www.udemy.com/course/ic-11-practice-of-general-insurance-mcq-mock-test-iii-licentiate-exam/?couponCode=ST11MT170325G3>
4. www.insuranceinstituteofindia.com
5. www.insureatclick.com

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24MBB07	RISK MANAGEMENT AND INSURANCE		L	T	P	C
			4	0	0	4
Pre-requisite		Assessment Pattern				
<ul style="list-style-type: none">Risk management		Mode of Assessment	Weightage (%)			
		Continuous Assessment	40			
		Semester End Examinations	60			
Course Objectives						
<ul style="list-style-type: none">To understand the fundamental concepts of risk, uncertainty, and the rationale behind risk management in organizations.To develop skills in identifying, assessing, and analyzing various types of risks, including physical, financial, and legal risks.To explore and apply risk control tools and techniques, including risk avoidance, reduction, financing, and transfer methods.						
Programme Outcomes (POs)						
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.					
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.					
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.					
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems					
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.					
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.					
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.					
Course Outcomes (COs)						

The students will be able to										
CO1	Demonstrate a clear understanding of risk and uncertainty, and the importance of risk management in organizational contexts.									
CO2	Analyze and measure risks across various asset categories and apply risk control tools to mitigate exposures.									
CO3	Evaluate insurance markets, pricing mechanisms, and regulatory frameworks for assessing insurance policies and contracts.									
CO4	Assess and manage different types of liability risks and apply appropriate insurance strategies for risk control.									
CO5	Design and implement risk management policies using risk control techniques, financing, and transfer strategies to minimize organizational risk.									
Articulation Matrix										
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	
1	3			3						
2	3		3		3					
3			3		3				2	
4				3				2		
5		3		3	3			2		
Unit I		Risk Management							8 Hours	
Introduction to risk and uncertainty – Rationale for Risk Management in organizations - Sources of Risk – Exposures to Risk – Framework for Potential Risk - Identification – Hazard and Loss Analysis – Risk Evaluation – Direct and Indirect Losses.										
Unit II		Risk Assessment							8 Hours	
Risk identification – risk analysis – Exposures – physical assets – financial assets – human assets – legal liability – work-related injury – Risk measurement - Risk Control Tools – Risk financing techniques – Risk Management Decisions – Data Organisation and Analysis.										
Unit III		Insurance Markets and Functions							8 Hours	
Insurance Industry –Pricing of Insurance – Insurance Regulation (IRDA) – Financial assessment – Legal Aspects of Insurance Contracts – Insurance Contract Analysis – property and liability coverage – Classification of Policies – Annuities – Surrender Values – Valuation and Surplus.										
Unit IV		Insurance Evaluation							8 Hours	
Analytical in corporate risk management — products liability – Environmental liability – Directors and Officers Liability-Issues in liability risk and management- Valuation Balance Sheet – Life Insurance Accounts – Fire Insurance Accounts – Marine Insurance Accounts – Essential Elements of Insurance Contract – Practical Problems.										
UNIT V		Risk Control							8 Hours	

Risk Control Tools and Techniques in Insurance – Risk Avoidance – Risk Reduction – Prevention of Loss – Loss Control – Risk Financing – Risk Retention – Risk Transfer – Risk Management Policy.	
Total	40 Hours
Suggested Self Study Topics Various types of risks (physical, financial, legal) in organizations, liability coverage, annuities, and surrender values, Product, environmental, and directors' and officers' liability in corporate risk management.	
References <ol style="list-style-type: none"> 1. George E. Rejda & Michael McNamara, Principles of Risk Management and Insurance, 14th Edition, Pearson Education, 2022. 2. Emmett J. Vaughan & Therese M. Vaughan, Fundamentals of Risk and Insurance, 12th Edition, Wiley, 2021. 3. Robert W. Black, Risk Management and Insurance, 6th Edition, Pearson Education, 2020. 4. Harold D. Skipper & W. Jean Kwon, Risk Management and Insurance, 3rd Edition, Pearson, 2021. 5. Mark S. Dorfman, Introduction to Risk Management and Insurance, 10th Edition, Pearson Education, 2019. 	
Online Resources <ol style="list-style-type: none"> 1. https://www.coursera.org/learn/compliance-and-risk-management 2. https://www.coursera.org/specializations/risk-management 3. https://www.theirm.org/training/public-courses/certificate-in-risk-management-for-insurance/ 4. https://www.udemy.com/course/risk-analysis-and-insurance-planning-cfp-certification/ 5. https://www.oxfordhomestudy.com/courses/risk-management-online-courses/free-online-risk-management-courses-with-certificates 	

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PROFESSIONAL ELECTIVES – ENTREPRENEURSHIP

24MBE01	ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT	L	T	P	C
		4	0	0	4
Pre-requisite		Assessment Pattern			
<ul style="list-style-type: none">To know basic knowledge of what entrepreneurship involves.Awareness of the risks and rewards of starting a business.	Mode of Assessment	Weightage (%)			
	Continuous Assessment	40			
	Semester End Examinations	60			
Course Objectives					
<ul style="list-style-type: none">To develop entrepreneurial competence among the students.To enable the students to take up self-employment by exposing them to entrepreneurial competence and environment.To make the students understand business plan, launching of small business and management of small business.					
Programme Outcomes (POs)					
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.				
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.				
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems				
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.				
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.				
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.				
Course Outcomes (COs)					
The students will be able to:					
CO1	Acquire the qualities of a successful entrepreneur.				
CO2	Use the facilities provided by various agencies to successfully run the enterprise				
CO3	Select a best business idea by using appropriate methods to assess financial viability.				
CO4	Deploy the resources for a sustainable growth.				
CO5	Overcome the pitfalls encountered by a start-up				

Articulation Matrix										
	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	
CO1	3			3						
CO2	3				3					
CO3		2			3				2	
CO4		2		3				2		
CO5			3					2		
UNIT I		ENTREPRENEURIAL COMPETENCE							8 Hours	
Nature, Scope and Types of Entrepreneurships, Entrepreneur Personality Characteristics, Entrepreneurship Process.										
UNIT II		ENTREPRENEURIAL ENVIRONMENT							8 Hours	
Business Environment, Role of Family and Society, Institutional Support for Small Entrepreneurs, Central and State Government Industrial Policies and Regulations, Indian Start-up Eco-system, Tamilnadu Start-up community.										
UNIT III		BUSINESS PLAN PREPARATION							8 Hours	
Business Opportunities-SWOT, Seed Capital Assistance, Business Plan Process, Feasibility Study, Functional Plan Marketing Plan, Operational Plan, Organizational Plan, Financial Plan, Evaluation Criteria										
UNIT IV		MANAGEMENT OF SMALL BUSINESS							8 Hours	
Monitoring and Evaluation of Business, Causes of Sickness, Detecting and Preventing Sickness, Rehabilitation of Business Units.										
UNIT V		INTELLECTUAL PROPERTY RIGHTS FOR SMALL BUSINESS							8 Hours	
Importance of IPR in Small Business, IPR Legislation in India-TRIPS, WTO, GATT. Patents, Trademark, Copy Right and Geographical Indications.										
Suggested Self-Study Topics:										
Real time Social Entrepreneurs, Accelerators, Start-up India, Co-Working Spaces and TBis, Sensitivity Analysis of DSCR and Unicom Start-ups, SARPAESI Act, Documentation Process										
								Tutorial	10 Hours	
								Theory	30 Hours	
								Total	40 Hours	
References										
1. Hisrich, Entrepreneurship, New Delhi: Tata McGraw Hill, 2014.										
2. P. C Jain, Handbook for New Entrepreneurs, EDII, New Delhi: Oxford University Press, 2009.										
3. Prasanna Chandra, Projects - Planning, Analysis, Selection, Implementation and Reviews, New Delhi: Tata McGraw-Hill Publishing Company Limited, 2014.										
4. Subroto Bagchi., The High Performance Entrepreneur, New Delhi: Penguin Books, 2016.										
5. Thomas Zimmerer, Norman M. Scarborough and Doug Wilson, Essential of Entrepreneurship and Small Business Management, Prentice Hall of India, 2007										
Online Resources										
1. https://onlinecourses.nptel.ac.in										
2. https://www.coursera.org/										
3. https://www.startupindia.gov.in/										
4. https://openlearning.mit.edu/										
5. https://www.ediindia.org/										

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24MBE02	CREATIVITY, INNOVATION AND ENTREPRENEURSHIP				L	T	P	C	
					4	0	0	4	
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">Ability to identify challenges and turn them into opportunities for improvement.A clear sense of purpose and the ability to set short- and long-term goals.					Mode of Assessment		Weightage (%)		
					Continuous Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To enable the students to identify business opportunitiesTo enhance lateral thinking for innovation and creativityTo acquaint the students with the Intellectual Property Rights and Patents									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Generating the alternatives using lateral thinking and brain storming								
CO2	Selecting the best business opportunities through value analysis								
CO3	Handling the patent, copy right and trade mark issues								
CO4	Capable of applying TRIZ to solve the problem based on logic and data								
CO5	Eliminating the egos and dramatically reduce the amount of time spent in meetings through Six Thinking Hats.								
Articulation Matrix									
	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9
CO1	3		3	3					
CO2		3			3				
CO3	3								
CO4	3		3	3					2
CO5		3			3				2
UNIT I		BUSINESS OPPORTUNITY GUIDANCE						8 Hours	

Business Opportunity Identification, Opportunities into Ideas, Idea screening, Creativity and Innovation, Value Analysis		
UNIT II	CREATIVITY	8 Hours
Lateral Thinking, Lateral vs. Vertical Thinking, Use of Lateral Thinking, Techniques -Generation of Alternatives, Fractionation, Reversal Method, Analogies		
UNIT III	INNOVATION	8 Hours
Sources of Innovation, Types of Innovation, Goals of Innovation, Diffusion of Innovation, Basics of TRIZ, Innovation Management, Innovation Driven Enterprises.		
UNIT IV	SIX THINKING HATS	8 Hours
Brainstorming, Six Hats, Using the Hats, Benefits of Six Thinking Hats.		
UNIT V	INTELLECTUAL PROPERTY RIGHTS	8 Hours
TOWS Analysis, Pitch Pests, Misconceptions and Myths about Creativity & Innovation, Mechanism of Diffusion, Thinking Out of the Box, Registering a Trademark		
Suggested Self-Study Topics: Real time Social Entrepreneurs, Accelerators, Start-up India, Co-Working Spaces and TB is, Sensitivity Analysis of DSCR and Unicom Start-ups, SARPAESI Act, Documentation Process		
Tutorial		10 Hours
Theory		30 Hours
Total		40 Hours
References		
1. Edward De Bono, "Lateral Thinking", England: Penguin/Viking Books, 2016. 2. Edward De Bono, "Six Thinking Hats", England: Penguin/Viking Books, 2016. 3. Dr.Rekha Shetty & Adhilsheety, "Corporate Strategy Mind Power Innovation" Chennai: Mind Power publications, 2015. 4. Allan Afuah, "Innovation Strategy", New Delhi: Oxford University press, 2015. 5. John Adair, "The Art of Creative Thinking: How to Be Innovative and Develop Great Ideas"		
Online Resources		
1. https://onlinecourses.nptel.ac.in 2. https://www.coursera.org/ 3. https://www.startupindia.gov.in/ 4. https://openlearning.mit.edu/ 5. https://www.ediindia.org/		

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24MBE03	LEGAL AND REGULATORY FRAME WORK FOR ENTREPRENEURSHIP					L	T	P	C
						4	0	0	4
Pre-requisite			Assessment Pattern						
<ul style="list-style-type: none">To understand the different legal entities.To understanding business tax obligations			Mode of Assessment				Weightage (%)		
			Continuous Assessment				40		
			Semester End Examinations				60		
Course Objectives									
<ul style="list-style-type: none">To acquaint the students with the procedure for setting up of an enterprises and registration formalitiesTo enable the students to choose appropriate form of organizationTo enhance the knowledge of students in the area of Taxation and Corporate Governance									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Generating the alternatives using lateral thinking and brain storming								
CO2	Selecting the best business opportunities through value analysis								
CO3	Handling the patent, copy right and trade mark issues								
CO4	Capable of applying TRIZ to solve the problem based on logic and data								
CO5	Eliminating the egos and dramatically reduce the amount of time spent in meetings through Six Thinking Hats.								
Articulation Matrix									
	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9
CO1	3				2				
CO2		3	3	3	3			2	
CO3	3		3					2	
CO4	3			3					2
CO5		3		3					2

UNIT I	MICRO, SMALL AND MEDIUM, AND LARGE ENTERPRISES	8 Hours
Definition of Tiny, Small, Medium and Large Enterprises, Procedure for Setting Up these Enterprises, Registration Formalities, Incentives and Subsidies.		
UNIT II	FORMS OF ORGANIZATION	8 Hours
Sole Proprietorship, Partnership, Public Limited and Private Limited Companies, Limited Liability partnership - Formation, Registration, Uniqueness, Conversion of Partnership, Private I Unlisted Public Companies into LLP.		
UNIT III	GOODS AND SERVICE TAX (GST) AND VAT	8 Hours
Indirect Taxes, GST, GST Mechanism, GST and its Impact on Various Sectors, VAT -Rules Regulations Governing VAT, Filing of Tax Returns, Taxation with Special Reference to MSME.IT		
UNIT IV	INCOME TAX	8 Hours
Direct Tax -Personal Income and Corporate Tax, Deductions and Rebates, Taxability of Capital Gains, Investments, Filing of Tax Returns		
UNIT V	CORPORATE GOVERNANCE	8 Hours
Governance Committee, Audit Committee, Compensation Committee -Roles and Responsibilities, Independent Directors, Whistle Blowing, RTI Act, Insider Trading.		
Suggested Self-Study Topics: Recent Amendments and Changes, Limiting Benefits of LLP, Role in VAT, Tax Planning, Ethics in Entrepreneurship, OPC, Special Tax Holidays for Startups		
Tutorial		10 Hours
Theory		30 Hours
Total		40 Hours
References		
1.Akhileshwar Pathak, "Legal Aspects of Business", New Delhi: Tata McGraw Hill, 2016. 2.Ramani K K& Jain N C, "Limited Liability Partnership (LLP)-Tax Planning, Law and Practice", 3.Kamal Garg, "Goods & Service Tax", New Delhi: Bharat Law House Pvt. Ltd.,2015. 4.Ram Charan, "Owning up-The 14 Questions Every Board Member Needs to Ask", New Delhi: Wiley India Pvt. Ltd, 2015. 5.Legal Framework, www.rbi.org.in		
Online Resources		
1. https://onlinecourses.nptel.ac.in 2. https://www.coursera.org/ 3. https://www.startupindia.gov.in/ 4. https://openlearning.mit.edu/ 5. https://www.ediindia.org/		

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24MBE04	SOFT SKILLS FOR ENTREPRENEURS					L	T	P	C
						4	0	0	4
Pre-requisite			Assessment Pattern						
<ul style="list-style-type: none">To Eempathize with others (customers, partners, employees).To think outside the box.			Mode of Assessment				Weightage (%)		
			Continuous Assessment				40		
			Semester End Examinations				60		
Course Objectives									
<ul style="list-style-type: none">To heighten the awareness of developing emotional intelligence that may influence the running of business.To enable the students to manage their time effectively.To equip them in building rapport and being ethical towards society.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems								
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Influence people without losing emotional balance.								
CO2	Will win and allow others to win.								
CO3	Can easily connect with people.								
CO4	Create an organization, which is ethically and socially upright.								
CO5	Ability to follow business etiquettes								
Articulation Matrix									
	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9
CO1	3		3	2					
CO2		3							3
CO3	3		3				3		
CO4			3						
CO5		3		3					3
UNIT I		EMOTIONAL INTELLIGENCE						8 Hours	
Introduction, Perceiving Emotions, Understanding Emotions, Managing Emotions, Developing Emotional Intelligence, Persuasion									

UNIT II	SELF-DEVELOPMENT	8 Hours
Johari Window, Building Interpersonal Skills - Transactional Analysis, Time Management - Steven Covey Model, Power of Trust - Competencies for Building Trust.		
UNIT III	COACHING AND MENTORING	8 Hours
Coaching - Methods, Executive Coaching, Mentoring vs. Counselling, Being an Effective Mentor, Reverse Mentoring, Techniques of Counselling, Leadership Coaching.		
UNIT IV	NETWORKING	8 Hours
Importance of Networking, Making Contacts, Getting Connected, Building Rapport, Building the Bond, Business Etiquette, Connecting on the Phone, Connecting in Writing, Social Networking.		
UNIT V	BUSINESS ETHICS	8 Hours
Does Ethics Pay- On Becoming an Ethical Manager, Building an Ethical Organization, Ethics towards Competitors, Corporate Social Responsibility.		
Suggested Self-Study Topics: Emotional Intelligence and Leadership Effectiveness, Delegation, Emergence of Personal Theory of Counselling, Social Networking Sites, Roots of Unethical Behaviour.		
Tutorial		10 Hours
Theory		30 Hours
Total		40 Hours
References		
1. Daniel Goleman, "Emotional Intelligence", New York: Bantam Books, 2016. 2. Joe Healey, "Radical Trust", New Delhi: Wiley India Pvt. Ltd, 2015. 3. "Coaching and Mentoring", Boston: Harvard Business School Publishing Corporation, 2014. 4. John Timperley, "Network Your Way to Success", London: Piatkus, 2015. 5. ManiKutty S, "Being Ethical -IIMA Business Books", Noida: Random House India, 2016.		
Online Resources		
1. https://onlinecourses.nptel.ac.in 2. https://www.coursera.org/ 3. https://www.startupindia.gov.in/ 4. https://openlearning.mit.edu/ 5. https://www.ediindia.org/		

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24MBE05	BUSINESS PLAN					L	T	P	C	
						4	0	0	4	
Pre-requisite			Assessment Pattern							
<ul style="list-style-type: none">To know Licensing, permits, zoning, and regulatory requirements.Clear Business Idea, market research			Mode of Assessment					Weightage (%)		
			Continuous Assessment					40		
			Semester End Examinations					60		
Course Objectives										
<ul style="list-style-type: none">To enable the students to understand the importance of a business plan.To expose the students to the nitty-gritty's of a business plan.To comprehend the various aspects of a business plan.										
Programme Outcomes (POs)										
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.									
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.									
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.									
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems									
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.									
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.									
Course Outcomes (COs)										
The students will be able to:										
CO1	Generating the alternatives using lateral thinking and brain storming									
CO2	Selecting the best business opportunities through value analysis									
CO3	Handling the patent, copy right and trade mark issues									
CO4	Capable of applying TRIZ to solve the problem based on logic and data									
CO5	Eliminating the egos and dramatically reduce the amount of time spent in meetings through Six Thinking Hats.									
Articulation Matrix										
	PO1	PO2	PO3	PO4	PO5	PO6	P07	PO8	PO9	
CO1	3									
CO2	3			3					3	
CO3			3	3		3				
CO4		3	3			3				
CO5									2	
UNIT I		BUSINESS PLAN PREPARATION							8 Hours	
Purpose of Business Plan, Benefits of a Business Plan, Elements of the Business Plan, Developing a Well-Conceived Business Plan, Guidelines to a Write a Business Plan.										

UNIT II	MARKETING	8 Hours
Importance of Market Orientation, Market Research, Sales Forecast, Features of Entrepreneurial Marketing, Purpose and Timing of the Marketing Plan, Marketing Research for the New Venture, Understanding the Marketing Plan, Characteristics of Marketing Plan, Steps in Preparing the Marketing Plan..		
UNIT III	HUMAN RESOURCES	8 Hours
Introduction, Human Resources Mobilization I Head Hunting, Conducting Interviews, Induction, Motivating Employees, Training, Knowledge Management, and Separation.		
UNIT IV	FINANCE	8 Hours
Raising Capital-Sources, Family and Friends, Angel Funding, Venture Capital, Equity Funding, DebtFinancing, Projected Cash Flow and Profitability Statements, DSCR and Sensitivity Analysis.		
UNIT V	FEASIBILITY STUDY	8 Hours
Pre-Feasibility Study, Project Profile Preparation, Feasibility Report Preparation and Evaluation, Operations Planning, Presenting a Business Plan Using the Business Canvas Model.		
Suggested Self-Study Topics: Format of Business Plan and Silicon Valley Models, Marketing Mix, Human Resource Planning Boot Strapping, Case studies of successful start-ups		
Tutorial		10 Hours
Theory		30 Hours
Total		40 Hours
References		
1. Paul Barrow, "The Best-Laid Business Plans", London: Virgin Publishing Ltd, 2015. 2. "Entrepreneur's Tool Kit", Boston: Harvard Business School Publishing Corporation, 2015. 3. Charles Bronfman, Jeffrey R. Solomon, John Sedgwick, "The Art of Giving: Where the Soul Meets a Business Plan", New Delhi: Wiley, 2016. 4. Philip Kotler, Kevin Lane Kellar, Abraham Koshy, and Mithileswar Jha., "MarketingManagement -A South Asian Perspective", Noida: Pearson, 2014. 5. C K Prahlad, "Fortune at the bottom of the Pyramid", Pearson Education, 2013.		
Online Resources		
1. https://onlinecourses.nptel.ac.in 2. https://www.coursera.org/ 3. https://www.startupindia.gov.in/ 4. https://openlearning.mit.edu/ 5. https://www.ediindia.org/		

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24MBE06	BUILDING A SUSTAINABLE ENTERPRISE					L	T	P	C
						4	0	0	4
Pre-requisite					Assessment Pattern				
<ul style="list-style-type: none">To enhance sustainability in the industrySustainable Business Model					Mode of Assessment		Weightage (%)		
					Continuous Assessment		40		
					Semester End Examinations		60		
Course Objectives									
<ul style="list-style-type: none">To introduce the students to various growth strategies of a business.To expose the students to the prospects of internationalization of the business.To enable the students to understand the importance of succession planning and e-commerce.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems								
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.								
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	To diversify and expand businesses								
CO2	To develop strategies for growth of the business								
CO3	Building business with the help of e-commerce								
CO4	To successfully monitor and evaluate businesses								
CO5	Planning for succession and internationalization								
Articulation Matrix									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3				3				
CO2	3		3						2
CO3		3	3		2				
CO4				3					3
CO5	3	2					3		2

UNIT I	STRATEGIZING	8 Hours
Concept of Strategy, Formulating Strategies for Competitive Advantage, MSME & Strategic Issues, Information Technology as a Growth Strategy.		
UNIT II	GROWTH STRATEGIES	8 Hours
Objectives of Growth, Stages of Growth, Types of Growth Strategies- Expansion, Diversification, Joint Ventures, Mergers and Acquisition, Sub-Contracting, Franchising.		
UNIT III	INTERNATIONALIZATION	8 Hours
Export Potential, Constraints and Prospects, Support Organizations Promoting Exports and their Role, Entry into International Business, Impact of Culture in Business, Foreign Direct Investment, the Role of FIPB		
UNIT IV	ELECTRONIC COMMERCE AND SUCCESSION PLANNING	8 Hours
E-commerce, Benefits, Prospective Areas, challenges, B2B, B2B2C, B2C, Need for Succession Planning, Challenges in Succession Planning.		
UNIT V	MANAGEMENT OF BUSINESS	8 Hours
Monitoring and evaluation of Business, Challenges of MSME Units Preventing Sickness and Rehabilitation of Business Units and Effective Management of Small Business, Essence of SICA 1985		
Suggested Self-Study Topics: Human Resource and Innovation as Competitive Advantages, Introduction to Sustainable Development Goal, Vertical and Horizontal Integration ECGC and FIEO, Small business support by MNCs, Security Issues in E-Commerce, Challenges in Reviving Sick Units.		
Tutorial		10 Hours
Theory		30 Hours
Total		40 Hours
References		
1. Charles W L, Hill & Gareth and R Jones, "Strategic Management an Integrated Approach", New Delhi: Biztantra Publishers, 2015. 2. Elias M and Award, Electronic Commerce -From Vision to Fulfillment, New Delhi: PrenticeHall of India, 2015. 3. Export services, www.eximbankindia.com. 4. Efraim Turban, Jae Lee & David King and H. Michael Chung, "Electronic Commerce: A Managerial Perspective", New Delhi: Prentice Hall, 2014. 5. James C Collins & Jerry I Porras, "Built to Last", London: Random House Business Books/Hooper Business, 2016.		
Online Resources		
1. https://onlinecourses.nptel.ac.in 2. https://www.coursera.org/ 3. https://www.startupindia.gov.in/ 4. https://openlearning.mit.edu/ 5. https://www.ediindia.org/		

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24MBE07	INTELLECTUAL PROPERTY RIGHTS						L	T	P	C
							4	0	0	4
Pre-requisite					Assessment Pattern					
<ul style="list-style-type: none">To enhance sustainability in the industrySustainable Business Model					Mode of Assessment			Weightage (%)		
					Continuous Assessment			40		
					Semester End Examinations			60		
Course Objectives										
<ul style="list-style-type: none">To enable the students to understand the legal rights available to innovators.To give an insight on the four main types of intellectual property.To create awareness amongst students with regard to penalties for infringement of rights.										
Programme Outcomes (POs)										
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.									
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.									
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.									
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems									
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.									
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.									
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.									
Course Outcomes (COs)										
The students will be able to:										
CO1	Adhere to the norms and procedures stated by various laws pertaining to IPR for getting the rights registered.									
CO2	Understand the relationship between intellectual property rights and economic development.									
CO3	Stop infringements of intellectual property rights and legally claim damages									
CO4	Registering the rights under appropriate clauses.									
CO5	Protect the intellectual property exploit commercially the rights.									
Articulation Matrix										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	
CO1	3		3	2						
CO2	3	3		3	3				3	
CO3			3		2					
CO4	3			3	3					
CO5		3					3			
UNIT I										
INTRODUCTION										
8 Hours										

Importance of IPR in Small Business, IPR Legislation in India. Patents, Trademark, Copy Right and Geographical Indications. Concept of Intellectual Property - Kinds of Intellectual Property - Economic Importance of Intellectual Property - Need for Protection - IPR Legislations in India - Introduction to Various Conventions - WIPO, TRIPS & TRIMS, Basal Conventions		
UNIT II	PATENTS	8 Hours
Introduction to Patents - Patentable Subject Matter - Patent Act 1970 - Amendments of the Act Procedure for Obtaining of Patents -License Agreement - Infringement - Remedies - Patent Cooperation Treaty (PCT)		
UNIT III	TRADEMARKS AND GEOGRAPHICAL INDICATIONS	8 Hours
Introduction to Trademarks -Provisions of the Indian Trademark Act 1999 - Kinds of Trademarks - Registration of Trademarks - Rights of Registered Trademark Owners Infringement of Trademarks - Introduction to GI - Trademarks and Geographical Indications -The Geographical Indications of Goods(Registration and Protection) Act, 2000 - Domain Names.		
UNIT IV	COPYRIGHT	8 Hours
Introduction to Copyright - Works Protected Under Copyright Law - Authorship and Ownership – Rights Conferred on Copyright Owners - Related Rights - Copyright in Digital Era - Infringement and Remedies.		
UNIT V	INDUSTRIAL DESIGNS	8 Hours
Introduction - Classification of Designs - The Industrial Designs Act 2000 - Subject Matter of Protection and Requirements -Registration Procedures -Piracy.		
Suggested Self-Study Topics: Western Theories on Private and IP, International Treaties on Patents, International Convention/Agreements on GI, Software Copyright, Offences and Penalties for Infringement		
Tutorial		10 Hours
Theory		30 Hours
Total		40 Hours
References		
1. Shlomo Maital and D V R Seshadri, "Innovation Management", New Delhi: Sage Publications, 2012. 2. Prabuddha Ganguli & Dr Kamil Idris, "Intellectual Property Rights: Unleashing the Knowledge Economy", New Delhi: Tata McGraw-Hill Education, 2016. 3. Catherine Holland, Vito Canuso III, Diane Reed, Sabin Lee, Andrew Kimmel, Wendy Peterson, "Intellectual Property: Patents, Trademarks, Copyrights and Trade Secrets" McGraw Hill Education, 2016. 4. Stirn Richard W, "Intellectual Property: Patents, Trademarks, and Copyrights", Cengage Learning, 2012. 5. Jayashree Watal, "Intellectual Property Rights in the WTO and Developing Countries", Oxford university press, 2010.		
Online Resources		
1. https://onlinecourses.nptel.ac.in 2. https://www.coursera.org/ 3. https://www.startupindia.gov.in/ 4. https://openlearning.mit.edu/ 5. https://www.ediindia.org/		

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COMPETITIVE EDGE COURSES

24MBX01	Power BI – I	L	T	P	C
		0	0	2	1
Pre-requisite		Assessment Pattern			
<ul style="list-style-type: none">Basic computer knowledge	Mode: Continuous Assessment 100%				
	Assessments		Weightage (%)		
	Mid-Course Evaluation		50		
	End Course Evaluation		50		
	Total		100		
Course Objective					
<ul style="list-style-type: none">To identify the primary components of the Power BI interface, reports, data, and model views.To learn how to Import Excel data and build basic visuals and publish a desktop report to the Power BI Service.To enable them to understand common challenges in Power BI data models, implement smart solutions, and avoid common mistakes					
Programme Outcomes (POs)					
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.				
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.				
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems				
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.				
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.				
Course Outcomes (COs)					
The students will be able to:					
CO1	Get the most out of Microsoft’s Power BI for analysing data and extracting business insights.				
CO2	Master the development of dashboards from published reports, discover greater insights from your data with Quick Insights, and learn practical applications for Power BI.				
CO3	Learn valuable Power BI troubleshooting tips.				
CO4	Outline the various features available for students in Power BI applications.				
CO5	Understand how to use Power BI tools and create customized visuals with Power BI developer tools.				

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3			3					
2	3								1
3			3	3					
4		2			3				
5		2							2
Power BI history, Traditional BI, Self-service BI, Data Visualization, Business Intelligence (BI), Reporting, Power BI Products, Power BI Desktop, Flow of Work, Cloud-based BI, On-premise BI, Power BI Report Server, Power BI Service, Power BI Mobile Flow, Of work in Power BI, Power BI architecture									
Total								20 Hours	
References									
1. Greg Deckler and Brett Powell, Mastering Microsoft Power BI, PACKT, 2 nd Edition, 2022									
2. Cole Nussbaumer Knafllic, Storytelling with Data: A Data Visualization Guide for Business Professionals, John Wiley & Sons, Inc., Hoboken, New Jersey, 2015.									
3. Marco Russo and Albero Ferrari, The definitive guide to DAX, Microsoft, 2 nd Edition, 2019.									
4. Matt Allington, Supercharge Power BI, 3 rd Edition, 2021.									
5. Brian Larson, Data Analysis with Microsoft Power BI, McGraw Hill, 2020.									

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24MBX02	Power BI – II	L	T	P	C
		0	0	2	1
Pre-requisite		Assessment Pattern			
<ul style="list-style-type: none">Power BI – I		Mode: Continuous Assessment 100%			
		Assessments		Weightage (%)	
		Mid-Course_Evaluation		50	
		End Course Evaluation		50	
		Total		100	
Course Objective					
<ul style="list-style-type: none">To equip the students to add dynamic elements to report visuals that are user-controlled.To make them learn how to develop a sleek, modern user experience around visuals.To enable them to create advanced queries using custom functions, list functions, and complex columns.					
Programme Outcomes (POs)					
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.				
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.				
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems				
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.				
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.				
Course Outcomes (COs)					
The students will be able to:					
CO1	Understand Power BI concepts like Microsoft Power BI desktop layouts and BI reports.				
CO2	Create dashboards, and Power BI DAX commands and functions.				
CO3	Gain a competitive edge in creating customized visuals and deliver a reliable analysis of the vast amount of data using Power BI.				
CO4	Learn how to experiment, fix, prepare and present data quickly and easily.				
CO5	Create a sales analysis report and a project management report.				

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3				2				
2	3								1
3			3						1
4		3			3				
5		2		3					2
Power Query, Power Functions, DAX Functions, Modeling with Power BI, Publishing, and Sharing, Power BI cloud components and use, Power BI Desktop and Service Visualization Tools, Refreshing data, Power BI and Excel together, Filtering data, Basic reports in Power BI.									
Total								20 Hours	
References									
1. Greg Deckler and Brett Powell, Mastering Microsoft Power BI, PACKT, 2 nd Edition, 2022.									
2. Cole Nussbaumer Knafllic, Storytelling with Data: A Data Visualization Guide for Business Professionals, John Wiley & Sons, Inc., Hoboken, New Jersey, 2015.									
3. Marco Russo and Albero Ferrari, The definitive guide to DAX, Microsoft, 2 nd Edition, 2019.									
4. Matt Allington, Supercharge Power BI”, Third Edition, 2021.									
5. Brian Larson, Data Analysis with Microsoft Power BI, McGraw Hill, 2020.									

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24MBX03	Python for Business Decision Making – I	L	T	P	C
		0	0	2	1
Pre-requisite		Assessment Pattern			
<ul style="list-style-type: none">Basic Computer Knowledge	Mode: Continuous Assessment		100%		
	Assessments		Weightage (%)		
	Mid-Course Evaluation		50		
	End Course Evaluation		50		
	Total		100		
Course Objective					
<ul style="list-style-type: none">To familiarize the students with the basics of Python.To enable the students to develop the algorithmic thinking of using Python.To facilitate the students to use of various data types and data structures in Python.					
Programme Outcomes (POs)					
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.				
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.				
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems				
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.				
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.				
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.				
Course Outcomes (COs)					
The students will be able to:					
CO1	Explore Python, a strong and popular open-source programming language.				
CO2	Develop algorithmic thinking.				
CO3	Utilize and understand Basic Data Structures.				
CO4	Utilize and understand data types and data assembly.				
CO5	Create functions in Python.				

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3		2	2	1				1
2	2				2				
3		3							
4		3				1			1
5	3					1			1
The basics – Installation, Python packages, set directory, Opening, Saving, and Closing of script files, using Spyder, Data types, Variables, statements, and conditional execution, Stings, files, and inbuilt functions, Lists and dictionaries, Input and Output, and Iterations, Pandas data frame basics and data structure, Descriptive statistical analysis using Numpy and Pandas, Inferential statistical analysis using Numpy and Pandas.									
Total							20 Hours		
References									
1. David Beazley, Python Essential Reference, Developers Library, England, 4 th Edition, 2020. 2. Wes Mckinney, Python for Data analysis: Data wrangling with Pandas, Numpy and Python, O'Reilly, 2 nd Edition, 2020. 3. Mark Lutz, “O'Reilly Media Inc, England, 5 th Edition, 2020. 4. Luciano Ramalho, Fluent Python: Clear, Concise and Effective Programming, O'Reilly Media Inc, England, 2 nd Edition, 2019. 5. Fabrizio Romano, Learn to Code like Professional with Python, PACKT open source, England, 5 th Edition, 2019.									

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24MBX04	Python for Business Decision Making – II	L	T	P	C
		0	0	2	1
Pre-requisite		Assessment Pattern			
<ul style="list-style-type: none">Knowledge in Python Basics	Mode: Continuous Assessment 100%				
	Assessments		Weightage (%)		
	Mid-Course Evaluation		50		
	End Course Evaluation		50		
	Total		100		
Course Objective					
<ul style="list-style-type: none">To familiarize the students with the basics of Python.To enable the students to develop the algorithmic thinking of using Python.To facilitate the students to use of various data types and data structures in Python.					
Programme Outcomes (POs)					
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.				
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.				
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems				
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.				
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.				
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.				
Course Outcomes (COs)					
The students will be able to:					
CO1	Understand the various features available for data analysis.				
CO2	Use the Pandas and Jupyter library for working with dictionaries.				
CO3	Carry out various tasks using various data types and structures in use.				
CO4	Design a proper Python programming web framework.				
CO5	Apply the various features available in Python packages.				

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3			3	2				1
2	3								
3		2	3		3				1
4	2						2		2
5	3			3			3		2
The database uses for data analysis and data visualization using Seaborn, Data analysis and data visualization using Matplotlib, Introduction to plotting, Django web framework in Python, Tidy data, Missing data, Text data, Pandas, apply and group by operations, Case study problem analysis using Python									
Total							20 Hours		
References									
1. David Beazley, Python Essential Reference, Developers Library, England, 4 th Edition, 2020. 2. Wes Mckinney, Python for Data Analysis: Data wrangling with Pandas, Numpy and Python, O'Reilly, 2 nd Edition, 2020. 3. Mark Lutz, Learning Python, O'Reilly Media Inc, England, 5 th Edition, 2020. 4. Luciano Ramalho, Fluent Python: Clear, Concise and Effective Programming, O'Reilly Media Inc, England, 2 nd Edition, 2019. 5. Fabrizio Romano, Learn to Code like Professional with Python, PACKT open source, England, 5 th Edition, 2019.									

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24MBX05	R Programming – I	L	T	P	C
		0	0	2	1
Pre-requisite		Assessment Pattern			
<ul style="list-style-type: none">Basic computer knowledge	Mode: Continuous Assessment 100%				
	Assessments		Weightage (%)		
	Mid-Course Evaluation		50		
	End Course Evaluation		50		
	Total		100		
Course Objective					
<ul style="list-style-type: none">To familiarize the students on the Basics of R Programming.To enable the students to use the Scalar and Vectors.To facilitate the students to use the Matrix and Data Frame.					
Programme Outcomes (POs)					
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.				
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.				
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems				
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.				
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.				
Course Outcomes (COs)					
The students will be able to:					
CO1	Open an R Studio, create and save the script files.				
CO2	Define the Scalar variables.				
CO3	Define the Vector and use the variable for analysis.				
CO4	Create Matrix and appropriately use for the analysis.				
CO5	Create a Data Frame for data analysis.				

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3		2						
2	3			2					
3		3							1
4		3							1
5			3					2	1
The Basics – Installation, R Environments, Set Directory, Opening, Saving and Closing of Script Files, Scalars and Vectors, Vector Functions, Indexing Vectors, Matrices and Data Frames, Matrices and Data Frames Functions, Importing, Saving and Managing Data.									
Total								20 Hours	
References									
1. Michael J. Crawley, The R Book, Wiley India Pvt. Ltd., New Delhi, 2 nd Edition, 2018.									
2. Andy Field, Jeremy Miles and Zoe Field, Discovering Statistics Using R, Sage Publication, New Delhi, 2018.									
3. Gareth James, Daniela Witten, Trevor Hastie and Robert Tibshirani, An Introduction to Statistical Learning with Applications in R, Springer, New York, 2018.									
4. Andrie de Vries and Joris Meys, R for Dummies, John Wiley & Sons, Ltd., England, 2018.									
5. Joseph Schmuller, Statistical Analysis with R for Dummies, John Wiley & Sons, Ltd, New Jersey, 2017.									

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24MBX06	R Programming – II	L	T	P	C
		0	0	2	1
Pre-requisite		Assessment Pattern			
<ul style="list-style-type: none">Knowledge in R Programming Basics	Mode: Continuous Assessment 100%				
	Assessments		Weightage (%)		
	Mid-Course Evaluation		50		
	End Course Evaluation		50		
	Total		100		
Course Objective					
<ul style="list-style-type: none">To familiarize the students on the Advanced Data Frame.To facilitate the students to use the graphical presentation.To enable the students to apply basic statistical tools.					
Programme Outcomes (POs)					
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.				
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.				
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems				
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.				
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.				
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.				
Course Outcomes (COs)					
The students will be able to:					
CO1	Sort and combine the data frame.				
CO2	Plot the data into the various graphical tools.				
CO3	Perform the Hypothesis Test.				
CO4	Carryout the Analysis of Variance Test.				
CO5	Construct the Regression Model.				

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1		2						1	
2		2			3				
3	3			3					
4	3								1
5	3		3						1
<ul style="list-style-type: none">● Advanced Data Frame.● Plotting.● Hypothesis Testing.● ANOVA.● Regression.									
Total								20 Hours	
References									
<ol style="list-style-type: none">1. Michael J. Crawley, The R Book, Wiley India Pvt. Ltd., New Delhi, 2nd Edition, 2018.2. Andy Field, Jeremy Miles and Zoe Field, Discovering Statistics Using R, Sage Publication, New Delhi, 2018.3. Gareth James, Daniela Witten, Trevor Hastie and Robert Tibshirani, An Introduction to Statistical Learning with Applications in R, Springer, New York, 2018.4. Andrie de Vries and Joris Meys, R for Dummies, John Wiley & Sons, Ltd., England, 2018.5. Joseph Schmuller, Statistical Analysis with R for Dummies, John Wiley & Sons, Ltd, New Jersey, 2017.									

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24MBX07	Visual Analytics – I	L	T	P	C
		0	0	2	1
Pre-requisite		Assessment Pattern			
<ul style="list-style-type: none">Basic computer knowledge	Mode: Continuous Assessment 100%				
	Assessments		Weightage (%)		
	Mid-Course Evaluation		50		
	End Course Evaluation		50		
	Total		100		
Course Objective					
<ul style="list-style-type: none">To familiarize the students on the Basics of Tableau Public.To enable them Preparing and Shaping Data for Visual Analytics.To equip them to construct Basic Charts.					
Programme Outcomes (POs)					
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.				
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.				
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems				
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.				
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.				
Course Outcomes (COs)					
The students will be able to:					
CO1	Open Tableau Public, Create and Save the files in Cloud Storage.				
CO2	Connect the data in Tableau.				
CO3	Shape the data for use with Tableau.				
CO4	Differentiate and apply dimension, Measure, discrete and Continuous Variables.				
CO5	Aggregate & Tabulate the Data and presenting them in simple charts.				

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3					1			
2		3				1			
3			3						
4				3					
5	3				3				
Installing Tableau Public, Tableau Environment, Opening and saving the files in the Cloud Storage, An Introduction to connecting to Data in Tableau, Shaping Data for use with Tableau, Getting a Lay of the Land, Dimension versus Measure, Discrete Vs Continuous, Introduction to Aggregation, Simple Charts.									
Total							20 Hours		
References									
1. Ryan Sleeper, Practical Tableau, 100 Tips, Tutorials, and Strategies from a Tableau Zen Master, O'Reilly, Sebastopol, USA, 2018.									
2. Molly Monsey and Paul Sochan, Tableau for Dummies, John Wiley & Sons, Inc., New Jersey, USA, 2016.									
3. Seema Acharya and Subhashini Chellappan, Pro Tableau, A Step-by-Step Guide, A press, India, 2017.									
4. Ben Jones, Communicating Data with Tableau, Designing, Developing, and Delivering Data Visualizations, O'Reilly, USA, 2015.									
5. Ashley Ohmann and Matt Floyd, Creating Data Stories with Tableau Public, PACKT Publishing, Mumbai, 2015.									

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24MBX08	Visual Analytics – II	L	T	P	C
		0	0	2	1
Pre-requisite		Assessment Pattern			
<ul style="list-style-type: none">Basic knowledge in Tableau Public	Mode: Continuous Assessment 100%				
	Assessments		Weightage (%)		
	Mid-Course Evaluation		50		
	End Course Evaluation		50		
	Total		100		
Course Objective					
<ul style="list-style-type: none">To familiarize the students on the Hierarchies and Marks Cards.To enable them to create calculated fields and table calculations.To equip them to use parameters, sets and Dashboards.					
Programme Outcomes (POs)					
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.				
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.				
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems				
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.				
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.				
Course Outcomes (COs)					
The students will be able to:					
CO1	Create Hierarchies and apply Marks Cards.				
CO2	Prepare Calculated fields and Table Calculations.				
CO3	Use Parameters and Sets in the Visual Analytics.				
CO4	Presenting the data with more granular details.				
CO5	Construct Dashboards.				

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3								
2			3			1			
3			3	3		1			
4	3				3				
5		3			3				
Hierarchies, Marks Cards, Encoding, and Level of Detail, Calculated Fields and Table, Calculations, Parameters and Sets, Level of Detail Expression, Dashboards.									
Total							20 Hours		
References									
1. Ryan Sleeper, Practical Tableau, 100 Tips, Tutorials, and Strategies from a Tableau Zen Master, O'Reilly, Sebastopol, USA, 2018.									
2. Molly Monsey and Paul Sochan, Tableau for Dummies, John Wiley & Sons, Inc., New Jersey, USA, 2016.									
3. Seema Acharya and Subhashini Chellappan, Pro Tableau, A Step-by-Step Guide, APRESS, India, 2017.									
4. Ben Jones, Communicating Data with Tableau, Designing, Developing, and Delivering Data Visualizations, O'Reilly, USA, 2015.									
5. Ashley Ohmann and Matt Floyd, Creating Data Stories with Tableau Public, PACKT Publishing, Mumbai, 2015.									

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24MBX09	Digital Banking	L	T	P	C
		0	0	2	1
Pre-requisite		Assessment Pattern			
<ul style="list-style-type: none">Basic knowledge in Banking	Mode: Continuous Assessment 100%				
	Assessments		Weightage (%)		
	Mid-Course Evaluation		50		
	End Course Evaluation		50		
	Total		100		
Course Objective					
<ul style="list-style-type: none">To understand the changing face of the banking industry and prepare them for the challenges that lie ahead.To help students assimilates knowledge of various digital products in Banking Sector and different Payment Systems in India.To understand the New Technologies and Digital Disruptions taking place in transformation of Business Models.					
Programme Outcomes (POs)					
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.				
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.				
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems				
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.				
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.				
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.				
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.				
Course Outcomes (COs)					
The students will be able to:					
CO1	Develop an understanding of the digital banking sector and the challenges it faces.				
CO2	Gain insights on the changing trends in innovations in payment system.				
CO3	Become aware of the digital payment systems.				
CO4	Analyse the digital transformation in financial services.				
CO5	Acquire knowledge on various Digital banking products.				

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3				2				
2		3							
3									
4			3				1	1	
5		3		2					2
Introduction to Digital banking, Digital Payment Systems in India, Payment Gateways, Risk management in Digital payment systems, New Trends in Digital banking.									
Total							20 Hours		
References									
1. Wewege, L., & Thomsett, M. C. The Digital Banking Revolution: How Fintech Companies are Transforming the Retail Banking Industry Through Disruptive Financial Innovation, Walter de Gruyter GmbH & Co KG, 2019.									
2. Skinner, C. Digital bank: Strategies to launch or become a digital bank, Marshall Cavendish International Asia Pte Ltd, 2014.									
3. McMillan, J. The end of banking: money, credit, and the digital revolution, Book Baby, 2015.									
4. Lipton, A., Shrier, D., & Pentland, A. Digital banking manifesto: the end of banks?, Massachusetts Institute of Technology, 2016.									
5. Samet, O. Introduction to online payments risk management. O'Reilly Media, Inc., 2013.									

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24MBX10	FinTech	L	T	P	C
		0	0	2	1
Pre-requisite		Assessment Pattern			
<ul style="list-style-type: none">Basic knowledge in Financial System	Mode: Continuous Assessment 100%				
	Assessments		Weightage (%)		
	Mid-Course Evaluation		50		
	End Course Evaluation		50		
	Total		100		
Course Objective					
<ul style="list-style-type: none">To understand the fundamental concepts of FinTech.To know the regulatory framework for FinTech India.To help the students to identify the innovative business models in FinTech.					
Programme Outcomes (POs)					
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.				
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.				
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems				
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.				
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.				
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.				
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.				
Course Outcomes (COs)					
The students will be able to:					
CO1	Comprehend the transformation of FinTech from 1.0 to 3.5.				
CO2	Describe the FinTech regulations in India.				
CO3	Gain insights on the concept of crypto currency.				
CO4	Explain the concept of block chain and role of block chain in financial services.				
CO5	Visualize the future of financial data driven in the area of finance.				

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3								
2	3							3	
3			3						2
4				3					3
5		3			2		2		3
FinTech Transformation (FinTech 1.0, 2.0, 3.0 and 3.5), FinTech Topology, FinTech regulations (FinTech laws in India), Crypto-currencies, Block Chain in Financial Services, Crowd funding, Peer to peer (P2P) Lending, Marketplace Lending, Initial Coin Offering (ICO), The Future of Data-Driven Finance									
Total							20 Hours		
References									
1. Steven O'Hanlon, Susanne Chishti, FinTech for dummies, Wiley India Pvt Ltd, 2021. 2. Kartik Swaminathan, Future Fintech Framework, Notion Press Publishing, 2021. 3. Paolo Sironi, FinTech Innovation, Wiley India Pvt Ltd, 2016. 4. Stefan Loesch, A Guide to Financial Regulation for Fintech Entrepreneurs, Wiley India Pvt Ltd, 2018. 5. Yoshitaka Kitao, Learning Practical FinTech from Successful Companies, Wiley India Pvt Ltd, 2018.									

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24MBX11	Wealth Management	L	T	P	C
		0	0	2	1
Pre-requisite		Assessment Pattern			
<ul style="list-style-type: none">Basic knowledge in Financial Markets and Products	Mode: Continuous Assessment 100%				
	Assessments			Weightage (%)	
	Mid-Course Evaluation			50	
	End Course Evaluation			50	
	Total			100	
Course Objective					
<ul style="list-style-type: none">To acquire the conceptual knowledge and technical skills to prepare them for advanced studies in wealth management and financial planning.To gain comprehensive knowledge on risk, return and asset allocation.To apply the tools and skills learned in the subject to related knowledge areas.					
Programme Outcomes (POs)					
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.				
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.				
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems				
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.				
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.				
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.				
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.				
Course Outcomes (COs)					
The students will be able to:					
CO1	Comprehend the concept of financial planning and wealth management.				
CO2	Identify the risk and associated with various financial products.				
CO3	Gain insights on the investment products and services for safe investing.				
CO4	Apply the risk evaluation tools for effective asset allocation.				
CO5	Explain the risk management through insurance and estate planning.				

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3				3			2	
2	3		3						1
3					3			2	
4			3						2
5		2		3	3		1	2	
Introduction to financial planning, Wealth management and economy, Investment and risk management – Equity, Investment and risk management – Debt, Investing in Gold & Real estate, Investment products and services, Investment evaluation framework, Risk profiling and asset allocation, Risk management through insurance, Estate planning									
Total							20 Hours		
References									
1. Workbook for wealth management module by National Stock Exchange Ltd, 2016. 2. Dun and Bradstreet, Wealth Management, New Delhi: McGraw Hill Education, 2017. 3. Sinha, Financial Planning: A Ready Reckoner, New Delhi: McGraw Hill Education, 2017. 4. Amar Pandit, The only Financial Planning Book, Mumbai: Network 18 Publications Ltd, 2015. 5. Monika Halen, Let’s Talk Money, Nodia: Haper Business publishing, 2018.									

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24MBX12	E-Recruitment and Virtual Onboarding	L	T	P	C														
		0	0	2	1														
Pre-requisite		Assessment Pattern																	
<ul style="list-style-type: none">Basic knowledge in recruitment process	Mode: Continuous Assessment 100%																		
	Assessments		Weightage (%)																
	Mid-Course Evaluation		50																
	End Course Evaluation		50																
	Total		100																
Course Objective																			
<ul style="list-style-type: none">To familiarize the students on the basics of E-Recruitment & Virtual Onboarding.To enable the students to use the e-recruitment portals.To facilitate the students to know the process in virtual onboarding.																			
Programme Outcomes (POs)																			
<table><tr><td>PO1</td><td>Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.</td></tr><tr><td>PO2</td><td>Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.</td></tr><tr><td>PO3</td><td>Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.</td></tr><tr><td>PO4</td><td>Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems</td></tr><tr><td>PO6</td><td>Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.</td></tr><tr><td>PO8</td><td>Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.</td></tr><tr><td>PO9</td><td>Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.</td></tr></table>						PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.	PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.	PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.	PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems	PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.	PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.	PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.																		
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.																		
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.																		
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems																		
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.																		
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.																		
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.																		
Course Outcomes (COs)																			
The students will be able to:																			
<table><tr><td>CO1</td><td>Understand the importance of e-recruitment.</td></tr><tr><td>CO2</td><td>Ability to analyse the e-recruitment strategies.</td></tr><tr><td>CO3</td><td>Able to plan and use technology in recruitment.</td></tr><tr><td>CO4</td><td>Gain insights about the use of virtual onboarding.</td></tr><tr><td>CO5</td><td>Optimize the resources by adapting technology in virtual onboarding.</td></tr></table>						CO1	Understand the importance of e-recruitment.	CO2	Ability to analyse the e-recruitment strategies.	CO3	Able to plan and use technology in recruitment.	CO4	Gain insights about the use of virtual onboarding.	CO5	Optimize the resources by adapting technology in virtual onboarding.				
CO1	Understand the importance of e-recruitment.																		
CO2	Ability to analyse the e-recruitment strategies.																		
CO3	Able to plan and use technology in recruitment.																		
CO4	Gain insights about the use of virtual onboarding.																		
CO5	Optimize the resources by adapting technology in virtual onboarding.																		

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3							2	
2	3	3						2	
3		3						2	
4				3		2			2
5	3		3			2			2
Introduction to e-recruitment, e-recruitment Strategies & Channels , AI enabled recruitment, Virtual Onboarding, Preparation for Virtual Onboarding Programme									
Total							20 Hours		
References									
1. Gerardus Blokdyk, E-HRM Second Edition Paperback – Import, 5starcooks, 2 nd edition, 2019. 2. Arash Mashhady, Investigating the Effectiveness of E-HRM: A Case Study, LAP LAMBERT Academic Publishing, 2018. 3. James H. Dulebohn , Dianna L. Stone ,The Brave New World of eHRM 2.0 (Research in Human Resource Management), Information Age Publishing, 2018 4. Tanya Bondarouk, Dr. Huub Ruel, Emma Parry ,Electronic HRM in the Smart Era (The Changing Context of Managing People), Emerald Publishing, 2017.									

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24MBX13	Applied Psychology	L	T	P	C																
		0	0	2	1																
Pre-requisite		Assessment Pattern																			
<ul style="list-style-type: none">Basic knowledge in HRM	Mode: Continuous Assessment 100%																				
	Assessments		Weightage (%)																		
	Mid-Course Evaluation		50																		
	End Course Evaluation		50																		
	Total		100																		
Course Objective																					
<ul style="list-style-type: none">Gain understanding of the rationale behind human behaviours.Acquaint with the wider scope of applied psychology.Aid in understanding the applications of applied psychology in various facets of business management.																					
Programme Outcomes (POs)																					
<table><tr><td>PO1</td><td>Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.</td></tr><tr><td>PO2</td><td>Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.</td></tr><tr><td>PO3</td><td>Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.</td></tr><tr><td>PO4</td><td>Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems</td></tr><tr><td>PO5</td><td>Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.</td></tr><tr><td>PO6</td><td>Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.</td></tr><tr><td>PO8</td><td>Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.</td></tr><tr><td>PO9</td><td>Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.</td></tr></table>						PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.	PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.	PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.	PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems	PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.	PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.	PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.	PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.																				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.																				
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.																				
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems																				
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.																				
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.																				
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.																				
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.																				
Course Outcomes (COs)																					
The students will be able to:																					
CO1	Predict about how people think and behave.																				
CO2	Use appropriate psychometric tests to assess the behaviour of people.																				
CO3	Use the knowledge of applied psychology in behaviour intervention and modification.																				
CO4	Identify the factors influencing individual behaviour in groups.																				
CO5	Formulate management strategies considering the underlying philosophies of applied psychology.																				

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3			2					
2		3		2	3				
3		3						3	
4									3
5	3		2			3			3
Psychology vs Applied Psychology, Scope of Applied Psychology, Psychometric Testing, Understanding Life Span Development, Applied social psychology, Positive psychology, Social Gerontology and Health, Organizational psychology, Applied Psychology – Applications in Marketing, Applied Psychology – Applications in Economics									
							Total	20 Hours	
References									
1. Rowan Bayne, Gordon Jinks, Applied Psychology: Research, Training and Practice, Sage Publications, Ltd, 2017.									
2. Robert B Cialdini, Influence: The Psychology of Persuasion, Harper Business, 2021.									
3. Kieran C. O'Doherty, Darrin Hodgetts, Handbook of Applied Social Psychology, Sage Publications, 2019.									
4. Paul Levy, Industrial/Organizational Psychology: Understanding the Workplace, Worth, 2016.									
5. Carol Dweck, Mindset - The Way You think To Fulfil Your Potential, 6 th edition, 2017.									

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24MBX14	Creativity, Innovation and Design Thinking	L	T	P	C
		0	0	2	1
Pre-requisite		Assessment Pattern			
<ul style="list-style-type: none">Basic knowledge in Business Environment	Mode: Continuous Assessment 100%				
	Assessments		Weightage (%)		
	Mid-Course Evaluation		50		
	End Course Evaluation		50		
	Total		100		
Course Objective					
<ul style="list-style-type: none">To emphasize the significance and necessity of creativity and innovation for individuals and organizations.To learn about methods and techniques to be creative and innovative.To introduce the concept of Design Thinking.					
Programme Outcomes (POs)					
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.				
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.				
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems				
PO7	Exhibit a global perspective that fosters the ability to understand global business scenario and business decision making considering multicultural views and diversity.				
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.				
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.				
Course Outcomes (COs)					
The students will be able to:					
CO1	Interpret the significance of creativity in survival and sustainability of today’s organisations.				
CO2	Discover and cultivate creativity in self, others, and organisation.				
CO3	Develop a comprehensive understanding about being innovative.				
CO4	Respond to business problems with design thinking.				
CO5	Build a business model in a structured way.				

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3						3		
2			3						3
3	3								
4									
5		3		2				3	
Creativity in Business, Innovation in Business, Six Thinking Hats, Ideation Methods, Design Thinking Approach to Problem Solving, Customer Journey Mapping.									
Total							20 Hours		
References									
1. Floyd Hurt, Rousing Creativity: Think New Now, ISBN 1560525479, Crisp Publications Inc, 2018.									
2. Geoffrey Petty, How to be better at Creativity, The Industrial Society, 2018.									
3. Dr. Bala Ramadurai, Karmic Design Thinking - A Buddhism-Inspired Method to Help Create Human-Centered Products & Services, 2020.									
4. CSG Krishnamacharyalu, Lalitha R Innovation management, Himalaya Publishing House, 2018.									
5. Clayton M. Christensen Michael E. Raynor, The Innovator’s Solution, Harvard Publishing, 2018.									

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VALUE ADDED COURSES

24MBY01	Selling Skills	L	T	P	C
		1	0	0	-
Pre-requisite		Assessment Pattern			
<ul style="list-style-type: none">Management Principles	Mode: Continuous Assessment		100%		
	Assessments		Weightage (%)		
	Mid-Course Evaluation		50		
	End Course Evaluation		50		
	Total		100		
Course Objective					
<ul style="list-style-type: none">To understand the prospective customers.To identify the customers.To plan and prepare for sales meeting.					
Programme Outcomes (POs)					
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.				
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.				
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.				
PO4	Detect the significant problems faced by business entities and fit in tools, concepts, and benchmark practices to continuously solve business problems				
PO5	Adept in using various modes of communication coupled with listening skills, interpersonal skills and influential communicative skills to speak the mind.				
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.				
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.				
Course Outcomes (COs)					
The students will be able to:					
CO1	Apply the knowledge of customers.				
CO2	Execute the sales presentation.				
CO3	Apply the selling skills to complete sales.				
CO4	Make use of social media for increasing the sales.				
CO5	Use the selling skills in the real time environment.				

Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3			2					
2								3	
3		3			3				3
4									
5	3		3						3
Can you sell? Identify your customers, selling in-house (B2C), Selling outhouse (B2B) Planning and preparations – Need and problem identification, Selling Expertise-The Classic Presentation, Objections to reassurance (resolving customer concern) Negotiation, Closing the sale, Follow-up, Social Media Selling, Activity – Selling products at real time shop.									
							Total	20 Hours	
References									
1. Zig Ziglar, The Art of Selling, Jaico Publishing House, First edition, 2021. 2. Zig Ziglar, Secrets of Closing the Sale, Magna Publishing Co Ltd, 2020. 3. Ziglar, Selling, Jaico Publishing House; First edition, 2016. 4. Brian Tracy, The Psychology of Selling: 10 Keys to Success in Selling, Jaico Publishing House; First Edition, 2021. 5. Brian Tracy, Be a Sales Superstar, Magna Publishing Co Ltd, 2020.									

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24MBY02		Mutual Funds		L	T	P	C		
				1	0	0	-		
Pre-requisite			Assessment Pattern						
<ul style="list-style-type: none">Management Principles			Mode: Continuous Assessment 100%						
			Assessments		Weightage (%)				
			Mid-Course Evaluation		50				
			End Course Evaluation		50				
			Total		100				
Course Objective									
<ul style="list-style-type: none">To enable the students to understand the concept, types of mutual funds and legal aspects of mutual funds.To make them acquainted with financial planning as an approach to investing in mutual funds.To acquire knowledge on accounting, valuation, taxation of mutual funds and enables the students to measure and evaluate mutual fund performance.									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.								
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Explain the role, structure, and different schemes of Mutual Funds and their features.								
CO2	Gain knowledge on distribution and evaluation of schemes.								
CO3	Give recommendation of suitable products and services to investors.								
CO4	Get oriented to the legalities in Mutual Funds.								
CO5	Know accounting, valuation and taxation aspects underlying Mutual Funds								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3								
2			2						
3			3					3	2
4		2				3			
5		2							
Concept, Fund Structure and Constituent, Investment Restrictions and Related Regulation – Investors’ Rights and Obligations. Fund Distribution and Sales Practices Regulatory Aspects of an Offer– Distribution Channels for Mutual Funds – Sales Practices and Commission Structure. Accounting, Valuation and Taxation									

Computation of NAV – Factors Affecting the NAV – Identification and Charging of Expenses – Valuation process – Applicability of Various Taxes. Risk, Return and Performance of Funds - Concept of Return on Investment – Risks in Fund Investing –Benchmarking of Performance – Fund Manager Performance. Investor Services - DEMAT Account – Process relating to Purchase and Redemption – Investment Plans and Service – Scheme Selection – Selecting the Right Investment Products for Investors - Helping Investors with Financial Planning – Recommending Model Portfolios and Financial Plans.	
Total	20 Hours
References	
<ol style="list-style-type: none"> 1. Sahadevan and Thiripalraju, Mutual Funds: Data, Interpretation and Analysis, New Delhi: Prentice Hall of India, 2020. 2. Jeffrey Laderman, Business Week's Guide to Mutual Funds, New Delhi: Tata Mcgraw Hill, 2020. 3. Sundar and Sandaran, Indian Mutual Funds Handbook, New Delhi: Vision books, 2020. 4. Workbook for NISM-Series-V – A: Mutual Fund Distributors Certification Examination, July 2020. 5. Vivek K Negi, Mutual Funds-Ladder to Wealth Creation, Diamond Books, Noida, 2018. 	

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24MBY03	Principles of Insurance		L	T	P	C			
			1	0	0	-			
Pre-requisite		Assessment Pattern							
<ul style="list-style-type: none">Management Principles		Mode: Continuous Assessment		100%					
		Assessments		Weightage (%)					
		Mid-Course Evaluation		50					
		End Course Evaluation		50					
		Total		100					
Course Objective									
<ul style="list-style-type: none">To enable the students to understand the basic concepts and legal aspects of insurance.To make them acquainted insurance products and its functional benefits to the insurer.To acquire knowledge on reinsurance, banc assurance, insurance premium and claim settlement									
Programme Outcomes (POs)									
PO1	Deep understanding and knowledge in core and allied management areas that aid in vividness about business functioning, exploit business opportunities resulting in planning and decision-making capabilities in highly volatile business environment.								
PO2	Utilize research methods to investigate, solve business problems by planning, executing research solution seeking assignments in the various functional areas of management.								
PO3	Acquire critical thinking skills, able to think creatively by application of lateral thinking techniques and scale up to innovations.								
PO6	Understand the inescapable role of right leadership for the success of any business entity, collaborate with teams by being a contributing member and lead teams.								
PO8	Being observant to social issues, exploring solutions to solve issues with a commitment to take ethical decisions.								
PO9	Strengthen entrepreneurial skills with innovation and design thinking to leverage business opportunities in the dynamic business environment.								
Course Outcomes (COs)									
The students will be able to:									
CO1	Demonstrate the knowledge of insurance contracts and provisions.								
CO2	Expedite in Life Insurance products for Risk management decisions.								
CO3	Expedite in non-life insurance product marketing and distribution.								
CO4	Execute the process of Reinsurance, bancassurance and documentation in insurance companies.								
CO5	Get oriented to the Insurance payment and their claim settlement.								
Articulation Matrix									
CO. No.	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
1	3					3			
2									
3	3		3					3	2
4		2							2
5									
Introduction to Principles of Insurance - Insurance Regulatory and Development Act (IRDA) - Indemnity and									

Insurable interest - Personal and Non-Personal Contracts - Introduction to Life Insurance - Appointment of Agent - Plans of Life Insurance - Risk Management - Managing Risk Retention - Introduction to Non-Life Insurance - Non-Life Insurance Products - Functions performed by Insurers - Individual and Corporate Agents - Investment and Reinsurance - Functions of Reinsurance Broker - Bancassurance - Banker's Indemnity Policy - Claim settlement - Days of Grace - Lapse - Paid Up Policy - Surrender Value - Nomination	
Total	20 Hours
References	
<ol style="list-style-type: none"> 1. Dr. C.L. Tyagi, Dr. (Mrs.) Madhu Tyagi, Insurance Law and Practice, Atlantic Publishers and Distributors (P) Ltd; 3rd Revised & Enlarged Edition, 2022. 2. M.N. Srinivasan & K. Kannan, Principles of Insurance Law, Generic, 2020. 3. Beik, J. I., & Pepper. J, Health Insurance Today-E-Book: A Practical Approach. Elsevier Health Sciences, 2020. 4. David Whetten, Dr. Kim Cameron, Principles of Risk Management and Insurance, 13th edition, Pearson Education, 2017. 5. Gupta L.P, General Insurance Guide, Dr. L. P. Gupta Publications, 2017. 	

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