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**SAI RAM**

INSTITUTE OF TECHNOLOGY

*An Autonomous Institution*

West Tambaram, Chennai - 44

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Approved by AICTE, New Delhi  
Affiliated to Anna University



## DEPARTMENT OF MANAGEMENT STUDIES

**REGULATIONS  
2020**

*Academic Year 2020-21 onwards*

**AUTONOMOUS**

**PG CURRICULUM AND  
SYLLABUS  
I - IV  
SEMESTERS**

**AUTONOMOUS CURRICULA AND SYLLABI**

**Regulations 2020**

**SEMESTER I**

S. N O	COURSE CODE	COURSE TITLE		WEEK HOURS			CRED ITS
				L	T	P	
<b>THEORY</b>							
1	20MBT101	Accounting for Decision Making	BC	4	0	0	4
2	20MBT102	Economic Analysis for Managers	BC	4	0	0	4
3	20MBT103	Organizational Behaviour	BC	3	0	0	3
4	20MBT104	Business Statistics & Analytics For Decision Making	BC	3	0	0	3
5	20MBT105	Legal & Business Environment	BC	3	0	0	3
6	20MBT106	Principles of Management	BC	3	0	0	3
7	20MBT107	Entrepreneurship Development	BC	3	0	0	3
<b>PRACTICAL</b>							
8	20MBP108	Case Lab – I	SDC	0	0	2	2
9	20MBP109	Life & Managerial Skills	SDC	0	0	2	2
10	20MBP110	Immersion Project	SDC	0	0	2	2
<b>TOTAL</b>				<b>29</b>			

**BC – Basic core**

**SDC – Skill Development Courses**

**SEMESTER II**

S. N O	COURSE CODE	COURSE TITLE		WEEK HOURS			CRED ITS
				L	T	P	
<b>THEORY</b>							
1	20MBT201	Financial Management Decision and Application	PC	3	0	0	3
2	20MBT202	Human Resource Management	PC	3	0	0	3
3	20MBT203	Marketing Management	PC	4	0	0	4
4	20MBT204	Managing Operations	PC	3	0	0	3
5	20MBT205	Business Optimization Techniques	PC	3	0	0	3
6	20MBT206	Business Research Methods	PC	3	0	0	3
7	20MBT207	Information Systems & Business Analytics	PC	3	0	0	3
<b>PRACTICAL</b>							
8	20MBP208	Data Analysis Lab	BC	0	0	4	3
9	20MBP210	Professional Skill Development	SDC	0	0	2	2
10	20MBP211	Case Lab – II	SDC	0	0	2	2
<b>GENERAL INTEREST COURSE</b>							
11	20MBG212 20MBG213	Specific Interest Course (Mandatory) • Certification Courses (MOOC) • Indian or Foreign Language courses	SDC	Completed / Not Completed			
<b>TOTAL</b>							<b>29</b>

**PC – Professional Course      BC – Basic core      SDC – Skill Development Courses**

### SEMESTER III

S. N O	COURSE CODE	COURSE TITLE		WEEK HOURS			CRED ITS
				L	T	P	
<b>THEORY</b>							
1	20MBT301	International Business Management	PC	3	0	0	3
2	20MBT302	Strategic Management	PC	3	0	0	3
3	E1	Elective 1	PE	3	0	0	3
4	E2	Elective 2	PE	3	0	0	3
5	E3	Elective 3	PE	3	0	0	3
6	E4	Elective 4	PE	3	0	0	3
7	E5	Elective 5	PE	3	0	0	3
8	E6	Elective 6	PE	3	0	0	3
<b>PRACTICAL</b>							
9	20MBP301	Case Lab – III	SDC	0	0	2	2
10	20MBP302	Career Enrichment Techniques	VAC	0	0	2	2
11	20MBP303	Summer Internship (4 weeks)	SI	0	0	2	2
12	20MBP304	Developing Consulting/ Developing Business Model	SDC	Completed / Not Completed			
<b>TOTAL</b>				<b>30</b>			

**PC – Professional Courses    PE – Professional Electives    SI – Summer Internship**  
**SDC – Skill Development Courses    VAC – Value Added Course**

**SEMESTER IV**

S. N O	COURSE CODE	COURSE TITLE		WE	HC	S	CRED ITS
				EK	UR		
<b>THEORY</b>							
1	20MBP401	Major Project	FP	0	0	24	12
<b>CAREER ENRICHMENT COURSE</b>							
2	20MBG401	Elective based certification course	SDC	Completed / Not Completed			
3	20MBG402	Career Enrichment Program	SDC	Satisfactory / Unsatisfactory			
		<b>TOTAL</b>		<b>12</b>			

**FP – Final Project      SDC – Skill Development Courses**

## ELECTIVES OFFERED

### 1. FINANCE STREAM

S No	Code No.	Course Title	L	T	P	C
1	20MBF301	Investment Analysis and Portfolio Management	3	0	0	3
2	20MBF302	Merchant Banking and Financial Services	3	0	0	3
3	20MBF303	Indian Banking and Financial System	3	0	0	3
4	20MBF304	Finance Analytics	3	0	0	3
5	20MBF305	Enterprise Risk Management and Insurance	3	0	0	3
6	20MBF306	Global Finance and Forex Management	3	0	0	3
7	20MBF307	Financial Derivatives	3	0	0	3

### 2. MARKETING STREAM

	Code No.	Course Title	L	T	P	C
1	20MBM301	Services Marketing	3	0	0	3
2	20MBM302	Social and Digital Marketing	3	0	0	3
3	20MBM303	Integrated Marketing Communications	3	0	0	3
4	20MBM304	Retail Management	3	0	0	3
5	20MBM305	Marketing Analytics	3	0	0	3
6	20MBM306	New Product Strategies & Brand Management	3	0	0	3
7	20MBM307	Managing Distribution Channel	3	0	0	3
8	20MBM308	Customer Relationship Management	3	0	0	3

### 3. HUMAN RESOURCE STREAM

	<b>Code No.</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1	20MBHR301	Strategic Human Resource Management	3	0	0	3
2	20MBHR302	Conflict Management	3	0	0	3
3	20MBHR303	Cross Cultural Management	3	0	0	3
4	20MBHR304	Social Psychology	3	0	0	3
5	20MBHR305	Talent Acquisition and Retention	3	0	0	3
6	20MBHR307	People Analytics	3	0	0	3
7	20MBHR308	Industrial Relations and Labour Welfare	3	0	0	3
8	20MBHR309	Labour Law	3	0	0	3

### 4. OPERATIONS, LOGISTICS STREAM

	<b>Code No.</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1	20MBO301	Supply Chain and Logistics Management	3	0	0	3
2	20MBO302	Project Management	3	0	0	3
3	20MBO303	Strategic Operations and Innovation	3	0	0	3
4	20MBO304	Total Quality Management	3	0	0	3
5	20MBO305	Product Design	3	0	0	3
6	20MBO306	Intellectual Property Rights (IPR)	3	0	0	3
7	20MBO307	Operations Analytics	3	0	0	3

## 5. IT & ANALYTICS STREAM

	<b>Code No.</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
1	20MBS301	Enterprise Resource Planning	3	0	0	3
2	20MBS302	e-Commerce	3	0	0	3
3	20MBS303	Artificial Intelligence and Machine Learning for Decision Making	3	0	0	3
4	20MBS304	Data Mining	3	0	0	3
5	20MBS305	Business Analytics and Big Data	3	0	0	3
6	20MBS306	DBMS & SQL	3	0	0	3



# **SEMESTER - I**

## SEMESTER - I

<b>20MBT101</b> <b>SDG NO. 4</b>	<b>ACCOUNTING FOR</b> <b>DECISION MAKING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

### OBJECTIVES:

- Students who acquire knowledge are able to practice in the internal accounting system, cost classification, cost behavior, cost volume profit analysis, budget and variance analysis in decision making..

### **UNIT I MECHANICS OF FINANCIAL ACCOUNTING 12 Hours**

Accounting – Meaning – Objectives - Scope of Accounting - GAAP - Introduction to Financial, Cost and Management Accounting – Preparation of Trading - Profit and Loss account and Balance sheet - Uses - Inflation Accounting - Human Resources Accounting.

### **UNIT II CORPORATE ACCOUNTING 12 Hours**

Company Accounts – Meaning – Issue of Shares – Forfeiture – Reissue - Final Accounts of Company - Profit prior to incorporation – Employee stock option - Buy - back of securities.

### **UNIT III FINANCIAL STATEMENT ANALYSIS 15 Hours**

Analysis of financial statements – Significance – Classifications – Comparative statement – Common size balance sheet - Ratio analysis – Uses and Abuses - Fund flow and Cash flow (as per Accounting Standard 3) statement. - Analysis of Annual Reports - Manufacturing - Trading and Service Sector – Case Study.

### **UNIT IV PRODUCT COST DECISION 11 Hours**

Cost and costing – Elements of cost – Unit costing, Job costing – Batch costing - Process costing- Activity Based Costing - Target costing- Marginal costing – Statement - CVP- BEP – Application of decision making – Make or buy – Key factor analysis – Merger plant capacity etc., Case study .

### **UNIT V BUDGETARY AND VARIANCE ANALYSIS 10 Hours**

Budget and Budgetary control - Features and Classification – Industry significance. Standard costing - Budgetary Control & Variance Analysis – Types of variance – Material, Labour, Overhead and Sales variances- Standard cost system - Case study.

**TOTAL : 60 Hours**

**TEXT BOOKS:**

1. M.Y.Khan & P.K.Jain, “Management Accounting”, Tata McGraw Hill, 8th edition, 2021.
- 2.R. Narayanaswamy, “Financial Accounting – A managerial perspective”, PHI Learning, New Delhi, 7th edition, 2022.
3. Dr. S. N. Maheshwari, CA Sharad Maheshwari & Dr. Suneel K. Maheshwari, “A TextBook of Accounting for Management”, Vikas Publishing, New Delhi, 5th Edition, 2022.

**REFERENCE BOOKS:**

- 1.Horngren, Surdem, Stratton, Burgstahler, Schatzberg, “Introduction to Management Accounting”, PHI Learning, 17th edition, 2022.
2. Sanghvi Bodhanwala, “Management Accounting - Text and cases”, PHI Learning, 3rd edition, 2018.
3. Dr. R. Ramachandran & Dr.R.Srinivasan, “Management Accounting, Theory, Problems and Solutions”, Sriram Publications, 17th Revised and Enlarged Edition, 2018.
4. Dr. K. Maran, T.A.Tamilselvi, R.Thiyagu, “Management Accounting”, Himalaya Publishing House, First Edition 2017.
5. Jan Williams, “Financial and Managerial Accounting – The basis for business Decisions”, Tata McGraw Hill Publishers, 16th edition, 2017.
- 6.Stice & Stice, “Financial Accounting Reporting and Analysis”, Cengage Learning, 11th edition 2010.
- 7.Ashish K. Bhattacharya, “Introduction to Financial Statement Analysis”, Elsevier, 1st edition, 30th January, 2007.

**WEB REFERENCES:**

1. [https://www.icaai.org/new\\_post.html?post\\_id=2805](https://www.icaai.org/new_post.html?post_id=2805)
2. <https://www.saralaccounts.com/blogs/indian-accounting-standards/>
3. <https://www.taxmann.com/blogpost/2000000574/accounting-standards.aspx>
4. <https://www.accountingverse.com/financial-accounting/introduction/accounting-standards.html>

**MOOC REFERENCES:**

1. [https://swayam.gov.in/nd2\\_cec20\\_mg23/preview](https://swayam.gov.in/nd2_cec20_mg23/preview)
2. [https://swayam.gov.in/nd2\\_imb20\\_mg31/preview](https://swayam.gov.in/nd2_imb20_mg31/preview)
3. <https://www.edx.org/course/management-accounting>
4. <https://www.coursera.org/learn/uva-darden-financial-accounting>

### COURSE OUTCOMES:

CO No	Course outcomes	Cognitive Level
20MBT101.1	Ability to learn the basic concepts of financial, cost and management accounting.	K2
20MBT101.2	Understand the interpretation of various financial, cost and management accounting results.	K2
20MBT101.3	Enable to enhancing Student skills in accounting decision making in management professions	K3
20MBT101.4	Students will be able to apply various accounting decision skills for performance of the organization.	K3
20MBT101.5	Student gains the practical knowledge as accounting profession by using ideas and judgments	K3
20MBT101.6	Enable to design new accounting and financial strategy solutions for sustaining the business.	K4

### CO – PO MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
20MBT101.1	2	2	2	-	3	3	-	2	3
20MBT101.2	2	1	1	-	3	-	3	3	3
20MBT101.3	1	2	-	-	3	3	-	3	3
20MBT101.4	2	2	1	-	3	-	3	3	3
20MBT101.5	1	2	2	-	3	2	3	3	3
20MBT101.6	1	2	2	-	3	2	3	3	3

## SEMESTER - I

<b>20MBT102</b> <b>SDG NO. 4</b>	<b>ECONOMIC ANALYSIS FOR</b> <b>MANAGERS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

### OBJECTIVES:

- To gain insights one economic concepts and its implications
- To obtain knowledge on market structures and its significance.
- To understand the Macroeconomic variables and its real time impact on economy

### UNIT I INTRODUCTION

8

Introduction to economics – scarcity and efficiency – three fundamental economic problems –society’s capability – Production possibility frontiers(PPF)– Productive efficiency Vs Economic efficiency–economic growth and stability–Micro and Macro Economies – The role of markets and government– Positive Vs negative externalities

### UNIT II MICRO ECONOMICS

13

Demand, Law of Demand, Determinants of demand, Elasticity of demand, Law of diminishing marginal utility-Exceptions of Demand-Supply, Law of Supply, Elasticity of Supply. Consumer equilibrium – Approaches to consumer behavior - Production functions – Short andlong run laws of production, law of returns to scale. Cost - types of cost, Short and long run cost output relationship, Economies and diseconomies of Scale- Case Study.

### UNIT III PRODUCT AND FACTOR MARKET

13

Product market–perfect and imperfect market–different market structures–Firm's equilibrium and supply – Market efficiency – Economic costs of imperfect competition–factor market–Land, Labour and capital–Demand and supply–determination of factor price – Interaction of product and factor market – General equilibrium and efficiency of competitive markets – Case Study.

### UNIT IV PERFORMANCE OF AN ECONOMY –MACROECONOMICS

13

Macro-economic aggregates – circular flow of macroeconomic activity – National income determination – Aggregate demand and supply – Macroeconomic equilibrium– Components of aggregate demand and national income – multiplier effect – Demand side management –Fiscal policy in theory– Case Study.

## **UNIT V AGGREGATE SUPPLY AND THE ROLE OF MONEY 13**

Short-run and Long-run supply curve – Unemployment and its impact – Okun's law – Inflation and the impact–Causes for inflation–Demand Vs Supply factors– Inflation Vs Unemployment tradeoff – Phillips curve –short- run and long-run – Supply side Policy and management- Money market- Demand and supply of money – money-market equilibrium and national income – the role of monetary policy– Case Study

**TOTAL : 60 PERIODS**

### **TEXT BOOKS:**

1. Geetika, Piyali Ghosh, Purba Roy Chowdhury, Managerial Economics - 3 edition, McGraw-Hill Education, 2017
2. Deviga Vengedasalam & Karunagaran Madhavan, Principles of Economics, Third Edition, Oxford University Press, New Delhi, 2013.
3. DNDiwedi, Managerial Economics – Vikas Publication, Eighth Edition, 2018.

### **REFERENCES:**

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2011.
2. N. Gregory Mankiw, Principles of Economics, 7th edition, Cengage, New Delhi, 2015
3. Richard Lipsey and Alec Charystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2011.
4. Karl E. Case and Ray C. Fair, Principles of Economics, 12th edition, Pearson, Education Asia, New Delhi, 2014.
5. P. Saravanel, G. Kavitha, Economic Analysis for Business, Himalaya Publishing House, 2017.

### **WEB REFERENCES:**

- 1 <https://www.rbi.org.in>
- 2 <https://data.oecd.org/economy.htm>
- 3 <https://www.focus-economics.com>
- 4 [www.mospi.gov.in](http://www.mospi.gov.in)
- 5 <https://www.ibef.org>

### **MOOC REFERENCES:**

1. <https://www.udemy.com/course/principles-of-microeconomics-complete-course/>
2. <https://www.udemy.com/course/mastering-foundations-in-microeconomics/>

3. [https://swayam.gov.in/nd2\\_imb20\\_mg38/preview](https://swayam.gov.in/nd2_imb20_mg38/preview)
4. [https://swayam.gov.in/nd1\\_noc20\\_mg67/preview](https://swayam.gov.in/nd1_noc20_mg67/preview)
5. <https://www.coursera.org/learn/principles-of-macroeconomics/>

**COURSE OUTCOMES :**

<b>CO No</b>	<b>Course outcomes</b>	<b>Cognitive Level</b>
20MBT102.1	To relate with principles of micro and macro economics	K3
20MBT102.2	Understanding the concepts of scarcity and efficiency for resource allocation.	K2
20MBT102.3	Ability to learn consumer and producer behaviour	K3
20MBT102.4	Applying the functioning principles of product and factor markets	K3
20MBT102.5	Enhancing the economic environment for business	K4
20MBT102.6	Empathizing the implications of economic policy to society as a whole	K3

**CO – PO MAPPING:**

<b>CO</b>	<b>P O 1</b>	<b>P O 2</b>	<b>P O 3</b>	<b>P O 4</b>	<b>P O 5</b>	<b>P O 6</b>	<b>P O 7</b>	<b>P O 8</b>	<b>P O 9</b>
20MBT102.1	3	3	1	-	1	2	1	1	-
20MBT102.2	3	3	3	2	2	2	1	1	1
20MBT102.3	3	3	2	2	2	3	1	1	1
20MBT102.4	2	2	3	2	2	3	1	1	-

20MBT102.5	3	3	3	2	2	2	1	1	1
20MBT102.6	2	3	2	2	2	-	1	1	-

### SEMESTER - I

<b>20MBT103 SDG NO. 4</b>	<b>ORGANIZATIONAL BEHAVIOUR</b>			7	1	C
					3	

#### OBJECTIVES:

- To enhance the understanding of the dynamics of interactions between individuals and the organization.
- To describe how people behave under different conditions and understand why people behave as they do.
- To explain to students, how to analyze and apply knowledge in understanding group behaviour.
- To develop practical insights and problem solving capabilities for effectively managing the organizational processes.

#### **UNIT I FRAMEWORK OF ORGANIZATIONAL BEHAVIOUR 5**

Organizational Behaviour – Nature - Need - Significance – Scope –Key Elements– Contribution of Behavioural Sciences to OB – Challenges for OB – Models of Organizational Behaviour -Case Studies.

#### **UNIT II INDIVIDUAL BEHAVIOUR 14**

Personality –Personality Traits – Factors Influencing Personality – Personality Theories – Attitudes – Components – Sources – Functions – Job Related Attitudes – Job Satisfaction – Determinants – Values – Types – Sources - Learning – Nature – Theories of Learning – OB Modification–Emotional Intelligence – Managing Emotions -Perception – Sensation – Perceptual Process – Factors Influencing Perception – Interpersonal Perception – Impression Management – Case Studies.

#### **UNIT III UNDERSTANDING GROUP DYNAMICS & BEHAVIOUR 8**

Organizational Structure - Formal Informal Organization – Group Dynamics – Formation of Groups – Types of Groups- Stages in Group Development – Teams Vs. Groups – Group Cohesiveness – Group Norms – Enforcing Norms - Informal Leaders –Group



Decision Making – Techniques of Group Decision Making – Interpersonal Relations – Johari Window. Case Studies

#### **UNIT IV LEADERSHIP & POWER**

**8**

Leadership – Significance of Leadership – Styles of Leaders – Theories of Leadership – Leaders vs. Managers – Power- Sources of Power - Organizational Politics – Causes for Organizational Politics– Strategies for Handling Organizational Politics – Conflicts – Types – Levels – Strategies for Handling Conflicts – Case Studies.

#### **UNIT V ORGANIZATIONAL DYNAMICS**

**10**

Organizational Climate – Culture – Dimensions of Climate – Factors Influencing Climate and Culture – Organizational Change - Proactive Vs. Reactive Change– Reasons for Change – Resistance to Change – Overcoming Resistance to Change – Organizational Development – Characteristics – Process – OD - Interventional Strategies – Organizational Effectiveness Vs. Efficiency – Work Stress – Consequences of Stress – Types of Stressors – Managing Stress – Quality of Work Life - Balance of Work Life – Case Studies.

**TOTAL : 45 PERIODS**

#### **TEXT BOOKS:**

1. Stephen P Robbins, Organizational Behaviour, PHI Learning / Pearson Education, Latest revised Edition 19, 2022 (Global edition)
2. Fred Luthans, Organizational Behaviour, McGraw Hill, 13th Edition
3. BP Singh, TN Chabra, Organizational Theory&Behaviour, Dhanpatrai & Co, (P) Ltd. Latest Revised Edition, 2020

#### **REFERENCE BOOKS:**

1. Aswathappa, Organizational Behaviour Text, Cases & Games, 13th Edition, 2020, Himalaya Publishing House
2. Udai Pareek, Understanding Organizational Behaviour, Fourth Edition, Oxford Higher Education, 2018
3. Jerald Greenberg Behaviour in Organisation, PHI Learning, 10th Edition. 2011

#### **ONLINE RESOURCES:**

1. <https://www.economicdiscussion.net/management/organisational-behaviour/31869><https://sites.google.com/site/psy130organisationalbehaviour/home/chapter-1-1/4-types-o>
2. <https://www.kbmanage.com/concept/group-dynamics>
3. <https://www.skillsyouneed.com/leadership-skills.html>
4. <https://www.igi-global.com/dictionary/organizational-dynamics/21485>

**MOOCS:**

1. <https://www.mooc-list.com/tags/organizational-behavior>
2. [https://swayam.gov.in/nd2\\_cec20\\_mg03/preview](https://swayam.gov.in/nd2_cec20_mg03/preview)
3. [http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view\\_module\\_pg.php/384](http://ugcmoocs.inflibnet.ac.in/ugcmoocs/view_module_pg.php/384)

**COURSE OUTCOMES:**

CO No	Course Outcomes	Cognitive Level
20MBT103.1	Examine the applicability of the concept of organizational behavior to understand the behavior of people in organization	K1
20MBT103.2	Analyze the complexities associated with management of individual behavior in organization	K2
20MBT103.3	Analyze the complexities associated with management of the group behavior in organization	K2
20MBT103.4	Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations	K4
20MBT103.5	Exhibit how organizational change and culture affect working relationships within organizations.	K3
20MBT103.6	Exhibit how the organizational behavior can integrate in understanding the motivation behind behavior of people in the organization	K5

**CO-PO MAPPING:**

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
20MBT103.1	2	3	3	3	3	2	-	1	1
20MBT103.2	1	3	3	2	2	-	3	1	1
20MBT103.3	1	2	2	2	1	1	2	2	-
20MBT103.4	3	3	3	3	2	2	3	2	3
20MBT103.5	2	2	2	1	2	1	1	2	1
20MBT103.6	2	3	3	2	2	2	2	1	2

## SEMESTER - I

20MBT104 SDG NO. 4	BUSINESS STATISTICS & ANALYTICS FOR DECISION MAKING	L	T	P	C
		3	0	0	3

### OBJECTIVES:

- To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt to various managerial situations.
- To learn the applications of statistics and probability distributions in analysis of business decision making.

### UNIT I INTRODUCTION TO STATISTICS, DATA ANALYSIS & PROBABILITY 9

Importance of Statistics in Business Analysis – Organizing data - Descriptive Measures. Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson and Normal distributions.

### UNIT II SAMPLING DISTRIBUTION AND ESTIMATION 7

Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

### UNIT III TESTING OF HYPOTHESIS 10

Hypothesis testing: One sample and two sample tests for means and proportions of large samples (z-test), One sample and two sample tests for means of small samples (t-test), F- test for two sample standard deviations. Analysis of variance - one and two way.

### UNIT IV NON PARAMETRIC TEST 9

Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov- Smirnov test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal -Wallis H test. One sample run test, Wilcoxon signed rank test.

## **UNIT V TIME SERIES ANALYSIS FOR BUSINESS FORECASTING, CORRELATION & REGRESSION** **10**

Importance of time series analysis for business forecasting. Cyclical variations, Seasonal variations – method of moving average, ratio to trend. Trend analysis- linear trend, exponential trend. Correlation analysis. Estimation of regression lines.

**TOTAL : 45 HOURS**

### **TEXT BOOKS:**

1. Levin, R. I., & Rubin, D. S. (2019). Statistics for Management. New Delhi: Prentice Hall.
2. Dean Foster and Robert A Stine, Statistics for Business: Decision Making and Analysis.3rd edition,pearson.2017

### **REFERENCE BOOKS:**

1. Srivatsava TN and Shailaja Rego, Statistics for Management, 3rd Edition ,Tata McGraw Hill,2017.
2. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 8th edition, Thomson (South – Western) Asia, Singapore, 2002.
3. Prem S Mann, Introductory Statistics, 7th Edition, Wiley India, 2016
4. Business Statistics: Text and Problems - With Introduction to Business Analytics | 2nd Edition, 2021
5. Aczel A D and Sounderpandian J, Complete Business Statistics, 7th edition, Tata McGraw – Hill, 2017.

### **WEB REFERENCES:**

1. <https://nptel.ac.in/courses/110/104/110104094/>
2. <https://nptel.ac.in/courses/110/107/110107114/>
3. <http://www.nptelvideos.in/2012/11/probability-and-statistics.html>

### **ONLINE RESOURCES:**

1. <https://www.udemy.com/course/probability-and-statistics-for-business-and-data-science/>
2. <https://www.coursera.org/specializations/business-statistics-analysis>
3. [https://media.pearsoncmg.com/ph/bp/bp\\_Levine\\_StatMan\\_7e/dpage/index.html](https://media.pearsoncmg.com/ph/bp/bp_Levine_StatMan_7e/dpage/index.html)

**OUTCOMES :**

CO No.	Course Outcomes	Cognitive Level
20MBT104.1	Summarize data sets using Descriptive statistics	K3
20MBT104.2	Analyse the relationship between two variables	K3
20MBT104.3	Analyse trend and seasonality in a time series data	K3
20MBT104.4	Draw conclusion about a population using testing of hypothesis	K3
20MBT104.5	Apply statistics to different managerial situations	K3
20MBT104.6	Apply time series to business forecasting	K3

**CO – PO MAPPING:**

CO	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
20MBT104.1	3	2	3	-	1	-	-	3	2
20MBT104.2	3	2	1	-	-	-	-	2	3
20MBT104.3	3	2	3	-	1	-	-	2	1

20MBT104.4	3	2	1	-	-	-	-	-	1
20MBT104.5	3	2	1	1	1	-	-	-	-
20MBT104.6	3	2	-	-	-	-	-	-	-

### SEMESTER - I

20MBT105 SDG NO. 4	LEGAL & BUSINESS ENVIRONMENT	L	T	P	C
		3	0	0	3

#### OBJECTIVES:

To have knowledge on commercial law.

To understand the concepts and legal formalities for forming and managing companies

To understand the rights of consumers and be aware of environmental law and competition forums.

To gain knowledge into corporate tax planning and GST.

To have insights into rights of intellectual property owners and to gain knowledge on the ambit of cyberspace.

#### UNIT I COMMERCIAL LAW AND RELEVANT CASES

15

Introduction to Law – Object of Law – Sources of Law - Commercial Law. Indian Contract Act 1872 – Meaning and Definition – Types of Contract – Essentials of Valid Contract – Performance and Discharge of Contract – Remedies for Breach of Contract – Quasi Contract. Sale of Goods Act 1930, Contract of Agency – Types of Agents - Creation and Termination of Agency – Rights, Duties and Liabilities of Agents. Negotiable Instruments Act 1881 – Types – Types of Endorsements – Discharge of Negotiable Instruments.

#### UNIT II – COMPANIES ACT 2013

10

Companies Act 2013 – Definition – Characteristics – Kinds of Company –

Formation of Company - Memorandum of Association and Articles of Association – Prospectus– Rights, Powers and Duties of Director – Winding up. Latest Amendments and impact.

**UNIT III CONSUMER PROTECTION, ENVIRONMENTAL LAW AND COMPETITION ACT** **6**

Consumer Protection Act 1986 – Need, Rights – Consumer Grievance Redressal Forum – Complaint Procedure, Environment Law – Overview and role in corporate,. Competition Act 2002 – Competition Commission of India – Composition, Powers and Functions. Case Study.

**UNIT IV CORPORATE TAX PLANNING AND GST** **5**

Corporate Tax – Planning, Management, Tax Evasion and Tax Avoidance – Impact of Tax Planning on New Business - Startup, The Central Goods and Services Tax Act 2017 – Overview – Impact of GST. Case Study.

**UNIT V INTELLECTUAL PROPERTY RIGHTS AND CYBER LAW** **9**

Indian IP Systems – Introduction – IPR – Patent - Copyright – Trademark, IPR filing process. Cyber Law – Meaning and Definition – Need - Terms in Cyber Law – Types of Cyber Crime – Information Technology Act 2000 and 2008. Case Study.

**TOTAL : 45 HOURS**

**TEXT BOOKS:**

1. Kapoor N D, Legal System in Business, Sultan Chand & Sons. 2nd Edition, 2021.
2. Kapoor N D, Business Law, (All India Edition) Including Companies (Amendment) Act, 2019, Sultan Chand & Sons. 7th Edition, 2021.

**REFERENCE BOOKS:**

1. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill, 7th Edition, 8th Edition, 2022
2. Ravinder Kumar, Legal Aspects of Business, Cengage, 6th Edition, 2023

**WEB REFERENCES:**

1. <https://www.mooc-list.com/course/intellectual-property-rights-management-perspective-edx>
2. [www.vakilno1.com](http://www.vakilno1.com)
3. [www.indiankanoon.org](http://www.indiankanoon.org)
4. [www.sebi.gov.in/](http://www.sebi.gov.in/)
5. [www.companylawonline.com](http://www.companylawonline.com)
6. [www.claonline.in](http://www.claonline.in)

**MOOC REFERENCES:**



1. <https://www.mooc-list.com/course/business-law-wma>

### **ONLINE RESOURCES:**

1. <https://www.udemy.com/course/how-to-brief-a-law-school-student-casebook-court-case-opinion/>
2. <https://www.udemy.com/course/gst-returns-a-complete-study/>
3. <https://www.udemy.com/course/law-of-cyberwar/>
4. <https://www.udemy.com/course/business-law-for-entrepreneurs/>
5. <https://www.udemy.com/course/corporate-and-business-law/>

### **COURSE OUTCOMES:**

<b>CO No</b>	<b>Course outcomes</b>	<b>Cognitive Level</b>
20MBT105.1	Have knowledge on commercial law.	K1
20MBT105.2	Understand the concepts and legal formalities pertaining to forming and managing companies and negotiable instruments.	K2
20MBT105.3	Have insights into rights of intellectual property owners and to gain knowledge on ambit of cyber space.	K3
20MBT105.4	Understand rights of consumer and aware of environmental law and competition forum.	K2
20MBT105.5	Gain knowledge into corporate tax planning and GST	K3
20MBT105.6	Able to comply with relevant laws in order to maintain ethicality in business practices	K3

**CO – PO MAPPING:**

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
20MBT105.1	3	3	3	3	2	-	-	-	3
20MBT105.2	2	3	1	2	2	-	-	-	3
20MBT105.3	2	3	1	2	2	-	-	-	3
20MBT105.4	2	3	1	2	2	-	-	-	3
20MBT105.5	2	3	1	2	2	-	-	-	3
20MBT105.6	3	3	2	2	3	2	3	2	3

**SEMESTER - I**

<b>20MBT106</b> <b>SDG NO. 4</b>	<b>PRINCIPLES OF MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVES:**

- To familiarize with the Concepts of Management
- To give exposure on Planning, Objectives and Decision Making Concepts
- To help in understanding Organizational Structure and staffing activities.
- To understand Organizational Communication System
- To imbibe the Techniques of Control

**UNIT I INTRODUCTION TO MANAGEMENT****9**

Introduction –Nature and functions of Management– Management Vs Administration – Roles, Levels and skills of Managers – Evolution and development of management thought – Pre –scientific, Scientific Management, Administrative Management, Behavioral approach, Systems approach – Contingency approach – Managers & Environment – Challenges for Managers – Social responsibility and ethics – Corporate governance – Case Study.

**UNIT II PLANNING****9**

Planning – Nature – Types – Planning Premises- Objectives – MBO, MBE - Strategic Planning- Policies - Decision making – Process –Approaches and techniques of decision making– Decision Tree – Decision Making under Different Conditions – Case Study.

### **UNIT III ORGANIZING**

**9**

Concept and Nature of Organizing - Organization Structure - Formal and informal organizations - Line and staff organization – Forms of organization structure - Departmentation - Bases for Departmentation. – Delegation of Authority – Centralization and Decentralization – Organization chart – Span of Supervision – Staffing – HRP – Recruitment – Selection – Training – Performance Appraisal –Case study.

### **UNIT IV DIRECTING**

**9**

Fundamentals, principles and techniques of directing – Motivation – Types of Motivation – Theories of Motivation –Leadership – Theories and leadership styles - Communication– Process – Communication Network – Communication Barriers - Overcoming Barriers - Case study.

### **UNIT V CONTROLLING**

**9**

Concept of Control – Steps in Control - Budgetary and Non-Budgetary Control Techniques – Managing Productivity – Cost Control – Maintenance Control – Purchase Control – Quality Control –Case study.

**TOTAL : 45 HOURS**

### **TEXT BOOKS**

1. Tirupathi.C,Reddy PN, Bajpai Ashish “Principles of Management”, Edition: 7, McGraw Hill,2021
2. Heinz Wehrich, Mark V Cannice, Harold Koontz, “Management: A Global,Innovative and Entrepreneurial Perspective”, 15th Edition, McGraw Hill,2019.
3. Robbins. S, Coulter. M and Fernandez. A. “Management”, 14th Edition, Pearson,2019.
4. L.M.Prasad, “Principles and Practice of Management”, Sultan Chand & Sons, 2019.

### **REFERENCE BOOKS**

1. Stoner, Freeman & Gilbert Jr. “Management”, 6th Edition, Pearson,2018.
2. Tripathi & Reddy: Principles of Management, 6th Edition, Tata McGraw-Hill Publications,2017.

### **MOOC REFERENCES:**

1. <https://nptel.ac.in/courses/110/105/110105146/>

2. <https://www.udemy.com/course/new-manager/>
3. <https://www.udemy.com/course/the21principles/>
4. <https://www.udemy.com/course/the-complete-communication-skills- master-class-for-life/>
5. <https://www.udemy.com/course/leadership-and-lean-management- masterclass/>

**WEB REFERENCES:**

1. <https://medium.com/@Yva.ai/5-major-challenges-that-managers-face- today-12c3928e33a1>
2. <https://www.financialexpress.com/industry/three-trends-that-will-re- define-indian-businesses/1456640/>
3. <https://www.toppr.com/guides/fundamentals-of-economics-and- management- cma/organising/process-of-organizing/>
4. <https://corporatefinanceinstitute.com/resources/careers/soft- skills/leadership- theories/>
5. <https://www.toppr.com/guides/business-studies/controlling/ techniques-of- managerial- control/>

**COURSE OUTCOMES:**

CO No	Course Outcomes	Cognitive Level
20MBT106.1	Understanding of Management Concepts and management functions.	K1
20MBT106.2	Analyze the global situation including decision making and environment that will impact the management of Organization.	K2
20MBT106.3	Ability to integrate management principles into management practices.	K2
20MBT106.4	Evaluate managerial approaches to address organizational issues.	K3
20MBT106.5	Knowledge on critical management theories and concepts and apply in an organizational context	K3
20MBT106.6	Understanding the communication system and its significance	K2

**CO PO MAPPING:**

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
20MBT106.1	3	3	1	-	1	2	3	3	2
20MBT106.2	3	2	-	2	1	3	-	1	1
20MBT106.3	3	1	-	1	1	1	1	-	1
20MBT106.4	3	2	-	1	1	1	-	-	1
20MBT106.5	3	1	-	1	-	-	1	-	1
20MBT106.6	1	1	3	-	-	-	-	-	1

**SEMESTER - I**

<b>20MBT107</b> <b>SDG NO. 4</b>	<b>ENTREPRENEURSHIP</b> <b>DEVELOPMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVES:**

- To understand basic concepts of entrepreneurship and entrepreneurial traits to be adopted for an entrepreneur.
- To identify and develop contexts in which entrepreneurship manifests including start-up, corporate, social, and public sector.
- To impart the fundamentals of launching and growing a venture.

**UNIT I DYNAMICS OF ENTREPRENEURIAL DEVELOPMENT****6**

Fundamentals of entrepreneurship - Entrepreneurial mindset - Facets of Entrepreneurship - Myths and Challenges - Economic wealth creation & Entrepreneurship development – Role of the government schemes & clusters- Global/Indian Entrepreneurs- Case Study

**UNIT II CREATIVITY AND BUSINESS IDEAS**

Generation of a New Entry Opportunity - Creativity and entrepreneurship- Idea generation and evaluation- Opportunity recognition and steps in tapping the opportunity- Launching a venture – steps involved in launching a business, types of business models - Understanding the market and the team, managing cash, Implementation plan - Case Study.

### **UNIT III BUSINESS PLAN & FINANCING VENTURES 9**

Business Plan – Purpose, content; Marketing plan, Operations and production plan- Venture team and organizational plan, financial statements, Risk evaluation; Financing ventures – sources of raising capital, seed funding, venture capital funding, angel investors ; Start-ups -eligibility, policies and procedure, funding opportunities for start-ups in India - Case Study.

### **UNIT IV DIMENSIONS OF ENTREPRENEURSHIP 9**

Women Entrepreneurship -Concept, Growth, Problems; Rural Entrepreneurship – Need, Problems, Developing Rural Entrepreneurship; Technopreneurship- Meaning & importance; Agri-preneurship- Need , Opportunities and Challenges ; Social Entrepreneurship – Meaning, Perspective - Case Study.

### **UNIT V ENTREPRENEURSHIP DEVELOPMENT 12**

MSME – Categories , Registration procedure, Ancillary units; Supporting agencies for Entrepreneurship guidance, Training and Registration, Technical consultation, Technology transfer and quality control, Domestic and export marketing assistance and support ; Growth strategies in Small scale Industries-Objectives, Stages and types; E-Commerce suitability for small enterprises-Prospective areas, Registration procedure, Challenges; Sickness in Small scale Industries , Government policies on Industrial sickness - Case study.

**TOTAL: 45 HOURS**

#### **TEXT BOOKS:**

1. Entrepreneurship 11th Edition by Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd McGraw Hill Education,2020.
2. The Dynamics of Entrepreneurial Development & Management by Desai, Vasant , Himalaya Publishing House,Delhi
3. Justin G.Longenecker, J.WilliamPetty , Leslie E.Palich , Frank Hoy 17th Edition, Small Business Management,

Cengage Learning, India Edition, 2014.

4. Donald F Kuratko, Entrepreneurship – Theory, Process and Practice, 9th Edition, Cengage Learning, 2014.
5. Khanka. S.S., Entrepreneurial Development S.Chand and Co. Ltd., Ram Nagar, New Delhi, 2013.

#### **REFERENCE BOOKS:**

1. Rajshankar, Entrepreneurship Theory and practice, Vijay Nicole Imprints Private limited, 2015.
2. Rajeev Roy, Entrepreneurship, Oxford University Press, 2011
3. Jayshree Suresh, Entrepreneurial Development, Margam Publications, 2015
4. Poornima M Charantimath, Entrepreneurship Development Small Business Enterprises, Pearson Education, 2006.

#### **MOOC RESOURCES:**

1. <https://www.coursera.org/learn/entrepreneurship-development?>
2. <https://www.coursera.org/specializations/wharton-entrepreneurship>
3. <https://www.coursera.org/learn/wharton-entrepreneurship-opportunity>
4. <https://www.coursera.org/learn/entrepreneurship-strategy>
5. <https://www.edx.org/course/entrepreneurship-in-emerging-economies>
6. <https://nptel.ac.in/courses/110/106/110106141/>
7. <https://nptel.ac.in/courses/110/107/110107094/#>

#### **WEB REFERENCES:**

1. <https://www.startupindia.gov.in/content/sih/en/government-schemes.html>
2. <https://inc42.com/buzz/startup-scheme-indian-government-startups/>

#### **OUTCOMES:**

CO No	Course outcomes	Cognitive level
20MBT107.1	Defining and recalling the basic concepts and fundamentals of entrepreneurship	K2
20MBT107.2	Ability to interpret on the ideas and provide appropriate suggestions on business decisions	K3
20MBT107.3	Capability to construct new paradigms by applying the acquired knowledge	K4

20MBT107.4	Proficiency in evaluating information and reasoning out evidences to support efficiency	K4
20MBT107.5	Creating a model or new pattern of solution for the future and present pressing business issues	K4
20MBT107.6	Proposing a model or new pattern of solution for the future and present pressing issues	K4

**CO-PO MAPPING:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>
20MBT107.1	2	-	1	3	3	2	1	-	1
20MBT107.2	3	3	2	2	3	-	-	2	2
20MBT107.3	2	2	-	3	3	-	-	2	2
20MBT107.4	-	-	2	3	3	-	-	-	2
20MBT107.5	-	-	-	3	3	1	-	3	3
20MBT107.6	3	2	2	2	3	2		1	2



## SEMESTER - I

<b>20MBP108</b> <b>SDG NO. 4</b>	<b>CASE LAB - I</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>

### OBJECTIVES:

- To enable the students to understand the case and its implications of the decisions.
- To enable students with real expertise and understanding.
- To analyze what course of action the organization should pursue.

### AN ILLUSTRATIVE LIST OF AREAS (SUBJECT-WISE):

- Introduction to case method of teaching (What and Why)
- Types of Cases ; How to read, analyze and write a Case report
- Identification of case problem/Situation
- Analyzing the case - Approaches
- Participating in classroom case discussion
- Model Case presentation (In team) - Minimum of 5 cases from all 1st Semester subjects expect Business Statistics & Analytics for Decision Making

Total Cases: 30

**TOTAL HOURS: 28**

### EVALUATION PARAMETERS:

1. Conceptual Skills
2. Presentation Skills
3. Analytical Skills
4. Decision making Skills
5. Communication Skills & Confidence Level

### OUTCOMES:

1. Remember to raise right question in a given situation
2. Understand and grasp management theory by providing real life examples of theoretical concepts
3. Apply theoretical exposure to the actual working of business
4. Analyze the reality of management decision making from global perspective
5. Evaluate the complexities of organizational practices.

## SEMESTER - I

<b>20MBP109</b> <b>SDG NO. 4</b>	<b>LIFE AND MANAGERIAL SKILLS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>

### OBJECTIVES:

- Identify self and introspect for holistic development.
- Imbibe individual and group attitude behaviour
- Develop a positive attitude for an effective outcome.
- Inculcating the managerial skills from the real leaders

### AN ILLUSTRATIVE LIST OF AREAS :

#### LIFE SKILLS

- Understanding self-concept and personal values
- Understanding others and interpersonal relationships
- Attitude and its assessment process
- Analyze the individual and group behaviour

#### MANAGERIAL SKILLS

- Planning and Goal Setting
- Decision making in uncertain situations
- Effective Problem solving skills
- Communication, Presentation and Body Language
- Current Affairs in Business environment

**TOTAL HOURS: 28**

### EVALUATION PARAMETERS:

1. Presentation Skills
2. Communication Skills
3. Business and Current Affairs
4. Quizzes
5. Journal Keeping
6. Coordinating & Organizing skills

### OUTCOMES:

- 1 Demonstrate individual behavioral and interpersonal skills
- 2 Establish life & managerial skills learning into practical applications
3. Improve personal skills (attitudinal and behavioural)
4. Create a better personal and professional environment by application of these skills
5. Application of the skills for professional and personal advancement

## SEMESTER - I

<b>20MBP110</b> <b>SDG NO. 4</b>	<b>IMMERSION PROJECT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>

### OBJECTIVES:

- Provide an extensive exposure to the student and hands-on experience of the functional areas of management in a corporate environment.
- Undertake simple assignments in the area of specialization so that there is a mutual benefit for the corporate and the intern.
- Provide a platform for the corporate to test the reliability, quality and performance of the student and make a match for major project later, if they so deem fit.

### IMMERSION PROJECT ASSESSMENT OUTLINE

The project will be carried out during the 1st semester in association with Startups / SME / NGOs for a period of I week (40 hours) on Individual basis.

### EVALUATION PARAMETERS:

1. Significance and impact of the project
2. Sensitization of key issues
3. Exhibiting Managerial skills
4. Sustainability of the project & the plans for sustainability
5. Report submission
6. Oral Presentation or Viva - Voce

### OUTCOMES:

1. Develop civic responsibility in improving society
2. Better team work and learning to understand the organizations
3. Understanding the functions of the departments of an organization
4. Identify the entrepreneurial traits and challenges
5. Describe the business model of an entrepreneurial venture
6. Implementation of the overall internship exposure for the practical & professional life

## **SEMESTER - II**

## SEMESTER - II

<b>20MBT201</b> <b>SDG NO. 4</b>	<b>FINANCIAL MANAGEMENT DECISION</b> <b>AND APPLICATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### OBJECTIVES:

- To understand various financial management concepts for making financial decisions.
- To learn and evaluate various project proposals and feasibility.
- To gain knowledge to select and determine the cost of capital of the firm.
- To design and construct the appropriate capital structure for business viability.
- To gain knowledge about the short term and long term sources of funds.

### UNIT I FINANCIAL MANAGEMENT – AN OVERVIEW 9 Hours

Finance – Objectives - Goals and Scope of Financial Management - Organization of Finance Function and Role of Finance Managers in Emerging Business Scenario - Time Value of Money - Concept of Risk and Return - Option valuation.

### UNIT II CAPITAL EXPENDITURE DECISIONS 9 Hours

Capital Budgeting - Principles and Techniques, Nature of Capital Budgeting - Evaluation Techniques – Traditional and Modern Techniques - DCF techniques - Cost of Capital - Measurement of cost of capital – Importance and Classification - Specific costs and overall cost of capital - Case Study.

### UNIT III FINANCIAL PLANNING & DECISIONS 9 Hours

Capital Structure – Meaning, Pattern of Capital Structure - Optimum Capital Structure - Factors of Capital Structure – Financial Decision - Capital Structure Theories - Leverages-Financial and Operating Leverage - Dividend Policy - Forms of Dividends - Theories of Dividend Policy - Dividend Policy Practices in Indian and MNC's - Bonus Issue - Right Issue - Share splits - Case Study.

### UNIT IV SOURCES AND APPLICATIONS OF LIQUIDITY FINANCE 9 Hours

Principles of Working Capital - Concepts - Types, Need - Factors and Estimation of Working Capital - Accounts Receivables Management – Factoring - Inventory management - Cash Management - Management of Working Capital Finance - Trade credit - Bank finance and Commercial paper - T-Bills, Certificate of Deposits etc., - Case Study.

## **UNIT V SOURCES OF LONG-TERM FINANCE**

**9 Hours**

Indian Capital and Stock Market - New Issues Market. Long term finance - Shares - debentures and Term Loans - Lease - Hire Purchase - Project Financing - Venture Capital Financing - International Sources – EURO Equity - Bond - ADR- GDR - Case Study

**TOTAL : 45 Hours**

### **TEXT BOOKS**

1. Chandra, Prasanna: Financial Management; Tata McGraw Hill, New Delhi, 11th edition, 12th December 2022.
2. Pandey, I. M.: Financial Management; Vikas Publishing House, New Delhi, 11th edition, 1st January 2018.
3. Khan, M.Y & Jain, P.K.: Financial Management; Tata McGraw Hill, New Delhi, 8th edition, 7th August 2018.
4. K. Maran: Financial Management, Sahara Publications, 1st Edition, 2017.
5. Vyuptakesh Sharan: International Financial Management, PHI Learning, 6th Edition, 2012
6. Vanhorne, James C: Financial Management and Policy; Prentice Hall of India, New Delhi, 12th edition, 1st January 2011.

### **REFERENCE BOOKS**

1. Maheshwari.S.N: Financial Management – Principles and practice, Sultan Chand & sons, New Delhi, 2019.
2. Kishore Ravi, M: Financial Management; Taxman, 2019.

### **ONLINE RESOURCES:**

1. [http://vcmdrp.tums.ac.ir/files/financial/istgahe\\_mali/moton\\_english/financial\\_management\\_%5Bwww.accfile.com%5D.pdf](http://vcmdrp.tums.ac.ir/files/financial/istgahe_mali/moton_english/financial_management_%5Bwww.accfile.com%5D.pdf)
2. [https://www.researchgate.net/publication/252931751\\_Financial\\_Management\\_Practices\\_Theory\\_and\\_Application](https://www.researchgate.net/publication/252931751_Financial_Management_Practices_Theory_and_Application)

### **WEB REFERENCES:**

1. <https://www.managementstudyguide.com/financial-management.htm>
2. <https://icmai.in/upload/Students/Syllabus-2008/Study Material Final/ P-12.pdf>
3. <https://www.oreilly.com/library/view/fundamentals-of-financial/9789332508170/>

### **MOOC:**

1. <https://nptel.ac.in/courses/110/107/110107144/>

2. <https://nptel.ac.in/courses/110/106/110106147/>
3. <https://www.coursera.org/specializations/financial-management>
3. <https://www.coursera.org/learn/finance-for-non-finance>
4. <https://www.udemy.com/course/financial-management-a-complete-study/>
5. <https://www.udemy.com/course/acca-financial-management-fm-business-valuations/>

**COURSE OUTCOME:**

CO No	Course outcomes	Cognitive Level
20MBT201.1	Enable to learn and gain basic concepts of financial management	K1
20MBT201.2	Understand the role of financial management for performing business	K2
20MBT201.3	Gain Knowledge for financial oriented problem solving in an organization	K3
20MBT201.4	Enable to identify causes and make inferences for financial feasibility	K3
20MBT201.5	Able to enhancing, evaluating and making judgment skills based on financial information	K3
20MBT201.6	Students gain comparative analysis skills and are able to predict the future financial results of the organization.	K4

**CO-PO MAPPING:**

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
20MBT201.1	3	2	1	1	3	2	1	2	2
20MBT201.2	3	3	-	2	2	2	1	1	1

20MBT201.3	3	2	-	-	2	3	1	2	2
20MBT201.4	2	3	1	1	3	2	1	2	2
20MBT201.5	3	2	1	3	2	1	1	2	2
20MBT201.6	3	2	2	-	2	2	1	3	2

## SEMESTER - II

<b>20MBT202 SDG NO. 4</b>	<b>HUMAN RESOURCE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### OBJECTIVES:

- To understand the basic concepts, functions and processes of human resource management
- To enable students to learn the skills of talent acquisition practices
- To describe corporate training & development methods
- To develop conceptual understanding of compensation management system and career concepts

### UNIT I INTRODUCTION TO HRM

**8**

HRM –Definition - Objectives - Evolution of HRM – Functions –Roles – Human Capital –HR Policy - Meaning –Nature of HR policies – Types of HR policies – Process - Challenges to HR – HR Audit – HR Accounting – Overview of SHRM – Case Studies.

### UNIT II TALENT ACQUISITION

**8**

Human Resource Planning – Significance – Factors Affecting HRP – Measures for Effective Planning – Recruitment – Selection – Psychological Tests – Interviews – Types – Induction - Types and Socialization Process – Benefits - Case Studies.

### UNIT III TRAINING AND DEVELOPMENT OF EMPLOYEES

**9**

Training – Need – Benefits –Methods - Process – Training Effectiveness – Cost Benefit Analysis for Training and Development - Executive Development Programme – Need – Methods of EDP – Knowledge Management – Self Development – Employee Empowerment – Employee Engagement – HR Skills-Case Studies.



## **UNIT IV MANAGING COMPENSATION AND CAREERS**

**10**

Compensation Management – Objectives – Compensation Types – Factors affecting Wage and Salary Administration- Concept of Wages – Executive Compensation – Incentives – Fringe Benefits – Career – Career Planning – Stages – Process -Career Development Succession Planning - Employee Morale – Mentoring - Case Studies.

## **UNIT V EMPLOYEE APPRAISAL & CONTROL**

**10**

Performance Appraisal – Objectives – Methods – Limitations – 360 & 720 Degree Performance Appraisal – Performance Management - Job Changes – Promotion – Demotion – Transfers – Discipline - Grievances – Causes – Model Grievance Procedure – Separations – Resignation – Layoff – Retrenchment - Dismissal – Retirement- Case Studies

**TOTAL HOURS : 45**

### **TEXT BOOKS:**

1. Gupta, CB.Human Resource Management Sultan Chand & Sons Educational Publications, New Delhi, 2021
2. L M Prasad Human Resource Management, Sultan Chand & Sons Educational Publications, New Delhi,4th Edition, 2022
3. Aswathappa & Sadhana Dash, Human Resource Management Text and Cases McGraw-Hill, 9th Edition 2021
4. Edwin B. Flippo,Principles of Personnel Management (McGraw-Hill International Editions: Management Series) March, 1984
5. Mamoria CB. Gankar S V, Personnel Management, Himalaya Publishing House, January, 2021

### **REFERENCE BOOKS:**

- 1) Pravin Durai, Human Resource Management, Pearson India Education Services, 2022
- 2) R.C.Sharma, Nipun Sharma, Human Resource Management Theory and Practice, R.C. Sharma, Sage Publications India PVT., Ltd., 2018

### **ONLINE RESOURCES:**

1. <https://recruiterbox.com/blog/11-must-have-recruitment-practices-for-hr-managers-startup-found>
2. <https://www.vskills.in/certification/blog/training-development-hr-practices/>
3. <https://peopletopayroll.com/wage-salary-administration/>
4. <http://www.ijnrd.org/papers/IJNRD1705028.pdf>

## MOOCS:

1. [https://swayam.gov.in/nd1\\_noc20\\_mg15/](https://swayam.gov.in/nd1_noc20_mg15/)
2. [http://ugcmoocs.inflibnet.ac.in/ugcmoocs/moocs\\_courses.php](http://ugcmoocs.inflibnet.ac.in/ugcmoocs/moocs_courses.php)
3. <https://www.classcentral.com/course/swayam-human-resource-development-14113>

## COURSE OUTCOMES

CO No	Course outcomes	Cognitive Level
20MBT202.1	Demonstrate a basic understanding of different tools used in forecasting and planning human resource needs	K1
20MBT202.2	Design and formulate various HRM processes such as recruitment , selection, training and development,	K2
20MBT202.3	Analyze the key issues related to administering the human elements such as motivation, appraisal and career planning	K3
20MBT202.4	Apply rational design of compensation and salary administration	K4
20MBT202.5	Demonstrate the knowledge of HR concepts to take appropriate business decisions	K3
20MBT202.6	Ability to handle employee issues and evaluate the new trends in HRM	K4

**CO – PO MAPPING:**

CO	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
20MBT202.1	3	3	2	2	3	2	2	2	2
20MBT202.2	2	2	-	2	1	2	2	2	2
20MBT202.3	2	3	2	3	3	2	2	2	2
20MBT202.4	2	2	1	2	2	-	2	1	2
20MBT202.5	2	2	2	2	2	1	2	2	2
20MBT202.6	2	2	1	3	2	-	2	1	3

**SEMESTER - II**

<b>20MBT203 SDG NO. 4</b>	<b>MARKETING MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- To familiarize the core marketing concepts, principles and techniques for analyzing marketing situations.
- To illustrate with various methodologies for marketing mix decisions and marketing strategies.
- To provide insight on consumer behavior, marketing research and latest trends in marketing.

**UNIT I INTRODUCTION****8**

Marketing – Definitions – Evolution and Conceptual Framework of Marketing - Defining and delivering customer value and satisfaction - Marketing environment: Internal and External- Marketing interface with other functional areas – Role and functions of Marketing Manager - Social, ethical and legal aspects of marketing. Case Study.

## **UNIT II MARKETING MIX DECISIONS**

**10**

Marketing mix - Marketing of services - Product and its Classification - Product life cycle – New product development - Pricing – objectives- Pricing Decision methods- Advertising and Promotions – Channel Management and Distribution system - Nature, functions, and types of distribution channels. Case Study.

## **UNIT III MARKETING STRATEGY**

**9**

Strategies for Consumer and Industrial Marketing - Marketing strategy formulations – Key Drivers of Marketing Strategies - Market Segmentation – Targeting and Positioning – Competitor analysis – Competencies – Differentiation – Strategic Marketing Mix components. Case Study.

## **UNIT IV CONSUMER BEHAVIOUR**

**9**

Customer Relationship Management – Consumer Acquisition, Retention and Churn – Industrial and Individual Buyer Behavior, Influencing factors, Process and Models – Online Buyer Behaviour - Theories of Consumer Decision Making. Case Study.

## **UNIT V MARKETING RESEARCH & TRENDS IN MARKETING**

**9**

Marketing Information System – Marketing Research – Process, Types & Techniques of Marketing Research - Managements use of Marketing Research – Social Media Marketing – Types – Trends in Social Media Marketing - Digital Marketing - Cause Related Marketing – Marketing Ethics. Case Study.

**TOTAL : 45 HOURS**

### **TEXT BOOKS:**

1. Philip Kotler and Kevin Keller, Marketing Management, 16th edition, PHI, 2021.
2. KS Chandrasekar, “Marketing Management Text and Cases”, McGrawHill, 2013.
3. Marketing Management: A South Asian Perspective, Philip Kotler, Abraham Koshy, MithileswarJha, Kevin Lane Keller, 14th edition Pearson 2008.
4. Ramaswamy and Namakumari, Marketing Management, 6e edition, AGE Publications India Pvt Ltd, 2018.

### **REFERENCE BOOKS:**

1. S. A. Sherlekar, Marketing Management, Himalaya Publishing House, 2017, 3rd edition.
2. Micheal R. Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2011

3. Paul Baines, Chriss Fill Kelly Pagb, Marketing, II Edition, Asian Edition, 2011
4. Duglas, J. Darymple, Marketing Management, John Wiley & Sons, 7th edition, 2008.
5. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008.

**WEB REFERENCES:**

1. [http:// dl.ueb. edu. vn/ bitstream/ 1247 / 2250 / 1 / Marketing\\_ Management \\_- Millenium\\_Edition.pdf](http://dl.ueb.edu.vn/bitstream/1247/2250/1/Marketing_Management_-_Millenium_Edition.pdf)
2. <https://open.umn.edu/opentextbooks/textbooks/principles-of- marketing>
3. <https://open.umn.edu/opentextbooks/textbooks/introducing- marketing>

**MOOC REFERENCES:**

1. [https://swayam.gov.in/nd1\\_noc20\\_mg68/preview](https://swayam.gov.in/nd1_noc20_mg68/preview)
2. <https://www.coursera.org/learn/marketing-management>
3. <https://www.coursera.org/learn/marketing-management-two>

**COURSE OUTCOMES:**

<b>CO No</b>	<b>Course outcomes</b>	<b>Cognitive Level</b>
<b>20MBT203.1</b>	To familiarize with tools essential to creating, rolling out, and evaluating marketing activities.	K1
<b>20MBT203.2</b>	To Demonstrating the key techniques used for marketing, including social media marketing.	K2
<b>20MBT203.3</b>	Developing the process of strategic decision-making for effective marketing research.	K3
<b>20MBT203.4</b>	To Examine to plan and prepare timely recommendations that support the alignment of marketing strategies.	K3
<b>20MBT203.5</b>	Defending and selecting the right marketing channels in order to meet strategic objectives.	K3
<b>20MBT203.6</b>	Developing a holistic pattern for different marketing landscape.	K4

**CO-PO MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
20MBT203.1	3	3	2	-	2	3	-	1	3
20MBT203.2	3	2	3	-	-	3	1	-	-
20MBT203.3	2	3	2	3	3	2	2	-	2
20MBT203.4	3	2	2	2	2	-	-	3	3
20MBT203.5	2	3	2	-	-	2	3	3	-
20MBT203.6	3	-	2	2	2	-	3	3	3

**SEMESTER - II**

<b>20MBT204 SDG NO. 4</b>	<b>MANAGING OPERATIONS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**OBJECTIVES:**

- To provide insights on the concepts, techniques of operations management
- To gain basic knowledge of problem solving techniques in the field of operations management.
- To understand the role of Operations management functions and its interface with other functional areas.

**UNIT I INTRODUCTION TO OPERATIONS MANAGEMENT 9**

Operations Management – Nature, Importance, Historical Development, Transformation Processes, Difference between Services and Goods, A System Perspective, Functions, Challenges, Current Priorities, Recent Trends; Operations Strategy – Strategic Fit , Framework; Supply Chain Management.

**UNIT II FORECASTING, CAPACITY AND SCHEDULING 9**

Purpose and Application of Forecasts, Types of Forecasts, Delphi and Market Surveys, Moving Average and Exponential Smoothing Methods, Linear Regression, Monitoring of Forecasts. Facility Location – Theories, Steps in Selection, Location Models. Facility Layout – Principles, Types, Planning Tools

and Techniques. Aggregate Planning, Capacity Requirement Planning, Capacity Planning and Control, MRPI, MRPII, ERP , JIT. Case Study.

### UNIT III DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS

9

Product Design – Influencing Factors, Approaches, Legal, Ethical and Environmental Issues. Process – Planning, Selection, Strategy, Major Decisions. Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to Improve Productivity – Case Study

### UNIT IV MATERIALS MANAGEMENT

9

Materials Management-Objectives,-Planning, Budgeting and Control. Purchasing – Objectives, Functions, Policies, Vendor Rating and Value Analysis. Stores Management –Nature, Layout, Classification and Coding. Inventory Classification and Analysis, Basic Inventory Systems, Deterministic and Probability Models – Case Study

### UNIT V PROJECT MANAGEMENT & FACILITY DESIGN

9

Project Management – Scheduling Techniques - PERT, CPM, Crashing Network - Flow Shop and Job Shop Scheduling Basic Models; Johnson's Algorithm – Problems, Project Management Software - Case Study

TOTAL : 45 PERIODS

### TEXT BOOKS:

1. R.Paneerselvam, Production and Operations Management, 3rd Edition, PHI, 2012.
2. Mahadevan B, “Operations Management -Theory and Practice”,3rd Edition, Pearson Education, 2018.

### REFERENCE BOOKS:

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, McGraw hill (Special Indian), 15th Edition, 2018.
2. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002
3. Martand T Telsang, Production Management, 1/e, s.chand Publishing 2005, ISBN:9788121924627
4. Dr. K. Aswathappa, Production and Operations Management, Himalaya Publishing House, 2009

**WEB REFERENCES:**

1. <https://nptel.ac.in/courses/112/107/112107238/#>
2. <https://nptel.ac.in/courses/110/107/110107141/>
3. <https://nptel.ac.in/courses/110/106/110106045/>

**MOOC REFERENCES:**

1. <https://www.udemy.com/course/the-operations-management- training-program/>
2. <https://www.udemy.com/course/operations-and-supply-chain- management/>
3. <https://www.coursera.org/learn/wharton-operations>
4. <https://alison.com/course/diploma-in-operations-management-ops>

**COURSE OUTCOMES :**

<b>CO No</b>	<b>Course outcomes</b>	<b>Cognitive Level</b>
20MBT204.1	Recalling the core concepts of operations management and productivity	K1
20MBT204.2	Interpreting the key concepts in manufacturing and service organizations	K2
20MBT204.3	Applying the learned concepts to resolve the operational issues in order to enhance the productivity	K3
20MBT204.4	Inferring the causes or motives of operational issues	K3
20MBT204.5	Justifying the rank capacity locations, plan and schedule production by solving the problems.	K3
20MBT204.6	Compiling the insights on projects management techniques for effective resource allocations	K4



## CO-PO MAPPING:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
20MBT204.1	3	2	-	-	-	-	-	3	3
20MBT204.2	2	3	2	-	2	2	-	2	3
20MBT204.3	2	3	-	2	2	3	2	2	2
20MBT204.4	2	3	3	2	3	-	-	-	-
20MBT204.5	3	2	-	2	2	3	3	2	1
20MBT204.6	3	3	2	3	2	-	3	2	2

## SEMESTER - II

<b>20MBT205</b> <b>SDG NO. 4</b>	<b>BUSINESS OPTIMIZATION</b> <b>TECHNIQUES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### OBJECTIVES:

- Identify and apply important quantitative methods developed in the field of optimization that are commonly used to solve business problems.
- Utilize appropriate methods of optimization on data for the analysis of decision outcomes in business environments.

### UNIT I INTRODUCTION TO LINEAR PROGRAMMING 9

Introduction to applications of Optimization techniques in functional areas of management and business. Linear Programming and formulation - Simplex method, Graphical solution, Big-M method, Two phase method, Duality, Dual simplex method. Sensitivity analysis. Applications of LP.

### UNIT II LINEAR PROGRAMMING EXTENSIONS 9

Transportation Model – Balanced and unbalanced problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of Degeneracy.

Transshipment Models. Assignment Models – Balanced and Unbalanced

Problems. Solution by Hungarian and Branch and Bound Algorithms. Traveling Salesman problem. Crew Assignment Models.

### **UNIT III GAME THEORY AND SEQUENCING PROBLEM 9**

Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions. Sequencing Problem: Johnson's Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m Machines Problems.

### **UNIT IV INVENTORY MODELS, SIMULATION AND DECISION THEORY 9**

Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Decision making under risk – Decision trees – Decision making under uncertainty. Monte-carlo simulation.

### **UNIT V QUEUING THEORY AND REPLACEMENT MODELS 9**

Queuing Theory - single and Multi-channel models – infinite number of customers and infinite calling source. Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

**TOTAL : 45HOURS**

#### **TEXT BOOKS:**

1. Hamdy A Taha, “Operations Research –An Introduction”, 11th Edition, Pearson ,2022
2. Introduction to Operations Research, SIE | 10th Edition, Frederick S. Hillier, Gerald J. Lieberman , Bodhibrata Nag , Preetam Basu,2017

#### **REFERENCE BOOKS**

1. N D Vohra, 'Quantitative Techniques in management', Tata McGraw Hill, 5th Edition, 2017
2. J K Sharma, 'Operations Research Theory and Applications', MacMillan India Ltd., Sixth Edition: 2016
3. Frederick S. Hillier and Gerald J. Lieberman, “Introduction to Operation Research”, Tata McGraw-Hill, 9th Edition, 2010.
4. Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, Seventh Revised Edition 2014
5. Natarajan AM, Balasubramani P and Tamararasi A, Operations Research, Pearson Education, 2nd Edition 2014.

6. Paneerselvam R, Operations Research, Prentice Hall of India, 2nd Edition, 2016.

**WEB REFERENCES:**

1. <https://nptel.ac.in/courses/112/106/112106134/>
2. <http://www.nptelvideos.in/2012/12/advanced-operations-research.html>
3. <https://nptel.ac.in/courses/111/107/111107128/>

**MOOC REFERENCES:**

1. <https://www.udemy.com/course/operations-research-intro/>
2. [https://swayam.gov.in/nd1\\_noc20\\_ma23/preview](https://swayam.gov.in/nd1_noc20_ma23/preview)
3. <https://freevideolectures.com/course/2365/fundamentals-of-operations-research>
4. <https://freevideolectures.com/course/2678/advanced-operations-research>.

**COURSE OUTCOMES**

CO No	Course outcomes	Cognitive Level
20MBT205.1	Formulate business problems as a linear programming model and solve using graphical or simplex method, explain the relationship between a linear program and its dual and perform sensitivity analysis.	K3
20MBT205.2	Find the optimal solution to the transportation and assignment problems	K3
20MBT205.3	To solve two-person zero-sum games using graphical and LP methods and to determine the optimal allocation of jobs to machines by minimizing total elapsed time for the problems of multiple jobs and machines	K3
20MBT205.4	Understand the various selective inventory control techniques and its applications.	K3
20MBT205.5	Understand and compute quantitative metrics of performance for queuing systems and use Monte-Carlo simulation techniques.	K3
20MBT205.6	Apply resource management and optimization techniques in business	K3

## CO-PO MAPPING:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
20MBT205.1	3	2	-	-	1	-	1	2	2
20MBT205.2	3	2	1	-	2		1	-	1
20MBT205.3	3	2	-	1	1		-	-	1
20MBT205.4	3	1	1	-	-		-	1	1
20MBT205.5	3	-	1	1	1		-	-	-
20MBT205.6	3	2	1	1	-		-	-	-

## SEMESTER - II

<b>20MBT206</b> <b>SDG NO. 4</b>	<b>BUSINESS RESEARCH METHODS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### OBJECTIVES:

- To understand the complexities of the business research process.
- To know the different alternatives of research design and to use the appropriate research design.
- To understand the measurement scales in research studies.
- To learn various data collection and acquire knowledge in applying appropriate analysis tools.
- To know the content and rules pertaining to report preparation in research.

### UNIT I INTRODUCTION

8

Research – Definition, Need for Research, Research Process, Characteristics of Good Research, Types of Research. Research Questions, Business Research Problems – Identification of Problem, Criteria for Selection of Problem, - Research Objectives formulation. Research Hypothesis – Meaning, Sources, Steps, Role of Theory in Research, Good Theory Building – Steps. – Case Study.

## **UNIT II RESEARCH DESIGN AND MEASUREMENT**

**9**

Research Design – Definition, Components, Types – Exploratory, Descriptive, Causal, Experimental Research Design – Types, Variables – Definition – Types, Validity – Internal Validity and External Validity – Threats, Measurement – Meaning and Definition – Test of Sound Measurement, Measurement Errors. Scaling – Scaling Techniques, Different Scales, Validity and Reliability of an Instrument – Methods to determine Validity and Reliability. Case Study

## **UNIT III DATA COLLECTION AND SAMPLING**

**8**

Data – Primary Data, Secondary data – Sources – Pros and Cons, Data collection Methods – Observations, Survey, Interview and Questionnaire design, Qualitative Techniques of data collection. Sampling – Definition, Steps in Sampling process, Types of Sampling - Probability and non probability Sampling Techniques, Errors in sampling, Case Study.

## **UNIT IV DATA ANALYSIS**

**13**

Data Preparation – Editing – Objectives – Guidelines – Types – Stages, Coding – Types, Rules, Coding of Unstructured Questionnaire, Tabulation of Data – Types. Data Entry – Validity of Data, Data Processing - Problems in Processing, Data Transformation, Qualitative Data analysis vs Quantitative Data Analysis, Descriptive vs Inferential Analysis, Selection of Statistical test.

Univariate Analysis, Bivariate Analysis – Parametric vs Non-Parametric test, Multivariate Analysis – Factor Analysis, Discriminant Analysis, Cluster Analysis, Multiple Regression ,Multi-Dimensional Scaling,, Application of statistical software for data analysis.

## **UNIT V REPORT WRITING AND ETHICS IN RESEARCH**

**7**

Report Writing – Introduction –Precautions and Criteria for Good Research report – Types of Report, Layout and format of Report, Contents of Report. Interpretation – Meaning, Techniques, Findings, Suggestions and Recommendations, Conclusion —Referencing Format, Index, Footnote, Appendices– Layout of a Research Paper, Journals in Business & Management, Impact factor of Journals. Ethics in research – ethical behaviour of research – subjectivity and objectivity in research, Ethical issues related to publishing, Plagiarism.

**TOTAL HOURS : 45**

### **TEXT BOOKS:**

1. Pamela S Schindler, Business Research Methods, Tata McGraw Hill, 13th Edition, 2021

2. Deepak Chawla, Neena Sondhi, Research Methodology: Concepts & Cases, Vikas Publication, 2nd Edition, 2016
3. Naval Bajpai, Business Research Methods, Pearson Education, 2017

### REFERENCE BOOKS:

1. Kothari C R, Research Methodology Methods and Techniques, New Age International Publishers, 2nd Revised Edition, 2004
2. William G Zikmund, Barry J Babin, Jon C Carr, Mitch Griffin, Business Research Methods, Cengage Learning, 8th Edition, 2013
3. Sundarapandian P, Muthulakshmi S, Vijayakumar T, Research Methodology & Applications of SPSS in Social Science Research, Sultan Chand & Sons, 1st Edition, 2022

### WEB REFERENCES:

1. [www.socialresearchmethods.net](http://www.socialresearchmethods.net)

### MOOC REFERENCES:

1. <https://www.edx.org/course/scientific-methods-and-research>
2. <https://www.edx.org/course/social-work-research>
3. <https://www.udemy.com/course/research-methods/>
4. <https://www.udemy.com/course/research-methods-for-business-students/>
5. <https://www.coursera.org/learn/research-methods>
6. [https://swayam.gov.in/nd2\\_ntr20\\_ed30/preview](https://swayam.gov.in/nd2_ntr20_ed30/preview)

### OUTCOMES:

CO No	Course outcomes	Cognitive Level
20MBT206.1	Able to understand the complexities of business problem and convert it into research problem.	K1
20MBT206.2	Recognize the importance of ethical conduct in undertaking research	K2
20MBT206.3	Identify and apply the appropriate research approaches and techniques for a research problem.	K3
20MBT206.4	Demonstrate the ability to construct the instrument and carry out qualitative as well as quantitative data collection.	K3
20MBT206.5	Demonstrate the ability to analyze quantitative data.	K3

20MBT206.6	Develop the ability to present research findings.	K4
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### CO-PO MAPPING:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
20MBT206.1	3	2	-	2	2	3	-	-	2
20MBT206.2	1	1	-	-	2	-	3	-	2
20MBT206.3	-	2	-	2	2	-	-	-	3
20MBT206.4	-	2	-	2	2	-	-	-	3
20MBT206.5	-	2	-	2	2	-	-	2	3
20MBT206.6	1	-	3	-		-	-	-	3

### SEMESTER - II

20MBT207 SDG NO. 4	INFORMATION SYSTEMS & BUSINESS ANALYTICS	L	T	P	C
		3	0	0	3

### OBJECTIVES:

- To understand the concepts and applications of Information system in business world
- To Study basic techniques on data retrieval, analysis and data mining
- To understand the purpose of using business analysis tools within an organization

### UNIT I INFORMATION SYSTEMS

9

Data, Information, Intelligence, Knowledge - Systems: Meaning, Elements, Types - System Stakeholders - System Development Methodologies - IS: Nature and Characteristics, Framework, IS Pyramid and Types.

## **UNIT II DATABASE MANAGEMENT, DATA SECURITY AND CONTROL**

**9**

Database Management - Challenges, Data Independence - Data Redundancy- Data Consistency- Data Access - Data Administration - Managing Concurrency - Managing Security. Database - Principles and Types, Data Models - Types, DBMS and Types - Data Warehouses and Data Mart. Data Security – Firewalls, Network Security. Cloud computing - Case study

## **UNIT III INTRODUCTION TO BUSINESS ANALYTICS AND BIG DATA**

**9**

Business Analytics – Definition - Need – Scope - Analytics in action – Big data – Business analytics in practice – Types of data – Data mining – market basket – Creating Distributions from data– measures of location - Case study.

## **UNIT IV APPLICATION OF BUSINESS ANALYTICS**

**9**

Machine Learning - Introduction and Concepts - Differentiating algorithmic and model based frameworks, Decision analytics. Descriptive analytics - Predictive analytics - Prescriptive analytics. Optimization – methods, Web analytics - Case study.

## **UNIT V DATA VISUALIZATION**

**9**

Visual analysis: Data concepts – Data Dashboards - Data exploration & visualization – Scorecard. Role of business analytics in decision making and business development. Case studies in Insurance, health care, operations and banking

**TOTAL : 45 Hours**

### **TEXT BOOKS:**

1. Ramesh Behl, James A. O'Brien, George Marakas, Management Information Systems, 11th edition, Tata McGraw Hill, January 10, 2019
2. Majid Nabavi, David L.Olson, Introduction to Business Analytics, Business Expert Press, 2018.

### **REFERENCE BOOKS:**

1. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, , Asia, 2017.
2. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2ed, 2018
3. Jeffery D.Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson, Essentials of Business Analytics, Cengage Learning,



2018

4. Sandhya Kuruganti, Business Analytics: Applications To Consumer Marketing, McGraw Hill, 2015

#### **WEB REFERENCES:**

1. <https://study.com/academy/lesson/what-are-information-systems-definition-types-quiz.html>
2. <https://www.sciencedirect.com/topics/economics-econometrics-and-finance/information-system>
3. <https://www.xplenty.com/blog/data-warehouse-vs-database>
4. <https://futureoflife.org/background/benefits-risks-of-artificial-intelligence/?cn-reloaded=1>
5. <https://emerj.com/ai-sector-overviews/artificial-intelligence-the-internet-of-things-iot-3-examples-worth-learning-from/>
6. <https://data-flair.training/blogs/data-analytics-tutorial/>
7. <http://people.stern.nyu.edu/padamopo/blog/DataScienceTeaching/>

#### **MOOC REFERENCES:**

1. <https://www.coursera.org/courses?query=information%20systems>
2. <https://www.edx.org/course/introduction-to-management-information-systems-mis>
3. <https://www.classcentral.com/course/independent-information-systems-11923>
4. <https://www.coursera.org/learn/business-analytics-r>
5. <https://www.udemy.com/course/business-analytics/>
6. [https://swayam.gov.in/nd1\\_noc20\\_mg66/preview](https://swayam.gov.in/nd1_noc20_mg66/preview)

#### **COURSE OUTCOMES:**

<b>CO No</b>	<b>Course outcomes</b>	<b>Cognitive Level</b>
20MBT207.1	Understand the role and importance of information in business	K1
20MBT207.2	Understand the administration of database management system	K2

20MBT207.3	Critically view the business problems and apply basic analytical knowledge	K3
20MBT207.4	Recognize and understand the theory and models in the field of business analytics	K3
20MBT207.5	Ability to explore and visualize data for meaningful insights	K3
20MBT207.6	Able to comprehend the applications of analytics in business	K4

### CO-PO MAPPING:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
20MBT207.1	3	2	-	-	-	-	-	-	-
20MBT207.2	2	1	-	-	-	1	-	-	-
20MBT207.3	-	1	-	-	-	1	-	-	-
20MBT207.4	2	-	-	-	-	-	1	-	-
20MBT207.5	1	-	-	-	-	-	-	-	-
20MBT207.6	-	1	-	1	-	-	-	-	1

### SEMESTER - II

<b>20MBP208</b> <b>SDG NO. 4</b>	<b>DATA ANALYSIS LAB</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>4</b>	<b>3</b>

### OBJECTIVES:

- To have hands on experience on data analysis and decision modeling

### LAB EXERCISES :

Sl.No.	Name of the Experiment	Duration
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1	Introduction to MS Excel, SPSS and R. Preparing the data files –uploading, imputation of missing data and transforming using MS Excel, SPSS and R	9
2	Descriptive Analysis <ul style="list-style-type: none"> <li>• Central tendency measures</li> <li>• Creating Frequency table</li> <li>• Data Visualization</li> </ul>	8
3	Parametric Statistics <ul style="list-style-type: none"> <li>• t-test (1-sample, k-sample and paired)</li> <li>• ANOVA- One-way &amp; Two way</li> <li>• Pearson rank correlation</li> </ul>	8
4	Non Parametric Statistics <ul style="list-style-type: none"> <li>• Chi-square test</li> <li>• Wilcoxon's matched pair</li> <li>• Mann–Whitney tests</li> <li>• Kruskal–Wallis tests</li> </ul>	8
5	Forecasting <ul style="list-style-type: none"> <li>• Regression</li> <li>• Simple Moving average</li> <li>• Smoothing Moving average</li> </ul>	6
6	Multivariate <ul style="list-style-type: none"> <li>• Factor Analysis</li> <li>• Discriminant Analysis</li> <li>• Multi-Dimensional Scaling</li> </ul>	11
7	Transportation	2
8	Assignment Problem	2
9	Linear Programming	2
10	Risk and Sensitivity Analysis	2
11	Revenue Management	2

**TOTAL HOURS: 60**

**Requirements for a batch of 30 students**

1. Personal Computers – 30Nos.
2. Any Spreadsheet, analysis software like Microsoft Excel, SPSS and R-Software (freeware) with R-Studio.

### **TEXT BOOKS:**

1. Albright, S. C., & Winston, W. L. (2021). "Data Analysis and Decision Making with Microsoft Excel," Cengage Learning, 9th Edition.
2. Pallant, J. (2021). "SPSS Survival Manual: A Step by Step Guide to Data Analysis Using IBM SPSS," Open University Press, 7th Edition.
3. Lander, J. P. (2020). "R for Everyone: Advanced Analytics and Graphics," Addison-Wesley Data & Analytics Series, 2nd Edition.

### **REFERENCE BOOKS:**

1. Field, A. (2018). "Discovering Statistics Using IBM SPSS Statistics," SAGE Publications, 5th Edition.
2. George, D., & Mallery, P. (2019). "SPSS for Windows Step by Step: A Simple Guide and Reference," Pearson, 14th Edition.
3. Walkenbach, J. (2020). "Excel 2019 Bible," Wiley, 1st Edition.
4. Frye, C. (2019). "Microsoft Excel 2019 Step by Step," Microsoft Press, 1st Edition.
5. Wickham, H., & Grolemund, G. (2021). "R for Data Science: Import, Tidy, Transform, Visualize, and Model Data," O'Reilly Media, 1st Edition.
6. Matloff, N. (2020). "The Art of R Programming: A Tour of Statistical Software Design," No Starch Press, 2nd Edition.

### **WEB REFERENCES:**

1. <https://spreadsheeto.com/how-to-use-excel/>
2. <https://stats.idre.ucla.edu/spss/modules/an-overview-of-statistical-tests-in-spss/>
3. <https://cran.r-project.org/doc/manuals/r-release/R-intro.pdf>
4. <https://www.udemy.com/course/research-methods-for-business-students/>
5. <https://www.coursera.org/learn/excel-essentials>
6. <https://www.coursera.org/specializations/data-collection>
7. <https://www.coursera.org/learn/r-programming>

### **MOOC REFERENCES:**

1. <https://www.edx.org/course/scientific-methods-and-research>
2. <https://www.edx.org/course/introduction-to-r-for-data-science-2>

**COURSE OUTCOMES :**

<b>CO No</b>	<b>Course outcomes</b>	<b>Cognitive Level</b>
20MBP208.1	Understand the basic features of spreadsheet functions and R Programme	K1.
20MBP208.2	Understand the basics on preparing data files	K2
20MBP208.3	Analyse and provide optimal solutions for management problems	K2
20MBP208.4	Analyse and interpret bivariate and multivariate statistics	K3
20MBP208.5	Understand data exploration and visualization using R-programming language	K3
20MBP208.6	Application of the concepts for the live projects	K4

**CO-PO MAPPING:**

<b>CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>
20MBO302.1	2	1	-	-	-	-	-	-	-
20MBO302.2	1	-	-	-	-	-	-	-	-
20MBO302.3	-	-	-	-	-	-	-	-	-
20MBO302.4	-	-	-	-	-	-	-	-	-
20MBO302.5	-	-	-	-	-	-	-	-	-
20MBO302.6	1		-	-	-	-	-	-	-

## SEMESTER - II

<b>20MBP210</b> <b>SDG NO. 4</b>	<b>PROFESSIONAL SKILL</b> <b>DEVELOPMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>

### OBJECTIVES:

- To identify one's professional skills and potential for overall development.
- Imbibe team building to practice in corporate environment
- To foster verbal and non-verbal communication and its influence on interpersonal relationships.

### AN ILLUSTRATIVE LIST OF AREAS (SUBJECT-WISE):

- Team Building
- Effective Professional Communication
- Environmental Adaptability
- Updation of Current and Business Affairs
- Negotiation and Conflict Management Skills
- Impression Formation
- Self Branding
- Building Business Model

**TOTAL HOURS:**  
**28**

### SUGGESTED REFERENCES:

1. Bovee, Thill&Schatzman, Business Communication Today, 13th edition, Pearson
2. Nageshwar Rao and Rajendra Das, Business skills, HPH
3. Lesikar, R.V. &Flatley, M.E. Basic Business Communication – Connecting in a digital world, 13th Edition, McGraw Hill Publishing Company Ltd.
4. John Seely, Oxford Guide to Effective Writing and Speaking, 3rd edition, Oxford Publishing.
5. M Ashraf Rizvi, Effective Technical Communication.,2nd Edition, TMH.
6. Meenakshi Raman and Sangeeta Sharma, Technical Communication, 3rd Edition, Oxford Publishing.
7. Reading Business Journals & Business Newspapers

### EVALUATION PARAMETERS:

S.NO	CONTENTS
1	Presentation Skills
2	Communication Skills
3	leadership skills
4	Teamwork
5	Coordinating & Organizing skills

### OUTCOMES:

1. Remember to demonstrate Team Building skills and recognize team members strengths and weaknesses
2. Understand current happenings, practices, and issues in business environment
3. Apply Professional communication skills in respective jobs
4. Analyze interpersonal behaviors to enhance international relationships.
5. Evaluate increased proficiency in presentation and interpersonal skills

### SEMESTER - II

20MBP211 SDG NO. 4	CASE LAB – II	L	T	P	C
		0	0	2	2

### > OBJECTIVES:

- > · To enable the students to understand the case and its implications of the decisions.
- > · To enable students with real expertise and understanding.
- > To analyze what course of action the organization should pursue.

### AN ILLUSTRATIVE LIST OF AREAS (SUBJECT-WISE):

- > Introduction to case method of teaching (What and Why)
- > Types of Cases ; How to read, analyze and write a Case report
- > Identification of case problem/Situation
- > Analyzing the case - Approaches
- > Participating in classroom case discussion
- > Model Case presentation (In team)

Minimum of 5 cases from all 1st & 2nd Semester subjects except Business Statistics and Analytics for Decision Making and Business Optimization Techniques.

**Total Cases: 30**

**TOTAL HOURS : 28**

**EVALUATION PARAMETERS:**

1. Conceptual Skills
2. Presentation Skills
3. Analytical Skills
4. Decision making Skills
5. Communication Skills & Confidence Level

**OUTCOMES:**

1. Remember to raise right question in a given situation
2. Understand and grasp management theory by providing real life examples of theoretical concepts
3. Apply theoretical exposure to the actual working of business
4. Analyze the reality of management decision making from global perspective
5. Evaluate the complexities of organizational practices.



## **SEMESTER III**

### SEMESTER III

<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>20MBT301 SDG.NO.4</b>	<b>INTERNATIONAL BUSINESS MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

#### **COURSE OBJECTIVES:**

- familiarize the students to the basic concepts of international business management.
- Enable the students to learn the nature, scope and structure of International Business.
- Understand the influence of various environmental factors on international business operations.

#### **UNIT I INTRODUCTION**

Introduction to International Business: Importance, nature and scope of International business - Modes of entry into International Business - Internationalization process and managerial implications - Multinational Corporations and their involvement in International Business. International collaborative arrangements and strategic alliances - International business environment – Political, economic and cultural environment – Country attractiveness –Case studies.

#### **UNIT II INTERNATIONAL TRADE AND INVESTMENT**

Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX Round Discussions and Agreements – Challenges for global business – global trade and investment – Theories of International Trade and Theories of International Investment – Need for global competitiveness – Regional Trade Blocks across the globe – Evolution, Types, Advantages and disadvantages - Case Studies.

#### **UNIT III INTERNATIONAL STRATEGIC MANAGEMENT**

Strategic compulsions – Strategic options – Global Trading and

Investment Environment: World trade in goods and services – Major trends and developments - World trade and protectionism – Tariff and non-tariff barriers; Foreign investments - Pattern, Structure and effects, Issues - Movements in foreign exchange's interest rates and their impact on trade and investment flows – organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system - Case Studies.

#### **UNIT IV PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS 9**

Global production – Location – Scale of operations- cost of production – Make or Buy decisions – Global Supply Chain issues – Quality Considerations-Technology Transfer - Globalization of markets, marketing strategy – Challenges in product development , pricing and regulations- production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange rate risk and management – strategic orientation – Expatriate managers- Selection, Training and development , Compensation – Case Studies.

#### **UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT 7**

Affects of International Business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of International Agencies – Ethical issues in international business – Ethical decision-making – Case Studies.

**TOTAL HOURS: 45**

#### **TEXT BOOKS**

1. K. Aswathappa, International Business, 7th Edition, Tata Mc Graw Hill, New Delhi, 2020.
2. Charles W.L. Hill and G Tomas M Hult , International Business, 12<sup>th</sup> edition, TataMcGraw Hill, New Delhi,2021.
3. John D. Daniels and Lee H. Radebaugh, Daniel P.Sullivan, Reid W.Click, International Business environments & Operations, Pearson Education

- Asia, 17th Edition, New Delhi, 2021
4. P.Subba Rao, International Business, 5<sup>th</sup> Edition, Himalaya Publishing House, 2021.

## REFERENCES

1. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 9<sup>th</sup> Edition, Cengage Learning, New Delhi, 2021.
2. Vyuptakesh Sharan, International Business, 3<sup>rd</sup> Edition, Pearson Education in South Asia, New Delhi, 2010.

## WEB REFERENCES

- 1 <https://www.emerald.com/insight/publication/issn/1876-066X>
- 2 <https://guides.emich.edu/c.php?g=187873&p=1242719>
- 3 <https://businesslibrary.uflib.ufl.edu/c.php?g=114648&p=746476>
- 4 [https://saylordotorg.github.io/text\\_fundamentals-of-global-strategy/s15-references.html](https://saylordotorg.github.io/text_fundamentals-of-global-strategy/s15-references.html)

## MOOC REFERENCES

1. [https://onlinecourses.nptel.ac.in/noc21\\_mg98/preview](https://onlinecourses.nptel.ac.in/noc21_mg98/preview)
2. <https://www.coursera.org/specializations/mba>
3. <https://www.coursera.org/learn/international-business-culture>
4. <https://www.coursera.org/learn/international-business-operations>
5. <https://www.udemy.com/course/introductiontointernational-business/>

## COURSE OUTCOMES

CO No	Course outcomes	Cognitive Level
20MBT301.1	To expose the students to the basic concepts of the International Business	K1
20MBT301.2	To apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects	K3
20MBT301.3	To enable the students to familiar with conflict situation and ethical issues in global business	K1
20MBT301.4	To understand functional practices adopted	K2

	by Global Business Organizations	
20MBT301.5	To understand the emerging trends in Global Business Formats	K2
20MBT301.6	To analyse the principles of International Business and strategies adopted by firms to expand globally	K4

### CO - PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
20MBT301.1	3	3	-	-	3	3	2	3	3
20MBT301.2	3	3	-	-	3	3	2	3	3
20MBT301.3	3	2	-	-	3	3	3	3	3
20MBT301.4	3	2	-	-	3	3	2	3	3
20MBT301.5	3	3	-	-	3	3	2	3	3
20MBT301.6	3	3	-	-	3	3	2	3	3

COURSE CODE	COURSE TITLE	L	T	P	C
20MBT302 SDG NO.4	STRATEGIC MANAGEMENT	3	0	0	3

### OBJECTIVES:

- To provide a framework of strategic management
- To sensitize students about internal and external environments
- Enable them to integrate and practice strategic management skills

### UNIT I INTRODUCTION

Framework for strategic management - Strategy Formation Process – Stakeholders in business - Vision, Mission and Purpose –Introduction to Strategy - Corporate

Governance - Social responsibility - Case study.

## **UNIT II                    COMPETITIVE ADVANTAGE**

Internal Environment – PESTLE Analysis - External Environment - Porter’s Five Forces Model- Strategic Groups - Globalization and Industry Structure - National Context and Competitive advantage - Capabilities - competencies – Low cost - Differentiation - Generic Building Blocks of Competitive Advantage - Avoiding failures and sustaining competitive advantage - Case study.

## **UNIT III                    STRATEGIES**

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy - Strategy in the Global Environment - Corporate Strategy - Vertical Integration - Diversification and Strategic Alliances - Building and Restructuring the corporation - Strategic analysis and choice - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - McKinsey's 7s Framework - GE 9 Cell Model – ANSOFF Matrix – Value Chain – TOWS Matrix - Selection of matrix - Balanced Scorecard - Case study.

## **UNIT IV STRATEGY IMPLEMENTATION & EVALUATION    9**

The implementation process - Resource allocation - Designing organizational structure – Organizational Culture - Designing Strategic Control Systems - Matching structure and control to strategy - Implementing Strategic change - Politics-Power and Conflict - Techniques of strategic evaluation & control - Case study.

## **UNIT V                    OTHER STRATEGIES**

Managing Technology and Innovation - Strategic issues for Non Profit organizations - New Business Models and strategies - Internet Economy, VUCA World - Case study

**TOTAL: 45 HOURS**

### **TEXT BOOKS:**

1. Azar Kaxmi, Strategic Management, Tata McGraw Hill, 5th Edition, 2020
2. Frank T Rotharmel, Strategic Management, Tata McGraw Hill, 4th Edition, 2021.
3. Azhar Kazmi : Strategic Management And Business Policy, 3rd Edition, 2018.
4. Jay B. Barney and William S. Hesterly : Strategic Management and Competitive Advantage: Concepts , Publisher: Pearson/Prentice Hall, 2015

- Gerry Johnson and Keven Scholes: Exploring Corporate Strategy, (Prentice Hall of India)

**REFERENCES :**

- Hill. Strategic Management : An Integrated approach, 2009 Edition Wiley (2012).
- John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
- Azhar Kazmi, Strategic Management and Business Policy, 3<sup>rd</sup> Edition, Tata McGraw Hill,2008
- Adriau HAbenberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
- Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.

**WEB REFERENCE :**

- <https://open.umn.edu/opentextbooks/textbooks/73>
- <https://bizfluent.com/info-8186633-strategic-marketing-management-definition.html>
- <https://talentedge.com/articles/introduction-strategic-management-meaning-basic-concepts/>

**MOOC REFERENCE:**

- <https://www.classcentral.com/course/wharton-strategic-management-18459>
- <https://www.edx.org/learn/strategic-management>
- <https://www.coursera.org/learn/strategic-management>
- <https://www.mooc-list.com/course/strategic-management-be-competitive-coursera>

**COURSE OUTCOMES:**

CO No	Course outcomes	Cognitive Level

20MBT302.1	Understand the framework of the concepts of strategic analysis	K1
20MBT302.2	Demonstrate the various insights of the industry analysis, its formulation and development.	K2
20MBT302.3	Ability to develop and prepare the generic strategic alternatives	K3
20MBT302.4	Ability to formulate the traits of strategic control process and system	K3
20MBT302.5	Understand the evaluation techniques of Volatility, uncertainty, complexity and ambiguity of the strategic analysis worldwide	K3
20MBT302.6	Demonstrate the ability to evaluate and find an alternate solution to business	K4

**CO – PO MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
20MBT302.1	3	2	1	1	3	2	1	2	2
20MBT302.2	3	3	-	2	2	2	1	1	1
20MBT302.3	3	2	-	-	2	3	1	2	2
20MBT302.4	2	3	1	1	3	2	1	2	2
20MBT302.5	3	2	1	3	2	1	1	2	2
20MBT302.6	3	2	2	-	2	2	1	3	2



## ELECTIVE COURSES

### FINANCE STREAM

COURSE CODE	COURSE TITLE	L	T	P	C
20MBF301 SDG NO. 4	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	3	0	0	3

#### COURSE OBJECTIVES:

- To have understanding on investment and various avenues.
- To have exposure on tools and techniques of capital market.
- To understand various theories of portfolio management.

#### UNIT I – INVESTMENTS

Investments - Basics of Investment - Investment Speculation, Gambling - Investments categories - Investment avenues - Process of Investments - Financial Instruments - Bond, Debentures, Money Market Instruments - Real Estate - Art, Antiques and Others - Risk and Return - Factors Influencing Risk - Measuring Risk and Return - Price to Earnings Approach.

#### UNIT II – SECURITY MARKETS

Financial Market – Segment, Types – Participants in Financial Markets – Demat Account– Regulatory Environment – Primary Market – Methods for Floating New Issues – IPO, Book Building – Role of Primary Market – Secondary Market – Major Stock Exchange in India and Globe, OTCEI – Trading system in Stock Exchanges – SEBI Regulations of Stock Exchanges - Case Study

#### UNIT III – FUNDAMENTAL ANALYSIS

Fundamental Analysis – Economic Analysis – Key Macro Economics Factors – Industry Analysis – Industry Life Cycle Analysis – Analysing the Structure and Characteristics of an Industry – Profit Potential for Industries – Company Analysis – Earning Potential – Market Share Approach – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodd – Investor Ratios – Case Study.

#### UNIT IV – TECHNICAL ANALYSIS 9

Technical Analysis – Meaning – Charting Methods – Different Tools and Techniques – Moving Average Convergence Divergence (MACD) – Rate of Change ( ROC) – Oscillators – Relative Strength Index (RSI) – Other Indicators – Trend Reversals – Efficient Market Theory – Fundamental Vs Technical Analysis - Case

Study.

## **UNIT V – PORTFOLIO CONSTRUCTION & MANAGEMENT**

Portfolio Management – Meaning – Steps in Portfolio Construction – Diversification – Types of Diversification – Portfolio Risk and Return Analysis simple Problems – Markonitz Portfolio Selection Model – Capital Asset Pricing Model (CAPM) – Portfolio Evaluation – Meaning – Mutual Funds – Sharp Index – Treynors Index – Jenson Index – Portfolio Revision – Optimal Portfolio – Simple Problems.

**TOTAL: 45 PERIODS**

### **TEXT BOOKS:**

1. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
2. Punithavathy Pandian, Security Analysis and Portfolio Management Vikas Publishing House, 2<sup>nd</sup> edition 2013.

### **REFERENCE BOOKS:**

3. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.
4. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage, 10th edition, 2016.
5. S. Kevin, Securities Analysis and Portfolio Management, PHI Learning , 2012.
6. V. K. Bhalla, Investment Management (Security Analysis and Portfolio Management), S. Chand, 19<sup>th</sup> Revised Edition 2008.

### **REFERENCES:**

1. [www.bseindia.com](http://www.bseindia.com)
2. [www.nseindia.com](http://www.nseindia.com)
3. [www.sebi.gov.in](http://www.sebi.gov.in)
4. [www.capitalmarket.com](http://www.capitalmarket.com)
5. [www.moneycontrol.com](http://www.moneycontrol.com)

### **MOOC REFERENCES:**

1. <https://nptel.ac.in/courses/110/105/110105035/>
2. [https://onlinecourses.swayam2.ac.in/imb19\\_mg09/preview](https://onlinecourses.swayam2.ac.in/imb19_mg09/preview)
3. <https://www.udemy.com/course/securityanalysisportfoliomanagement/>

**COURSE OUTCOMES:**

CO No	Course Outcomes	Cognitive level
20MBF301.1	Understand the necessarily of savings and investments	K2
20MBF301.2	Demonstrate a basic understanding of Investments and the nuances of Investments	K3
20MBF301.3	Exhibit the acquaintance of the security market and its constituents	K4
20MBF301.4	Apply knowledge gained to perform analysis of various securities	K4
20MBF301.5	Analyse and apply model to evaluate security performance and forecasting	K4
20MBF301.6	Construct optimal Portfolio to maximize return	K4

**CO PO MAPPING:**

CO/ P O	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	1	-	3	2	2	3	3
CO2	3	3	1	-	3	3	3	3	3
CO3	3	3	1	1	3	2	-	3	3
CO4	3	2	-	2	3	2	2	-	3
CO5	3	2	1	-	2	3	3	1	3
CO6	3	2	-	1	3	2	3	-	2

<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>20MBF302 SDG NO. 4</b>	<b>MERCHANT BANKING AND FINANCIAL SERVICES</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## **COURSE OBJECTIVES**

- An in-depth insight into the various Financial Services.
- To familiarise the students with the concepts of Merchant Banking.
- Understanding the functioning mechanism of Primary and Secondary Market.
- Familiarise with the role of regulatory bodies in the Indian Environment.

### **UNIT I – OVERVIEW OF INDIAN FINANCIAL SYSTEM**

Merchant banking – Investment Banking – Capital Structure – Functions of Merchant Banking – Legal and Regulatory Frameworks – Relevant Provisions of Companies Act, SCRA – SEBI Guidelines – FEMA etc Relation with Stock Exchanges and OTCEI.

### **UNIT II – ISSUE MANAGEMENT**

Primary Market – Issue Management Mechanism – Pre-Issue Activities - Issue Pricing – Preparation of Prospectus – Selection of Bankers, Advertising Agencies, etc. – Role of Registrars – Underwriting Arrangements – Offers for Sale – IPO, Book Building – Green Shoe Option – Private Placement – Bought out Deals – Placements with FIs, MFs, FIIs, etc. – Offshore Issue – Issue Marketing – Advertising Strategies – Posts Issue Activities.

### **UNIT III – FEE BASED FINANCIAL SERVICES**

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Ratings – Mutual Funds – Case Study .

### **UNIT IV – FUND BASED FINANCIAL SERVICES**

Leasing and Hire Purchasing – Basics of Leasing and Hire Purchasing – Financial Evaluation – Tax Implications – Case Study.

### **UNIT V – RECENT DEVELOPMENT IN FINANCIAL SERVICES**

Consumer Credit – Credit Cards – Real Estate Financing – Factoring and Forfeiting – Venture Capital.

**TOTAL: 45 HOURS**

### **TEXT BOOKS**

1. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi, 2021
2. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2019
3. Machiraju, Merchant Banking, New AGE International Publishers, Revised Edition, 2019.
4. Dr. S. Gurusamy, Merchant Banking and Financial Services, McGraw Hill Education, 4<sup>th</sup> edition, 2013
5. Sasidharan, Financial Services and System, Tata McGraw Hill, New Delhi, 2nd Edition, 2011.

### **REFERENCE BOOKS**

1. Merchant Banking, National Institute of Securities Markets An Educational Initiative of SEBI, Workbook Version – 2023.
2. Merchant Banking and Financial Services, by Madhu Vij, Swati Dhawan , McGraw Hill Education, 2017.
3. Merchant Banking and Financial Services, by S B Kulkarni, Nirali Prakashan, Educational Publishers, 2014

### **WEB REFERENCES**

- <https://instituteforpr.org/issues-management/>
- <https://corporatefinanceinstitute.com/resources/knowledge/deals/mergers-acquisitions-ma/>
- <https://groww.in/p/portfolio-management/>
- <https://efinancemanagement.com/sources-of-finance/difference-between-lease-financing-vs-hire-purchase>

### **MOOC REFERENCES**

- <https://www.coursera.org/learn/advanced-valuation-and-strategy>
- <https://www.edx.org/learn/mergers-and-acquisitions>
- <https://www.udemy.com/topic/mergers-and-acquisitions/>

### **COURSE OUTCOMES**

CO No	Course Outcomes	Cognitive
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		level
20MBF302.1	Familiarise the various concepts of merchant banking and financial services	K2
20MBF302.2	Making a deep understanding on statutory requirements and regulatory framework	K3
20MBF302.3	Inculcating the various types fund mobilising methods and its significance	K3
20MBF302.4	Accustom to the knowledge of various fund based and fee based financial services	K2
20MBF302.5	Ability to apply the services of Merchant Bank for individual & corporate requirements	K4
20MBF302.6	Create strategies to promote financial solutions	K4

#### CO PO MAPPING

CO/ PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>CO1</b>	3	3	1	-	3	2	2	3	3
<b>CO2</b>	3	3	1	-	3	3	3	3	3
<b>CO3</b>	3	3	1	1	3	2	-	3	3
<b>CO4</b>	3	2	-	2	3	2	2	-	3
<b>CO5</b>	3	2	1	-	2	3	3	1	3
<b>CO6</b>	3	2	-	1	3	2	3	-	2

<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>20MBF303 SDG NO. 4</b>	<b>INDIAN BANKING AND FINANCIAL SYSTEM</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- Students acquire knowledge and are able to grasp how banks raise their sources and how they deploy it and manage the associated risks and practice in e-banking and the threats that go with it.

**UNIT I INTRODUCTION TO INDIAN FINANCIAL AND BANKING SYSTEM**

**10**

Components of Indian financial system - Overview of Indian Banking System - Functions of banks - key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881 - Banking Regulations Act 1948 – Rights and obligations of a banker - Overview of Financial statement of banks – Balance sheet and Income Statement - Case study.

**UNIT II SOURCES AND APPLICATION OF BANK FUNDS**

Capital adequacy - Deposits and non-deposit sources - Designing of deposit schemes and Pricing of deposit services - Application of bank funds – Investments and Lending functions - Types of lending – Fund based - Non-fund based - Asset based – Different types of loans and their features - Major components of a typical loan policy document - Steps involved in Credit analysis, Credit delivery and administration - Pricing of loans - Customer profitability analysis- Case study.

**UNIT III CREDIT MONITORING AND RISK MANAGEMENT**

Need for Credit monitoring - Signals of borrowers' Financial sickness - Financial distress prediction models – Rehabilitation process, Risk management – Interest rate - liquidity - Forex - Credit - Market - Operational and Solvency risks – Risk measurement process and mitigation - Basic understanding of NPAs and ALM - Case study.

**UNIT IV MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION**

**9**

## **Hours**

Mergers and Diversification of banks into securities market - Underwriting - Mutual funds and Insurance business - Risks associated therewith - Performance analysis of banks – Background factors - Ratio analysis and CAMELS - Case study.

### **UNIT V e-BANKING 7**

Payment system in India – Paper based - e-payments – Electronic banking – Advantages – Plastic money - E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI's initiatives - Case study.

**TOTAL PERIODS: 45 Hours**

### **TEXT BOOKS:**

1.IIBF's Banking & Finance Year Book – Comprehensive Digest of Regulatory Changes, Topics on Recent Developments in the BFSI Sector, Extract of Speeches by RBI Officials & Articles, 2023

2.Risk Management (INDIAN INSTITUTE OF BANKING & FINANCE), Macmillan, 2023

3.Indian Banking System - Dr. Satish Kumar Saha, SBPD Publications, 2021

4.Indian Financial System & Management of Banking and Financial Services, by V. Pathak Bharati, Suresh Padmalatha, Paul Justin, Pearson Education, 2018.

5.Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management”, PHI Learning Pvt. Ltd., New Delhi, 2010.

### **REFERENCE BOOKS:**

1.Bank Financial Management (INDIAN INSTITUTE OF BANKING & FINANCE), Macmillan, 2021

2.Indian Banking and Financial System, by Dr.B.P.Gupta and Dr.R.Ragini Sharma, RBD Publisher House, 2021.

3.Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, July 2017.

4.Commercial banking: The management of risk by Gup,



Benton E., and Kolari, James W. John Wiley & Sons Incorporated, 2005.

5. Management of Banking, 6e. by MacDonald, Scott. S., & Koch, Timothy. W, Thomson press India ltd, 6th edition, 2007.

**WEB REFERENCES:**

1. [https://www.icai.org/post.html?post\\_id=16988](https://www.icai.org/post.html?post_id=16988)
2. <https://www.taxmann.com/bookstore/product/3072-information-system-for-banks>
3. <https://scoop.eduncle.com/indian-banking-financial-system>
4. <https://www.investopedia.com/terms/f/financial-system.asp>

**MOOC REFERENCES:**

1. [https://onlinecourses.nptel.ac.in/noc20\\_mg32/preview](https://onlinecourses.nptel.ac.in/noc20_mg32/preview)
2. [https://onlinecourses.nptel.ac.in/noc20\\_mg10/preview](https://onlinecourses.nptel.ac.in/noc20_mg10/preview)
3. [https://nptel.ac.in/about\\_nptel.html](https://nptel.ac.in/about_nptel.html)
4. <https://www.naukri.com/learning/banking-courses-certification-training-st57>

**COURSE OUTCOME:**

CO No.	Course Outcomes	Cognitive Level
20MBF303.1	Ability to learn the basic functions of Indian banking companies.	K1
20MBF303.2	Understand the analysis and interpretation of Balance sheets and Income statements of Indian banking companies.	K2
20MBF303.3	Enable enhancing the Students skills in pricing of investments schemes and loan products.	K4
20MBF303.4	Students will be able to apply various decision measures for evaluating the performance of the banks.	K3
20MBF303.5	Students will gain the practical knowledge as a banker by profession using ideas and judgements.	K3

20MBF303.6	Enable to design new e-banking products and banking strategy solutions for sustaining the business.	K2
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**CO – PO MAPPING**

CO	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
20MBF303.1	2	2	2	-	3	3	-	2	3
20MBF303.2	2	1	1	-	3	-	3	3	3
20MBF303.3	1	2	-	-	3	3	-	3	3
20MBF303.4	2	2	1	-	3	-	3	3	3
20MBF303.5	1	2	2	-	3	2	3	3	3
20MBF303.6	1	2	2	-	3	2	3	3	3

<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>20MBF304 SDG NO. 4</b>	<b>FINANCE ANALYTICS</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### **COURSE OBJECTIVES:**

- To equip students with an understanding of the "importance and role of financial analytics" in modern business enterprises and how business firms can take advantage of financial analytics.
- Further, for students who wish to specialize in analytics, the course provides a strong foundation in the application of financial analytics with analytical platforms.

### **UNIT I: INTRODUCTION TO BI & FINANCIAL ANALYTICS**

Business Intelligence: Definition-Evolution of Business Intelligence and Role of DSS, EIS, DW, MIS and Digital dash boards. Financial Analytics: Definition, relevance and scope of financial analytics, recent trends in financial analytics- Case Study.

### **UNIT II: FINANCIAL TIME SERIES AND CAPM**

Asset Returns, Distributional Properties of Returns, Review of Statistical Distributions and properties of financial time series. The Capital Asset Pricing Model: Basics of portfolio construction- Markowitz Model. Portfolio Evaluation, Diversification and Portfolio Optimization - Case Study.

### **UNIT III: MODELING VOLATILITY AND RISK**

Modeling volatility using ARCH / GARCH models. Measuring and modeling risk. Options Implied Volatility and Volatility trading. Application of Value at Risk (VaR), Logit/Probit Limited Dependent Variables Models, Predicting bankruptcy from Financial Distress.

### **UNIT IV: MODELING CREDIT RISK**

Structural Models (Firm Value models): The Merton model, Endogenous default boundaries and optional Capital Structure, Intensity Modeling, Rating based term-structure models, Credit risk, interest rate and Currency rate Swaps- Case Study.

## **UNIT V: DERIVATIVE PRICING**

Issues regarding derivative markets. Brownian motion, Black - Sholes model. Modeling derivative prices, Analysis in Finance, DCF, Profitability analysis, Asset performance, Sharpe ratio, Calmar ratio and pricing options.

TOTAL PERIODS – 45 HOURS

### **COURSE OUTCOMES:**

1. Explain the importance of financial analytics and applications.
2. Handle the available business information/data more efficiently.
3. Use analytical tools like MS Excel, R and others efficiently in order to take managerial decisions more effectively
4. Analyse the model financial data
5. Construct and optimize asset portfolios
6. Evaluate and model Risk on various financial assets

### **TEXT BOOKS:**

1. Business Analysis and Valuation: Using Financial Statements 5e, Healy Paul.M, Cengage Learning.
2. Introductory Econometrics for Finance, Brooks,C.Cambridge University Press2002.
3. Financial Econometrics- Problems Models and Methods, Christian Gourieroux Joann Jasiak, New Age International Publishers 2007.

### **REFERENCE BOOKS:**

1. Analysis of Financial Time Series, 3rd Edition, Wiley, ISBN: 978-0-470-41435-4, Ruey S. Tsay, 2010.
2. Option Pricing and Estimation of Financial Models with R”, First Edition. Wiley, ISBN: 978-0-470-74584-7, Stefano M. Iacus, 2011.
3. Time Series Applications to Finance with R and S-Plus®”, Second Edition, Wiley, ISBN 978-0-470-58362-3, Ngai Hang Chan, 2010.
4. Financial Econometrics-Problems Models and Methods, Christian Gourieroux Joann Jasiak, New Age International Publishers 2007.

### **WEB REFERENCES:**

1. <https://www.coursera.org/specializations/accounting-data->

analytics

2. <https://www.coursera.org/learn/python-statistics-financial-analysis>
3. <https://www.coursera.org/learn/applying-data-analytics-business-in-finance>
4. <https://www.coursera.org/learn/wharton-risk-models>
5. [https://onlinecourses.nptel.ac.in/noc21\\_ge21/preview](https://onlinecourses.nptel.ac.in/noc21_ge21/preview)
6. <https://www.udemy.com/course/python-for-finance-investment-fundamentals-data-analytics/>
7. <https://www.udemy.com/course/introduction-to-data-analytics-for-accountants/>
8. <https://www.udemy.com/course/financial-analytics-in-practice/>

### **COURSE OUTCOME**

CO No	Course outcomes	Cognitive Level
20MBF304.1	Explain the importance of financial analytics and applications.	K1
20MBF304.2	Handle the available business information/data more efficiently.	K2
20MBF304.3	Use analytical tools like MS Excel, R and others efficiently in order to take managerial decisions more effectively	K3
20MBF304.4	Analyze the model financial data	K3
20MBF304.5	Construct and optimize asset portfolios	K3
20MBF304.6	Evaluate and model Risk on various financial assets	K4

### CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
20MBF304.1	3	3	1	-	3	2	2	3	3
20MBF304.2	3	3	1	-	3	3	3	3	3
20MBF304.3	3	3	1	1	3	2	-	3	3
20MBF304.4	3	2	-	2	3	2	2	-	3
20MBF304.5	3	2	1	-	2	3	3	1	3
20MBF304.6	3	2	-	1	3	2	3	-	2

COURSE CODE	COURSE TITLE	L	T	P	C
<b>20MBF305 SDG NO. 4</b>	<b>ENTERPRISE RISK MANAGEMENT AND INSURANCE</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

#### COURSE OBJECTIVES:

- This course aims at giving in-depth knowledge of insurance business in terms of structure, products, Pricing and risk management.

#### **UNIT I: INTRODUCTION TO RISK MANAGEMENT 9**

Risk management – Objectives of risk management – Risk management process – Identifying and evaluating potential losses – Selecting appropriate technique for treating loss exposure – Risk financing – Implementing and administering risk management program – Personal risk management – Loss forecasting

#### **UNIT II: ASSESSMENT OF RISK**

8

Risk Assessment - Analysis - Evaluation - Risk Control and Treatment – Risk Reduction - Transfer and Sharing of Risk - Elimination and Retention of Risk

#### **UNIT III: INTRODUCTION TO INSURANCE BUSINESS**

## 9

Definition of insurance - Characteristics of insurance – Principles of contract of insurance – General Concepts of Insurance – Insurance and hedging – Types of insurance – Insurance intermediaries

### **UNIT IV : PRICING OF INSURANCE PRODUCT 10**

Meaning of rate/premium, Objectives of rate making, Rate making in life insurance business - Basic methods of rate making – Net single premium – Net annual level premium – Premium concepts – Level premium – Basic premium – Office yearly premium – Premium tables – Tabular premium – Rebate – Extra premium – Rider premium – Bonus – Calculation of premium and bonus. Rate making in general insurance business – Principles – Basic methods of rate making – Judgment rating – Class rating – Merit rating.

### **UNIT V: INSURANCE REGULATIONS IN INDIA 9**

Insurance Act, 1938 – Summary provisions of Insurance Act - 1938 Insurance Regulatory and Development Authority (IRDA) – Introduction – Purpose, Duties, Powers and functions of IRDA – Operations of IRDA – Insurance policyholders’ protection under IRDA –Exposure/Prudential norms. Summary provisions of related Acts – Consumer Protection Act and Transfer of Property Act

### **TOTAL - 45 HOURS**

#### **TEXT BOOKS:**

1. Risk Management for Individuals and Enterprises , Version 2.1, By Etti Baranoff, Patrick Lee Brockett, Yehuda Kahane, and Dalit Baranoff. Flatworld,2021
2. Risk Management & Insurance: Concepts and Practices of Life and General Insurance, T.R. Viswanathan S. Arunajatesan , New Central Book Agency Pvt Ltd, 2021
3. Principles of Risk Management and Insurance, 14th edition, Published by Pearson, George E. RejdaMichael J. McNamara. 2020
4. Fundamentals of Enterprise Risk Management: How Top Companies Assess Risk, Manage Exposure, and Seize Opportunity Paperback ,by John Hampton , 2018
5. Principles of Risk Management and Insurance, 13/e Mass Market Paperback by E. Rejda George, McNamara Michael, Pearson, 2017.

#### **REFERENCE BOOKS:**

1. Gupta, P. K, Insurance and Risk Management, Himalaya Publishing

House. 2022

2. Risk management and insurance. 12th ed. / James S. Treischmann, Robert E. Hoyt, David W. Sommer. Thomson/South-Western.2020

3. Risk Management and Insurance, 2nd Edition, Illustrated, McGraw Hill, Scott Harrington , Gregory Niehaus, 2017

4. Principles of Risk Management and Insurance, By George E.Rejda, Rejda, Pearson Education, 0 th edition, 2015

#### COURSE OUTCOMES:

CO No	Course outcomes	Cognitive Level
20MBF305.1	Provide the knowledge relating to enterprise risk management concepts	K1
20MBF305.2	Gain knowledge about Assessment and evaluation of risk management	K2
20MBF305.3	Create an awareness about insurance business and operations in India	K2
20MBF305.4	Provide the knowledge relating to various insurance products in India	K3
20MBF305.5	Explain the various acts regulated insurance business in Indian perspective	K3
20MBF305.6	Gain knowledge about how the insurance business correlated with enterprise risk management concepts	K4

#### CO-PO MAPPING

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PO7	PO8	PO 9
20MBF305.1	3	2	2	-	-	1	-	1	2



20MBF305.2	2	2	2	1	-	-	-	2	1
20MBF305.3	2	2	2	-	-	-	-	1	1
20MBF305.4	2	2	2	-	-	-	-	2	1
20MBF305.5	1	2	1	-	-	-	-	1	1
20MBF305.6	3	2	1	-	-	-	-	2	-

COURSE CODE	COURSE TITLE	L	T	P	C
<b>20MBF306</b> <b>SDG NO. 4</b>	<b>GLOBAL FINANCE AND FOREX MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

#### **COURSE OBJECTIVES:**

- This course aims at giving in-depth knowledge of Global finance and forex management in terms of structure, products and operations in global.

#### **UNIT I GLOBAL FINANCIAL ENVIRONMENT:**

Globalization, Global Economy - A Historical Perspective  
Financial Globalization - The Missing Link Experiences from India  
Openness of Indian Economy Indicators of Openness of Indian Economy - International Financial Transaction Balance of Payments - Meaning & Structure

#### **UNIT II FOREIGN TRADE FINANCE:**

Concept of foreign trade finance - concepts of financing exports and financing imports and documentary collections - factoring - forfeiting and countertrade

#### **UNIT III FOREIGN EXCHANGE MARKET:**

An Introduction Forex trading volume - Forex trading locations Details about major traded currencies - Evolution of foreign exchange market and foreign exchange System - Brief introduction to currency systems

#### **UNIT IV MANAGING FOREIGN EXCHANGE RATE RISK:**

Strategies for managing foreign exchange rate risk and the instruments available - Currency forwards - Currency options – Put Options – Call Options – Covering Exchange Risk with Options - Currency futures - futures pricing and behavior - cost of carry and expectations approach.

#### **UNIT V SWAP OPERATIONS:**

Uses of futures for hedging - arbitrage and speculation will be

illustrated with index futures - Swaps - Development of the swaps market - Characteristics and uses of swap products- interest rate and currency swaps – Flavored Swaps - Legal and regulatory issues - Short-term Interest Rate Risk Management.

TOTAL - 45 HOURS

**TEXT BOOKS:**

1. Foreign Exchange and Risk Management, C Jeevanandam, Sultan Chand Sons, 2021.
2. International Finance/Foreign Exchange Management, by Bimal Jaiswal, New Royal Book co, 2020
3. Management of Foreign Exchange Risk: Evidence from Developing Economies (Banking, Money and International Finance), by Y. C. Lum, Sardar M. N. Islam, 2020
4. Foreign Exchange Management and International Finance, 2/e, by Vivek Viswan V. & M. M. Sulphery, Viva Books Originals, 2020.

**REFERENCE BOOKS:**

1. Foreign Exchange and Risk Management, C Jeevanandam, Sultan Chand Sons, 2023
2. Eiteman, David K., Arthur Stonehill and Michael H. Moffett, Multinational, 2016
3. Shapiro, Allen C., Multinational Financial Management, John, Wiley, 2012

**COURSE OUTCOMES:**

CO No	Course outcomes	Cognitive Level
20MBF306.1	Provides the knowledge relating to the global financial environment	K1
20MBF306.2	Gain knowledge about international trade finance	K2

20MBF306.3	Gives a clear understand about the foreign exchange markets	K2
20MBF306.4	Operating foreign exchange rate risk and its strategies	K3
20MBF306.5	Clarifies the operations relating currency swap and futures	K3
20MBF306.6	Global finance and forex management in terms of structure, products and operations in global	K4

**CO-PO MAPPING**

CO	PO 1	PO2	PO3	PO4	PO 5	PO 6	PO 7	PO8	PO9
20MBF306.1	3	2	1	1	2	2	2	2	2
20MBF306.2	2	2	2	1	2	2	2	2	-
20MBF306.3	2	2	2	1	-	-	2	2	-
20MBF306.4	2	2	2	1	-	-	2	1	-
20MBF306.5	1	2	2	1	-	-	2	2	-
20MBF306.6	3	2	3	2	2	3	2	2	2

<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>20MBF307 SDG NO. 4</b>	<b>FINANCIAL DERIVATIVES</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVE (s):**

- To gain in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management.
- To understand the nuances involved in derivatives.
- To comprehend the basic operational mechanisms in derivatives.

**UNIT I**

**INTRODUCTION**

Financial Derivatives - Introduction, Economic benefits of Derivatives - Types of Financial Derivatives - Features of Derivatives Market - Factors contributing to the Growth of Derivatives - Functions of Derivative Markets - Exchange traded versus OTC Derivatives - Traders in Derivatives Markets - Derivatives Market in India- Case study.

**UNIT II**

**FUTURES CONTRACT**

Futures and Forwards - Differences-Valuation of futures, Valuation of long and short Forward contract - Mechanics of buying & selling Futures - Margins - Hedging using Futures Specification of Futures - Commodity Futures - Index Futures - Interest rate Futures – Arbitrage opportunities - Case study.

**UNIT III**

**OPTIONS**

Options: Types of options, Option pricing - Factors affecting option pricing – Call and Put Options on dividend and non-dividend paying stocks put-call parity - Mechanics of Options - Stock options - Options on Stock index - Options on Futures – Interest rate Options - Concept of Exotic Option - Hedging & trading strategies involving Options - Valuation of Option: Basic model - one step binomial model - Black and Scholes Model - Option Greeks - Arbitrage profits in Options – Case Study.

**UNIT IV**

**SWAPS**

Financial Swaps - features and uses of Swaps - Mechanics of interest rate Swaps – Valuation of Interest rate swaps – Currency Swaps – Valuation of currency Swaps – Case Study.

## **UNIT V COMMODITY DERIVATIVES AND INTEREST RATE MARKETS**

**10**

Commodity derivatives - Commodity futures market- Exchanges for commodity futures in India - Forward Market Commissions and regulation-commodities traded – Trading and settlements – Physical delivery of commodities - Interest rate markets - Type of rates - Zero rates - Bond pricing - Determining Zero rates, Forward rules - Forward rate agreements (FRA) - Treasury bond & Treasury note Futures - Interest rate derivatives - Credit risk - Bond prices and the probability of default - Historical default experience - Reducing exposure to Credit risk - Credit default swaps - Total return swaps - Credit spread options - Collateralized debt obligation – Case study.

**TOTAL HOURS : 45**

### **TEXT BOOKS**

1. Risk Management and Financial Derivatives, Sia, Sia Publishers & Distributors Pvt Ltd, 2022
2. Valuation and Risk Management, Oxford University Press, 2018
3. Vohra & Bagri, Futures and Options, McGraw Hill, 2 nd Edition, 2017.
4. Rajiv Srivastava, Derivatives & Risk Management, Oxford University, 2 nd Edition, 2014.
5. R. Madhumathi, M. Ranganatham, Derivatives & Risk Management, Pearson, 2014 2<sup>nd</sup> Edition

### **REFERENCES**

1. John C. Hull, Fundamentals of Futures and Options Market, Pearson, 8 th Edition, 2016.
2. R. Madhumathi, M. Ranganatham, Derivatives & Risk Management, Pearson, 2 nd Edition. 2014.
3. Fundamentals of Financial Derivatives, 3ed (WIND) by N.R. Parasuraman, 2014
4. Maheshwari, D. Chugh, Financial Derivatives Pearson, 1 st Edition, 2012.
5. Verma, Derivatives & Risk Management, Tata McGraw Hill, 2008.

### **WEB REFERENCES**

1. <https://www.nseindia.com/>
2. <https://www.bseindia.com/>
3. <https://www.moneycontrol.com/>

4. <https://in.finance.yahoo.com/>
5. <https://money.rediff.com/index.html>
6. <https://in.investing.com/>

#### MOOC REFERENCES

1. [https://onlinecourses.nptel.ac.in/noc21\\_mg84/preview](https://onlinecourses.nptel.ac.in/noc21_mg84/preview)
2. [https://onlinecourses.nptel.ac.in/noc21\\_mg58/preview](https://onlinecourses.nptel.ac.in/noc21_mg58/preview)
3. <https://www.coursera.org/learn/derivatives-options-futures>
4. <https://www.coursera.org/learn/financial-engineering-1>
5. <https://www.edx.org/course/derivatives-futures-swaps-and-options?index=product&queryID=15fd785dc19d142777a89e0266b46637&position= 1>
6. <https://www.edx.org/course/derivatives-markets-advanced-modeling-and-strategies?index=product&queryID=69f4ef0ad95532108fb601497e28865b&position=6>

#### COURSE OUTCOME

CO No	Course outcomes	Cognitive Level
20MBF307.1	Describe and explain the fundamental features of a range of key financial derivatives instruments.	K1
20MBF307.2	Ability to devise risk management strategies and solutions based on a detailed analysis of risk assessment and associated factors.	K3
20MBF307.3	Demonstrate an understanding of the risk management approaches and techniques.	K2
20MBF307.4	Ability to work independently or as part of a team to develop optimal investment strategies integrating financial derivative instruments.	K3
20MBF307.5	Understand global conventions of valuing financial derivatives	K2

20MBF307.6	Ability to understand the risk management needs of clients and effectively communicate solutions comprising financial derivatives	K2
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**CO - PO MAPPING:**

CO	PO 1	PO 2	PO3	PO 4	PO 5	PO6	PO7	PO8	PO9
20MBF307.1	3	2	-	1	-	2	2	2	2
20MBF307.2	2	2	-	1	-	2	2	2	-
20MBF307.3	2	2	-	1	-	-	2	2	-
20MBF307.4	3	2	-	1	-	-	2	1	-
20MBF3075	2	2	-	1	-	-	2	2	-
20MBF307.6	3	2	-	2	-	3	2	2	2

<b>COURSE CODE</b>	<b>COURSE NAME</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>20MBF308 SDG No.4</b>	<b>INVESTMENT BANKING OPERATIONS</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

Course Objectives:

- Ø To gain an exposure on investment banking products and services.
- Ø To provide insight o the concepts, techniques of trading, security lending and borrowings.

#### **Unit- I Reference Data Management (RDM) 9**

Introduction to Reference Data Management, Need for Reference Data Management – Types of Data - Static Data Vs Dynamic Data - OMGEO, SWIFT & Mark it - Securities Identification Numbers - Instrument Identifiers – Investor Identifiers - SSI Set-up - Counter Party Identifiers - Other Reference Data Examples – Reference Data Providers – Importance and scope of Data Management.

#### **Unit-II Trade Life Cycle (TLC) – Exchange Traded and Over the Counter 9**

Trade Life Cycle (TLC) – Steps – Participants – Types of TLC – Exchange Traded Vs over the Counter – Best Practices in global markets – TLC Simulation for Equity, Forex, Commodity and Derivatives Market Transactions. Features of OTC Trade Life Cycle – Participants - Role of ISDA - Architecture - Hierarchy - Master Agreement - Provisions - Schedule - Various ISDA Documents -Confirmations - Best Practices -Trade Life Cycle (TLC) and OTC Product TLC Simulation.



### **Unit-III Trading, Clearing and Settlement** 9 Hours

Trade – Features and Types - Exchange Trading Mechanism – Participants involved in Trading & Clearing – Obligations – Gross Vs Netting – Bilateral Vs Multilateral – Clearing Mechanism – Payin – Payout - Settlement -Types & Steps and Mechanism – Case Study.

### **Unit-IV Reconciliation & Corporate Action** 9

Definition - Different Types of Reconciliations: Nostro, Depot, Trade, Exchange, Static Data, Intra and Inter Reconciliation - Lifecycle of Typical Reconciliation Process - Risks Addressed by Reconciliation - Reconciliation Framework - Corporate Action - Purpose of Corporate Action - Types of Corporate Actions - Trade life Cycle in Corporate Action Events.

### **Unit-V Securities process and Collateral Management** 9

Securities Lending and Borrowing - Market Participants of SLB – Types of Securities in SBL - Advantages and Limitations of Trading in SLB – Difference between Repo and SLB - Collateral Management - Process in Collateral Management- Participants - Key Terminologies in Collateral Management - Collateral Agreements. Custodian and their services in SLB, Collateral Management and TLC.

Total: 45 Hours

#### **TEXT BOOKS:**

1. Investment Management (Theory & Practice), Dr. R.P. Rustagi, Edition: 11th, 2021, ISBN: 978-93-5161-168-4 (TC 1058), Pages: xvi + 416.
2. Fundamentals of Multinational Finance, 5e, Michael H. Moffett, Arthur I. Stonehill, David K. Eiteman, ISBN: 9789353944797 | Paperback |

Page Count: 536.

#### REFERENCE BOOKS:

1. Collateral Management, 13<sup>th</sup> edition, Michael Simmons, ISBN: 9780470973509, wiley Publications, 2022.
2. Corporate Actions - A Guide to Securities Event Management: Elaine dalgleish, john wiley and sons Ltd., ISBN: 978-0-470-87067-9, 2022.
3. Clearing, Settlement and Custody, David Loader, Butterworth-Heinemann publishers, ISBN: 978-0-12-818690-9, 2022.

#### WEB REFERENCE:

1. <https://corporatefinanceinstitute.com/resources/career/investment-banking-overview/>
2. <https://www.goldmansachs.com/careers/our-firm/investment-banking>
3. <https://emeritus.org/in/learn/finance-investment-banking4>
4. <https://www.theforage.com/blog/careers/investment-banking>
5. <https://www.morganstanley.com/what-we-do/investment-banking>.

#### MOOC REFERENCES:

1. <https://nptel.ac.in/courses/110105035>
2. [https://swayam.gov.in/nc\\_details/NPTEL](https://swayam.gov.in/nc_details/NPTEL)
3. <https://bsevarsity.com/products/online-certificate-course-in-investment-banking-operations>
4. <https://www.udemy.com/course/learn-investment-banking/>

**COURSE OUTCOMES:**

<b>CO No</b>	<b>Course outcomes</b>	<b>Cognitive Level</b>
20MBF308.1	Understand the implication of Data Management	K1
20MBF308.2	Compiling the Trade life cycle and insights of exchange trade Vs over the Counter (OTC)	K3
20MBF308.3	Evaluate the concepts of Trading and clearing systems	K3
20MBF308.4	Interpret the reconciliation process and corporate actions	K3
20MBF308.5	Apply the core concepts of securities lending and borrowing process and collateral terminologies	K4
20MBF308.6	Apply investment banking operations in business	K4

**CO PO MAPPING**

	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
20MBF308.1	3	3	-	-	3	-	-	3	3
20MBF308.2	3	3	-	-	3	1	-	3	3
20MBF308.3	3	3	-	-	3	-	-	3	3

20MBF308.4	3	3	-	-	3	-	-	3	3
20MBF308.5	3	3	-	-	3	1	-	3	3
20MBF308.6	3	2	1	-	2	1	-	1	1

## HUMAN RESOURCES STREAM

COURSE CODE	COURSE TITLE	L	T	P	C
20MBHR301 SDG.No.4	STRATEGIC HUMAN RESOURCE MANAGEMENT	3	0	0	3

### COURSE OBJECTIVES

- To understand the framework of SHRM
- To understand the SHRM and HRD concepts and Practices in the organizations
- To understand IHRM and its practices across the globe
- To develop insights towards problem solving capabilities, competency mapping and career planning.
- To integrate the knowledge of SHRM concepts to take appropriate business decisions

### **UNIT I STRATEGIC HUMAN RESOURCE MANAGEMENT FRAMEWORK 8**

Meaning of Strategic Human Resource Management - Features – SHRM VS HRM–SHRM Models – Strategic Management Process – Levels of Strategy - HR Strategy Relating with Organizational Strategy – Benefits of Strategic Approach to HRM – Barriers to Effective SHRM - Cases

### **UNIT II HUMAN RESOURCE DEVELOPMENT 10**

HRD – Definition – Objectives – Scope – Features – HRD vs HRM - HRD as a system - HRD Process - Need for HRD - Human Reengineering - Learning and Development Culture through Learning Organization- HRD Mechanisms – Roles of HRD Manager – Balance Score Card – HR Scorecard - Benchmarking – HRD Practices – Collaboration – Levels - Networking in Academia – Steps - Industry Academia Collaboration – Challenge - Cases

### **UNIT III INTERNATIONAL HRM**

8

Concept of IHRM - Need – IHRM VS Domestic HRM– Workforce Diversity -Managing Workforce Diversity - IHRM Practices –

International Recruitment — Training – Expatriation- Repatriation – Compensation – Performance Management - Mergers & Acquisitions – Challenges to HR - Cases

**UNIT IV EMPLOYEE CAREER AND COMPETENCY MAPPING 12**

Career – Career Anchors – Career Management Systems - Individual Centered and Organization Centered Career Management System – Design and Implementation - Career Management for Specific HR Issues - Career Plateaus – Strategies for Managing Career Plateaus – Competency Mapping - Classification of Competencies – Competency Mapping Methodology – Job Analysis and SHRM - Competency Based Job Analysis – Benefits of Competency Mapping - Cases

**UNIT V MENTORING & EMPLOYEE COUNSELING 7**

Mentoring - Types – Qualities – Mentoring Relationship Development – Concept of 360 Degree Mentoring - Strategic HRM Approach to Mentoring - Barriers to Mentoring – Counseling - Need for Counseling – Prerequisites of Counseling – Guidelines for Effective Counseling -techniques – Types - Role of HR in Counseling – Cases

**TOTAL HOURS: 45**

**TEXT BOOKS:**

- 1 .P. Subba Rao, International Human Resource Management, Himalaya Publishing House, 2020
- 2.Ekta Sharma, Strategic Human Resource Management & Development, Pearson India, September,2018
- 3.Uday kumar Haldar, Human Resource Development, Oxford University press,2009

## REFERENCE BOOKS

1. LM Prasad, Human Resource Management, Sultan Chand & Sons Human Resource Management, 2023
2. Tanuja Agarwala, Strategic Human Resource Management, Tata McGraw Hill, 2011

## WEB REFERENCES

1. <https://www.shrm.org/mlp/pages/state20.aspx>
2. <https://journals.sagepub.com/doi/10.1177/0258042X1103600101>
3. <https://www.slideshare.net/avedayaj10/ihrmissue-s-and-trendslearning-resource>
4. <https://journals.sagepub.com/doi/pdf/10.1177/239700221302700301>

## MOOCS

1. <https://shramsavidha.gov.in>
2. <https://www.my-mooc.com/en/categorie/human-resources>
3. [http://www.na-businesspress.com/JHETP/SavinoDM\\_Web14\\_3\\_.pdf](http://www.na-businesspress.com/JHETP/SavinoDM_Web14_3_.pdf)

## COURSE OUTCOMES

CO No	Course outcomes	Cognitive Level
20MBHR301.1	Demonstrate basic knowledge and key issues of SHRM concepts and practices	K1
20MBHR301.2	Design and formulate various HR methods & initiatives to make organization strategically effective	K3
20MBHR301.3	Apply knowledge in Internationalization of Human Resource Management as a Learning Outcome for strategic perspectives	K2
20MBHR301.4	Understand and apply the knowledge of key strategic Human Resource Management Concepts	K2

20MBHR301.5	Evaluate the strengths and weaknesses of SHRM practices across contexts	K4
20MBHR301.6	Design and develop efficient Human Resource practices to make organization strategically effective	K4

### CO PO MAPPING

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
20MBO301.1	3	3	1	2	2	-	-	2	1
20MBO301.2	2	2	-	2	3	-	1	2	3
20MBO301.3	2	3	3	3	2	2	2	3	3
20MBO301.4	2	2	2	2	2	2	2	2	3
20MBO301.5	1	2	-	2	1	1	2	2	3
20MBO301.6	1	2	2	2	2	1	2	2	3



<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>20MBHR302 SDG.No.4</b>	<b>CONFLICT MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### **COURSE OBJECTIVES:**

- To make them to understand the concept, sources and impact of conflict in workplace and society
- To acquire various skills and techniques for conflict management
- To cultivate in them effective leadership and managerial skills

### **UNIT I:**

Conflict:- Meaning and Source of Conflict, Types of conflict, traditional and modern approaches to conflict, Productive (functional) and Destructive (dysfunctional) conflicts, Causes for work place conflicts – Harassment and discrimination – cost and effects of conflict - organizational and individuals perspectives of conflict.

### **UNIT II:**

Dealing with conflicts: Conflict Management, Conflict Resolution and Conflict transformation - Five conflict handling styles, Win – win approach - Different strategies of dealing with conflict: Strike, boycott and other noncooperation methods; coercion, violence and grievance redressal, investigation, arbitration, adjudication and litigation.

### **UNIT III:**

Methods of conflict Management:- Negotiation, Negotiation process, Issues for Negotiation strategies and tactics in negotiation, Bargaining & Negotiation: Differences and similarities BATNA, Context of Mediation, Conciliation, Arbitration; Principles of persuasion; Persuasion Strategy and its effectiveness

### **UNIT IV:**

Techniques and Skills for Conflict Management - Lobby, Persuasion, Dialogue, consultation, Trust building, defusing anger, anger management, building rapport, empathetic listening, one-on-one conversation, recognizing different issues and viewpoints, transparent and

empathetic communication, sharing of information and position, conflict analysis and joint costing, transforming competitive negotiation to collaborative, exploring and choosing alternatives and formalizing agreements.

**UNITV:**

**9**

Role of Managers in Conflict Management – kinds of leadership in management: The demagogue, manager and mediator (facilitator) – Keys for leader as mediator: visioning, systems thinking, presence, inquiry, conscious conversation, dialogue, bridging, innovation and crisis intervention and management.

**TOTAL : 45 HOURS**

**TEXT BOOKS:**

1. Rabinarayan Samantara, Organizational conflict and its Management, Wiley India, 2022
2. Conflict Management: A Practical Guide to Developing Negotiation Barbara A. Budjancic, First Edition, Pearson Education New Delhi, 1<sup>st</sup> edition 2015

**REFERENCE BOOKS:**

1. Corporate Conflict Management: Concepts and Skills , by Nelson Leela Rout, Eireneomiko , Pearson Education New Delhi, 2010
2. Udai Pareek: Understanding Organizational Behavior, Oxford Press, 4<sup>th</sup> edition, 2018

**ONLINE REFERENCES**

1. <http://www.skillsyouneed.com/ips/negotiation.html>
2. <http://www.skillsyouneed.com/ips/conflict-resolution.html>

**MOOC REFERENCES:**

1. <https://nptel.ac.in/courses/122/108/122108038/>
2. <https://nptel.ac.in/courses/122/102/122102007/>

**COURSE OUTCOMES**

CO No	Course outcomes	Cognitive Level
20MBHR301.1	Remember the terms and concepts of conflict Management.	K1

20MBHR302.2	Understand the approaches associated with conflict Management.	K2
20MBHR302.3	Apply negotiation skills and management process in real world	K3
20MBHR302.4	Analyze different types of negotiation situations.	K3
20MBHR302.5	Evaluate negotiating skills and confidence in variety of context	K4
20MBHR302.6	Enhancing the managerial roles in conflict management	K3

1. Remember the terms and concepts of conflict Management.
2. Understand the approaches associated with conflict Management.
3. Apply negotiation skills and management process in real world
4. Analyze different types of negotiation situations.
5. Evaluate negotiating skills and confidence in variety of context

#### CO – PO MAPPING:

	<b>P O 1</b>	<b>P O 2</b>	<b>P O 3</b>	<b>P O4</b>	<b>P O 5</b>	<b>P O 6</b>	<b>P O 7</b>	<b>P O 8</b>	<b>PO 9</b>
20MBHR302.1	1	1	1	1	-	1	2	-	1
20MBHR302.2	1	2	-	1	-	1	1	1	1
20MBHR302.3	1	2	2	1	1	1	1	1	1
20MBHR302.4	1	2	1	1	1	1	1	1	1
20MBHR302.5	1	1	-	-	-	-	1	1	1
20MBHR302.6	1	2	-	-	-	1	1	1	1

<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>20MBHR303 SDG.No.4</b>	<b>CROSS CULTURAL MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVE:**

- To understand the spheres of different culture from global perspective
- To enable students to understand cross cultural management in different environments
- To provide an insight to understand the significance of cross cultural sensitivity

**UNIT I – CROSS CULTURAL INTRODUCTION**

Understand Culture – Introduction, Key Concepts, Determinants of Cultural Identity, Dimensions of Culture, Types of Culture. Introduction to Cross-Cultural Management, Culture Shock, Functional and Dysfunctional effects of Organizational Culture, Case Study

**UNIT II – CROSS CULTURE MODELS**

Creating and Sustaining Culture, Cultural Differences and Managerial Implications, Framework for Mapping the Culture – Geert Hofstede, Clyde Cluckhohn, TE Hall, Cross Cultural Research Methodologies. Case Study

**UNIT III – CULTURAL INTERFACE**

Managing the Interface of the Cultures, Cross Cultural Negotiations, Communicating across cultures – Communication Breakdown across cultures, Improving communication effectiveness. Case Study

**UNIT IV – CULTURE AND HRM**

Human Resource Management and Cultures - Motivation across Cultures, Culture on Training, Appraisal and Compensation in Global Perspective. Case Study

**UNIT V – GLOBAL CULTURE**

Managing Global teams, International Assignments and Expatriate Management, Implications for Management Theory and Practice – Adjusting to the New Culture, Cultural Relativity of Management Theory, Competencies of Global Manager. Case Study

**TOTAL HOURS - 45**

**TEXT BOOKS:**

1. Madhavan Shobana, Cross-Cultural Management – Concepts and Cases, Oxford University Press, 2<sup>nd</sup> Edition, 2016, New Delhi.

#### **REFERENCE BOOKS:**

1. Browaeys, Marie Joelle and Roger Price, Understanding Cross-cultural Management, Pearson Education, New Delhi, 4<sup>th</sup> Edition, 2019.
2. Sinha, Jai B P, Multinationals in India. Managing the interface of Cultures, Sage Publications, New Delhi, 2004.

#### **ONLINE REFERENCES:**

1. [https://gsom.spbu.ru/files/en/upload/master\\_program/materials/2009-2010/cross-cultural\\_management\\_and\\_corporate\\_social\\_responsibility\\_in\\_the\\_information\\_age/i\\_pshenichnikova\\_gsom\\_ccm\\_mitim\\_ho.pdf](https://gsom.spbu.ru/files/en/upload/master_program/materials/2009-2010/cross-cultural_management_and_corporate_social_responsibility_in_the_information_age/i_pshenichnikova_gsom_ccm_mitim_ho.pdf)
2. <https://mrcet.com/downloads/MBA/Cross%20Culture%20Management.pdf>

#### **MOOC REFERENCES:**

1. <https://www.edx.org/course/managing-people-from-a-global-perspective?index=product&queryID=3c74c1aed99c3b2ba85d83fbd289e16f&position=2>
2. <https://www.udemy.com/course/immigration-adapting-as-an-expat-and-culture-shock-2021/>
3. <https://www.udemy.com/course/cross-cultural-communication-how-to-flex-your-style/>
4. <https://www.udemy.com/course/successful-cross-cultural-management/>
5. <https://www.udemy.com/course/learn-how-to-deal-effectively-with-cultural-differences/>
6. <https://www.coursera.org/learn/international-negotiation>
7. <https://www.coursera.org/learn/intercultural>

**COURSE OUTCOMES:**

<b>CO No</b>	<b>Course outcomes</b>	<b>Cognitive Level</b>
20MBHR303.1	Understand the role of culture and the importance of managing cultural differences	K1
20MBHR303.2	Gain knowledge on intricacies of cross-culture	K2
20MBHR303.3	Apply the influence of culture on different functions of management	K3
20MBHR303.4	Analyse the spheres of culture in functions of Human Resource Management	K3
20MBHR303.5	Critically evaluate the role of culture on operations of organization	K4
20MBHR303.6	Develop a diagnostic ability of cultural and related behavioural variables in the management of global organization	K4

**CO-PO MAPPING:**

	<b>P O 1</b>	<b>P O 2</b>	<b>P O 3</b>	<b>P O 4</b>	<b>P O 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>	<b>PO 9</b>
20MBHR303.1	2	2	1	1	1	3	2	1	2
20MBHR303.2	2	2	2	2	2	2	2	2	2
20MBHR303.3	2	3	3	2	2	3	2	3	3
20MBHR303.4	2	2	2	2	2	3	3	3	2
20MBHR303.5	2	2	2	2	2	2	3	3	2
20MBHR303.6	3	2	2	3	3	3	3	2	3

<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>20MBHR304 SDG.No.4</b>	<b>SOCIAL PSYCHOLOGY</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To get acquainted with the basic concept of theories and applications of Social Psychology.
- To underline the significance of close relationships with others and the impact of interpersonal relations in human behavior
- To understand the self, others and prosocially behavior
- To understand environmental impact on human behavior

**UNIT – 1 BASIC CONCEPTS OF SOCIAL PSYCHOLOGY**

Basic Concept of Social Psychology - Scope, Levels of Social Psychology – Individual, society and Culture – Psychology in the New Millennium – Social Perception- Non Verbal Communication - Attribution – understanding the causes of others Behaviour –Attribution Theory – Kelly’s Model – Application - Research In Social Psychology - Cases

**UNIT – II INTERPERSONAL ATTRACTION, CLOSE RELATIONSHIP 9**

Interpersonal Behavior –Internal Determinants of Attraction – Affiliation- Affect – External Determinants of attraction – Effects of Rejection – Close Relationships – Family - Love – Theories of Love – Application – Marriage Preparedness and Problems – Need for Premarital Marital Counseling - Cases

**UNIT – III UNDERSTANDING SELF AND GENDER, PROSOCIAL BEHAVIOUR 10**

Understanding Self – What is Self – Real – Ideal and Social Self – Self Concept – Self Presentation – Self Regulation and Impression Management – Gender – Gender Role Development – Gender Differences in Self Esteem – Prosocial Behavior – Motives, Social Status, Social Role – Internal & External Factors Influencing Prosocial Behavior – Commitment to Socially Responsible Behavior – Empathy - Altruism - Cases

## **UNIT IV ATTITUDES, PREJUDICE AND AGGRESSION**

Attitudes - Components – Behavior - Prejudice – Discrimination in Action – Origin – Methods to Reduce – Aggression – Definitions – Irritation – Anger – Violence - Theories of Aggression – Types of Aggression- Determinants of Aggression – Environmental Causes – Prevention and Control of Aggression - Cases

## **UNIT V ENVIRONMENTAL INFLUENCE & BEHAVIOUR**

Environmental Influences - Urban Environment and Social Behaviour – Environmental Stress – Hazards of Noisy Environment – Temperature and Weather as Environmental Stressors – Temperature and aggression - Air Pollution – Effects – Personal Space – Territorial Behavior – Territorial Dominance - Architectural Designs – Crowding - Effects

**TOTAL HOURS - 45**

### **TEXT BOOKS**

1. Baron R, Byrne D, Bransombe N Social Psychology  
Pearson Publications, New Delhi, 2014
2. Chadha, N.K. Social Psychology. MacMillan Publications, 2012

### **REFERENCE BOOKS**

1. Aronson, E., Wilson, T.D., Ake1i, R.M., & Sommers, S.R ,  
Social psychology (9th Ed), New Delhi Pearson.2017
2. Bhardwaj G ,Fundamentals of Social Psychology, Pearson  
India, March 2011,
3. David G Myres, Social psychology, McGraw Hill Book  
Company, New Delhi, 2008

### **WEB REFERENCES**

1. <https://www.coursera.org/learn/social-psychology>
2. <https://www.edx.org/course/introduction-to-social-psychology>
3. <https://www.socialpsychology.org/courses.htm>
4. <https://coursesity.com/free-tutorials-learn/social-psychology>

### **MOOC REFERENCES**

1. <https://www.mooc-list.com/tags/sociology>
2. [https://onlinecourses.swayam2.ac.in/cec21\\_hs07/preview](https://onlinecourses.swayam2.ac.in/cec21_hs07/preview)
3. <https://www.mooc-list.com/tags/sociology>
4. <https://www.my-mooc.com/en/categorie/social-sciences>



## COURSE OUTCOMES

CO No	Course outcomes	Cognitive Level
20MBHR304.1	Analyse major concepts, and empirical findings in social psychology to explain human behaviour	K1
20MBHR304.2	Describe and explain methodological approaches used in social psychological research	K2
20MBHR304.3	Evaluate different perspectives discussed in class to explain human behaviour in everyday life	K3
20MBHR304.4	Apply the theories and concepts learned in the class room to real world experiences and your own life	K3
20MBHR304.5	Evaluate issues and concepts in the field of Social Psychology	K4
20MBHR304.6	Evaluate the impact of environmental influence on human behaviour	K4

## CO PO MAPPING

CO	P O 1	P O 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
<b>CO1</b>	-	-	2	-	-	2	3	-	2
<b>CO2</b>	-	-	2	-	-	3	3	-	3
<b>CO3</b>	2	-	2	-	-	3	2	-	2

<b>CO4</b>	1	-	2	-	-	2	3	-	3
<b>CO5</b>	2	-	2	-	-	3	2	-	2
<b>CO6</b>	2	2	2	2	1	2	3	1	2

<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>20MBHR305 SDG.No.4</b>	<b>TALENT ACQUISITION AND RETENTION</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

#### **COURSE OBJECTIVES:**

- To help them understand the Acquisition, Retention, Development and Compensation practices
- To enhance understanding of the talent Management practices
- To Understand the emerging trends in HR

#### **UNIT I INTRODUCTION TO TALENT MANAGEMENT:**

Introduction, Meaning & Objectives, Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Recruitment, Selection, Human Resource Planning, Retention, Talent vs. knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Some suggestive tools for Managing Talent.

#### **UNIT II TALENT ACQUISITION:**

Job analysis -Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Developing HR planning process. Evaluation of factors affecting HRP, Strategic view of recruitment & selection. Talent Acquisition, Recruitment Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions. Case study

#### **UNIT III EMPLOYEE ENGAGEMENT:**

Preparing recruitment plan, E-recruitment (using various job portals), searching & downloading applicant profile by using job portals, selecting recruitment source, preparing recruitment budget, employer branding, formulating a recruitment strategy

(specifically for Managerial/Executive jobs), Selection process, Use of assessment centers, selection errors & minimizing selection errors, Reliability & Validity tests, Choosing the types of interviews.

**UNIT IV EMPLOYEE RETENTION:**

Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing case study with Job Withdrawal, Strategic Compensation plan for Talent Engagement, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model.

**UNIT V EMERGING TRENDS IN HR:**

Contemporary development, and Cultural development, Business Process Re-engineering, Contemporary Talent Management Issues and Challenges, Human Resource Audits, Human Resource Information System (HRIS), Human Resource Accounting (HRA).

**TOTAL PERIODS - 45**

**TEXT BOOKS:**

1. Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 16th Edition, 2020
2. Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, The Pearson Publication, 16th edition, 2020

**REFERENCE BOOKS:**

1. Pradeep Sahay, A strategic approach to Talent Acquisition, Pearson Education, 2015
2. Rao VSP, Human Resource Management, Vikas Publishing, New Delhi, 2015
3. K. Aswathappa – Human Resources and Personnel Management, Tata McGraw Hill, 2007
4. Robbins SP, Timothy A, Judge & Sanghi Seema, Organizational Behavior, Pearson Education, New Delhi, 16th edition, 2016
5. Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw Hill 2<sup>nd</sup> edition 2017
6. Hasan, M., Singh, A. K., Dhamija,

S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publication ,2019

7. Talent Management Handbook. (2017). Association for Talent Development (ATD) By Lance A. Berger, Dorothy R. Berger. Virginia, USA

### ONLINE REFERENCES

1. <https://askearn.org/inclusion-work/talent-acquisition-retention-processes/>

### MOOCS REFERENCES:

1. [https://onlinecourses.nptel.ac.in/noc21\\_mg34](https://onlinecourses.nptel.ac.in/noc21_mg34)
2. <https://www.coursera.org/lecture/growth-strategy/attracting-developing-and-retaining-talent-FZgu7>

### COURSE OUTCOMES

CO No	Course outcomes	Cognitive Level
20MBHR305.1	Understand talent Management practices.	K2
20MBHR305.2	Understand employee Acquisition and retention of talent.	K2
20MBHR305.3	Develop and implement recruitment process	K3
20MBHR305.4	Analyze the strategies for employee retention	K3
20MBHR305.5	Analyze Strategic Compensation plan for Talent Engagement	K4

20MBHR305.6	Applying emerging trends in Human Resource Management	K4
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**CO – PO MAPPING:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>
<b>CO1</b>	1	1	-	-	-	1	1	1	1
<b>CO2</b>	1	2	-	-	-	1	1	1	1
<b>CO3</b>	1	2	1	-	1	1	1	1	1
<b>CO4</b>	1	2	-	-	-	1	1	1	1
<b>CO5</b>	1	2	-	-	-	-	1	1	1
<b>CO6</b>	1	1	-	1	1	2	1	1	1

### SEMESTER III

COURSE CODE	COURSE TITLE	L	T	P	C
20MBHR307 SDG.NO . 4	PEOPLE ANALYTICS	3	0	0	3

#### COURSE OBJECTIVES

- To provide a clear understanding of metrics in organizational people management.
- To encourage students to analyze the functional effectiveness through appropriate model based analytics.
- To understand the integration of HR Information System towards Business performance.

#### UNIT I INTRODUCTION

Introduction to People Analytics: Evolution of HR Analytics, HRIS/HRMS – Data Sources, HR Metrics and Analytics, Analytical thinking - Overview of Analytics framework models.

#### UNIT II TALENT ACQUISITION

Workforce Planning Analytics - Key Components - Best Practices - Diversity Analysis - Measuring diversity and inclusion - Testing the impact of diversity - Talent Sourcing Analytics – Talent Acquisition Analytics – Working Principles - Recruitment and Selection Analytics - Evaluating selection process - Overcoming selection bias – Optimizing selection decision

#### UNIT III – TALENT SUSTENANCE

Organizational Culture - On-boarding and Culture Fit – On-boarding Process - Stages of On- boarding - OPEN Analytical Framework for Effective Onboarding- Time to Productivity and Other Outcome Measures - Create an On-boarding Predictive Model - Talent Engagement Analytics - Importance of Employee Engagement - Employee Engagement Surveys - Moving Beyond the Survey: Employee Engagement - Measures - Training need identification and process - Evaluating effectiveness of training and development

#### UNIT IV TALENT RETENTION

Analytical Performance Management - Defining Performance Measures - Benefits of Analytical Performance Management - Best Practices - Optimizing Promotion Decision - Using

Retention Analytics to Protect Talent, Deploying Retention Analytics - Implement Proactive Talent Retention Models - The Segmentation Strategy of Talent Retention Model

**UNIT – V – DATA ANALYTICS TO FUTURE HUMAN CAPITAL**

Succession Planning – Approaches to Succession Planning-Implementing Succession Planning -Evaluating stress levels - Strategies for managing stress - Result oriented strategies - Responsible investment - Need for Mediation - Steps in mediation - Job embeddedness - Interaction analysis.

**TOTAL: 45 HOURS**

**TEXT BOOKS:**

Nishant Uppal, Human Resource Analytics: A Strategic Decision Making (2020), 1st Edition, Pearson

Swati Dhir & Suparna Pal, Human Resource Analytics:

Theory And Application Techniques, 1st Edition, Cengage

Rama Shankar Yadav, Sunil Maheshwari (2020), “HR

Analytics - Connecting Dataand Theory”, Wiley

**REFERENCE BOOKS:**

Fitz-enz Jac, Mattox II John (2018), “Predictive Analytics for Human Resources”, Wiley.

Edwards Martin R, Edwards Kirsten (2016),“Predictive HR Analytics: Mastering the HR Metric”, Kogan Page Publishers.

**COURSE OUTCOMES**

<b>CO No</b>	<b>Course outcomes</b>	<b>Cognitive Level</b>
20MBHR307.1	Aware of human resource concepts and metrics	K1
20MBHR307. 2	Understand importance of HR analytics to support different levels of decision making	K2
20MBHR307.3	Apply standard analytics tools and metrics in multifunctional HR.	K3

20MBHR307.4	Analyze appropriate model for HR functions	K4
20MBHR307.5	Evaluate the effectiveness of HR data analytics in business performance	K5
20MBHR307.6	Create ethical metrics and norms for various HR functions	K6

### CO PO MAPPING

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
20MBHR307.1	3	3	3	2	3	2	3	1	2
20MBHR307.2	3	3	2	3	2	3	3	2	2
20MBHR307.3	3	3	3	3	2	3	2	1	2
20MB307.4	3	3	2	2	2	3	2	2	2
20MBHR307.5	3	3	3	3	2	2	2	1	2
20MBHR307.6	3	3	3	1	2	3	2	3	2



<b>20MBHR308</b>	<b>INDUSTRIAL RELATIONS AND LABOUR WELFARE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>SDG No.4</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

Course Objectives:

- Ø To understand IR concepts and gain knowledge in industry practices in India
- Ø To create awareness on collective bargaining and workers participation practices
- Ø To understand Industrial conflicts and handling machinery for industrial disputes
- Ø To give an insight into employee welfare, safety health and contemporary trends in Industrial Relations

**UNIT 1 INDUSTRIAL RELATIONS**

10

Industrial Relations – Concept – Significance–Scope- Major Aspects of IR – Components of IR- Factors Affecting IR – Trade Unions – Origin & Growth of Trade Union movement in India – Functions – problems of Trade Unions in India – Code of Discipline – Principles – Objectives – Code of Conduct - Main features of Code of Discipline – Causes of Poor Industrial Relations -Case Studies

**UNIT II INDUSTRIAL CONFLICTS**

12

Conflicts - Classification of Industrial Conflicts – Reasons for Disputes – Industrial Peace – Ways of Achieving Industrial Peace - Classification of Strikes – Typology of Strikes – Illegal Strikes - Preventions of Strikes – When Strikes are Justified – Lockouts - Settlement Machinery – Conciliation – Arbitration – Adjudication – Case Studies

**UNIT III BARGAINING, NEGOTIATION & PARTICIPATION**

6

Collective Bargaining – Features – Forms of Collective Bargaining – Recent Trends - Factors – Prerequisites of Successful Collective Bargaining –Workers

Participation in Management – Need – Objectives – Levels of Participation – Forms of Workers Participation – Case studies

#### **UNIT IV LABOUR WELFARE, HEALTH & SAFETY**

12

Labour Welfare – Features – Aims of Labour Welfare – Scope – Approaches to Labour Welfare – Statutory – Voluntary Welfare Programmes – Labour Welfare Office - Workers Education- Objectives – Schemes of Workers Education – Employee Health - Occupational Hazards Diseases - Employee Safety – Objectives – Steps in Safety Programme – Need for Employees Safety – Behaviour Based Safety Management Approach – Industrial Accidents – Accident Prevention Management – Counseling – Need – Role of Counseling – Counseling Skills – Qualities of a Counselor – Case Studies

#### **UNIT V CONTEMPORARY TRENDS IN INDUSTRIAL RELATIONS**

5

Employee Response to Technological Changes –Impact of Automation and Rationalization in India - Recent Trends in Industrial Relations – Shifts in Business – Employment Practices - Shifts in Industrial Relations – Collective Bargaining – Industrial Disputes – Participative Management – Case Studies

#### **TEXT BOOKS:**

Mamoria C.B ,Sathish Mamoria, P Subbarao, Dynamics of Industrial Relations , Himalaya Publishing House, New Delhi,16<sup>th</sup>Revised Edition, 2018.

PRN Sinha, Indu Bala Sinha, Seema Priyadarhini Shekhar, Industrial Relations, Trade Unions & Labour Legislation, Pearson India Education Services PVT., Ltd., Noida, 2017 Edition.

Mamoria & Mamoria and Gankar, Dynamics of Industrial Relations, Himalaya Publishing House,16<sup>th</sup> edition, 2016.

#### **REFERENCE BOOKS:**

Parul Gupta,Industrial Relations & Labour Law for Managers, Taxmann publications Pvt Ltd, 2<sup>nd</sup> Edition, 2023.

Srivastava S C, Industrial Relations and Labour Laws, Vikas Publishing House, 7<sup>th</sup> Edition, 2020

Praveen Durain, Human Resource Management, Pearson Education,2020

ArunMonappa, Industrial Relations, McGraw Hill Education, 2<sup>nd</sup> Edition,2017.

R.Sivarethina mohan, Industrial Relations & Labour Welfare, Text &Cases, PHI Learning Pvt., Ltd,2010

### MOOC COURSES

<https://www.classcentral.com/course/swayam-new-labour-codes-of-india-91713>

<https://www.shiksha.com/online-courses/industrial-relations-certification>

<https://www.coursera.org/courses?query=hr>

### WEB REFERENCES:

[https://onlinecourses.swayam2.ac.in/nou23\\_cm22/preview](https://onlinecourses.swayam2.ac.in/nou23_cm22/preview)

<https://www.udemy.com/course/industrial-relations/>

<https://www.udemy.com/course/labour-laws-and-industrial-relations/>

<https://www.coursera.org/learn/employee-relations>

### COURSE OUTCOMES

CO	COURSE OUTCOME	Cognitive level
20MBHR308.1	Remember the concepts of Industrial Relations	K1
20MBHR308.2	Understand the Conceptual Framework of Industrial Relations	K2
20MBHR308.3	Apply the knowledge of Industrial Relations in Industry Practices	K3

20MBHR308.4	Analyze the implementation of Industrial Relations System in work settings	K4
20MBHR308.5	Evaluate the knowledge of dynamics of Industrial Relations	K4
20MBHR308.6	Apply the industrial relationship and welfare measures in the organisation	K4

### CO-PO MAPPING

C O	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
C O 1	3	-	3	3	-	1	3	1	2
C O 2	3	-	3	-	-	-	3	2	3
C O 3	3	-	3	-	-	1	3	2	3
C O 4	3	2	3	2	-	1	3	2	3

C O 5	3	2	3	2	3	1	3	1	-
C O 6	3	2	1	1	-	-	1	-	-

COURSE CODE	COURSE TITLE	L	T	P	C
20MBHR309 <i>SDG.No. 4</i>	LABOUR LAW	3	0	0	3

**COURSE OBJECTIVES:**

- To provide knowledge to students to discuss inherent practical problems in the implementation of labor legislations in the workplace.
- To have a broad understanding of the legal principles governing the employment relationship at individual and collective level.

**UNIT 1 LAW ON WORKING CONDITIONS 8**

The Factories Act, 1948, The Mines Act 1952, The Maternity Benefit Act, 1961,

**UNIT 2 LAW ON WAGES 9**

The Payment of Wages Act, 1936, The Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, The Equal Remuneration Act, 1976.

**UNIT 3 LAW ON SOCIAL SECURITY 12**

The Workmen's Compensation Act, 1923, The Employee's Provident Fund & Misc. Act, 1952, The Employees State Insurance Act, 1948, The Payment of Gratuity Act, 1972

#### **UNIT 4 LAW ON INDUSTRIAL RELATIONS 9**

The Industrial Disputes Act, 1947, Trade Unions Act, 1926, The Industrial Employment (Standing Orders) Act, 1946, The Child Labour Prevention and Regulation Act, 1986

#### **UNIT 5 LAW ON EMPLOYEE PROTECTION AND DEVELOPMENT 7**

The Apprentices Act, 1961, The Unorganized Workers' Social Security Act, 2008, The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013

**Total Hours: 45 Hours**

#### **TEXT BOOKS**

- 1.Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 16th Edition,2022.
- 2.Padhi P K, Industrial Laws, PHI, Fourth Edition,2019.
- 3.Tax Mann Editorial Board,Labour laws,TaxMann Publisher,First Edition,2023.
- 4.Tripathi P C,Gupta C.B. ,Kapoor N.D , Industrial Relations and Labour Laws, Sultan Chand & Sons ,2020.

#### **REFERENCE BOOKS**

- 1.Srivastava, Industrial Relations and Labour laws, Vikas Publishing House, 8th Revised Edition,2022.
- 2.Sinha P R N, Indu Balasinha & Seema Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation,Third Edition, 2017.
- 3.Sharma R C , Industrial Relation and Labour Legislation,PHI ,2016.

- 4. Respective Bare Acts & Case Studies

**COURSE OUTCOMES:**

- 1. Remember legal provisions relating to labor laws.
- 2. Understand the concepts of labor legislations.
- 3. Apply labor practices to business organizations.
- 4. Analyze social security laws in day to day industrial functioning
- 5. Evaluate various labor laws with practical case studies.

CO No	Course outcomes	Cognitive Level
20MBHR309.1	Remember legal provisions relating to labor laws	K1
20MBHR309. 2	Understand the concepts of labor legislations	K2
20MBHR309.3	Apply labor practices to business organizations.	K3
20MBHR309.4	Analyze social security laws in day to day industrial functioning	K4
20MBHR309. 5	Evaluate various labor laws with practical case studies	K4
20MBHR309. 6	Create ethical metrics and norms for various Labour functions	K4

**CO-PO MAPPING**

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	2	1	-	3	1	2

<b>C02</b>	3	3	2	2	2		3	2	2
<b>C03</b>	3	3	2	1	2	-	3	1	2
<b>C04</b>	3	3	2	1	2	-	3	1	2
<b>C05</b>	3	3	2	2	2	-	3	1	2
<b>C06</b>	3	3	2	2	-	-	-	1	2



## MARKETING STREAM

<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>20MBM301 SDG.No.4</b>	<b>SERVICES MARKETING</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### **COURSE OBJECTIVE:**

- To understand the meaning of services and the significance of marketing the services.

### **UNIT I INTRODUCTION**

Introduction- meaning of services- unique characteristics of services -difference between services and tangible products- classification of services. Services Marketing -Introduction and meaning - concept and evolution of services marketing, need for service marketing, and growth of service sector and Services industries- Case studies.

### **UNIT II MARKETING MIX IN SERVICES MARKETING & STP**

Expanded marketing mix – Service market: segmentation, targeting and positioning- Service Life Cycle- Case studies.

### **UNIT III DESIGN AND DEVELOPMENT OF SERVICES**

New service development – Service Blue Printing – GAP model of service quality- Measuring service quality – SERVQUAL – Service Quality Function Deployment- Case studies.

### **UNIT IV PRICING, DELIVERY & PROMOTION OF QUALITY SERVICE**

Pricing of services, Methods. -Designing service delivery System, Service Channel – Service Marketing Triangle - Integrated Service marketing communication- Case studies.

### **UNIT V SERVICE STRATEGIES**

Service marketing strategies for; Financial Services – Health Service - Hospitality Services including travel, hotels and tourism – Logistics- Public Utility Services - Educational Services- Entertainment- Case studies.

**TOTAL HOURS - 45**

### **TEXT BOOKS:**

1. Kapoor, S., & Srivastava, M. "Services Marketing:

Concepts, Strategies, and Cases," Vikas Publishing House.2020

2. Nargundkar, R. (2020). "Services Marketing: Concepts, Practices, and Cases," Tata McGraw-Hill Education.
3. Palmer, A., & Hartley, B. (2020). "Services Marketing: Principles and Practice," McGraw-Hill Education.

#### **REFERENCE BOOKS:**

1. Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2021). "Services Marketing: Integrating Customer Focus Across the Firm," Tata McGraw-Hill Education.
2. Chakraborty, G., & Banerjee, B. (2020). "Service Marketing: Concepts and Practices," Oxford University Press India.
3. Lovelock, C., & Wirtz, J. (2021). "Services Marketing: People, Technology, Strategy," Pearson.
4. Hoffman, K. D.& Bateson, J. E. "Services Marketing: Concepts, Strategies, & Cases," Cengage Learning.6th Edition 2023
5. Bitner, M. J., Ostrom, A. L., & Morgan, F. N. (2020). "Services Marketing: Integrating Customer Focus Across the Firm," McGraw-Hill Education.

#### **WEB REFERENCES:**

1. <https://www.toolshero.com/quality-management/servqual-model/>
2. <https://www.marketing91.com/service-triangle/>
3. <https://www.yourarticlelibrary.com/services/7-elements-used-in-marketing-mix-for-services/34003>

#### **MOOC REFERENCES:**

1. <https://www.edx.org/course/services-marketing-concepts-applications>
2. [https://onlinecourses.nptel.ac.in/noc20\\_mg07/preview](https://onlinecourses.nptel.ac.in/noc20_mg07/preview)
3. <https://www.mooc-list.com/course/services-marketing-selling-invisible-openlearning>

#### **COURSE OUTCOMES:**

<b>CO No</b>	<b>Course outcomes</b>	<b>Cognitive Level</b>
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20MBM301.1	Able to understand the meaning of service and significance of marketing the services	K1
20MBM301. 2	Gain knowledge about characteristics of services	K2
20MBM301.3	Aware about expanded marketing mix	K2
20MBM301.4	Understand the process of new service development	K2
20MBM301. 5	Gain insight into promotion and delivery of services	K4
20MBM301. 6	Gain Insight into various marketing strategies	K4

**CO-PO, MAPPING:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>
<b>CO1</b>	1	1	1	-	1	-	-	-	-
<b>CO2</b>	2	-	1	2	-	1	1	-	-
<b>CO3</b>	1	1	3	1	2	-	1	1	1
<b>CO4</b>	3	2	2	-	1	1	1	1	-
<b>CO5</b>	3	1	3	1	2	2	-	-	-
<b>CO6</b>	3	1	3	1	2	2	-	-	-

<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>L</b>	<b>T</b>	<b>P</b>
<b>20MBM302 SDG NO 4</b>	<b>SOCIAL AND DIGITAL MARKETING</b>	<b>3</b>	<b>0</b>	<b>0</b>

#### **COURSE OBJECTIVES:**

- To gain an overall understanding of Digital Marketing
- To acquaint the learners to create a structured digital marketing plan and budget,
- Identify the correct measures to set objectives and evaluate digital marketing,
- Review and prioritize the strategic options for boosting customer acquisition, conversion, and retention using digital marketing.

#### **UNIT-I: INTRODUCTION & ORIGIN OF DIGITAL MARKETING**

Introduction-Traditional v/s Digital Marketing, Digital Marketing Strategy-Framework- Segmenting & Customizing Messages-The Digital landscape- Digital Advertising Market in India. Skills required in Digital Marketing. Digital Marketing Plan-. Case Study.

#### **UNIT-II: SOCIAL MEDIA MARKETING**

Meaning, Purpose, types of social media websites-Blogging: Types of blogs, Blogging platforms & recommendations. Social Media Engagement- Target audience, Sharing content on social media, Do's and don'ts of social media-Search Engine Optimization- Meaning, Common SEO techniques, Understanding Search Engines, basics of Keyword search, Google ranking-, Link Building, Steps to optimize website. Basics of Email Marketing-Types of Emails, Mailing List, Email Marketing tools- Email Deliverability & Email Marketing automation- Case Study.

#### **UNIT-III: FACEBOOK MARKETING**

Introduction- Facebook for business, Anatomy of an Ad Campaign- Role of Adverts-Types & Targeting, Adverts Budget & Scheduling, Adverts Objective & Delivery. LinkedIn Marketing- Importance, LinkedIn Strategies, Sales Leads Generation Using LinkedIn, Mobile Marketing-Importance-Mobile Usage, Mobile Advertising- Mobile Marketing tool Kit, Mobile Marketing Features- Case Study

#### **UNIT-IV: UNDERSTANDING WEB ANALYTICS**

Purpose, History, Goals and objectives, Web Analytic tools and Methods- Web Analytics Mistakes and Pitfalls. Basics of Content Marketing- Content marketing statistics, Types of Content, Content Creation-Content optimization, Content Management & Distribution-Content Marketing Strategy, Content creation tools and apps, Challenges of Content Marketing.- Case Study.

#### **UNIT-V: RECENT TRENDS IN SOCIAL MEDIA MARKETING**

Emerging trends in social media marketing- Big data, IOT, Google Analytics, Podcasts, and Webinars-LinkedIn Marketing, Designing and Monitoring Video campaigns, Pinterest- Case Study.

**Total – 45 hours**

#### **TEXT BOOKS:**

- 1.Social Media Marketing:Michelle Krasniak (Author), Jan Zimmerman (Author), Deborah Ng,Kindle Edition 2021.
2. Seema Gupta Digital Marketing Mc-Graw Hill 1 st Edition - 2018
3. Ian Dodson The Art of Digital Marketing Wiley Latest Edition- 2017
4. uneet Singh Bhatia Fundamentals of Digital Marketing Pearson 1 st Edition - 2017
5. Vandana Ahuja Digital Marketing Oxford University Press ,2015
6. Dr.Ragavendra K. and Shruthi P. Digital Marketing Himalaya Publishing House Pvt. Ltd. ,2016

#### **REFERENCE BOOKS:**

1. Prof. Nitin C. Kamat, Mr.ChinmayNitinK amat Digital Social Media Marketing Himalaya Publishing House Pvt. Ltd.,2018
2. Melissa S. Barker | Donald I. Barker | Nicholas F. Bormann | Debra Zahay | Mary Lou Roberts Social Media Marketing: A Strategic Approach Cengage ,2016
3. Social Media Marketing: How to Use Social Media for Business Kindle Edition,2023

4. Ward Hanson , KirthiKaly anam Internet Marketing & eCommerce Cengage ,2012
5. Roberts andZahay Internet Marketing: Integrating Online & Offline Strategies Cengage ,2018
6. The Beginner's Guide to Digital Marketing(2015). Digital Marketer.Pulizzi,J.(2014) Epic Content Marketing, McGraw Hill Education.

**WEB REFERENCES:**

1. <https://www.hubspot.com/digital-marketing>
2. <http://www.afaqs.com/>
3. <https://www.linkedin.com/learning/>

**MOOC REFERENCES:**

1. <https://learndigital.withgoogle.com/digitalunlocked/>
2. <https://digitalskills.fb.com/en-in/>

**COURSE OUTCOMES:**

CO No	Course outcomes	Cognitive Level
20MBM302.1	Understand of the basic concepts of Digital marketing and the penetration of Internet and Mobile	K2
20MBM302.2	Ability to create a Digital Marketing plan and recognize the Key Performance Indicator of a Digital Marketing program	K3
20MBM302.3	Knowledge of Social Marketing platform for Marketing SEO and SEM and its techniques	K2

20MBM302.4	Gather insights on Email marketing, FB Marketing, Linked-In Marketing and Mobile Marketing	K3
20MBM302.5	Develop knowledge on the basic concepts of Web analytics and its metrics and content Marketing	K4
20MBM302.6	Understand the recent trends in SMM-Big data, IOT, Google analytics etc.	K2

**CO-PO Mapping:**

CO	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9
20MBM302.1	3	3	2	-	2	3	-	1	3
20MBM302.2	3	2	3	-	-	3	1	-	-
20MBM302.3	2	3	2	3	3	2	2	-	2
20MBM302.4	3	2	2	2	2	-	-	3	3
20MBM302.5	2	3	2	-	-	2	3	3	-
20MBM302.6	3	-	3	2	2	-	3	3	3

<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>20MBM303</b>	<b>INTEGRATED MARKETING COMMUNICATIONS</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### **COURSE OBJECTIVE:**

- The objective of the course is to acquaint the students with essential concepts and techniques for the development and designing of an effective integrated marketing communication programme.
- It provides the learning about various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme.

### **UNIT I: AN INTRODUCTION TO IMC**

Meaning and role of IMC in Marketing process, one voice communication v/s IMC. Introduction to IMC tools – Advertising, sales promotion, Direct marketing, Publicity, Public relations, and event sponsorship - Case Study

### **UNIT II: PLANNING FOR MARKETING COMMUNICATION (MARCOM)**

Establishing MARCOM Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as MARCOM objective, DAGMAR approach for setting ad objectives. Budgeting for MARCOM - Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine MARCOM budget. Case Study



### **UNIT III: DEVELOPING THE IMC**

Planning and development of creative MARCOM. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of MARCOM - Types of appeals and execution styles. Media planning and selection decisions - steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC. Case Study

### **UNIT IV: TOOLS & TECHNIQUES - ADVERTISING & SALES PROMOTION**

Advertising concepts - Campaign, Budgeting, Advertising types - Web / Internet Advertising - Mobile Advertising. Sales Promotion - Concepts - Consumer oriented, Trade Oriented, sales force oriented techniques. Designing of sales promotion campaign. Case Study.

### **UNIT V: TOOLS & TECHNIQUES - PUBLICITY**

#### **& PUBLIC RELATIONS**

**9**

Publicity - Introduction – Meaning – Objectives - Tools – Goals of Publicity – Scope of Publicity – Importance of Publicity – Difference between Marketing, PR and Publicity - Tools and techniques. Public Relations - Meaning – Objectives – Scope-Functions- integrating PR in to Promotional Mix - Advantages and disadvantages of PR - PR tools and techniques.

**TOTAL**

**45 HOURS**

**TEXT BOOK**

1. Advertising & Promotion - An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill, 12e, 2021
2. Advertising, and Sales Promotions – An Integrated Brand Approach - Semenile, Allen, O’Guinn, Kaufman 6th Edition, Cengage Learning.

#### REFERENCE BOOKS

1. Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press, 2013
2. Advertising & Promotions: An IMC perspective, Kruti Shah and Alan D’Souza, Tata McGraw Hill, 2009
3. Advertising Management, Aakar, Batra and Myers, Prentice, 2008
4. Advertising & Promotions, S H Kazmi and Satish K Batra, Excel, 2009
5. Advertising & Promotion: An IMC approach, Terence A. Shimp Pub., Cengage Learning, 9e, 2013
6. Integrated advertising, promotion and marketing communication. Clow, K. E., & Baack, D. Pearson Education India., 6e, 2013

#### COURSE OUTCOMES:

<b>CO No</b>	<b>Course outcomes</b>	<b>Cognitive Level</b>
20MBM303.1	Knowledge of how IMC fits into the marketing mix.	K1
20MBM303.2	Understanding of the different elements of integrated marketing communication and their integration	K2
20MBM303.3	To give an insight into marketing communications and prepare students for careers in areas of advertising, sales promotion, etc.	K2
20MBM303.4	Designing an advertisement campaign.	K3
20MBM303.5	Designing a Sales promotion campaign.	K4
20MBM303.6	Application of IMC tools and techniques for creating IMC strategies for an organization.	K4

### **CO PO MAPPING**

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
CO 1	3	3	1	1	-	3	-	3	3
CO 2	3	3	1	1	-	3	-	3	3
CO 3	3	3	1	1	-	3	-	3	3

CO 4	3	3	1	1	-	3	1	3	3
CO 5	3	3	1	1	-	3	1	3	3
CO 6	3	3	1	1	-	3	1	3	3

<b>COUR SE CODE</b>	<b>COURSE TITLE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>20MBM304</b>	<b>RETAIL MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To provide a framework and scope of retail management
- To be aware of the various marketing and functional retail strategy.
- To analyze the scope of retailing in India.

**UNIT I : RETAIL THEORY & PRACTICES**

**9**

Retail- Nature, Scope, History. Retail Institutions - Types, Retail Management Process, Indian Retailing Scenario, Retail Managers – Roles, Skills and Scope, Evolution of Management Theory, Organizational Environment in Retail Sector- Ethical Issues in Retailing - Job Opportunities in Retail Industry- Personality Traits of Retailers, Retail Entrepreneur, Employment Opportunities.

**UNIT II : RETAIL MARKETING STRATEGY 9**

Introduction, Building Retail Brand- Sales Enhancement Strategies - Business Intelligence, Customer Service- Social Media Marketing, Pricing Strategy, Point of purchase communication, Role of Packaging, Pricing Strategy, Merchandise Management, Private Labels- Retail Promotion, Building Store Loyalty

**UNIT III : RETAIL ORGANIZATION & FUNCTIONAL**

## MANAGEMENT

9

Introduction, Classification of Retail Organization, Franchising, Human Resource Management in Retail-Building and Sustaining Relationship in Retailing - Customer relationship Management, Store Planning: Location, Layout, Store Operations: POS (Point of Sale) /Cash Process, Customer Service and Accommodation - Retail Floor and Shelf Management, Retail Accounting and Cash Management, Setting up Stores before Opening, Working with Floor Plans and Store Requirements.

## UNIT IV : ELECTRONIC RETAILING 9

Introduction, Types of Technology in Retailing, Role of IT in Business - Influencing Parameters for use of IT in Retailing; Efficiency in Operations, Effective Management of

Online catalogs - Direct Retailing Methods, Database Management; Data warehousing; Critical Analysis of E-Retailing Strategies - Customer Relationship Management.

## UNIT V : RETAILING GLOBALLY 9

Information system in retailing - Acquiring and using information strategies, Technology in retail, Information sources - Retail information system. Evolution and trends in organised retailing - Indian organised retail market, FDI in Indian organised retail sector, Retail scenario in India, Future trends of retail in India- Internationalization - Globalization of Retailing.

**TOTAL HOURS - 45**

### **TEXT BOOKS:**

1. Gupta, S. (2020). "Retail Management: Principles and Practices," Himalaya Publishing House.
2. Levy, M., & Weitz, B. A. (2021). "Retailing Management," McGraw-Hill

Education, 10th Edition.

**REFERENCE BOOKS:**

1. Berman, B., & Evans, J. R. (2021). "Retail Management: A Strategic Approach," Pearson, 14th Edition (Indian Adaptation).
2. Chatterjee, S., & Adhikary, A. (2020). "Retail Management: Functional Principles and Practices," Oxford University Press.
3. Chhabra, T. N., & Malhotra, R. (2021). "Retailing Management: Text and Cases," McGraw-Hill Education.
4. Dunne, P. M., Lusch, R. F., & Carver, J. R. (2020). "Retailing," Cengage Learning, 10th Edition.
5. Gibson, V., & Woods, M. (2021). "Retail Marketing Management: Principles and Practice," Pearson, 2nd Edition.

**WEB REFERENCE :**

1. <https://lumenlearning.com/courses/retail-management/>
2. <https://india.oup.com/product/retail-management-9780199467440?>
3. <https://www.amazon.in/Txtbook-Retail-Management-Ansuya-Angadi/dp/8121930987>
4. <https://pressbooks.library.ryerson.ca/ryersonoerdiscipline/chapter/retail-management/>

**MOOC REFERENCE:**

5. <https://www.udemy.com/courses/search/?src=ukw&q=RETAIL+MANAGEMENT>
6. [https://onlinecourses.swayam2.ac.in/cec20\\_mg01/preview](https://onlinecourses.swayam2.ac.in/cec20_mg01/preview)
7. <https://www.sarvgyan.com/courses/mba/retail-management>

**COURSE OUTCOMES:**

CO No	Course outcomes	Cognitive Level
20MBM304.1	Demonstrate an understanding of how retailers develop a retail mix to build a sustainable competitive advantage.	K2
20MBM304.2	Explain how retailers use marketing communications to build a brand image and customer loyalty.	K1

20MBM304.3	Understand the integration of merchandise management and supply chain strategies leading to excellent customer service.	K2
20MBM304.4	Understand the financial implication of strategic retail decisions ethically.	K2
20MBM304.5	Demonstrate an understanding of decisions retailers make to satisfy customer needs in a rapidly changing and competitive environment.	K3
20MBM304.6	To be aware of various information in E-retailing aspects nationally and in a Global perspective	K3

**CO – PO MAPPING:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>
<b>CO1</b>	3	2	1	1	3	2	1	2	2
<b>CO2</b>	3	3	-	2	2	2	1	1	1
<b>CO3</b>	3	2	-	-	2	3	1	2	2
<b>CO4</b>	2	3	1	1	3	2	1	2	2
<b>CO5</b>	3	2	1	3	2	1	1	2	2
<b>CO6</b>	3	2	2	-	2	2	1	3	2

<b>20MBM305</b>	<b>COURSE TITLE</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>COURSE CODE</b>	<b>MARKETING ANALYTICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>

### **COURSE OBJECTIVES**

- Students will learn and implement the various steps needed to obtain insights from marketing data analysis
- Student will develop the ability to critically evaluate marketing related problems and to determine the most appropriate analytical technique

### **UNIT I INTRODUCTION**

Introduction to marketing analytics- Need for marketing analytics- Challenges in marketing analytics-Types of data need for marketing analytics- Trends in marketing analytics- Tools for marketing analytics

### **UNIT II CUSTOMER ANALYTICS**

Customer identification through qualitative and quantitative research –Survival Analysis - Consumer Panels- Width and depth of Purchase- Buyer groups- Segmentation, Targeting and Positioning Profile Analysis- Brand Loyalty- Trial and Repeat purchase- Predicting customer retention and profit- Customer Churn and Customer Life time value

### **UNIT III PROMOTIONAL PRACTICES**

**10**

Marketing Mix Models and Promotional mix models- Pricing- Basics of pricing research – Pricing research methods- Factors affecting consumer’s sensitivity to price- Brand Price trade off; Sales Promotion-Types of sales promotion- Promotion Evaluation- Assessment of sales promotion- ; Advertising-



advertising Analytics- Packaging; Biometrics – Eye Tracking- Electroencephalography- Facial coding- Galvanic skin response

#### **UNIT IV RETAIL ANALYTICS**

Retail Measurement Services- Retail Analytics- Analysis using transaction data- Managing and measuring the right assortment- Portfolio analysis- Fragmentation analysis- Securing retailer support- Allocation of shelf space- cost of stock outs- Market mix modeling- Sales Response formats- Interaction effects- Competitive effects and Market share models- Dynamic effects- Baseline effects

#### **UNIT V DIGITAL MEDIA MARKETING**

**9**

Inbound and outbound marketing- Buzz Marketing- Search Engine Optimization- Web Analytics- Facebook Advert Analytics- Twitter Analysis- Youtube analytics- LinkedIn Analytics- Website grading tools- Google Analytics- Drawbacks of using cookies for tracking users- Challenge facing low involvement category- Challenge of reaching the masses

**TOTAL - 45 HOURS**

#### **TEXT BOOKS**

1. Marketing Analytics: A Practical guide to improving consumer insights using data Techniques, Mike Grigsby- Kogan Page Publishers, 2018
2. Marketing Analytics- A Practitioner’s Guide to Marketing Analytics and Research Methods- Ashok Charan- World Scientific Publishers, 2015
3. Brea Cesar, “Marketing and Sales Analytics: Proven Techniques and

Powerful Applications from Industry Leaders”, FT Press, ISBN-0133761711, 2014

### **REFERENCE BOOKS**

1. Cutting Edge Marketing Analytics, 1e: Real World Cases and Data Sets for Hands on Learning, Venkatesan, Pearson, 2018
2. Principles of Marketing Engineering, Arnaud De Bruyn, Arvind Rangaswamy, and Gary Lilien, 3<sup>rd</sup> edition, State College, PA, 2014
3. Marketing Analytics: Strategic models and metrics, Stephen Sorger, Amazon Asia Pacific Holdings, 2013

### **COURSE OUTCOMES**

1. To equip students with concepts, frameworks and techniques for marketing analytics
2. To enable students to measure customer preferences towards a brand and a product
3. To equip the students to do a segmentation analysis and to identify promotional strategies for each segment
4. To illustrate and integrate how tools and frameworks are used in an integrated manner to solve problems
5. To understand and resolve the biases in marketing analytics

<b>CO No</b>	<b>Course outcomes</b>	<b>Cognitive Level</b>
20MBM305.1	To equip students with concepts, frameworks and techniques for marketing analytics	K2

20MBM305.2	To enable students to measure customer preferences towards a brand and a product	K1
20MBM305.3	To equip the students to do a segmentation analysis and to identify promotional strategies for each segment	K2
20MBM305.4	To determine the most effective target markets and how to market to those effectively	K2
20MBM305.5	To illustrate and integrate how tools and frameworks are used in an integrated manner to solve problems	K3
20MBM305.6	To understand and resolve the biases in marketing analytics	K2

### CO PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	3	3	3	2	1	3
CO2	3	3	3	3	3	3	2	3	2
CO3	3	3	3	3	3	3	1	2	2
CO4	3	3	3	3	3	3	2	3	2
CO5	3	3	2	3	3	3	2	3	2
CO6	3	3	3	3	3	3	2	1	2

COURSE CODE	COURSE TITLE	L	T	P	C
20MBM306 SDG NO 4	NEW PRODUCT STRATEGIES & BRAND MANAGEMENT	3	0	0	3

## **COURSE OBJECTIVES:**

- To develop conceptual knowledge of new product development and branding.
- To analyse implications of implementing and evaluating branding strategies.
- To evaluate branding and its relevance to marketing, organization and society.

### **UNIT I – NEW PRODUCT DEVELOPMENT PROCESS 9**

Marketing Innovation & New Product Development – NPDP Process. Ideation and Concept Development- Design Thinking and Idea Generation- Consumer psychology in Product Adoption, Connection of product concepts to perceived needs. Concept Testing, Commercialization – Test Marketing, In-Market Test Marketing – Managing beta tests, Trial runs and simulated markets. Time to Market, Breaking into the Market- Managing Growth, Resistance to Change, Leveraging new Product Growth, Sustaining Differentiation.-Common failure factors in NPDP, Bouncing back from failure- Case Study.

### **UNIT II – NEW PRODUCT DEVELOPMENT STRATEGIES 9**

Planning Product Opportunities – Methods to analyse Opportunities. Linking to Business Strategy – Consumer Marketing Concepts, Break Even Analysis- Strategic Framework to consider Business Viability and Competitive Advantage. Product and theory in Practice – Product Classification, Stages of Product Life Cycle- Managerial Implication of PLC, Criticism of PLC- Advertising of New Product, Unconventional Promotional Programs-Case Study.

### **UNIT III – PORTFOLIO FOR NEW PRODUCT DEVELOPMENT 9**

Product Portfolio – Concept, Factors influencing Product Portfolio, Integration Innovation – Integrating new products into existing portfolios- BCG Growth Matrix, Shell's Directional Policy Matrix. Competitive Strategy – Target Market Identification, Behavioural Strategies, Positioning Framework. Prototyping & Usage Testing – Alternative approach to product development, Rapid Prototyping, Agile Development. Marketing Communication & CRM – Push vs Pull Decisions. Case Study.

### **UNIT IV – BRAND MANAGEMENT 9**

Branding & Brand Management –Strategic Brand Management Process, Developing Brand Image – Developing Brand Imagery, Identifying and Establishing Brand Positioning, Defining Brand Mantra- Brand Equity Concept,

Understanding Brand equity, Sources of Brand Equity, Establishing Brand Equity Management System, Measuring Sources of Brand Equity – Qualitative and Quantitative Research Techniques, Customer Based Brand Equity, Models of Consumer Brand Equity- Case Study.

#### **UNIT V – BRAND DEVELOPMENT STRATEGIES 9**

Brand Elements – Criteria for choosing Brand Elements, Tactics for Brand Elements. Leveraging Secondary Brand Association – Conceptualizing leveraging process, Sources of Secondary Brand Association. Measuring and Interpreting Brand Performance – Brand Chain Value, Designing and Implementing Branding Strategies – Brand Architecture, Brand Hierarchy, Designing Branding Strategies, Brand Extension. Managing Brands over Time – Reinforcing and Revitalizing Brands, E-Brandin- Case Study.

**TOTAL HOURS - 45**

#### **TEXT BOOKS:**

1. Ulrich, K. T., & Eppinger, S. D. (2020). "Product Design and Development," McGraw-Hill Education, 7th Edition.
2. Keller, K. L. (2020). "Strategic Brand Management: Building, Measuring, and Managing Brand Equity," Pearson, 5th Edition.

#### **REFERENCE BOOKS:**

1. Crawford, C. M., & Di Benedetto, C. A. (2020). "New Products Management," McGraw-Hill Education, 12th Edition.
2. Aaker, D. A., & Joachimsthaler, E. (2021). "Brand Relevance: Making Competitors Irrelevant," Jossey-Bass.
3. Kapferer, J. N. (2020). "Strategic Brand Management: Creating and Sustaining Brand Equity Long Term," Kogan Page.
4. de Chernatony, L., & McDonald, M. (2021). "Creating Powerful Brands in Consumer, Service and Industrial Markets," Routledge.
5. Yoo, B., & Donthu, N. (2020). "Consumer Brand Equity: Foundations and Applications," Routledge.
6. Jacob Kevin Lane Keller, Vanitha Swaminathan, Ambi M G Parameswaran, Strategic Brand Management, Pearson, 4<sup>th</sup> Edition, 2020.
7. Kirti Dutta, Brand Management – Principles and Practices, Oxford University Press, 2<sup>nd</sup> Edition. 2022.

#### **ONLINE REFERENCES:**

1. <http://www.eiilmuniversity.co.in/downloads/Brand-Management.pdf>

#### **MOOC REFERENCES**

1. [https://onlinecourses.swayam2.ac.in/imb20\\_mg28/preview](https://onlinecourses.swayam2.ac.in/imb20_mg28/preview)
2. <https://www.coursera.org/learn/customer-insights-orientation?>
3. <https://www.coursera.org/specializations/branding-the-creative-journey>
4. <https://www.coursera.org/learn/brand>
5. <https://www.coursera.org/learn/brand-identity-strategy>
6. <https://www.udemy.com/course/how-to-develop-a-new-product-and-take-it-to-market/>
7. <https://www.udemy.com/course/new-product-development-how-the-big-brands-do-it/>
8. <https://www.udemy.com/course/new-product-strategy/>

**COURSE OUTCOMES:**

CO No.	Course Outcomes	Cognitive level
20MBM306.1	Understand basics of New product development and branding process.	K1
20MBM306.2	Apply knowledge in appreciation of challenges in implementing Branding of New product decision in complex environment	K4
20MBM306.3	Manage brand across geographical boundaries and measuring brand performance.	K3
20MBM306.4	Analyse implications of implementing and evaluating branding strategies.	K4
20MBM306.5	Evaluate branding and its relevance to marketing, organization and society.	K4
20MBM306.6	Develop strategies for new product and for establishing brands.	K4

**CO-PO MAPPING:**

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9
20MBM306.1	3	3	-	-	3	-	-	3	2
20MBM306.2	2	3	-	-	3	-	-	3	1
20MBM306.3	2	3	-	-	3	-	-	3	3
20MBM306.4	3	3	-	-	3	-	-	3	2
20MBM306.5	3	2	-	2	3	-	-	3	2
20MBM306.6	3	3	-	3	3	-	-	3	3

**SEMESTER III**

COURSE CODE	COURSE TITLE	L	T	P	C
<b>20MBM307 SDG.NO.4</b>	<b>MANAGING DISTRIBUTION CHANNEL</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To familiarize the distribution concepts, principles and techniques for marketing situations.

**UNIT I****INTRODUCTION****9**

Distribution Management: Introduction, Need and Scope  
 Management- Introduction, Channel Policies- Designing  
 Channels, Channel Motivation- Channel Relationship  
 Management-Selection and Recruitment of Channel Partners, -

Functions of Channel Partners- Power Bases in managing Channel Partners Channel Evaluation.

## **UNIT II CHANNELS STRATEGY**

Marketing Channels Strategy - Levels of Channels - Evolution & Possible Channel Formats- Channel Institutions: - Retailing & wholesaling. Designing channel systems: Channel Intensity - Managing Channel Conflict -Channel Information Systems - Elements of CIS - Designing of a CIS - Channel Performance Evaluation.

## **UNIT III WHOLESALING**

Wholesaling-Introduction -Definition of Wholesalers- Functions of Wholesalers- Types of Wholesalers- Strategic Issues in Wholesaling, Technology in Wholesaling-Trends in Wholesaling- Wholesaling Challenges-Future of Wholesaling.

## **UNIT IV RETAILING**

Retailing- Introduction-Definition of Retailers- Origin of Retailing-Scope of Retailing- Retailing Scenario: An Overview, Retailing: Importance and Success Factors- Retail Format.

## **UNIT V EMERGING TRENDS IN DISTRIBUTION**

Emerging Concepts in Distribution Management-Introduction, Indian Distribution Scenario at Present-Vertical Marketing System-Horizontal and Multi-Channel Marketing Systems- Understanding Distribution of services.

**TOTAL - 45 HOURS**

### **TEXT BOOKS:**

1. Richard R. Still, Edward W Cundiff, Sales and Distribution Management, Pearson India, 6<sup>th</sup> Edition, 2017
2. Krishna K.Havaldar, Vasant M Cavale , Sales and Distribution Management , Mc Graw Hill 3<sup>rd</sup> Edition, 2017
3. Tapan K. Panda, Sunil Sahadev, Sales and Distribution Management, Oxford Higher Education 3<sup>rd</sup> Edition. 2019

### **REFERENCE BOOKS:**

1. Robert W. Palmatier, Marketing Channel Strategy T& F India, 8<sup>th</sup> Edition, 2018
2. Meenal Dhotre, Channel Management and Retail Marketing Himalaya Publishing House, 1<sup>st</sup> Edition, 2015
3. S.L. Gupta Sales and Distribution Management, text and cases an Indian Perspective, Laxmi Publications Pvt. Ltd, 3<sup>rd</sup> Edition 2018



**WEB REFERENCES:**

1. <https://www.yourarticlelibrary.com/product-on/what-are-the-different-types-of-channel-of-distribution/1097>
2. <https://www.llrpartners.com/growth-bit/10-types-of-channel-partnerships-that-can-transform-your-companys-growth-potential/>
3. <https://theinvestorsbook.com/channel-conflict.html>

**MOOC REFERENCES:**

1. <https://www.coursera.org/learn/channel-management>
2. <https://www.coursera.org/learn/marketing-plan>
3. <https://www.udemy.com/course/basics-of-distribution-and-logistics/>

**COURSE OUTCOMES:**

CO No.	Course Outcomes	Cognitive level
20MBM307.1	Understand the Distribution function	K1
20MBM307.2	Examine the distribution role as an integral part of marketing function.	K2
20MBM307.3	Able to understand types of channel for distribution	K2
20MBM307.4	Get an insight into technology in wholesaling	K3
20MBM307.5	Understand channel information system	K2
20MBM307.6	Develop an insight into emerging trends in Distribution	K4

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>CO1</b>	3	2	-	1	1	-	-	-	-
<b>CO2</b>	2	2	2	-	-	1	1	1	2
<b>CO3</b>	3	1	-	-	-	1	1	-	-
<b>CO4</b>	2	-	1	1	1	1	-	-	1
<b>CO5</b>	3	1	3	1	2	1	1	1	2
<b>CO6</b>	2	2	1	2	-	2	-	1	2

<b>20MBM308</b>	<b>COURSE NAME</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>SDG No.4</b>	<b>CUSTOMER RELATIONSHIP MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- ❖ To understand concepts and principles of CRM
- ❖ To analyze the changing dimension of CRM as an IT enabled functions
- ❖ To gain insight on planning for CRM and strategy development in an organization.
- ❖ To enable managing Customer Relationship management in real world
- ❖ To elucidate marketing strategy for CRM.

**UNIT-I INSIGHT INTO BASICS OF CRM****9**

CRM – Introduction, Definition, Concepts, Scope, Benefits, Levels, Types. Tools for CRM. Acquiring customers – Customer Intelligence, Customer loyalty and optimizing customer relations. Life time value of the customer, Service Level Agreements – Creating and Managing SLAs.

**UNIT-II UNDERSTANDING CUSTOMERS****9**

CRM in Marketing – One to one Relationship Marketing – Cross Selling & Up Selling. Customer Retention, Behaviour Prediction – Customer Profitability & Value modeling – Channel Optimization, CRM for - Event based marketing, Call center. Customer Satisfaction Measurement.

**UNIT-III CRM DATA STRUCTURES 9**

CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).

**UNIT-IV CRM DATA AND ANALYTICS 9**

Analytical CRM – Managing and sharing customer data, CRM Metrics, Customer information databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering. Real-world applications. Implications – for organizations and the future CRM implementation and effectiveness –Management of Relationships

**UNIT V CRM TOOLS 9**

Sales Force Automation – Sales Process, Activity, Contact-Lead and Knowledge Management, Field Force Automation. Journey Orchestration, Omni Channel, Team Collaboration, CRM Implementation - Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM .internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement.

**TOTAL : 45 HOURS**

## **TEXT BOOKS**

1. Shainesh, Jagdish, N.Sheth, Customer Relationships Management Strategic Perspective, Macmillan 2007.
2. Alok Kumar, Sinha, C. and Sharma, R., “Customer Relationship Management”, Biztantra Publication, New Delhi, 2009
3. Jaspreet Kaur Bhasin, Customer Relationship Management, Dreamtech, 2012

## **REFERENCE BOOKS**

1. Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2005
2. Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2005.
3. Assel, Consumer Behavior, Cengage Learning, 6th Edition.
4. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.
5. Francis Buttle, Customer Relationship Management : Concepts & Tools, Elsevier, 2004.

## **WEB REFERENCES**

<https://www.masters-in-marketing.org/lists/5-great-online-resources-about-crm/>

<https://www.salesforce.com/in/crm/what-is-crm/>

<https://alison.com/courses/customer-relationship-management-in-business-services-revised/resources>

## **MOOC REFERENCES**

[https://onlinecourses.swayam2.ac.in/imb23\\_mg32/](https://onlinecourses.swayam2.ac.in/imb23_mg32/)

[https://onlinecourses.nptel.ac.in/noc23\\_mg91/](https://onlinecourses.nptel.ac.in/noc23_mg91/)

<https://www.coursera.org/learn/customer-relationship-management>

<https://www.udemy.com/course/crm-customer-relationship-management/>

## COURSE OUTCOMES

CO No.	Course Outcomes	Cognitive level
20MBM308.1	Remember basic concepts of Customer Relationship Management	K1
20MBM308.2	Understand and gain insight into CRM functions.	K2
20MBM308.3	Apply strategy of CRM in organization	K4
20MBM308.4	Analyze appropriate marketing strategy through CRM	K3
20MBM308.5	Evaluate and implement appropriate CRM for product delivery	K4
20MBM308.6	Develop marketing strategies for CRM	K4

## CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	1	1	1	-	1	-	-	1	1
CO2	2	2	1	1	1	-	-	2	2

CO3	3	2	1	2	2	2	1	3	1
CO4	3	3	2	2	3	2	1	3	1
CO5	3	3	2	3	3	2	1	3	1
CO6	3	3	2	2	2	1	1	3	1

## OPERATIONS STREAM

COURS E CODE	COURSE TITLE	L	T	P	C
<b>20MBO301</b>	<b>SUPPLY CHAIN AND LOGISTICS MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### **COURSE OBJECTIVES**

- The objective of the course is to understand the scope and practice of business logistics and to explore contemporary trends and issues for effective supply chain management.

### **UNIT I INTRODUCTION**

Business supply chain and logistics– Scope and importance, objectives and drivers.,Key issues and best practices in logistics & SCM, supply chain strategies, performance measurement. Outsourcing- Make vs buy approach, Components and Functions of Logistics Management-Case Study

### **UNIT II PLANNING AND MANAGING FLOWS**

Planning Networks – Decision making under risk – Decision trees – Decision making under uncertainty. Distribution Network Design – Role - Factors Influencing Options, Value Addition.. Supply Chain Network optimization models., Designing Global Supply Chain Network.-Case Study

### **UNIT III MANAGING INVENTORIES AND WAREHOUSING**

Inventory–objectives, bullwhip effect, control - Economic Order Quantity Models, Probabilistic inventory models, Risk pooling, Vendor managed inventory, Multi-echelon inventory. Warehousing Functions – Types – Site Selection – Decision Model – Layout Design – Costing – Virtual Warehouse

### **UNIT IV TRANSPORTATION DECISIONS AND PACKAGING**

Role of transportation in a supply chain – Drivers, Modes, Measures - Transportation decisions -Strategies for transportation,3PL and 4PL, Vehicle Routing and Scheduling. Packaging- Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging.-Case Study.-**Case Study - Michelin NLP 2023 - ULIP- Sustainable Initiatives- Competitive Strategies - Single Window e-Logistics- 6 Rs of Logistics**

### **UNIT V ROLE OF IT AND CURRENT TRENDS 9**

Supply Chain Integration - Building partnership and trust in SC Value of Information, Logistics information system - Role

of IT – Framework for IT adoption. - Business Process Reengineering-ERP and EDI, Supply Chain and CRM, Agile supply chain, Reverse logistics, Green logistics and supply chain.

**TOTAL HOURS -45**

### **TEXT BOOKS**

1. Paul R. Murphy Jr., Donald Wood, "Contemporary Logistics," Pearson, 12th Edition, 2020.
2. Michael H. Hugos, "Essentials of Supply Chain Management," John Wiley & Sons, 5th Edition, 2020.

### **REFERENCE BOOKS**

1. Sunil Chopra, Peter Meindl, "Supply Chain Management: Strategy, Planning, and Operation," Pearson, 7th Edition, 2021.
2. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, "Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies," McGraw-Hill Education, 4th Edition, 2018.
3. Martin Christopher, "Logistics & Supply Chain Management," Pearson, 5th Edition, 2020.
4. F. Robert Jacobs, Richard Chase, "Operations and Supply Chain Management: The Core," McGraw-Hill Education, 5th Edition, 2021.
5. Tony Arnold, Stephen Chapman, Lloyd Clive, "Introduction to Materials Management," Pearson, 8th Edition, 2021.

### **WEB REFERENCES**

1. <https://www.michiganstateuniversityonline.com/resources/supply-chain/logistics-fundamental-to-supply-chain-success/>
2. <https://artelogic.net/blog/the-role-of-logistics-in-a-supply-chain-management>
3. <https://www.globaltranz.com/agile-supply-chain/>
4. <https://apuedge.com/information-technology-and-its-impact-on-the-logistics-industry/>
5. <https://www.supplychainbrain.com/blogs/1-think-tank/post/30512-six-ways-that-supply->



chains-are-turning-to-green-solutions

6. <https://www.supplychaindigital.com/>

### MOOC REFERENCES

1. <https://nptel.ac.in/courses/110/106/110106045/>

2. <https://nptel.ac.in/courses/110/108/110108056/>

3. <https://www.coursera.org/learn/supply-chain-logistics>

4. <https://www.edx.org/course/supply-chain-fundamentals>

5. <https://www.udemy.com/course/operations-and-supply-chain-management/>

### COURSE OUTCOMES

CO No	Course outcomes	Cognitive Level
20MBO301.1	Understand the concepts of business logistics and supply chain	K1
20MBO301.2	Demonstrate the impact of network design decision models of supply chain	K2
20MBO301.3	Evaluate the effectiveness of inventory decisions based on demand and supply	K3
20MBO301.4	Exhibit how transportation decisions affect supply chain and logistics	K3
20MBO301.5	Acquire knowledge about role of IT on logistics and supply chain	K3
20MBO301.6	Gaining knowledge about effective logistics and supply chain decisions	K4

## CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
20MBO301.1	1	2	3	2	2	1	-	1	-
20MBO301.2	2	2	3	1	3	2	2	-	1
20MBO301.3	-	1	1	3	-		1	1	2
20MBO301.4	2	3	2	2	2	3	2	2	1
20MBO301.5	3	1	1	-	1	-	-	1	-
20MBO301.6	2	1	-	3	2	-	1	1	1

COURSE CODE	COURSE TITLE	L	T	P	C
20MBO302	PROJECT MANAGEMENT	3	0	0	3

### COURSE OBJECTIVE(S):

To Understand project management design, tools and its development.

To highlight different techniques of activity planning

### UNIT I: INTRODUCTION

Project – Definition, Programme Vs Project, life cycle, Drivers of Project Management, Project priority system, Portfolio Management system, Project selection model. Project Governance. – **Case study** in Portfolio and selection.

### UNIT II: PROJECT PLAN AND ESTIMATION

Project scope, Work breakdown structure and its process. Multidisciplinary team and its role. Factors of Project estimates, Budgeting methods, refining estimates- **Case study** in WBS and project estimates.

### UNIT III: SCHEDULING PROJECT

Developing project network- CPM & PERT. Risk Management process, Contingency planning, Opportunity Management and Change control management. Resources allocation- classifications, methods - **Case study** in Risk management and resources allocation. **Goldratt's Critical Chain**.

#### **UNIT IV: PROJECT CONTROL**

**Internal & External Control** Reducing project duration, Project-cost duration graph. Project monitoring information system, Project control process. Monitoring time performance. Monitoring Indexes. Final project cost projections and other control issues - **Case study** in project duration and cost

#### **UNIT V: PROJECT CLOSURE AND INTERNATIONAL PROJECTS**

Project closure- types and wrap-up activities, Project audits and post implementation evaluation. International projects – environmental factors and cross-culture. Agile PM- traditional Vs agile methods. - **Case studies** in project audits.

TOTAL – 45 HOURS

#### **TEXT BOOKS**

1. Clifford Gray, Erik Larson and Gautam V Desai, Project Management, Tata McGraw Hill Edition, 7<sup>th</sup> Edition, 2018

#### **REFERENCE BOOKS**

1. A Guide to the Project Management Body of knowledge PMBOK Guide PMBOK® Guide – Sixth Edition (2017).
2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 5th Edition 2016
3. Gido and Clements, Successful Project Management, Seventh Edition, Cengage, 2017
4. Moder, J. J. and Phillips, C. R., Project Management With CPM, PERT and Precedence Diagramming, Van Nostrand Reinhold, 1983, ISBN-10: 0442254156 | ISBN-13: 978-0442254155.
5. old Kerzner Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 11th Edition, Wiley The Project Management Absolute Beginner's Guide Fifth Edition Published in March 2022, author Gregory M. Horine, a certified project management professional, scrum master, and Six Sigma Green Belt
6. *Strategic Project Management Made Simple: by Terry Schmidt - May 2021*

**WEB REFERENCES:**

1. <https://www.pmi.org/about/learn-about-pmi/what-is-project-management>
2. <https://www.projectmanager.com/project-management>
3. [https://www.projectmanagement.com/default.cfm#\\_](https://www.projectmanagement.com/default.cfm#_)
4. <https://www.pmi.org/pmbok-guide-standards/foundational/pmbok>
5. [https://onlinecourses.nptel.ac.in/noc23\\_mg69/preview](https://onlinecourses.nptel.ac.in/noc23_mg69/preview)

**MOOC REFERENCES:**

1. <https://www.edx.org/learn/project-management>
2. <https://www.coursera.org/specializations/project-management>
3. <https://www.coursera.org/professional-certificates/google-project-management>
4. <https://www.coursera.org/learn/project-management-foundations>
5. <https://www.coursera.org/learn/uva-darden-project-management>

**COURSE OUTCOME:**

CO No	Course outcomes	Cognitive Level
20MBO302.1	Comprehend and identify the elements of project management and Governance	K1
20MBO302.2	Ability to select alternative courses of action to attain project objectives	K2
20MBO302.3	Comprehend the risk and manage the phases of the projects	K3
20MBO302.4	Ability to monitor, control and adjust project variables	K3
20MBO302.5	Comprehend project closure wrap-up with project audit and basics of international project	K3
20MBO302.6	Able to coordinate all the elements from start to end of the project	K4

**CO-PO MAPPING:**

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
20MBO302.1	3	2	-	-	-	-	2	2	-
20MBO302.2	2	2	1	1	-	2	-	-	1
20MBO302.3	-	2	-	-	-	1	-	-	-
20MBO302.4	2	2	-	-	1	-	-	-	1
20MBO302.5	2	1	-	-	1	-	-	-	-
20MBO302.6	-	1	1	-	-	-	-	-	1

COURSE CODE	COURSE TITLE	L	T	P	C
<b>20MBO303 SDG NO 4</b>	<b>STRATEGIC OPERATIONS AND INNOVATION</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVE –**

- To understand the role of strategic operations and innovation
- To adopt organizational distinctive competencies
- To increase efficiency in enterprises by using new technologies.
- 

**UNIT I INTRODUCTION**

Introduction- Strategic Operations Management- concepts and definitions, process, benefits, recent trends- Strategic Operations -distinctive competency ,developing core competencies-Competitive advantage through operations, Process Choice and Layouts in Operations, Biases in Operational Decisions. –Case study

**UNIT II OPERATIONS STRATEGIES**

The role and purpose of operations strategies- elements- types, Core operational strategy areas, Make to Stock vs. Make to

Order Strategies, Sourcing Strategies: Off-Shoring and In-sourcing - Operational Risk Management Strategies,- Future of operations strategy-Case study

### **UNIT III MANAGING STRATEGIC OPERATIONS**

Operations strategy framework- operational strategic plan-steps-Implementation Managing Materials & Inventory; MRPI; MRPII; ERP and JIT,Scheduling & Capacity Management, Making Improvements - Quality, Benchmarking and Business Process Reengineering.

### **UNIT IV INNOVATION MANAGEMENT**

Introduction to innovation management -Operations involvement in Innovation, Building innovative capabilities-Dimensions of strategic innovations-Innovation strategy in practice and types, Strategic resonance- need for flexibility and agility, Agile and lean approaches in strategic innovation management-Case study

### **UNIT V TECHNOLOGY AND INNOVATION**

Sources of technology and innovation, Driving intra-organizational innovation, Technology and innovation strategy, Technology as vehicle -operational -strategic innovations,Technology- Product Design and Operations Design, Developing and introducing new products and services, Technology change and productivity.

**TOTAL PERIODS - 45**

### **TEXT BOOKS**

1. J Bessant,Fu Jia,Steve Brown, Strategic Operations Management, 4th Edition, Routledge 2018
2. Nigel Slack, , Mike Lewis, Operations Strategy, Pearsons,2020.
3. Joe Tidd,John R.Bessant ,Managing Innovation :Integrated Technological,Market and organizational change ,7th Edition,John Wiley & sons 2020

### **REFERENCES**

1. Schilling MA. 2022. Strategic management of technological innovation (4th ed.). McGraw-Hill
2. R.Paneerselvam, Production and Operations Management, 3rd Edition, PHI,2012
3. Mahadevan B, 'Operations management-Theory and Practice''3<sup>rd</sup> Edition ,Pearson Education,2018
4. Richard B. Chase, Ravi Shankar, F. Robert Jacobs,

Nicholas J. Aquilano, Operations and Supply Management, McGraw Hill(Special Indian), 15th Edition,2018.

5. K. Aswathappa,K Shridhara Bhat Production and Operations Management, Himalaya Publishing House,2015

#### WEB REFERENCES

1. <https://www.ibm-institute.com/product/strategy-and-operations/>
2. <https://www.futurelearn.com/courses/managing-for-innovation>
3. <https://www.academiccourses.com/Courses/Technology-Innovation/>
4. <https://hbswk.hbs.edu/archive/four-ways-to-innovate-in-operations>
5. <https://searchcio.techtarget.com/definition/process-innovation>

#### MOOC REFERENCES

1. <http://https://nptel.ac.in/courses/112/107/112107238/>
2. <https://nptel.ac.in/courses/110/107/110107116/>
3. <https://www.coursera.org/learn/operations-management>
4. <https://www.coursera.org/learn/innovation-management>

#### COURSE OUTCOME

CO No	Course outcomes	Cognitive Level
20MBO303.1	Evaluate Strategic Operations Management Methods For aggressive competition	K1
20MBO303.2	Develop critical strategic operations management process strategies	K2
20MBO303.3	Assess Strategic Operations Methods To Gain competitive operational advantages	K2
20MBO303.4	Develop the innovation capabilities to increase the efficiency of strategic operations	K3

20MBO303.5	Demonstrate that management of technological innovation requires the integration of people, processes and technology	K3
20MBO303.6	Assess and adopt effective strategic operations techniques to enhance the quality and performances across the organization	K4

#### CO PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
20MBO303.1	2	2	3	-	1	-	2	3	2
20MBO303.2	3	1	1	2	2	1	1	1	2
20MBO303.3	1	2	3	1	1	1	-	2	1
20MBO303.4	2	1	1	-	-	-	2	1	1
20MBO303.5	2	2	1	2	1	-	-	1	-
20MBO303.6	2	2	3	1	2	1	1	2	1

COURSE CODE	COURSE TITLE	L	T	P	C
20MBO304 SDG NO 4	TOTAL QUALITY MANAGEMENT	3	0	0	3

#### Course Objectives:

- To understand about quality, contributions of quality gurus.
- To understand the significance of six sigma, BPR.
- To study the tools used for Quality Management and Quality systems.

#### UNIT- I INTRODUCTION



Definition of Quality - Dimensions of Quality - Principles of TQM - Quality costs - Concepts of TQM - Top Management Commitment - Quality Council - Quality Statements - Barriers to TQM Implementation - Contributions of Deming, Juran and Crosby - Team Balancing-Case Study

**UNIT- II TQM PRINCIPLES 9**

Customer Perception of Quality - Customer Complaints - Customer Retention - Employee Involvement - Continuous Process Improvement - Supplier Partnership - Performance measures - 5S - Kaizen - Just-In-Time and TPS.-Case study

**UNIT –III STATISTICAL PROCESS CONTROL 9**

Statistical Fundamentals - The traditional tools of quality - New modern Management tools - Measures of central Tendency and Dispersion - Population and Sample - Normal Curve - Control Charts for variables and attributes - Concept of six sigma.

**UNIT- IV TQM TOOLS 9**

Benchmarking - Quality Function Deployment (QFD) - House of Quality - Taguchi Quality Loss Function - Failure Mode Effective Analysis (FMEA) - Total Productive Maintenance (TPM) - Quality Policy Deployment (QPD).-Case study

**UNIT- V QUALITY SYSTEMS 9**

Business Process Re-engineering - Quality Awards - Need for ISO 9000 and Other Quality Systems - ISO 9001:2015 Quality System - Elements - Implementation of Quality System - Documentation - Quality Auditing - ISO 14001:2015

**TOTAL HOURS: 45**

**TEXT BOOKS:**

1. Dale H.Besterfield, “Total Quality Management”, 5/e, 2019,Pearson Education
2. James R.Evans & William M.Lidsay, —”The Management and Control of Quality”, 9th Edition South-Western (Thomson Learning) ,2012
3. Dahlgaard, J., J ,Kristensen, K., and Kanji, G., K., 2007. Fundamentals of Total Quality Management, process analysis improvement. UK: Taylor & Francis e-library.

**REFERENCE BOOKS:**

1. Feigenbaum.A.V. —Total Quality Management; 4 edition ,McGraw-Hill Professional,2015
2. Dr.K.Maran & Dr.K.Raja – Total Quality Management, Eswar Press, First edition, 2009.
3. Oakland.J.S.,Robert J.Oakland,Michael A.Turner —Total Quality Management and operational

excellence,,5thEdition,2020.

4. Probability and statistics for Engineers, by I. R. Miller, J. E. Freund & R. Johnson, Prentice Hall of India, 2016
5. Quality Control & Application, B. L. Hanson & P. M. Ghare, Prentice Hall of India, 2009
6. ISO 9001:2015 Quality Management System: quick reference guide, Richa Yamini Goel, 2021

### WEB SOURCES

1. <https://www.managementstudyguide.com/total-quality-management.htm>
2. <http://www.evans.swlearning.com>
3. [www.cengage.com/international](http://www.cengage.com/international)
4. <https://reqtest.com/testing-blog/total-quality-management/>
5. <https://managementhelp.org/quality/total-quality-management.htm>
6. <https://www.juran.com/blog/what-is-total-quality-management/>
7. <https://open.library.ubc.ca/cIRcle/collections>

### COURSE OUTCOMES

CO No	Course outcomes	Cognitive Level
20MBO304.1	Understand quality concepts and philosophies of TQM	K2
20MBO304.2	Apply TQM principles and concepts of continuous improvement	K3
20MBO304.3	Apply and analyze the quality tools, management tools and statistical fundamentals to improve quality	K3
20MBO304.4	Understand the TQM tools as a means to improve quality	K2
20MBO304.5	Remember and understand the quality systems and	K1

	procedures adopted	
20MBO304.6	Know prerequisites of evolution of total quality management and significance of quality gurus' works to the management of modern organizations.	K1

### CO PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
20MBO304.1	1	-	-	-	-	-	1	-	-
20MBO304.2	2	-	-	-	1	-	-	1	-
20MBO304.3	1	-	-	-	-	1	-	-	-
20MBO304.4	1	-	-	1	-	-	-	1	-
20MBO304.5	-	3	1	-	-	-	-	-	-
20MBO304.6	-	-	-	-	-	-	-	-	1

COURSE CODE	COURSE TITLE	L	T	P	C
20MBO305 SDG NO 4	PRODUCT DESIGN	3	0	0	3

#### COURSE OBJECTIVE(S):

- To build competencies of design for environment and new products  
To develop interdisciplinary tasks in order to achieve a common objective
- 

#### UNIT I: INTRODUCTION

Design – definition, Products – types, Characteristics of product development, Challenges in product development- costs and duration of product development. Development Process- Generic, Front-end. Product development Flow process- **Case study** in identifying product development challenges.

#### UNIT II: CONCEPT GENERATION

User Needs, establishing relative importance, reflect on results and process. Product planning Process, opportunity identification, resources allocation, timing plan and pre-planning completion- Product specifications- establishing and setting final specifications- **Case study** in new product identifications

### **UNIT III: CONCEPT SELECTION & TESTING**

Concept selection – Methodology, concept screening and concept scoring. Concept testing – purpose, survey and measure. Product architecture – Implications, establishing, delayed differentiation and platform planning. - **Case study** in product selection and testing

### **UNIT IV : DESIGN FOR ENVIRONMENT**

Industrial design- need, impact and process, accessing the quality of Industrial design. Design for environment-definition, environmental impact. Design for environmental process. Estimation of manufacturing cost- methods for reduction - **Case study** in estimation of product manufacturing

### **UNIT V: ROBUST DESIGN AND PATENT**

Robust design-definition, design of experiment, design process. Overview of patents, Patent search, ownership and transfers. International patent laws. Contemporary patent laws- **Case study** in IPR.

TOTAL PERIODS - 45

### **TEXT BOOKS**

1. Karl.T.Ulrich, Steven D. Eppinger,  
Product Design and Development , Tata  
McGraw- Hill Education (7<sup>h</sup> edition),2020

### **REFERENCE BOOKS**

1. Kenneth B.Kahn,Mayoor mohan, Innovation and New Product Planning, Sage,1st Edition 2020.
2. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI,2023.
3. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2013
4. Anil Mital. Anoop Desai, Anand Subramanian, Aashi Mital, Product Development, Elsevier, 2014
5. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2006.
6. Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2007.

### **WEB REFERENCES:**

1. <https://uxplanet.org/what-is-product-design-and-the-product-design-process-41b41a5bf795>
2. <https://www.youtube.com/watch?v=NIkg3Ui7ITY>
3. <https://www.youtube.com/watch?v=tLY0uJEy38M>

#### MOOC REFERENCES:

1. <https://www.youtube.com/watch?v=HN9GtL21rb4&t=42s>
2. <https://www.youtube.com/watch?v=uYSBevGbn7U>
3. <https://www.youtube.com/watch?v=LsR9qOTSz4g>
4. <https://www.edx.org/course/product-design-the-delft-design-approach>

#### COURSE OUTCOME:

CO No	Course outcomes	Cognitive Level
20MBO305.1	Understand the concept and challenges in new product development	K2
20MBO305.2	Ability to understand the customer needs and develop concept for new development	K3
20MBO305.3	Ability to screen the selected product as per the user requirement	K3
20MBO305.4	Ability to commercialise the developed product	K3
20MBO305.5	Understand the IPR process	K2
20MBO305.6	Competency in developing a new commercial product	K3

#### CO-PO MAPPING:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	2	1	2	2	1	1	1	1

<b>CO2</b>	1	-	1	1	1	-	1	1	1
<b>CO3</b>	-	1	-	-	1	-	1	-	-
<b>CO4</b>	1	1	1	-	1	-	-	1	-
<b>CO5</b>	-	1	1	1	1	-	-	1	-
<b>CO6</b>	-	-	1	1	-	+	-	1	1

<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>20MBO306</b>	<b>INTELLECTUAL PROPERTY RIGHTS (IPR)</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### **COURSE OBJECTIVES:**

- To understand Intellectual Property Rights, Patents, GATT, Copyright, Trademarks and Geographical Indications.
- To provide comprehensive knowledge to the students regarding Indian position of the Patent Law ,Procedure for granting a patent, Infringement.

### **UNIT I INTRODUCTION TO INTELLECTUAL PROPERTY 9**

Introduction - Invention and Creativity - An Overview of Intellectual Property (IP) - Importance - Protection of IPR - Basic types of property. Forms of Industrial Properties: Patents, Industrial Designs, Plant Varieties, copyrights, Trademarks, Geographical Indications.

### **UNIT II INTERNATIONAL PROTECTION OF INTELLECTUAL PROPERTY RIGHTS 9**

Establishment of WIPO, General Agreement on Trade and Tariff (GATT).Patent Co- Operation Treaty, TRIPS agreement, Bern Convention, Rome convention, WTO and Intellectual Property Rights.

### **UNIT III PATENTS 9**

Introduction to Patents – Overview, Historical development, concepts on Nov-eltly, Utility, Non-Obviousness. Patentable

and Non Patentable Inventions. Procedure for Filing of patents. Acquisition of patent rights. Compulsory Licenses, patent offices in India and jurisdiction.

#### **UNIT IV COPYRIGHTS, TRADEMARKS, OTHER INTELLECTUAL PROPERTY RIGHTS**

9

Copyrights and related rights - Trade Marks and rights arising from Trademark registration - Definitions - Industrial Designs and Integrated circuits - Protection of Geographical Indications at national and International levels, Plant Varieties - Application Procedures, Trade Secret,

#### **UNIT V LEGAL ASPECTS OF INTELLECTUAL PROPERTY RIGHTS**

Infringement of Patents and Remedies. Modification of granted patents, Case Studies on - Patents - Copyright and related rights – Trade Marks - Industrial design and Integrated circuits - Geographic indications - Protection against unfair competition. Enforcement of Intellectual Property Rights

**TOTAL HOURS – 45**

#### **TEXT BOOKS**

1. Nithyananda, K V. (2019). Intellectual Property Rights: Protection and Management. India, IN: Cengage Learning India Private Limited.
2. Intellectual Property Management: A Guide for Scientists, Engineers, Financiers, and Managers" by Adam Levy
3. Ahuja, V K. (2017). Law relating to Intellectual Property Rights. India, IN: Lexis Nexis.
4. Peter Groves, Sourcebook on Intellectual Property Law, Routledge-Cavendish, 1997.
5. Elizabeth Verkey, Law of Patents, Eastern Book Company, 2nd Edition, 2012

#### **REFERENCE BOOKS:**

1. P. Narayanan, Intellectual property Rights, Eastern law House, Third Edition, 2020 revised and updated.
2. G. P. Reddy, Intellectual Property Rights & Other Law, Gogia Law Agency, 2023 - 11th reprint
3. P. Narayanan, Patent Law, Eastern Law House, Fourth Edition, 2017

4. Prof. A. Chandrasekaran, Intellectual Property Law, C. Sitaraman & Co. Pvt. Ltd., 20018 - fourth edition
5. Indian Journal Of Intellectual Property Law  
Published By Nalsar University, Hyderabad
6. Journal of Intellectual Property Rights (JIPR): NISCAIR

### **WEB RESOURCES**

1. <http://www.bdu.ac.in/cells/ipr/docs/ipr-eng-ebook.pdf>
2. [https://www.wipo.int/edocs/pubdocs/en/intproperty/489/wipo\\_pub\\_489.pdf](https://www.wipo.int/edocs/pubdocs/en/intproperty/489/wipo_pub_489.pdf)
3. <http://cipam.gov.in/>
4. <https://www.wipo.int/about-ip/en/>
5. <http://www.ipindia.nic.in/>
6. <https://dst.gov.in/sites/default/files/E-BOOK%20IPR.pdf>
7. <https://lawbookshop.net/patent-law-p-narayanan.html>
8. <https://ijipl.nalsar.ac.in/>

### **COURSE OUTCOMES**

CO No	Course outcomes	Cognitive Level
20MBO306.1	Understanding, defining and differentiating different types of intellectual properties(IPs) and basic need for Intellectual Property	K2
20MBO306.2	Understand the International Protection practical aspects of Intellectual Property Rights	K2
20MBO306.3	Understand they complete their academic projects, shall get an adequate knowledge on patent	K2
20MBO306.4	To provide comprehensive knowledge to the students regarding Indian position of the Copyright & Trademark	K3
20MBO306.5	Identify types of Intellectual Properties (IPs), the	K2



	right of ownership, Constitutes IP infringement and scope of protection under IP Laws.	
20MBO306.6	To strengthen the enforcement and adjudicatory mechanisms for combating IP violations and to promote awareness and respect for IP rights	K3

### CO-PO MAPPING

	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>CO 1</b>	2	2	2	2	2	2	2	2	3
<b>CO 2</b>	2	1	1	2	-	2	3	3	-
<b>CO 3</b>	1	-	-	2	3	2	-	3	2
<b>CO 4</b>	2	-	2	2	-	-	3	2	2
<b>CO 5</b>	2	2	2	-	3	2	2	2	3

<b>COURSE CODE SDG - 4</b>	<b>COURSE TITLE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>20MBO307</b>	<b>OPERATIONS ANALYTICS</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

#### **COURSE OBJECTIVE(s):**

- To understand effective operations management along with analytical techniques and their applications.
- To Develop an in-depth proficiency in Production Operation Optimization and Data Modelling
- To impart the fundamentals of production tracking and system architecture for data analytics.

#### **UNIT I - INTRODUCTION**

**5**

Scope of analytics- Data vs information and decision making –  
Scenarios of decision making – Intelligence in business-

Industry 4.0 and its implications for manufacturing/services –  
Digital transformation: Opportunities and Challenges

**UNIT II – ANALYTICS IN OPERATIONS 10**

Statistics for operations, Types of Analytics -Descriptive, predictive and prescriptive – Data visualisation and interpretation. Decision Tree, Simulations and Multi-Criteria Decision Making (MCDM). Case study - Simple operational analysis using R

**UNIT III –SUPPLY CHAIN ANALYTICS 10**

Inventory Management – Economic Order quantity, Inventory classification and optimization – Supply chain management - planning, concepts, processes and bottlenecks – Forecasting and Supply chain analytics – demand planning. Case study- involving Input Parameters and their Impact to Inventory.

**UNIT IV - DISTRIBUTION NETWORK AND UNCERTAINTY 10**

Distribution network – design, parameters to decide suitable distribution – gravity location model – Network optimization for locating plants and warehouses – Managing uncertainties in supply chain – Lack of supply chain coordination. – Case study using location model

**UNIT V- PROCUREMENT AND SCM MODELING 10**

Procurement performance modeling – Supplier rating and evaluation models. Costing model in Supply chain management – Models in operation planning - Capacity modeling and analysis – Yield Management - Modeling yield

management and its application in capacity management/revenue management. – Case study

**TOTAL HOURS: 45**

**TEXT BOOKS**

1. Steven Nahmias and Tava Lennon Olsen, Production and Operations Analytics, Wave land press, 2020 edition
2. Steinar Saelid ,Analytics for production optimization: Production tracking and information modelling for machine learning, Steinar Saelid e publishing, 2018 Edition.

**REFERENCE BOOKS**

1. Hwang, Shiuh-Nan, Lee & Hsuan-Shih, Zhu, JoeHandbook of Operations Analytics Using Data Envelopment Analysis, Springer Science 2016 Edition
2. Matthew J. Drake ,Applied Business Analytics Casebook, The: Applications in Supply Chain Management, Operations Management, and Operations Research (FT Press Analytics) , Pearson Education , 2014 Edition
3. Gert H. N. Laursen & Jesper Thorlund, Business analytics for Managers, Wiley , 2<sup>nd</sup> Edition (2017)
4. Gert H. N. Laursen & JesperThorlund, Business analytics for Managers, Wiley , 2<sup>nd</sup> Edition (2017)
5. Scott Haines, The Rise of Operational Analytics, Publisher(s): O'Reilly Media, Inc. 2019.

**MOOC RESOURCES:**

1. <https://www.my-mooc.com/en/mooc/operations-analytics/>
2. <https://www.coursera.org/learn/wharton-operations-analytics>
3. <https://www.coursera.org/specializations/business-analytics>

**WEB REFERENCES:**

1. <https://www.informs.org/Resource-Center/INFORMS-Student-Union/FAQs-About-O.R.-Analytics>
2. <https://www.cbsicorp.com/ctent/uploads/2012/02/NA>

**COURSE OUTCOME(s):**

S No	Outcome	K- level
20MBO307.1	Able to understand the complexities of operations analytics	K1
20MBO307.2	Identify and apply the appropriate techniques for operation analytics	K3
20MBO307.3	Demonstrate the ability to use supply chain analytics	K1
20MBO307.4	Able to understand the basics in distribution network and uncertainty	K2
20MBO307.5	Develop procurement and SCM modeling	K3
20MBO307.6	Apply operations Analytics in real business	K4

**CO-PO MAPPING:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2			2		2	2		1
CO2	2			2		2	2		
CO3	2			3		2	2		
CO4	2			2		2	2		
CO5	1			1		1			
CO6	1	-	-	1	-	1	1	-	1

## SYSTEMS & IT STREAM

COURSE CODE	COURSE TITLE	L	T	P	C
20MBS301 SDG NO 4	ENTERPRISE RESOURCE PLANNING	3	0	0	3

### COURSE OBJECTIVES

- To provide a contemporary and forward-looking view on the theory and industry practice of Enterprise Resource Planning Technology.
- To have a strong emphasis upon the practice of theory in ERP Applications.
- To train the students to develop the basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth.
- To aim at preparing the students technological competitiveness and make them ready to self - upgrade with the higher technical skills.
- To Create awareness on the latest developments and trends in ERP.

### UNIT I: INTRODUCTION TO ERP

9

Enterprise Resource Planning (ERP)-Definition- Evolution of ERP; Characteristics, Features-Components and needs of ERP; ERP Vendors; Reasons for the Growth of ERP Market, Reasons for the Failure of ERP Implementation-Benefits & Limitations of ERP Packages, Roadmap for successful ERP implementation, Case Studies

### UNIT II: ERP RELATED TECHNOLOGIES AND INTEGRATION

Business Process Re-engineering, Data Warehousing- Data Mining, On-Line Analytical Processing, Product Life Cycle Management-Supply Chain Management, Customer Relationship Management- ERP Security, Need for Enterprise Integration; Information mapping; Role of common shared Enterprise database- System Integration - Logical vs. Physical System Integration, Benefits & limitations, ERP's Role in Logical and Physical Integration, Case Studies

### UNIT III: ERP ARCHITECTURE AND ERP IMPLEMENTATION

Generic Model of ERP system- Core Modules functionality; Types of ERP architecture, Client Server Architecture, Web-based Architecture-Service Oriented Architecture (SOA) ; Difficulty in selecting ERP, Evaluation Criteria of ERP packages; Approach to ERP selection, General Implementation Methodology of ERP- Project Implementation Team Structure ,Data Migration. People Organization in implementation- Consultants, Vendors and Employees. Case Studies.

#### **UNIT IV: ERP AND BUSINESS MODULES 9**

Marketing, Finance, Sales and Distribution, Manufacturing and Production Planning - Material and Capacity Planning; Shop Floor Control; JIT/Repetitive Manufacturing-Cost Management; Human Resource, Plant Maintenance - Preventive Maintenance Control; Equipment Tracking; Component Tracking; Plant Maintenance Calibration Tracking-Plant Maintenance Warranty Claims Tracking, Quality Management.

#### **UNIT V: FUTURE DIRECTIONS IN ERP 8**

Trends in ERP, ERP to ERP II - Implementation of Organization Wide ERP, Development of New Markets – ERP for SMEs, Latest ERP Implementation Methodologies, programming model of SAP S/4HANA ERP- E- business - SOA - Case Studies

TOTAL HOURS – 45

TEXT BOOKS

1. Alexis Leon, ERP demystified, Fourth Edition McGraw-Hill, 2019
- 2 Walker Vinod , ERP implementation Issues and Challenges, Notion Press , 2021 Edition
- 3.Joel Kotler “Enterprise Resource Planning: ERP system practically its advantage and the limitation”, 2021 edition

#### **REFERENCES**

1. Zubair H. Shaikh , ERP: The Future of Business Automation, Atlantic Edition (2022)
2. Vahid Hajipour, The Adventurous and Practical Journey to a Large-Scale Enterprise Solution: Threading the Way to Implementing an ERP through MIDRP Practice , Auerbach Publications; 1st edition (2023)
3. Anurag Singh Parihar, ENTERPRISE RESOURCE PLANNING : PRODUCTION PLANNING & CONTROL Notion Press; 1st edition (2021)
4. Siar Sarferaz, Compendium on Enterprise Resource Planning: Market, Functional and Conceptual View based on SAP S/4HANA . Springer Nature Switzerland AG; 2022 Edition



<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>20MBS302 SDG NO 4</b>	<b>E-COMMERCE</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### **COURSE OBJECTIVE(s):`**

- Students acquire knowledge and enable to practice in technology to start an online business.

### **UNIT I INTRODUCTION TO e-BUSINESS**

E-Business, e-Business vs e-Commerce, Economic forces – Advantages – Myths – e-Business models, Design, Develop and Manage e-Business, Web 2.0 and Social Networking, Mobile Commerce and S-Commerce. Case study.

### **UNIT II TECHNOLOGY INFRASTRUCTURE**

Internet and World Wide Web, Internet protocols - FTP, Intranet and Extranet, Cloud service models-SAAS, PAAS, IAAS, Cloud deployment models-Public cloud, Private cloud, Hybrid cloud, Auto scaling in cloud, Information publishing technology- Basics of web server- Hardware and Software. Case study.

### **UNIT III BUSINESS APPLICATIONS**

Consumer oriented e-business – e-Tailing and Models - Marketing on web – Advertising, e- Mail marketing, Affiliated programs - e-CRM; Online services, Business oriented e-business, e-Governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals, Social media marketing. Case study.

### **UNIT IV e-BUSINESS PAYMENTS AND SECURITY**

E-Payments - Characteristics of payment of systems, Protocols, e-Cash, e-Cheque, e-Wallets and Micro payment systems- Internet security – Cryptography – Security protocols – Network security. Case study.

### **UNIT V LEGAL AND PRIVACY ISSUES**

Legal, Ethics and Privacy issues – Protection needs and Methodology – Consumer protection, Cyber laws, Contracts and Warranties, Taxation and Encryption policies. Case study.



**TOTAL :45 Hours**

**TEXT BOOKS:**

1. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-Business and e-Commerce for Managers, Pearson, 2011.
2. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce –A Managerial Perspective, Pearson Education Asia, 2018
3. Efraim Turban, David King, Jae Kyu Lee, Ting-Peng Liang, Deborrah C. Turban, Electronic Commerce-A Managerial and Social Networks Perspective, Springer Texts in Business and Economics book series (STBE), 2015.

**REFERENCE BOOKS:**

1. Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e-Business, Oxford University Press, 29th November 2013.
2. Henry Chan & El, E-Commerce – Fundamentals and Applications, Wiley India Pvt. Ltd., 2007.
3. Gary P. Schneider, Electronic Commerce, Thomson Course Technology, Fourth Annual Edition, 2012.
4. Bharat Bhasker, Electronic Commerce – Frame Work Technologies and Applications, Tata McGraw Hill Publications, 3rd Edition, 2009.
5. Kamlesh K. Bajaj and Debjani Nag, e-Commerce-The Cutting Edge of Business, Tata McGraw-Hill Publications, 7th Reprint, 1st July 2017.
6. P.T.Joseph S J ,E-commerce :An Indian Perspective,6th Edition,PHI,2019

**WEB REFERENCES:**

1. <https://taxguru.in/chartered-accountant/icai-guiding-note-accounting-e-commerce-entities-discussion.html>
2. <https://cyber.harvard.edu/olds/ecommerce/library.html>
3. <https://en.wikipedia.org/wiki/E-commerce>
4. <https://people.dsv.su.se/~miwebb/kapitel/kap38.pdf>

**MOOC REFERENCES:**

1. [https://onlinecourses.nptel.ac.in/noc19\\_mg54/preview](https://onlinecourses.nptel.ac.in/noc19_mg54/preview)



20MBS302.1	2	2	2	-	3	3	-	2	3
20MBS302.2	2	1	1	-	3	-	3	3	3
20MBS302.3	1	2	-	-	3	3	-	3	3
20MBS302.4	2	2	1	-	3	-	3	3	3
20MBS302.5	1	2	2	-	3	2	3	3	3
20MBS302.6	1	2	2	-	3	2	3	3	3

<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>20MBS303</b>	<b>ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING FOR DECISION MAKING</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### **COURSE OBJECTIVES:**

- To understand a set of well-known supervised, unsupervised and semi-supervised learning algorithms
- To understand the need for machine learning for various problem solving
- To understand the basic concepts of and applications of AI

### **UNIT I – INTRODUCTION**

Introduction to Machine Learning - History and Evolution, ML, AI, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science - Supervised Learning, Unsupervised Learning, Reinforcement Learning - Frameworks for building Machine Learning Systems - Case Study

### **UNIT II – ML FUNDAMENTALS**

Probability: Introduction – Probability theory – Discrete Distributions – Continuous Distributions - Introduction – Bayesian Concept Learning – Beta-binomial model – Naïve Bayes Classifiers - Gaussian Models: Introduction – Gaussian discriminant analysis - Case Study

### **UNIT III – ML ANALYSIS**

Bayesian Statistics: Introduction – Bayesian Model Selection – Hierarchical Bayes – Empirical Bayes – Bayesian Decision Theory - Linear Regression – Introduction – Model Specification – Maximum likelihood estimation (least

square) - Logistic Regression: Introduction – Model Specification – Model Fitting – Bayesian Logistic Regression - Case Study

#### **UNIT IV – ARTIFICIAL INTELLIGENCE**

Introduction to Artificial Intelligence: History and Evolution, AI - AI Basics (Divide and Conquer, Gradient Descent) - NN basics (MLP, FFN, Back propagation) - Case Study

#### **UNIT V - AI APPLICATIONS**

Recurrent Neural Networks - Building recurrent NN - Time Series Forecasting - AI: Application areas - Case Study

**TOTAL HOURS : 45**

#### **TEXT BOOKS**

1. Introduction to Machine Learning”, Ethem Alpaydin, MIT Press, 2020
2. S. Russell and P. Norvig, "Artificial Intelligence: A Modern Approach", Prentice Hall, Fourth Edition, 2020.

#### **REFERENCE BOOKS**

1. Tom M. Mitchell, —Machine Learning, McGraw-Hill Education (India) Private Limited, 2017.
2. Ethem Alpaydin, —Introduction to Machine Learning (Adaptive Computation and Machine Learning), The MIT Press 2020.
3. Stephen Marsland, —Machine Learning: An Algorithmic Perspective, CRC Press, 2018.

#### **WEB REFERENCES**

1. <https://www.kaggle.com/kanncaa1/machine-learning-tutorial-for-beginners>
2. <https://www.youtube.com/watch?v=mbyG85GZ0PI&list=PLD63A284B7615313A>
3. <https://www.guru99.com/artificial-intelligence-tutorial.html>
4. <https://quantilus.com/ai-explained-understanding-the-basics-of-artificial-intelligence/>

#### **MOOC REFENCES**

1. <https://www.coursera.org/learn/ai-for-everyone>
2. <https://www.coursera.org/specializations/ai-foundations-for-everyone>
3. <https://www.edx.org/professional-certificate/foundations-of-ai>
4. <https://www.my-mooc.com/en/mooc/artificial-intelligence-for-business-course- futurelearn/>

#### **COURSE OUTCOMES**

CO No	Course outcomes	Cognitive Level
20MBS303.1	Relating the basis and principles of AI & ML	K1
20MBS303.2	Understanding the basic AI & ML concept and its techniques	K2
20MBS303.3	Ability to learn the recent techniques of AI & ML	K2
20MBS303.4	Categorizing the methods and tools adopted in usage of AI & ML	K3
20MBS03.5	Interpret the usage of AI & ML towards business decisions	K3
20MBS303.6	.Develop a real time application of AI & ML tools	K4

### CO PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
20MBS303.1	2	2	2	3	-	3	3	-	2
20MBS303.2	2	2	3	3	-	2	2	-	2
20MBS303.3	2	2	-	3	-	3	2	3	-
20MBS303.4	3	2	-	2	-	-	2	2	-
20MBS303.5	2	3	3	2	-	2	3	2	3
20MBS303.6	1	3	2	2	-	3	3	2	3

<b>COUR SE CODE</b>	<b>COURSE TITLE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>20MBS304</b>	<b>DATA MINING</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### **COURSE OBJECTIVES:**

- To understand the basic concept of data management and data mining techniques
- To know how to derive meaning from huge volume of data and information
- To understand the usage and applications of data mining

### **UNIT I - INTRODUCTION TO DATA**

Introduction - Types of Data - Enterprise Data Model, Enterprise Subject Area Model, Enterprise Conceptual Model, Enterprise Conceptual Entity Model, - Granularity of the Data - Data Reporting and Query Tools - Data Partitioning - Metadata - Total Data Quality Management (TDQM) - Case Study

### **UNIT II - DATA MINING**

Data Mining - Parameters - Types of relationships - Architecture of Data Mining - Kinds of Data which can be mined - Functionalities - Classification on Data Mining system - Various risks - Advantages and disadvantages of Data Mining - Ethical issues in Data Mining - Analysis of Ethical issues - Global issues - Case Study

### **UNIT III - DATA MINING PROCESS**

Data mining process - KDD, CRISP - DM, SEMMA - Classification and Prediction performance measures - RSME, MAD, MAP, MAPE, Confusion matrix, ROC Curve & AUC; Validation Techniques - Hold-out, K-fold Cross-Validation, LOOCV, Random Subsampling, and Bootstrapping

### **UNIT III - DATA MINING TOOLS, METHODS AND TECHNIQUES**

Regression and Correlation - Classification - Decision trees - Clustering - Neural Networks - Market basket analysis - Association rules - Genetic Algorithms and Link analysis - Support Vector Machine - Ant Colony Optimization - Case Study

### **UNIT V - DATA MINING APPLICATIONS**

Applications in various sectors – Retailing - CRM, Banking - Stock Pricing - - Production - Crime - Genetics - Medical - Pharmaceutical - Case Study.

**TOTAL HOURS: 45**

## TEXT BOOKS

1. Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers, 2018
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, 3rd edition, Prentice Hall, 2019.

## REFERENCE BOOKS

1. W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt. Ltd. 2018.
2. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2019
3. G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2017.

## WEB REFERENCES

1. <https://www.invensis.net/blog/12-data-mining-tools-techniques/>
2. <https://www.talend.com/resources/data-mining-techniques/>
3. <https://intellipaat.com/blog/top-data-mining-applications/>
4. <https://www.jigsawacademy.com/blogs/data-science/data-mining-applications/>

## MOOC REFENCES

1. <https://www.coursera.org/specializations/data-mining>
2. <https://www.edx.org/course/data-mining-theories-and-algorithms-for-tackling-b>
3. <https://www.udemy.com/topic/data-mining/>

## COURSE OUTCOMES

CO No	Course outcomes	Cognitive Level
20MBS304.1	Relating the basis and principles of data and data mining	K1
20MBS304.2	Understanding the basic data mining concept and its techniques	K2
20MBS304.3	Ability to learn the recent techniques of data mining	K2

20MBS304.4	Categorizing the methods and tools adopted in usage of data mining	K3
20MBS304.5	Interpret the usage of data mining towards business decisions	K3
20MBS304.6	Develop a real time application of data mining tools	K4

### CO PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
20MBS304.1	2	2	-	-	-	-	1	1	-
20MBS304.2	2	-	-	-	-	-	-	-	-
20MBS304.3	2	-	-	-	-	-	-	-	-
20MBS304.4	1	-	-	-	-	-	-	-	-
20MBS304.5	1	2	-	-	-	1	-	-	-
20MBS304.6	-	1	-	-	-	-	-	1	-



<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>20MBS305</b>	<b>BUSINESS ANALYTICS AND BIG DATA</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objectives:**

- To understand the significance of big data and analytics.
- To know the data collection, evaluation and visualization process and procedures.
- To understand predictive analytics, the network and its application.

**UNIT I INTRODUCTION TO BIG DATA**

Business Analytics - Historical Overview of data analysis - Data Scientist vs. Data Engineer vs. Business Analyst - Career in Business Analytics - Data science - Importance - Applications - Data Scientists Roles and Responsibility

**UNIT II DATA COLLECTING, SAMPLES AND PROCEDURES**

Data Collection - Data Management - Big Data Management - Organization/sources of data - Importance of data quality - Dealing with missing or incomplete data - Data Visualization - Data Classification Data Science Project Life Cycle: Business Requirement - Data Acquisition - Data Preparation - Hypothesis and Modeling - Evaluation and Interpretation - Deployment - Operations - Optimization - Case Study

**UNIT III PREDICTIVE ANALYTICS**

Target Definition - Linear Regression - Logistic Regression - Decision Trees - Neural Networks - Support Vector Machines - Ensemble Methods - Multiclass Classification Techniques - Evaluating Predictive Models - Case Study

**UNIT IV DESCRIPTIVE AND SOCIAL NETWORK ANALYTICS**

Association Rules - Sequence Rules – Segmentation - Social Network Definitions - Social Network Metrics - Social Network Learning - Relational Neighbour Classifier - Probabilistic Relational Neighbor Classifier -Relational Logistic Regression - Collective Inferencing - Case Study

**UNIT V APPLICATION OF BUSINESS ANALYSIS**

Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics - Case Study

**TOTAL HOURS - 45**

**TEXT BOOKS:**

1. Essentials of Business Analytics: An Introduction to the methodology and

- its application, Bhimasankaram Pochiraju, SridharSeshadri, Springer
2. Introduction to Machine Learning with Python: A Guide for Data Scientists 1st Edition, by Andreas C. Müller, Sarah Guido, O'Reilly
  3. Introduction to Data Science, Laura Igual Santi Seguí, Springer

### REFERENCE BOOKS:

1. Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson Education India
2. An Introduction to Business Analytics, Ger Koole, Lulu.com, 2019

### COURSE OUTCOMES

1. Recall the basics of business analysis and Data Science
2. Understand data management and handling and Data Science Project Life Cycle
3. Enable students to apply the interpretation skills of the data
4. Analyze various data models and ability to forecast the market
5. Evaluate data behavior pattern using descriptive analytics and social network analytics

### CO PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	3	3	3	2	1	3
CO2	3	2	3	2	3	3	2	3	2
CO3	3	2	3	3	3	3	2	2	3
CO4	3	2	3	3	3	3	2	3	2
CO5	3	2	2	3	3	3	2	3	3

<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>20MBS306</b>	<b>DBMS &amp; SQL</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### **COURSE OBJECTIVES:**

- To Expose the fundamentals of Database Management Systems.
- To Understand and familiarize the relational model and ER diagram.
- To Understand the fundamentals of Transaction Processing, Query Processing and SQL
- To Understand the Security Issues in Databases and trends in Database Technology.

#### **UNIT I INTRODUCTION TO DBMS**

File Systems Organization – Sequential, Pointer, Indexed, Direct – Purpose of Database System- Database System Terminologies-Database characteristics- Data models – Types of data models – Components of DBMS- Relational Algebra. LOGICAL DATABASE DESIGN: Relational DBMS – Codd’s Rule – Entity- Relationship model – Extended ER Normalization – Functional Dependencies, Anomaly- 1NF to 5NF- Domain Key Normal Form – Denormalization. Case Study.

#### **UNIT II SQL & QUERY OPTIMIZATION**

SQL Standards – Data types – Database Objects- DDL- DML- DCL-TCL-Embedded SQL- Static Vs Dynamic SQL – QUERY OPTIMIZATION: Query Processing and Optimization – Heuristics and Cost Estimates in Query Optimization. Case Study.

#### **UNIT III TRANSACTION PROCESSING AND CONCURRENCY CONTROL**

Introduction-Properties of Transaction- Serializability- Concurrency Control – Locking Mechanisms- Two Phase Commit Protocol-Dead lock.Case Study.

#### **UNIT IV DATABASE SECURITY**

Data Classification-Threats and risks – Database access Control – Types of Privileges – Cryptography- Statistical Databases.- Distributed Databases-Architecture-Transaction Processing-Data Warehousing and Mining-Classification- Association rules-Clustering- Information Retrieval-Relevance ranking-Crawling and Indexing the Web- Object Oriented Databases-XML Databases.Case Study.

## UNIT V TRENDS IN DATABASE TECHNOLOGY

Overview of Physical Storage Media – Magnetic Disks – RAID – Tertiary storage – File Organization – Organization of Records in Files – Indexing and Hashing – Ordered Indices – B+ tree Index Files – B tree Index Files – Static Hashing – Dynamic Hashing – Introduction to Distributed Databases- Client server technology- Multidimensional and Parallel databases- Spatial and multimedia databases- Mobile and web databases- Data Warehouse-Mining- Data marts.Case Study.

**TOTAL – 45 Hours**

### TEXT BOOKS:

1. Abraham Silberschatz, Henry F. Korth and S. Sudharshan, “Database System Concepts”, Seventh Edition, Tata Mc Graw Hill, 2019.
2. Ramez Elmasri and Shamkant B. Navathe, “Fundamentals of Database Systems”,
3. G.K.Gupta, “Database Management Systems”, Tata Mc Graw Hill, 2018.
4. Dr. P.S. Deshpande, SQL and PL/SQL for Oracle 10g, Black Book, Dreamtech Press.
5. Gillenson, Paulraj Ponniah, —Introduction to Database Managementl, Wiley Publication.

### REFERENCES:

1. C.J.Date, A.Kannan and S.Swamynathan, “An Introduction to Database Systems”, , Pearson Education, 2016
2. Atul Kahate, “Introduction to Database Management Systems”, Pearson Education, New Delhi, 2018.
3. Alexis Leon and Mathews Leon, “Database Management Systems”, Vikas Publishing House Private Limited, New Delhi, 2019.
4. Raghu Ramakrishnan, “Database Management Systems”, Fifth Edition, Tata Mc Graw Hill, 2014.
5. Rob Cornell, “Database Systems Design and Implementation”, Cengage Learning..

### WEB REFERENCES:

1. [https://onlinecourses.nptel.ac.in/noc19\\_cs46/preview](https://onlinecourses.nptel.ac.in/noc19_cs46/preview)



20MBS302.4	-	-	-	-	-	-	-	-	-
20MBS302.5	1	-	-	-	-	-	-	-	-
20MBS302.6	-	-	-	-	-	-	-	-	-

### SEMESTER - III

20MBP301 SDG NO. 4	CASE LAB – III	L	T	P	C
		0	0	2	2

#### OBJECTIVES:

- To enable the students to understand the case and its implications of the decisions.
  - To enable students with real expertise and understanding.
- To analyze what course of action the organization should pursue.

#### AN ILLUSTRATIVE LIST OF AREAS (SUBJECT-WISE):

- Introduction to case method of teaching (What and Why)
- Types of Cases ; How to read, analyze and write a Case report
- Identification of case problem/Situation
- Analyzing the case - Approaches
- Participating in classroom case discussion
- Model Case presentation (In team)

Minimum of 5 cases from all 1st & 2nd Semester subjects except Business Statistics and Analytics for Decision Making and Business Optimization Techniques.

#### Total Cases: 30

Minimum of 5 Cases from all first and second semester subjects except Business Statistics and Analytics for Decision Making & Business Optimization Techniques.

**TOTAL : 28 HOURS**

#### EVALUATION PARAMETERS:

1. Conceptual Skills
2. Presentation Skills
3. Analytical Skills

4. Decision making Skills
5. Communication Skills & Confidence Level

**OUTCOMES:**

1. Remember to raise right question in a given situation
2. Understand and grasp management theory by providing real life examples of theoretical concepts
3. Apply theoretical exposure to the actual working of business
4. Analyze the reality of management decision making from global perspective
5. Evaluate the complexities of organizational practices.

### SEMESTER - III

<b>20MBP303</b> <b>SDG NO. 4</b>	<b>SUMMER INTERNSHIP (4 WEEKS)</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>

The students shall undertake research projects/internship work which shall address the problems in a sector/ industry/ company with an aim of identifying solutions to these problems or implementing the learning. The project carried out during the second semester shall be considered as a practical course. Students shall undertake projects as a team of three members or two members or individually.

The project emphasizes on identifying the research problem, identifying the appropriate methodologies to carry-out the research and the precision of implementable suggestions / recommendations. The Assessment for the Summer Internship shall be through Project report and a presentation.

#### **OBJECTIVES:**

- Approaches available to take up Business Research systematically
- Create awareness on various research approaches
- Apply specific analytical tools using SPSS to draw inferences for decision making
- Present the results of the research

#### **SUMMER INTERNSHIP ASSESSMENT OUTLINE**

<b>S.No</b>	<b>Contents</b>
1	Introduction to Research - Identifying of the problem – Formulating research questions
2	Review of Literature – Significance and Reporting
3	Research Designs – Types – Choosing an appropriate design for the project – Sampling Design
4	Formulation of a Research Instrument – Role of Validated Instruments
5	Data Collection Methods
6	Analysis using SPSS
7	Univariate and Bivariate Analysis using SPSS



8	Multivariate Analysis – Multiple Linear Regression, Factor Analysis, Cluster Analysis - Discriminant Analysis
9	Reporting the Research Results – Format of Project Reports

### TEXT BOOKS:

1. Business Research Methods, 11/e Donald R. Cooper and Pamela S. Schindler, McGrawhill Publications
2. Bishnu, Partha Sarathi Bishnu & Vandana Bhattacharjee , Bhattacha , “Data Analysis : Using Statistics and Probability With R Language” , PHI learning Pvt. Ltd, 2018 Edition.

### REFERENCE BOOKS:

1. William J. Stevenson, Ceyhun Ozgur, “Introduction to Management Science with Spreadsheet”, Tata McGraw Hill, 2009

### OUTCOMES :

1. Understanding the fundamentals of base and professional subjects.
2. Utilizing the subject knowledge to identify the problems in organizations.
3. Design and Carryout a Business research project.
4. Ability to do Statistical analysis and interpret the findings out of it.
5. Communicating the findings to support decision making.

## SUMMER INTERNSHIP PROJECT ASSESSMENT

(Internal – 50 Marks)

S.No	Contents	Marks
1	First Gate Review - Problem Identification and Review of Literature-Submission	5
2	Second Gate Review- Instrument Design and Methodology - Submission	5

3	Third Gate Review – Preparation of Proposal - Submission	5
4	Project Report	20
5	Qualifying Viva Voce (Includes Peer Assessment of 5% in Case of Team projects)	15
	<b>Total</b>	<b>50</b>

## **SEMESTER IV**

**GLOSSES FOR END SEMESTER  
PRESENTATION AND VIVA  
(EXTERNAL – 50 MARKS)**

<b>S.No</b>	<b>Contents</b>	<b>Marks</b>
1	Project background, problem statements -Novelty	10
2	Methodology Concept and Research Design	20
3	Analysis and Interpretation	25
4	Suggestions and Recommendations - Implementability	25
5	Answers to Questions raised	20
	<b>Total</b>	<b>100 (to be converted for 50 marks)</b>

**COURSE OUTCOMES :**

1. Understanding the fundamentals of organizational functions
2. Utilizing the subject knowledge to identify the problems in organizations
3. Design and Carryout to study and observation of day-to-day organization functions
4. Ability to enhance knowledge and skills about organizational functions
5. Understanding the hierarchical structure of various functional areas
6. Implementation of the overall internship exposure for the practical professional life.

**CO – PO MAPPING:**

	PO 1	PO 2	PO3	PO 4	PO 5	PO 6	PO 7	PO 8	PO9
CO1	3	2	-	3	2	-	2	3	3
CO2	3	3	1	3	2	2	-	2	2
CO3	3	2	1	3	2	-	-	-	3
CO4	3	2	-	3	3	2	-	2	-
CO5	3	2	-	3	3	3	-	3	3
CO6	3	2	-	3	2	-	2	3	3

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