

OP Jindal University



School of Management

Scheme & Syllabus
of
Master of Business Administration
[MBA]

Program Code: 02PG010
(Two Years Full Time Programme)

From Academic Session 2022-23 and Onwards

Program Outcomes (PO)

1. **Domain Knowledge:** Attain profound knowledge in discipline with advanced concepts of management to design the methodology suitable for encountering and applying the managerial knowledge to solve real-life complex problems.
2. **Critical Thinking:** Able to take informed action on the basis of accurate and valid assumptions looking at the ideas and decisions from diversified managerial perspectives.
3. **Communication:** Able to communicate and present managerial facts with clarity, conciseness and correct manner in both oral and written form.
4. **Leadership and Team Work:** Able to demonstrate the leadership and work collaboratively as part of a team in different team roles.
5. **Ethics:** Attain the managerial knowledge and skills to identify ethical behaviour and truthful actions in all aspects and demonstrate standard professional ethics.
6. **Lifelong Learning:** Ability to seek new knowledge and skills to inculcate the habit of self-learning throughout life and adapting to the dynamic business environment.
7. **Research:** Acquire research skills to identify and analyse problems, formulate hypothesis, evaluate and validate results using appropriate tools, draw logical conclusions and ability to communicate the findings in appropriate manner.
8. **Innovation and Entrepreneurship:** Ability to develop entrepreneurial skills with precision, analytical mind, innovative thinking, creative thoughts and systematic approach.

Program Specific Outcomes

1. **PSO-1:** Instil fundamental managerial skills of marketing management, human resource management, financial management and production and operation management.
2. **PSO-2:** Ability to apply theoretical knowledge of management to resolve complex practical problems.
3. **PSO-3:** Ability to work in multi-disciplinary environment through planning, organizing and coordinating for achieving effective results.
4. **PSO-4:** Ability to adopt the rapid changing business environment through applications of managerial skills.

Programme Structure

First Semester

S.No.	Subject Code	Name of Subject	Periods per week			Scheme of Examination and Marks				Credits: L+ (T+P)/2
			L	T	P	PRE		ESE	Total Marks	
						Mid Sem.	TA			
1	MBA-101	Principles & Practice of Management	3	1	-	20	30	50	100	4
2	MBA-102	Organizational Behaviour	3	1	-	20	30	50	100	4
3	MBA-103	Managerial Accounting	3	1	-	20	30	50	100	4
4	MBA-104	Managerial Economics	3	1	-	20	30	50	100	4
5	MBA-105	Business Communication	3	1	-	20	30	50	100	4
6	MBA-106	Operations Management	3	1	-	20	30	50	100	4
7	MBA-107	Quantitative Techniques in Management	3	1	-	20	30	50	100	4
8	MBA-108	Business Computing	1	-	2	10	15	25	50	2
			22	7	2	150	225	375	750	30

Second Semester

S.No.	Subject Code	Name of Subject	Periods per week			Scheme of Examination and Marks				Credits: L+ (T+P)/2
			L	T	P	PRE		ESE	Total Marks	
						Mid Sem.	TA			
1	MBA-201	Marketing Management	3	1	-	20	30	50	100	4
2	MBA-202	Financial Management	3	1	-	20	30	50	100	4
3	MBA-203	Human Resource Management	3	1	-	20	30	50	100	4
4	MBA-204	Business Research Methods	3	1	-	20	30	50	100	4
5	MBA-205	Legal Aspects of Business	3	1	-	20	30	50	100	4
6	MBA-206	Operation Research	3	1	-	20	30	50	100	4
7	MBA-207	Business Etiquette & Soft Skills	3	1	-	20	30	50	100	4
8	MBA-208	Research Analysis Lab	1	-	2	-	25	25	50	2
			22	7	2	140	235	375	750	30

Third Semester

S.No.	Subject Code	Name of Subject	Periods per week			Scheme of Examination and Marks				Credits: L+ (T+P)/2
			L	T	P	PRE		ESE	Total Marks	
						Mid Sem.	TA			
1	MBA-301	Business Analytics	3	1	-	20	30	50	100	4
2	MBA-302	Entrepreneurship & Innovation	3	1	-	20	30	50	100	4
3	MBA-303	Digital & Social Media Marketing	3	1	-	20	30	50	100	4
4		Major Elective-I	3	1	-	20	30	50	100	4
5		Major Elective-II	3	1	-	20	30	50	100	4
6		Minor Elective-I	3	1	-	20	30	50	100	4
7	MBA-304	One Thing & Extreme Ownership	2	-	-	10	15	25	50	2
8	MBA-305	Summer Internship Project	1	3	-	-	50	50	100	4
			21	9	0	130	245	375	750	30

Third Semester Electives

Course Code	Specialization	Course Title
MKT-301M	Marketing	Consumer Behaviour
MKT-302M	Marketing	Integrated Marketing Communication
FIN-301M	Finance	Security Analysis & Portfolio Management
FIN-302M	Finance	Management of Financial Institutions
HR-301M	Human Resource	Strategic Human Resource Management
HR-302M	Human Resource	Industrial Relations & Labour Laws
OM-301M	Operations	Project Management
OM-302M	Operations	Total Quality Management
BA-301M	Business Analytics	Data Mining
BA-302M	Business Analytics	Business Intelligence& Visualization

Fourth Semester

S.No.	Subject Code	Name of Subject	Periods per week			Scheme of Examination and Marks				Credits: L+ (T+P)/2
			L	T	P	PRE		ESE	Total Marks	
						Mid Sem.	TA			
1	MBA-401	Strategic Management	3	1	-	20	30	50	100	4
2	MBA-402	Global Business Management	3	1	-	20	30	50	100	4
3	MBA-403	Business Ethics & Corporate Governance	3	1	-	20	30	50	100	4
4		Major Elective-I	3	1	-	20	30	50	100	4
5		Major Elective-II	3	1	-	20	30	50	100	4
6		Minor Elective-I	3	1	-	20	30	50	100	4
7	MBA-404	Professional Skill Development	2	-	-	10	15	25	50	2
8	MBA-405	Major Project	1	3	-	-	50	50	100	4
			21	9	0	130	245	375	750	30

Fourth Semester Electives

Course Code	Specialization	Course Title
MKT-401M	Marketing	B2B & Services Marketing
MKT-402M	Marketing	Marketing Analytics
FIN-401M	Finance	Financial Derivatives
FIN-402M	Finance	Financial Analytics
HR-401M	Human Resource	Compensation Management
HR-402M	Human Resource	Human Resource Analytics
OM-401M	Operations	Service Operation Management
OM-402M	Operations	Supply Chain Analytics
BA-401M	Business Analytics	AI & Machine Learning for Business
BA-402M	Business Analytics	Social Media & Web Analytics

Year-1, Semester-I

S.No.	Subject Code	Name of Subject	Periods per week			Scheme of Examination and Marks				Credits: L+ (T+P)/2
			L	T	P	PRE		ESE	Total Marks	
						Mid Sem.	TA			
1	MBA-101	Principles & Practice of Management	3	1	-	20	30	50	100	4
2	MBA-102	Organizational Behaviour	3	1	-	20	30	50	100	4
3	MBA-103	Managerial Accounting	3	1	-	20	30	50	100	4
4	MBA-104	Managerial Economics	3	1	-	20	30	50	100	4
5	MBA-105	Business Communication	3	1	-	20	30	50	100	4
6	MBA-106	Operations Management	3	1	-	20	30	50	100	4
7	MBA-107	Quantitative Techniques in Management	3	1	-	20	30	50	100	4
8	MBA-108	Business Computing	1	-	2	10	15	25	50	2
			22	7	2	150	225	375	750	30

Programme:	MBA	Semester:	I
Name of the Course:	Principles & Practice of Management	Course Code:	MBA-101
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: The aims of this course are to help the students gain understanding of the functions and responsibilities of the manager, provide them tools and techniques to be used in the performance of managerial job, and enable them to analyse and understand the environment of the organization.

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

CO Numbers	Course Outcomes
CO1	Understand the basics concepts of management and demonstrate the roles, skills and functions of manager.
CO2	Describe and analyse the various management theories in contemporary business environment.
CO3	Develop managerial skills to understand and evaluate the contemporary issues in management
CO4	Apply the various management principles and theories to solve the complex management problems.

Syllabus

Unit - I: Introduction

Concept of Management, Management: Art and Science, Management Vs Administration, Levels of Management, Functions of management, Management skills, Qualities and characteristics of managers. Evolution of Management thought: Early contributions: Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Human Relations, and Modern Approach, Social responsibility of managers, Managerial Ethics.

Unit - II: Planning and Decision Making

Concept of planning, Significance of planning, Classification of planning: Strategic plan, Tactical plan and Operational plan, Process of planning, Barriers to effective planning. MBO, Management by Exception. Strategies of decision

making, Steps in rational decision-making process, Factors influencing decision making process, psychological bias and decision support system.

Unit - III: Organizing and Staffing

Defining organising, Principles of organising, Process of organising, Types of organizational structure, Span of control, Centralization vs. Decentralization of authority. Informal organization. Directing and Motivation Staffing: Concept, Objective of staffing, System approach to staffing.

Unit - IV: Directing

Concept, Techniques of directing and supervision, Types of supervision, Essential characteristics of supervisor. Motivation: Concept, Forms of employee motivation, Need for motivation. Theories of motivation, Leader vs. Manager. Leadership – meaning and importance; Traits of a leader; Leadership Styles – Likert's Systems of Management, Managerial Grid.

Unit - V: Controlling

Nature and Scope of control; Types of Control; Control process; Control techniques – traditional and modern; Effective Control System

Text Books:

1. Robbins, SP- Management, Prentice Hall.
2. L. M. Prasad - Principles and Practice of Management, Sultan Chand

Reference Books:

1. Weihrich and Koontz, et al - Essential of Management, TMH.
2. Stoner, Freeman, Gilbert - Management, PHI.
3. Terry, Franklin - Principles of Management, AITBS.

CO-PO & PSO Correlation

Course Name: Principles & Practice of Management												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2			1			1		3		2	
CO2:	2	2			2				2	2		
CO3:	1			2		2		1	2	3	2	3
CO4:	1	2						2	2		2	

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	I
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Name of the Course:	Organizational Behaviour	Course Code:	MBA-102
Credits:	4	No of Hours:	60
Max Marks:	100	L-T-P	3-1-0

Course Description: The major aim of this course is to enhance students' understanding of the scope of OB as a field of study and its potential value in today's organizational life. It focuses on three levels of analysis: the individual, group, and organization. Topics selected will help students to assess how basic theories of human behaviour may be applied to organizational settings.

Course Outcomes: After Completion of the course Students will be able:

CO Number	Course Outcome
CO1	Demonstrate a thorough knowledge and understanding of organizational behaviour at individual, group and organizational level.
CO2	Collaboratively and autonomously research, analyse and evaluate information from a wide variety of sources.
CO3	Apply relevant contemporary theories, concepts and models in order to analyse organizational environments, cases and issues.
CO4	Communicate their findings clearly and effectively using a variety of media.
CO5	Relate real work life organizational behaviour issues & concerns.

Syllabus

Unit - I: Introduction to OB

Understanding Human Behaviour, Conceptual framework for understanding individual behaviour as an input-output system, biological foundation of Behaviour, The dynamics of people and Organization; Comprehensive organizational behaviour model; Determinants of organizational effectiveness; Biographical characteristics of individual behaviour.

Unit - II: Individual Dynamics

Personality, Perception, Motivation, Leadership, Emotional Intelligence, Learning.

Unit - III: Group Dynamics

Importance and Need for group formation, Intra-group & Inter-group processes and behaviour, Team building.

Unit - IV: Organizational Dynamics

Organizational Culture & Climate, Organizational Structure & Job Design, Conflict.

Text Books:

1. Robbins S.P., Organizational Behaviour, New Delhi, PHI.
2. Luthans Fred: Organizational Behaviour, TMH New Delhi
3. Davis Keith, Human Behaviour at Work, TMH, New Delhi

Reference Books:

1. Nelson, Quick, Khandelwal, Organizational Behavior, Cengage Learning.
2. Pareek Udai, Organisational Behaviour, Oxford, IBH, Mumbai
3. Uma Shekharan, Organisation Behaviour, TMH, New Delhi.
4. Greenberg & Baron, Behavior in Organization, 2004 Pearson India.

CO-PO&PSO Correlation

Course Name: Organizational Behaviour												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	1	3		3			3		2			2
CO2:					2			2		3	3	
CO3:	2	2		1			2					3
CO4:			3						3			2
CO5:	2					2		2		2	2	

Note: 1: Low 2: Moderate 3: High

Programme:	MBA	Semester:	I
Name of the Course:	Managerial Accounting	Course Code:	MBA-103
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: The aims of this course are to help the students gain understanding of the functions and responsibilities of the manager, provide them tools and techniques to be used in the performance of managerial job, and enable them to analyse and understand the environment of the organization.

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

CO Numbers	Course Outcomes
CO1	Understand the applicability of the concept of Accounting to the managerial Decisions and financial statements
CO2	Apply critical thinking and problem solving skill for preparation final accounts with adjustment entries
CO3	Analyse the Financial Statement with financial data in the organization
CO4	Evaluate how the concepts of accounting and costing could integrate while identification and resolution of problems
CO5	Analyse the complexities associated with management of cost of product and services in the Organization

Syllabus

Unit - I: Introduction to Accounting

Meaning and Definition of accounting , Nature of accounting, Need of accounting , objectives of accounting , functions of accounting, Users of accounting , Types of accounting, Limitations of accounting , Concepts and Conventions of accounting standards-Indian and IFRS , accounting equation- Practical Problems.

Unit - II: Preparation of Books of Accounts

Journal, Ledger and Trial Balance , Final Accounts, Trading account , Profit and loss account and Balance Sheet with adjustments, Practical Problems.

Unit - III: Financial Statements

Concept of Financial Statement, Application of financial statements , Components of financial statements, Meaning and definition of Cash Flow statement and fund flow statement, Advantages of fund flow and cash flow statement - Practical Problems.

Unit - IV Analysis of Financial Statement

Meaning and definition of Financial Statements Analysis, Objectives of Financial Statements Analysis , Tools of Financial Statements Analysis, Comparative statements, Common size statement, Trend Analysis, Ratio analysis- Practical Problems

Unit-V: Introduction to Management Accounting

Introduction to Management accounting, Nature of Management accounting, Functions of management accounting, Objectives of Management accounting, Comparison of Management Accounting with Cost Accounting and Financial Accounting. Cost volume-profit analysis, Break-even analysis. Decisions regarding sales-mix make or buy decisions and discontinuation of a product line - Practical Problems

Text Books:

1. Financial Accounting S.N.Maheshwari, Suneel K. Maheshwari, Sharad K. Maheshwari Vikas Publishing House Pvt. Ltd. 6e, 2018
2. Accounting for Management-Text & Cases S.K. Bhattacharya & John Dearden Vikas Publishing House Pvt. Ltd. 3e, 2018
3. Garrison, R., Noreen, E., Brewer, P. and Mardina, R., Managerial Accounting, McGraw- Hill Irwin , Second Edition, 2018
4. Accounting for Managers J.Made Gowda Himalaya Publishing House 1e, 2007

Reference Books:

1. Financial Accounting for Management N. Ramachandran, Ram Kumar Kakani McGraw Education (India) Private Limited 4e., 2016

2. Management Accounting : Text, Problems and Cases M Y Khan, P K Jain
Tata McGraw-Hill Education 7e, 2017
3. Horngren, C. T., Datar, S. M., Rajan, M. V., Cost Accounting: A Managerial
Emphasis, Prentice Hall, 14 th Edition 2019

CO-PO&PSO Correlation

Course Name: Managerial Accounting												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2			1			1		3		2	
CO2:	2	2			2				2	2		
CO3:	1		2	2		2		1	2	3	2	3
CO4:	1	2						2	2		2	
CO5:	1	2						2	2		2	

Note: 1: Low 2: Moderate 3: High

Programme:	MBA	Semester:	I
Name of the Course:	Managerial Economics	Course Code:	MBA-104
Credits:	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: To familiarizes the students with various micro and macroeconomic behavior in an organizational setup which will facilitate in the decision-making process.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcomes
CO1	Understand the concepts of demand, supply, and market equilibrium and they will be able to analyze the impact of movements in supply and Demand on price and quantity.
CO2	Analyze the different phases of business cycles and understand International trade, including balance of payments.
CO3	Describe the macroeconomic policies including monetary and fiscal policy, consumption, savings, investments, exports, imports etc. and they will be able to compute the National Income.
CO4	Apply cost functions and production functions on determining the price and output decisions under different market conditions.

Syllabus

Unit-I: Demand and Supply Analysis

Introduction to Managerial Economics, Demand Analysis for Decision Making- Determinants of demand, Law of demand, Law of supply; movement and shift of supply curve; elasticity of demand, Production Analysis, Laws of Return to scale, (Emphasis to be given on analyzing managerial implications and solving simple numerical problems).

Unit - II: Theory of Cost

Cost Concepts (Opportunity cost, Explicit, Implicit, Marginal, Incremental, Theory of Cost: Fixed and Variable, Average cost, sunk (Controllable and uncontrollable cost), short run and long run cost functions.

Unit - III: Market Structure

Price and output decisions under different markets: Perfect, monopoly monopolistic and oligopoly. Shut down condition of firm, Supply curve of firm, Methods of Price determination, Price discrimination, dumping.

Unit - IV: Macroeconomic Policy

An overview of macroeconomic policy, a circular flow of Income, Aggregates of National Income, Methods of measuring National income, Concepts of Consumption, Savings and Investment. Determinants of Consumption and Savings.

Unit - V: Business Cycle

Causes of Inflation and Deflation; Business cycle, consequences and measures to solve the problems of business cycle. An introduction to International Trade, Foreign exchanges, Balance of payments.

Text Books:

1. H.L Ahuja – Advanced Microeconomics
2. S.P.S. Chauhan-Micro Economics An Advanced Treatise-PHI
3. P.L.Mehta - Managerial Economics- Sultan Chand
4. Peterson, Jain - Managerial Economics- Pearson
5. Shapiro - Macro Economics, Tata McGraw Hill

Reference Book:

1. R. Froyen- Macro Economics, Pearson

CO-PO & PSO Correlation

Course Name: Managerial Economics												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	3				2	2		2	3		
CO2:			3		2					2	3	
CO3:	2			3				2			2	3
CO4:		2				2	3			3	2	

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	I
Name of the Course:	Business Communication	Course Code:	MBA-105
Credits:	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: This course enables students to understand the basic principle of communication and enables them describe various ways of employment communication as well as develop the understanding and skill of presentation.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcomes
CO1	Understand the concepts of Business communication in the organization.
CO2	Analyse the complexities associated with organizational communication, written as well as verbal.
CO3	Write effective and concise letters and memos.
CO4	Discuss and use the tools and structure of Corporate Communication functions.

Syllabus

Unit-I: Introduction

Definition and classification of communication, purpose of communication, 7 C's of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, Oral Communication, principles of successful oral communication, Grapevine, Listening Skills.

Unit - II: Business Correspondence

Purpose of writing, pros & cons of written communication, Principles of effective writing, Introduction to business letters, Types of business letter, Structure and Layout of business letter, Writing Cover Letter, Thank You Letter, Letter of Complaint, Buffers, Notice, Circular and Memos.

Unit - III: Business Proposals and Reports

Proposal writing; Reports: Definition & purpose, types of business reports, reports writing structure; Careers and Résumés.

Unit - IV: Oral Communication Skills for Business

Effective Listening; Business Presentations and Public Speaking; Conversations; Interview, Group Discussions, Team Presentations.

Unit - V: Understanding Specific Communication Needs

Cross-cultural Communication; Corporate Communication; Ethics in Business Communication; Role of social media in communication

Text Books:

1. Meenakshi Raman and Prakash Singh, Business communication, Oxford University Press
2. Lesikar, Flatley, Rentz and Pande N., Business Communication: Making Connections in a Digital World, Tata McGraw Hill

Reference Books:

1. Sharma R.C., Mohan Krishna, Business Correspondence and Report Writing, Tata McGraw Hill
2. Lesikar and Flatley, Basic Business Communication, Tata McGraw Hill

CO-PO & PSO Correlation

Course Name: Business Communication												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2		2			3			2	3		
CO2:	2	2	2		2	2				2		2
CO3:			2			2		2		3	2	
CO4:		2	2		2	2				2		2

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	I
Name of the Course:	Operations Management	Course Code:	MBA-106
Credits:	4	No of Hours:	60
Max Marks:	100	L-T-P:L-T-	3-1-0

Course Description: This course introduces concepts and fundamentals of basic operations management for decision making in business. It deals with the basics of design and operations of systems for production of goods and services. It will explore the approaches and analyse strategic decisions in operations management with a focus on designing products and processes, allocating scarce resources to strategic alternatives, and long-range capacity and facility planning.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand concepts of operations management to gain competitive advantage in the marketplace.
CO2	Plan and analyse the resources used in executing the functions of production and service organizations.
CO3	Apply the operations strategies with emerging concepts using project-based approaches.
CO4	Evaluate the advantages of operations strategies in developing the robust and sustainable production and operations systems.

Syllabus

Unit - I: Introduction

Introduction, Functions and Sub-functions of OM, Competitiveness, Operations Strategy, Conceptual Approaches to OM, Productivity.

Unit - II: Operations System Design

Demand Management for Production Systems and Service Systems, Designing an Operations System, Process Selection, Planning and Analysis and Facility Layout, Location.

Unit - III: Capacity and Planning

Master production schedule, Production Planning & Scheduling, Inventory Management, Materials and Manufacturing Resource Planning, Capacity Requirement Planning, Aggregate Capacity Planning.

Unit - IV: Quality Management

Philosophy and concept of Product-, Process- and Service-Quality, Dimensions of Quality, Costs of Quality, Quality Management System, JIT, LEAN, TQM, Six Sigma, SPC, SQC, Quality Circle, 7 QC tools, ISO, OHSAS, Quality Awards & Recognition.

Unit - V: Supply Chain & Service Operation Management

Logistics and Supply Chain Management, Drivers of Supply Chain, Planning Strategy, Production, Warehousing, SRM and CRM sides of the Supply Chain. Service Concept, Service Strategy, Service Delivery, Service Capacity & Facility, Managing waiting Lines.

Text Books:

1. Stevenson Williams J, Operations Management, McGraw Hill Education.
2. Operation & Supply Chain Management – Russel & Taylor – Wiley.
3. Operations Management – Norman Gaither & Greg Frazier – CENGAGE

Reference Books:

1. Production and Operations Management – S N Chary – McGraw Hill
2. Total Quality Management – Besterfields - Pearson
3. Service Management – James A. Fitzsimmons & Mona J. Fitzsimmons. McGraw Hill
4. Supply Chain Management – Strategy, Planning and Operation – Sunil Chopra, Peter Meindl & D V Kalra - Pearson

CO-PO & PSO Correlation

Course Name: Operations Management												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	1	3		3	3			3		3	2
CO2:	1	2		2	2				2		3	
CO3:			2	2			3	2		2		3
CO4:	1	1	1	1	2	2	2	3	3		3	2

Note: 1: Low, 2: Moderate, 3:High

Programme:	MBA	Semester:	I
Name of the Course:	Quantitative Techniques in Management	Course Code:	MBA-107
Credits:	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: This course will introduce concepts and fundamentals of basic quantitative techniques for decision making in business. These techniques include data collection, description, and presentation and analysis, etc. Emphasis will be placed on application of these tools in solving business problems in various business fields like finance, production, operations, transportation, marketing, etc.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the definition of Statistics and also describes the two categories of Statistics and different levels of measurement in statistics.
CO2	Describe and elucidate the descriptive statistics.
CO3	Understand the nature of correlation in data set and apply for proper decision making.
CO4	Apply the concept of variation for framing the financial decisions in business and daily life.
CO5	Execute various forecasting methods of business in startups.

Syllabus

Unit-I: Introduction to Statistics

Definition and Relevance, Characteristics, Functions and Limitations of Statistics, Scope and Application of Statistics, Types of Data and Data Collection Methods, Classification and Tabulation of Data, Frequency and Frequency Distribution, Graphical Presentation of Data, Overview of Descriptive and Inferential Statistics.

Unit-II: Measures of Central Tendency

Measures of Central tendency (Statistical Averages) - Requisites of a Good Average, Calculation of Mean, Median and Mode, Characteristics, Uses, Advantages and Disadvantages of each measure of central tendency, Position of Mean, Median and Mode for symmetrical distribution and skewed distribution, Appropriate Situations for the Use of Various Averages.

Unit-III: Measures of Dispersion

Measures of Dispersion- Meaning, Interpretation and Properties of Range, Quartile Deviation and Mean Deviation. Standard Deviation and Variance, Properties of standard deviation, Combined Standard Deviation, Coefficient of Variation and its practical implication.

Unit-IV: Correlation and Regression

Correlation and Regression analysis: Correlation- Meaning and Type, Interpretation of Scatter Plot, Karl Pearson's Correlation Coefficient and its Properties, Spearman's Rank Correlation Coefficient, Simple linear regression model, Regression Coefficient, Least square method, Standard Error of Estimate.

Unit-V: Business Forecasting

Business Forecasting -Objectives of Forecasting in business, Characteristics of Business Forecasting, Steps in Business Forecasting. Theories of Business Forecasting, Methods of Business Forecasting, Advantages and Limitations of Business Forecasting.

Text Books:

1. Richard Levin & David Rubin : Statistics for management, Prentice Hall.
2. Quantitative Methods for Business by Anderson, Sweeney, Williams, Camm, Martin, 12 th Edition

Reference Books:

1. Fundamentals of Business Statistics by Dr. J.K. Thukral, Taxmann's Publications, 4th Edition.
2. Business Statistics 17th Edition, by M. P. Gupta, and S. P. Gupta, Publisher: Sultan Chand and Sons

CO-PO&PSO Correlation

Course Name: Quantitative Techniques in Management												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3	2	2				2	2		2		2
CO2:	2	2	2			2	3		2		2	
CO3:	2	2					3	2	2	2		
CO4:	2	2		1		2	2	2			2	
CO5:	2	2	2	2		2	2				2	3

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	I
Name of the Course:	Business Computing	Course Code:	MBA-108
Credits:	2	No of Hours:	30
Max Marks:	50	L-T-P:	1-0-2

Course Description: This course is designed to provide students with a working knowledge of computer concepts and essential skills necessary for work and communication in today's society.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the functions of Computer
CO2	Use MS Office for Business
CO3	Analyse common business functions and identify, design, and develop appropriate information technology solutions
CO4	Explain the working of important application Software

Syllabus

Unit - I: Introduction to Computer Systems

Basic Computer Organization, Differentiating between Data & Information, Types of Computers. Operating systems; Storage devices; Application of Computer in Business, Computer Languages.

Unit - II: Introduction to MS-Office

MS-Word: Overview: Page Setup, Margins, Tabs, Header and Footer. MS-Power-point: Overview, Working with themes, Charts, Graphics and Tables. MS-Excel: Overview, Working with spreadsheet, Formatting Cells, Formulas and Functions, Graphs, Conditional Formatting, Sorting and Filtering Data.

Unit - III: Introduction to Networking

Networking Basics, Topologies, Software, Basics of Internet, Bandwidth Issues, E- mail, Browser and SearchEngine.

Unit - IV: Application of Computers in Business

E-Commerce, Application of Computer in different Functional areas of Management, M-Commerce.

Unit - V: Software and Data Management

System Software, Application Software, Programming Software, DBMS: Introduction, Functions and Advantages of DBMS and RDBMS.

Text Books:

1. Introduction to Computers, Peter Norton, TMH Publications, Seventh ed.
2. Computer Fundamentals, P.K. Sinha, Priti Sinha, BPB Publications, Fourth Edition

Reference Books:

1. Leon & Leon Introduction to Computers, Vikas publishing House, New Delhi
2. June Jamrich Parsons, Computer Concepts 7th Edition, Thomson Learning, Bombay
3. Suresh K. Basandra, Computer Today, Galgotia Publications Pvt. Ltd.
4. White, Data Communications & Computers Network, Thomson Learning Bombay

CO-PO & PSO Correlation

Course Name: Business Computing												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	2				3		2	3	2		
CO2:	2		3	2	2		2		2	3		
CO3:		2	3		2	2		2		2	3	2
CO4:	2	3	2	2		2	2	3	2		2	3

Note: 1: Low 2.: Moderate 3: High

Year - 1, Semester - II

S.No.	Subject Code	Name of Subject	Periods per week			Scheme of Examination and Marks				Credits: L+ (T+P)/2
			L	T	P	PRE		ESE	Total Marks	
						Mid Sem.	TA			
1	MBA-201	Marketing Management	3	1	-	20	30	50	100	4
2	MBA-202	Financial Management	3	1	-	20	30	50	100	4
3	MBA-203	Human Resource Management	3	1	-	20	30	50	100	4
4	MBA-204	Business Research Methods	3	1	-	20	30	50	100	4
5	MBA-205	Legal Aspects of Business	3	1	-	20	30	50	100	4
6	MBA-206	Operation Research	3	1	-	20	30	50	100	4
7	MBA-207	Business Etiquette & Soft Skills	3	1	-	20	30	50	100	4
8	MBA-208	Research Analysis Lab	1	-	2	-	25	25	50	2
			22	7	2	140	235	375	750	30

Programme:	MBA	Semester:	II
Name of the Course:	Marketing Management	Course Code:	MBA-201
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description:

The course aims to acquaint the students with the concepts, philosophies, processes and techniques of managing the marketing operations of a firm.

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

CO Numbers	Course Outcomes
CO1	Remember and comprehend basic marketing concepts
CO2	Understand marketing Insights on application of basic marketing concepts
CO3	Analyse Business/ Consumer Markets and able to Identify & evaluate Market Segments and Targeting
CO4	Apply and develop Marketing Strategies and Plans

Syllabus

Unit - I: Overview of Marketing

Concept of marketing, Scope & Importance of marketing, Core marketing concept, Marketing strategy, Types of Market, Marketing strategies & plan, Marketing environment-immediate environment, macro environment.

Unit - II: Targeting the Marketplace

Segmentation, Targeting, Positioning, The STP process, Positioning methods, Marketing research-marketing research process, Consumer behavior- meaning, factors influence the consumer decision process, Consumer decision making process.

Unit - III: Product, Branding & Pricing

Types of products, Product mix and product line decision, New product development process, Product Life Cycle strategy, Branding, Branding strategies, Packaging, Pricing objectives, methods and strategies.

Unit - IV: Managing Promotion & Distribution

Promotion: Promotion-mix, Advertising, Sales promotion, Personal selling, Publicity and Public relations, Channel management- levels of channel, types of channel, channel management strategy, Current trends in wholesaling and retailing, Emerging Trends And Issues In Marketing, Ethics In Marketing.

Text Books:

1. S. Ramaswamy & S. Namkumari, A Text Book of Marketing Mangt., Macmillan
2. Kotler Philip & Armstrong, Principles of Marketing, Pearson Education./PHI

Reference Books:

1. Arun Kumar, N Meenakshi, Marketing Management, VIKAS
2. Grewal and Levy, Marketing, McGraw Hill Publication, New Delhi
3. Marketing Management - Tapan Panda, 5/e, Excel Publication, 2007.
4. Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, 14/e, McGraw Hill Education Publishers, 2015.
5. Marketing: Asian Edition Paul Bainies, Chris Fill Kelly Page third edition, Oxford.

CO-PO & PSO Correlation

Course Name: Marketing Management												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2			2				1	3		2	2
CO2:		1	3		1		2			3	2	
CO3:	3				2			2	3		2	2
CO4:			1			1		2		2		

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	II
Name of the Course:	Financial Management	Course Code:	MBA-202
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: This course helps students to learn the core concepts of corporate finance. It deals important topics like cost of capital, capital budgeting, capital structure, etc. It deals with financial decision making and financial analysis.

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

CO Number	Course Outcome
CO1	Understand basics of time value of money and valuation.
CO2	Compare and select a capital budgeting technique.
CO3	Analyse cost of capital and understanding risk & return.
CO4	Create optimal capital structure and dividend policy.

Syllabus

Unit - I: Discounted Cash Flow

Discounted cash flow concept, time value of money, annuity, perpetuity, growing annuity and perpetuity, Valuation of securities, valuation of equity, estimation of discounting rate, valuation of bond, yield to maturity.

Unit -II: Risk & Return

Risk and return, Capital gain yield, dividend yield, holding period return, average returns, measures of risk, Portfolio return and risk, systematic risk, unsystematic risk, efficient frontier, Capital Asset Pricing Model, Beta, Market risk premium. Cost of Capital, cost of equity capital using CAPM, Dividend discount model, cost of debt, weighted average cost of capital.

Unit -III: Capital Budgeting

Net present value method, Internal rate of return method, Profitability index method, Payback period method, what can be the discounting rate? advantages

and disadvantages of each method, hurdle rate, multiple IRRs.

Unit- IV: Capital Structure & Dividend Policy

Capital structure, signaling theory, Pecking-order theory, factors affecting capital structure. Dividend Policy, types of payouts, process of cash dividend, price reaction to cash dividend in a perfect world, stock dividends.

Text Books:

1. Ross, Westerfield, Jaffe –Corporate Finance, Mc Graw Hill Publication
2. Brealey, Myers–Principles of Corporate Finance, Mc Graw Hill Publication

Reference Books:

1. Prasanna Chandra–Financial Management, Mc Graw Hill Publication
2. Sharpe, W.F. (1964). Capital asset prices: A theory of market equilibrium under conditions of risk. The journal of finance, 19(3), 425-442.

CO-PO & PSO Correlation

Course Name: Financial Management												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3	3	2	2	2	2	2	2	3			2
CO2:	3	2			2	3		2	3	2	3	2
CO3:	3	2	2			2	2	2	2	2	2	3
CO4:	3	3		2		2		2		3	2	

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	II
Name of the Course:	Human Resource Management	Course Code:	MBA-203
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: The course facilitates an insight into the effective management of employees that will guide the budding managers through the principles and practices of HRM and the core models of best practices. The objective of this course is to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices in India.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Have an understanding of the basic concepts, functions and processes of human resource management.
CO2	Be aware of the role, functions and functioning of human resource department of the organizations.
CO3	Design and formulate various HRM processes such as Recruitment, Selection, Training, Development, Performance appraisals and Reward Systems, Compensation Plans and Ethical Behavior.
CO4	Develop ways in which human resources management might diagnose a business strategy and then facilitate the internal change necessary to accomplish the strategy.
CO5	Evaluate the contribution of human resources through developing welfare Measures.

Syllabus

Unit- I: Introduction to Human Resource Management

Nature and scope of HRM, HRM functions, HRM models, understanding concepts of Personnel Management, Human Resource Development and Strategic Human Resource Management, HR Environment, Changing Role of HR.

Unit - II: Acquiring HR

Human Resource Planning, Job Analysis, Recruitment, Selection, Placement and Socialization – Induction & Orientation

Unit- III: Managing HR

Training and Development, Performance Appraisal, Career Planning, Job Evaluation & Compensation Management

Unit-IV: Maintaining HR

Quality of Work life, Work Life Balance, Employee Welfare, Employee Empowerment & Engagement, Overview of Industrial Relations

Text Books:

1. Aswathappa. K, Human Resource Management - Text & Cases, (6th Edn.), McGraw Hill, New Delhi
2. Dessler G, Human Resource Management, Pearson Education, India

Reference Books:

1. Mathis R L and Jackson J H, Human Resource Management, (10th Edn.) Cengage Learning, Indian Print
2. Snell S and Bohlander G, Human Resource Management, Cengage Learning (Thomson Learning), Indian Edition

CO-PO & PSO Correlation

Course Name: Human Resource Management												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2			3		2		1	3		2	
CO2:		2		1						2		2
CO3:	3								3		2	
CO4:			1		2		1			3		2
CO5:	3	2				2	3	1	2	3		3

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	II
Name of the Course:	Business Research Methods	Course Code:	MBA-204
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: This course is designed to equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of managerial decision making.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Have an understanding of various kinds of research, objectives of doing research, research process research designs and sampling.
CO2	Formulate research problem and develop a sufficiently coherent research design.
CO3	Apply of measurement & scaling techniques as well as analyse the Data.
CO4	Write & develop independent thinking for critically analyzing research reports.

Syllabus

Unit - I: Introduction to Research

Concept of Research, Types of Research, Characteristics of Good Research; Research Process; Problem Identification, Formulation of Business Research Objectives.

Unit - II: Research Design & Methods of Data Collection

Research Designs: Exploratory, Descriptive and Causal Research Designs. Methods of Data Collection: Introduction to Primary & Secondary Data, Methods of Primary Data Collection, Methods of Secondary Data Collection, Advantages & Disadvantages of Data Collection, Measurement & Scaling Techniques.

Unit - III: Questionnaire & Sampling Design

Questionnaire Design, Sampling Design: Fundamentals of Sampling Design, Non-probability and Probability Sampling, Sample Size Determination.

Unit - IV: Data Analysis

Data Preparation; Descriptive Statistics: Univariate analysis, Correlation; Inferential Statistics: Hypothesis Testing Process, Large Sample Test, Small Sample Test, Parametric and Non Parametric Test.

Unit - V: Interpretation & Report Writing

Data Interpretation: Techniques of Interpretation; Report Writing: Key Elements in Report Writing, Generic layout of a Research Report.

Text Books:

1. C.R. Kothari: Research Methodology (2016), New Age International Publishers
2. Cooper and Schindler: Business Research Methods, 9th Edition, TMH

Reference Books:

1. Gupta and Kapoor, Fundamentals of Applied Statistics (2014), Sultan Chand & Sons
2. Sancheti S. C. and Kapoor, V. K, Statistics - Theory Methods and Applications, Sultan Chand and sons, New Delhi
3. K.N. Krishnaswamy, A.I. Sivakumar, M. Mathirajan (2011), Research Methodology, Pearson
4. Zeikmukund, Business Research Methods, Drden Press

CO-PO & PSO Correlation

Course Name: Business Research Methods												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	2				3	2	2	3	2		
CO2:	2		3		2		2			3		
CO3:		2	3		2	2		2		2	3	
CO4:	2	3		2		2	2		2			3

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	II
Name of the Course:	Legal Aspects of Business	Course Code:	MBA-205
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: This course offers lectures along with relevant cases to impart teaching and learning to develop problem solving techniques .It focus on practical legal knowledge of general business law issues, with knowledge of the legal environment in which a consumer and businesses operates. An understanding of fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively

Course Outcomes: After Completion of the course students will be able to:

CO Numbers	Course Outcomes
CO1	Understand the basic concept of business legislations and able to identify the fundamental legal principles behind contractual agreements
CO2	Analyse the problems of partnership firm and acquire problem solving techniques and to be able to present coherent, concise legal argument.
CO3	Apply sale of goods laws for conduction of smooth business
CO4	Develop legal thinking for smooth establishment of business concern
CO5	Evaluate the problems of consumers and to get knowledge to solve the issues related with the particular product

Syllabus

Unit - I: The Indian Contract Act, 1872

Nature of Contract, Offer and Acceptance, Consideration, Capacity to Contract, Free Consent, Performance of Contract, Discharge of Contract, Contingent and Quasi contracts , Remedies for Breach of Contract. Special Contract: Indemnity and Guarantee.

Unit - II: The Sale of Goods Act, 1930

Formation of Contract of Sale, Sale and Agreement to Sell Distinction, Conditions & warranties, Transfer of ownership, Performance of the Contract of Sale, Rights of unpaid seller, Rights of buyer.

Unit - III: The Indian Partnership Act, 1932& LLP 2008

The Partnership Act, 1932: Definition, Partnership, Formation of Partnership, Relations of Partner, duration of Partnership, registration of Firm, Procedure of Registration of Firms, effects of Non-Registration, Dissolution of a firm , Limited Liability Partnership Act 2008, Essential features, characteristics of LLP, Incorporation and differences with other forms of organizations.

Unit - IV: The Companies Act (Amendment), 2013& The Patent Law

The Companies (Amendment) Act, 2013: Company – Definition, Meaning, Features and Types of companies, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Appointment of director including woman Director. Patent Law: Application for Patents, Procedure for grants of Patents, Working of Patents, Compulsory licenses and Revocation, Renewal of lapsed Patents.

Unit - V: The Consumer Protection Act, 2019&Information Technology Act, 2000

The Consumer Protection Act, 1986, Unfair & Restrictive Trade Practices, Consumers dispute Redressal Forums – District, State & National Forum, Rights of Consumers , Information Technology Act, 2000: Digital signature, electronic governance, electronic records and cyber laws.

Text Books:

1. Business Legislations for Management, M.C. Kuchhal , Vikas Publication
2. Elements of Mercantile Law, N.D.Kapoor, Sultan Chand & Sons
3. Business and Corporate Laws,P.C. Tulsian, S.Chand
4. Legal Aspects of Business 3rd Edition, Ravinder Kumar, Cengage Learning

Reference Books:

1. Business Law, S.D. Geet, Nirali Prakashan
2. Business Law, S.S. Gulshan, G.K. Kapoor, New Age International Publishers

CO-PO&PSO Correlation

Course Name: Legal Aspects of Business												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3	2		2		2	2		2	3		
CO2:	2		2	2			3		3	2		
CO3:	2				2			3			2	2
CO4:	2					2			2		3	
CO5:	2	2			2			2	2		2	2

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	II
Name of the Course:	Operations Research	Course Code:	MBA-206
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: The basic objective is to make the student familiarize with the concepts of operations research under the various scenario. This concept of operations research outlines the practical problem for distinct business firm under linear and non-linear decision model. Main objectives of this subject are to design and formulate an effective mathematical model to find the best possible outcome with various resource constraints.

Course Outcomes: After Completion of the course students will be able to:

CO Number	Course Outcome
CO1	Understand the origin of operation research. Explain the practical uses of operation research in dealing with the competitive market scenario.
CO2	Examine the mathematical model in form of linear programming problem for optimizing the outcomes.
CO3	Analyse Linear programming model along with assumptions and limitations. Estimate the solution of LPP by simplex method.
CO4	Evaluate the concept of transportation model. Apply different approaches for finding out the optimal allocation to optimize the total cost of transportation.
CO5	Execute the concept of decision making in uncertain or risky situation.

Syllabus

Unit-I: Introduction of Operation Research

The Origins of Operations Research, The Nature of Operations Research, The Impact of Operations Research, Algorithms and OR Courseware. Defining the Problem and Gathering Data, formulating a Mathematical Model, Deriving Solutions from the Model, Testing the Model, preparing to Apply the Model, Implementation, Problems.

Unit-II: Introduction to Linear Programming

Prototype Example, The Linear Programming Model, Assumptions of Linear Programming, Simplex Method, Duality of problem, Sensitivity analysis, Additional Examples, Some Case Studies, Displaying and Solving Linear Programming Models on a Spreadsheet, Formulating Very Large Linear Programming Models.

Unit-III: Transportation and Assignment Problems

The Transportation Problem, Model development of Transportation Problem, Different methods for finding initial solution of Transportation Problem, Optimal Solution of Transportation Problems, Special Cases in Transportation Problems. The Assignment Problem- Formulation of assignment problems, Hungarian Methods for solving balanced and unbalanced problems, Maximisation problems, Problems with restrictions.

Unit-IV: Decision Theory

Decision Making - Factors Influencing Decision Making, Types of Decision Making Environment, Decision Making Under Uncertainty- Optimism (maximax or minimin) criterion, Pessimism (maximin or minimax) criterion, Equal probabilities (Laplace) criterion, Coefficient of optimism (Hurwicz) criterion and Regret (salvage) criterion. Decision Making Under Risks- Baye's criterion.

Text Books:

1. Introduction to Operations Research, SIE | 10th Edition by Frederick S. Hillier , Gerald J. Lieberman
2. Gupta P.K., Hira D.S. (2007). Operations research. Ram Nagar, New Delhi: S.Chand& Company Ltd.

Reference Books:

1. Sivarethinamohan R. (2008). Operations research. West Patel Nagar, New Delhi: Tata McGraw-Hill Publishing Company Ltd.
2. Taha H. A., (2011). Operations research: An introduction. Panchsheel Park, New Delhi: Dorling Kindersley Pvt. Ltd.

CO-PO&PSO Correlation

Course Name: Operations Research												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	2		2		2	2	2	3		2	
CO2:	2	2	2						2	2		
CO3:	2	2					2		2	2		2
CO4:	2	2					2		2	2		
CO5:	2	2	2	2		2	2	2	3	2	3	3

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	II
Name of the Course:	Business Etiquette & Soft Skills	Course Code:	MBA-207
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: The course introduces concepts related to business etiquette and soft skills and its applications in the contemporary context.

Course Outcomes: After Completion of the course students will be able to:

CO Number	Course Outcome
CO1	Identify basic concepts related to business etiquette and corporate grooming.
CO2	Discuss the concepts in the context of effective writing and business correspondence.
CO3	Discuss the applications of Business Etiquette in different settings and appreciate the key minimum standards required by etiquette practice.
CO4	Employ soft skills to enhance employability and ensure workplace and career success.

Syllabus

Unit - I: Introduction to Business Etiquette

Understanding business etiquette, Minimum standards required by etiquette practice, Example of organizational culture, Knowledge and appreciation of courtesy and good manners at work.

Unit - II: Professional and Cultural Expectations

The values and expectations of different cultures, determining which etiquette style is best suited to particular cultures, Effective polite verbal communication, Professional phone, letter and email etiquette, and Phone etiquette.

Unit- III: Acting in a Professional Manner

The importance of how to behave in a professional manner, Meeting protocol, preparation and attendance, Chairing and setting out a meeting agenda , Example of an agenda, Example of minutes from a meeting, Appreciate the

issues involved with regard to disability in the workplace, General disability etiquette.

Unit - IV: Introduction to Soft Skills, Interpersonal Communication

Definition and Significance of Soft Skills; Process, Importance and Measurement of Soft Skill Development. Interpersonal relations; communication models, process and barriers; team communication; developing interpersonal relationships through effective communication; listening skills; essential formal writing skills; corporate communication styles – assertion, persuasion, negotiation. Public Speaking: Skills, Methods, Strategies and Essential tips for effective public speaking.

Unit - V: Interview & Presentation Skills

Interview Skills: Interviewer and Interviewee – in-depth perspectives. Before, During and After the Interview. Tips for Success. Presentation Skills: Types, Content, Audience Analysis, Essential Tips – Before, During and After, Overcoming Nervousness. Time Management – Concept, Essentials, Tips. Personality Development – Meaning, Nature, Features, Stages, Models; Learning Skills; Adaptability Skills.

Text Books:

1. Lillian H. Chaney, Jeanette S. Martin. The Essential Guide to Business Etiquette
2. Managing Soft Skills for Personality Development edited by B.N.Ghosh, McGraw Hill India

Reference Books:

1. Sarvesh Gulati (2012), Corporate Grooming and Etiquette, Rupa Publications India Pvt. Ltd.
2. English and Soft Skills – S.P.Dhanavel, Orient Blackswan India

CO-PO & PSO Correlation

Course Name: Business Etiquette & Soft Skills												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:		2	3	3		2				2		2
CO2:	2		2	2		2		3	2			2
CO3:		3	2			2					2	2
CO4:	2	2	3			2			2			2

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	II
Name of the Course:	Research Analysis Lab	Course Code:	MBA-208
Credits	2	No of Hours:	30
Max Marks:	50	L-T-P:	1-0-2

Course Description: This course focuses on the development and implementation of research skills as well as the tactical aspects of research for business decisions. Business research lab is designed to provide you with an opportunity for integrating the various business research concepts in the development and solving the various business problems.

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

CO Number	Course Outcome
CO1	Identify and formulate the research problems for any business-related aspects
CO2	Apply the research and sampling design to solve the problems
CO3	Analyse and draw the inferences from the data collected for solution of the problem
CO4	Prepare the business research report related to selected research problem

Syllabus

1. Conceptual Framework of Business research process
2. Primary and Secondary Data Collection Exercise
3. Questionnaire preparation Exercise
4. Hands on training to use MS Excel and SPSS to analyse the data.
5. Report formulation Exercise.
6. Submission of Report based on the above exercises.

Text Books:

1. Cooper Donald, Schindler Pamela, Business Research Methods, MCG raw Hill, 2015
2. Marketing Research: An Applied Orientation, Naresh K. Malhotra and Satyabushan Dash, Pearson Education, India.

Reference Books:

1. Huizingh, E. (2007). Applied statistics with SPSS. Sage.
2. Cronk, B. C. (2017). How to use SPSS®: A step-by-step guide to analysis and interpretation. Routledge.

CO-PO & PSO Correlation

Course Name: Research Analysis Lab												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	1		1		2		1	2		3		2
CO2:		1		1		2					3	
CO3:	1	2			1		1			2		3
CO4:	2		3	1	2			3	3			2

Note: 1: Low 2.: Moderate 3: High

Year - 2, Semester - III

S.No.	Subject Code	Name of Subject	Periods per week			Scheme of Examination and Marks				Credits: L+ (T+P)/2
			L	T	P	PRE		ESE	Total Marks	
						Mid Sem.	TA			
1	MBA-301	Business Analytics	3	1	-	20	30	50	100	4
2	MBA-302	Entrepreneurship & Innovation	3	1	-	20	30	50	100	4
3	MBA-303	Digital & Social Media Marketing	3	1	-	20	30	50	100	4
4		Major Elective-I	3	1	-	20	30	50	100	4
5		Major Elective-II	3	1	-	20	30	50	100	4
6		Minor Elective-I	3	1	-	20	30	50	100	4
7	MBA-304	One Thing & Extreme Ownership	2	-	-	10	15	25	50	2
8	MBA-305	Summer Internship Project	1	3	-	-	50	50	100	4
			21	9	0	130	245	375	750	30

Third Semester Electives

Course Code	Specialization	Course Title
MKT-301M	Marketing	Consumer Behaviour
MKT-302M	Marketing	Integrated Marketing Communication
FIN-301M	Finance	Security Analysis & Portfolio Management
FIN-302M	Finance	Management of Financial Institutions
HR-301M	Human Resource	Strategic Human Resource Management
HR-302M	Human Resource	Industrial Relations & Labour Laws
OM-301M	Operations	Project Management
OM-302M	Operations	Total Quality Management
BA-301M	Business Analytics	Data Mining
BA-302M	Business Analytics	Business Intelligence& Visualization

Programme:	MBA	Semester:	III
Name of the Course:	Business Analytics	Course Code:	MBA-301
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: This course is designed to expose students to basic concepts of Business Analytics and make them understand the Role of Business Analyst in Business.

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

CO Number	Course Outcome
CO1	Have an understanding of concepts of Business Analytics
CO2	Apply the concepts of Machine Learning
CO3	Analyse the implications of Analytics in various Functional Areas
CO4	Assess data visually using Tools
CO5	Evaluate data using different Tools

Syllabus

Unit- I: Introduction

Definition, Types - Descriptive, Predictive and Prescriptive Analytics, Ethics in Data Management, Business Analytics for Decision Making.

Unit- II: Machine Learning

Machine Learning - Definition, Machine Learning workflow, Models – CRISP DM & SEMMA, Types - Supervised, Unsupervised and Reinforcement learning, Managerial applications of Machine Learning.

Unit- III: Applications of Analytics

Applications of Analytics in various functional areas – Finance, Marketing, Human Resources and Operations.

Unit-IV: Fundamentals of Business Intelligence and Data Visualization

Business Intelligence – Concept and Architecture, Role and significance in Business. Fundamentals of Visualization, Introduction to Visualization tool (Tableau), Data ingestion, Working with visualization tool, Dash boarding, Story telling

Unit- V: Tools Used in Data Analytics

Conceptual overview of Data Analytics tools: Excel, Power BI, R programming for Data Analytics, Python for Data Analytics.

Text Books:

1. R N Prasad & Seema Acharya, Fundamentals of Business Analytics, Wiley
2. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer
3. Introduction to Data Science, Laura Igual Santi Seguí, Springer
4. Introduction to Machine Learning with Python: A Guide for Data Scientists 1st Edition, by Andreas C. Müller, Sarah Guido, O'Reilly

Reference Books:

1. An Introduction to Business Analytics, Ger Koole, Lulu.com, 2019
2. Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson Education India

CO-PO & PSO Correlation

Course Name: Business Analytics												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	3	2				2	2	2	3	2	
CO2:	2	2	3			2				2		3
CO3:	3		2	2		2	3	2			3	
CO4:	2	3	2			2		2	2	3		2
CO5:	2	2		2	2		2	3		3		3

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	III
Name of the Course:	Entrepreneurship & Innovation	Course Code:	MBA-302
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: The aim of this course is to facilitate the development of skills and a knowledge base that will enhance the student's ability to more effectively understand, interpret and implement entrepreneurial acts and new venture creation. The objective is to prepare students to start and nurture their own businesses.

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

CO Number	Course Outcomes
CO1	Understand the mind-set, characteristics and skills of an entrepreneur and analyse the role of a robust entrepreneurial culture on economic development of a nation.
CO2	Evaluate the business ideas to convert them into opportunities, evaluate the role of innovation in creating entrepreneurial ventures and analyse the role of IPR in protecting the innovation.
CO3	Create a business plan for a start-up venture
CO4	Evaluate various sources of capital for funding the venture.
CO5	Understand the process of launching and growing the new venture.

Syllabus

Unit - I: Introduction to Entrepreneurship

Entrepreneurs; entrepreneurial personality and intentions - characteristics, traits and behavioural; entrepreneurial challenges

Unit-II: Innovation and Business

Definition and components of innovation; Types of innovations (Product, Process and system innovations); Understanding Innovation Process. Innovation and the Business Idea, Opportunities Recognition, Identifying and Evaluating business opportunities, Characteristics of business opportunities and feasibility.

Unit - III: The Business Plan and Model for Start-ups

The Business Plan: creating and starting the venture, Business Model, The Marketing Plan, The Organizational Plan, The Financial Plan, and The Operations Plan.

Unit-IV: Funding the Venture

Financing Entrepreneurial activity, Implementation of the decision to adopt Sources of Capital.

Text Books:

1. Robert D. Hisrich, Mathew J. Manimala, Michael P. Peters and Dean A Shepherd, Entrepreneurship, 9th edition, McGraw Education, 2014, New Delhi
2. Entrepreneur's Tool Kit: Tools & Techniques to launch and grow your business, Harvard business school press
3. Entrepreneurship by Rajeeb Roy, Oxford University Press.
4. Entrepreneurship Development by Vasant Desai, Himalaya Publishing House, New Delhi.

Reference Books:

1. Timmons, J.A, New Venture Creation: Entrepreneurship for the 21st century. McGraw- Hill.
2. Poornima M. Charantimath, "Entrepreneurship Development and Small Business Enterprise", Pearson Education.

CO-PO & PSO Correlation

Course Name: Entrepreneurship & Innovation												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	2			3				3	2		
CO2:		3					3	2			3	2
CO3:		3		2	2					3	2	
CO4:		3		2		2			3	2		3
CO5:			3			3					3	2

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	III
Name of the Course:	Digital & Social Media Marketing	Course Code:	MBA-303
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: This course will 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.

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

CO Numbers	Course Outcomes
CO1	Develop an understanding of digital and social media marketing practices.
CO2	Acquire the skill to acquire and engage consumers online.
CO3	Build organizational competency by way of digital marketing practices and cost considerations.
CO4	Evaluate latest digital practices for marketing and promotion.

Syllabus

Unit - I: Introduction to Digital Marketing

Introduction & origin of Digital Marketing. Traditional v/s Digital Marketing. Digital Marketing Strategy, The P-O-E-M Framework, The Digital landscape, Digital Advertising Market in India. Skills required in Digital Marketing. Digital Marketing Plan, Legal Issues in Digital Marketing.

Unit - II: Social Media Marketing

Introduction to Blogging, Create a blog post for your project. Social-media marketing, Introduction to Facebook, Twitter, Google, LinkedIn, YouTube, and Instagram; their channel advertising and campaigns, Analytics & Measurement Google Analytics Digital Marketing KPIs Attribution.

Unit - III: Acquiring & Engaging Users through Digital Channels

Understanding Search Engines, Search engine marketing, Search Engine Optimization: Meaning, Common SEO techniques, basics of Keyword search, Basics of Email Marketing, Email Marketing tools, Email Deliverability & Email Marketing automation.

Unit - IV: Designing Organization for Digital Success

Digital transformation, digital leadership principles, online P.R. and reputation management. ROI of digital strategies, how digital marketing is adding value to business, and evaluating cost effectiveness of digital strategies.

Text Books:

1. Digital Marketing by Seema Gupta, McGraw Hill Education
2. Vandana, Ahuja; Digital Marketing, Oxford University Press India (November, 2015)

Reference Books:

1. MoutsyMaiti: Internet Marketing, Oxford University Press India
2. Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill Professional (October, 2013)
3. Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page (3rd Edition, 2014)
4. Tracy L. Tuten& Michael R. Solomon: Social Media Marketing (Sage Publication

CO-PO & PSO Correlation

Course Name: Digital & Social Media Marketing												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2			2		3		1	3		2	2
CO2:		1	3		1		2			3	2	
CO3:	3			2	2			2	3		2	2
CO4:		2	1			1		2		2		

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	III
Name of the Course:	One Thing & Extreme Ownership	Course Code:	MBA-304
Credits:	2	No of Hours:	30
Max Marks:	50	L-T-P:	2-0-0

Course Objectives: The objective of this course is to make the students understand the tools and techniques of personal effectiveness that produces extraordinary results and extreme ownership, so essential for corporate leaders of today. It will also help to understand how the habit to succeed can be incorporated in one's life to overcome the hurdles.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the tools and techniques of personal effectiveness
CO2	Learn the habit to succeed can be incorporated in one's life to overcome the hurdles.
CO3	Analyse the concepts of one thing and extreme ownership
CO4	Create extraordinary results and extreme ownership

Syllabus

Unit - I: The ONE Thing - The Lies and the Truths

The ONE Thing, The Domino Effect. The Lies: Everything Matters Equally, Multitasking, A Disciplined Life, Will power is always on Will-call, A balanced life, Big is bad The Truth: The focusing question, The Success Habits, The Path to Great Answers.

Unit - II: The ONE Thing - Extraordinary Results

Extraordinary Results: Live with purpose, Live by priority, Live for productivity, The Three Commitments, The Four Thieves, Putting the ONE Thing to work: GPS and 411.

Unit - III: Extreme Ownership – Winning the War Within

Extreme Ownership, No Bad Teams Only Bad Leaders, Believe, Check the Ego

Unit - IV: Extreme Ownership – The Laws of Combat

Cover and Move, Simple, Prioritize and Execute, Decentralized Command

Unit - V: Extreme Ownership – Sustaining Victory

Plan, Leading up and down the chain of command, Decisiveness amid uncertainty, Discipline Equals Freedom - The Dichotomy of Leadership

Text Books:

1. The ONE Thing, Gary Keller and Jay Papasan, John Murray publishers
2. Extreme Ownership, Jocko Willink and Leif Babin

Reference Books:

1. The 10X Rule: The Only Difference Between Success and Failure, Grant Cardone, Wiley
2. Navy SEAL Mental Toughness: A Guide To Developing An Unbeatable Mind, Chris Lambertsen
3. Leadership Strategy and Tactics: Field Manual, Jocko Willink

CO-PO&PSO Correlation

Course Name: One Thing & Extreme Ownership												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3		2		3						2	3
CO2:		3				1	3	2	3	2		
CO3:	2	2	1			2			2			2
CO4:					2		1	2		3	3	

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	III
Name of the Course:	Summer Internship Project	Course Code:	MBA-305
Credits:	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description:

Each student shall have to undergo a practical training for a period of 6-8 weeks during the vacation after the end of Second Year. Based on the actual training during the vacation, the student shall write a project report on the topic selected under the guidance of a faculty and submit two copies of the same to the Department before the commencement of the end semester examination for the third semester. The evaluation of the project report along with the related viva-voce shall be conducted by a panel consisting of internal faculties and an external examiner appointed by the University.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Identify areas of interlink between theoretical and practical knowledge.
CO2	Able to identify the research topic.
CO3	Able to analyse the research topic.
CO4	Able to implement the theoretical knowledge in practical field
CO5	Able to report the research findings in an effective manner.

Syllabus

After completing second semester, the students will be required to undergo 6-8 weeks training with any organization / firm / company etc. where they learn the practical aspects of management. After the training the student is required to submit the report of training to the institution / department after the start third semester and the report will be evaluated by examiners followed by viva voce/presentation for ESE examination. The training report should show what student has learnt during the training period. The TA marks will be awarded on the basis of presentation.

CO-PO&PSO Correlation

Course Name: Summer Internship Project												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	1		1			3	2		2		2	
CO2:	2	2			2				2	2		
CO3:		2						1				
CO4:			3			2				3	3	
CO5:				3			2					2

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	III
Name of the Course:	Consumer Behaviour	Course Code:	MKT-301M
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: The reason of learning of this course is to expose the students to get the knowledge of consumer behaviour and train them to how to behave with the consumer. The students will learn the techniques and models of consumer behaviour.

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

CO Numbers	Course Outcomes
CO1	Comprehend the various theories and models of consumer behaviour applications in developing marketing strategies
CO2	Analyse and evaluate consumer behaviour from a sustainable perspective.
CO3	Critically assess and evaluate different consumer research methods and their application in business and research.
CO4	Plan, design and manage consumer through various models.

Syllabus

Unit - I:

Introduction to Consumer Behaviour Meaning and scope of consumer behaviour; relationship between consumer behaviour and behavioural sciences; Motivation, perception, attitude and learning; motivation theories and their application; measurement of motivation and motivation research; meaning and application of perception; perceptual selection, perceptual organization, application of absolute and differential threshold in consumer behaviour.

Unit - II:

Personality, meaning and nature of personality; theories of personality (with emphasis on measurement of big five traits) and their application in consumer behaviour; self-concept and consumer research; attitudes and their

characteristics; functions of attitude, models of attitudes; measurement of attitudes definition, models and application of learning in consumer behaviour.

Unit - III:

Influences on Consumer Behavior Culture and Characteristics of Culture, Values, Subcultures, Cross-cultural Influence, Social Class and Group Influences on Consumer Behavior. Group Influences, Types of Reference Groups, Nature of Reference Groups, Applications of Reference Group Influences, Conformity to Group Norms and Behavior, Family Life Cycle Stages, nature of Family Purchases and Decision-making, Husband-wife Influences, Parent-child Influences.

Unit - IV:

Decision-Making in Consumer and Organizational Markets Types of Consumer Decisions, Models of Consumer Decision-making; consumer decision making process; Meaning, scope and Characteristics of Organizational Buyers; models of consumer behaviour (Nicosia model, H-S model).

Text Books:

1. Consumer Behaviour, Leon G Schiffman, Joseph Wisenblit, S Ramesh Kumar, Pearson Education India
2. Consumer Behaviour, Roger D. Blackwell, Paul W. Miniard , James F. Engel , Zillur Rahman, Cengage India Private Limited, 2014

Reference Books:

1. Consumer Behaviour: Building Marketing Strategy, Del I Hawkins, David L Mother baugh and Amit Mookerjee, McGraw Hill Education
2. Consumer Behaviour: Buying Having and Being, Michael R Solomon, Pearson Education India

CO-PO& PSO Correlation

Course Name: Consumer Behaviour												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3		2		3		2				3	
CO2:	2	3		2		3		2	3	2		2
CO3:			3	3	2		3			3	3	
CO4:	2		2			2		2			2	3

Note: 1: Low 2.: Moderate 3: High

Course Description:

Programme:	MBA	Semester:	III
Name of the Course:	Integrated Marketing Communication	Course Code:	MKT-302M
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

This course aims 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.

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

CO Numbers	Course Outcomes
CO1	Demonstrate an understanding of Integrated Marketing Communications concepts
CO2	Analyse a specific IMC campaign, including media strategy, target market selection, message content and evaluation criteria.
CO3	Evaluate latest IMC practices for marketing and promotion.
CO4	Apply IMC concepts in developing a limited promotional campaign that includes message development and media selection for a product or service.

Syllabus

Unit - I: Meaning and Role of IMC in Marketing Process

Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour.

Unit - II: Understanding Communication Process

Source, Message and channel factors, Communication response hierarchy-AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model.

Unit - III: Advertising Agency

Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation, Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used. Media planning: Developing Media plan, Problems encountered.

Unit - IV: Media Evaluation

Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy. Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI.

Unit - V: Managing Digital Communication

Emergence of Digital Communication, Forms of Online Marketing Communication, Managing marketing communications on Social Media, Creating and Managing Digital Word of Mouth, Mobile Marketing.

Text Book:

1. Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill
2. Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press

Reference Books:

1. Advertising & Promotions: An IMC perspective, Kruti Shah and Alan D'Souza, Tata McGraw Hill
2. Advertising Management, Aakar, Batra and Myers, Prentice
3. Advertising & Promotions, S H Kazmi and Satish K Batra, Excel
4. Advertising; Principles and Practice, Wells, Moriarty and Burnett, Pearson
5. Advertising & Promotion: An IMC approach, Terence A. Shimp Pub., Cengage Learning

CO-PO & PSO Correlation

Course Name: Integrated Marketing Communication												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2		1	2			2	1	3		2	2
CO2:					1		2			3	2	
CO3:	3		2		2	1		2	2		3	2
CO4:		2	1			1		2		2		

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	III
Name of the Course:	Security Analysis & Portfolio Management	Course Code:	FIN-301M
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description:

This course provides a broad overview of investment management, focusing on the application of finance theory to the issue faced by portfolio managers and investors in general.

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

CO Number	Course Outcome
CO1	Understand basics of investment management-risk and return.
CO2	Describe risk and its measures.
CO3	Evaluate own optimal portfolio.
CO4	Apply asset pricing models to generate returns.

Syllabus**Unit – I:**

Risk and return, holding period return, Average returns: arithmetic, geometric and dollar-weighted, effective annual return, return over a time period, return under different scenarios, measures of risk.

Unit – II:

Risk premium, risk aversion, investor's degree of risk aversion, Sharpe ratio, inflation and interest rates, nominal and real interest rates, risk and return of a portfolio, capital allocation line, diversification and portfolio risk, systematic and unsystematic risk, three rules of two risky assets portfolio.

Unit – III:

Mean-variance criterion, portfolio optimization, Markowitz model, efficient frontier, optimal portfolio with a risk-free asset, the preferred complete portfolio and the separation property, security characteristic line. Capital asset pricing

model, assumptions, implications of assumptions, market portfolio, market risk premium, beta.

Unit – IV:

Security market line, alpha stock, CAPM and the single index model, Arbitrage Pricing theory, Multifactor model, Fama-French Model, Using CAPM and multifactor models for investment decision making, Efficient Market Hypothesis, forms of market efficiency, tests for each form.

Text Books:

1. Bodie, Kane & Marcus –Investments, McGraw-Hill Publications
2. Reilly & Brown-Investment Analysis and Portfolio Management –Cengage Publications

Reference Books:

1. Sharpe, Alexander & Bailey–Investments-Prentice Hall of India
2. Markowitz, H. (1952). Portfolio selection. The journal of finance, 7(1),77-91
3. Sharpe,W.F.(1964).Capital asset prices: A theory of market equilibrium under conditions of risk. The journal of finance, 19(3), 425-442

CO-PO & PSO Correlation

Course Name: Security Analysis & Portfolio Management												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3	3	2	2	2	2	2	2	3		2	3
CO2:	3	2			2	3		2		2	3	
CO3:	3	2	2			2	2	2	3		2	
CO4:	3	3		2		2		2	3	3		2

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	III
Name of the Course:	Management of Financial Institutions	Course Code:	FIN-302M
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: To enlighten the students with the Concepts & Practical dynamics of the Indian Financial System, Markets, Institution and Financial Services.

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

CO Number	Course Outcome
CO1	Understand the Concepts & Practical dynamics of the Indian Financial System, Markets, Institution and Financial Services.
CO2	Develop and identify thorough grasp of Money Market and its Instrument, Capital Market, Merchant Banks and Mutual fund.
CO3	Analyse, discover and survey merchant banking, Financial Market, Depository Receipt, hire purchase and leasing system and explain the credit rating process adopted by the various institution.
CO4	Discuss Mutual Fund works, synthesis and develop many idea of Investment like Depository Receipt, Venture Capitalist and Angel Investing.

Syllabus

Unit-I:

Introducing various components of the Indian financial system: financial markets, financial institutions, financial services. Classification of the Indian financial market, characteristics and functions of the financial market, introducing the money market and capital market. Introduction to primary market, functions of primary market, Underwriting, methods of floating new issue, Principal steps of a public issue, Issue pricing, Case on IPO, what is a stock exchange, recognition of stock exchanges, listing of stocks, registration of brokers, online trading system, demutualization of stock exchanges. stock market trading, requirements for a retail investor to trade in stock market.

Unit-II:

Money market - call money market, major characteristics of call money market, operations in the call money market, participants of call money market, purpose of call money market, Certificate of Deposits, features of CDs, RBI guidelines on CDs, format of CDs, payment of certificate, reporting, Commercial Bill, types of commercial bills, operations in bill market, New Bill Scheme 1970, Commercial Paper, features of Commercial Papers, RBI Guidelines on commercial papers, issuing and paying agent, Treasury Bills, types of treasury bills, operations and participants.

Unit-III:

Merchant Banking, Origin, merchant banking in India, scope of merchant banking, categories of merchant banks, services of merchant banks, merchant banks in the market making process, Credit Rating, Importance of credit rating, factors affecting rating, instruments for rating, credit rating agencies and ratings, emerging avenues of rating services, Leasing, origin and development, classification, difference between Operating and Financial Lease, advantages & disadvantages of leasing, Hire Purchase, difference between leasing and hire-purchase, cases on leasing.

Unit-IV:

Mutual Fund, History, classification, structural arrangement, Net Asset Value, Advantages of investing in mutual funds, Depository Receipts, ADRs and GDRs, mechanism, features of depository receipts, Government Securities Market, features of government securities, terms and conditions applicable to government securities, types of government securities, repos, Primary Dealers, Retail Debt Market, Venture Capital, features, scope of venture capital, methods of venture financing in India, venture capital players in India, case on venture capitalism. Angel Investing.

Text Books:

1. Jeff Madura - Financial Institutions and Markets, Cengage Publications
2. Bhole and Mahakud, Financial Institutions and Markets, McGraw Hill Publications

Reference Book:

1. Gordon and Natarajan - Financial Markets and Services, Himalaya Publications.

CO-PO & PSO Correlation

Course Name: Management of Financial Institutions												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	3						2	2	2	2	
CO2:	2	2	2					2		2		3
CO3:		3			2		3	2		3	2	2
CO4:		2					2	2	2	2	3	3

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	III
Name of the Course:	Strategic Human Resource Management	Course Code:	HR-301M
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: This subject provides an understanding of the strategic contribution of the Human Resource Management (HRM) function. This course will place previous studies of human resource management within a strategic dimension so as to illustrate the concept of competitive advantage applied to human resources.

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

CO Number	Course Outcome
CO1	Understand the links between strategic human resource management and business strategy.
CO2	Assess the strategic contribution of employee participation and involvement to strategic HRM and organisational performance.
CO3	Evaluate the theory of HRM and its links with organizational theory.
CO4	Create Solutions to decision making problems with different forms of strategic HRM.

Syllabus

Unit - I: Introduction to Strategic HRM

Definition of Strategic HRM, Basis of strategic HRM, Evolution of Strategic HRM, Distinctive Human Resource Practices, Theoretical Perspectives on Strategic HRM, Strategic Fit: A Conceptual Framework.

Unit - II: The Practice of Strategic HRM

HR Strategies; The Strategic role of HR; Impact of HR on Organizational Performance, Impact of Strategic HRM Concepts on Practice; Strategic HRM in action.

Unit- III: HR Strategies-I

Human Capital Management Strategy; The link between Human Capital Management and Business Strategy, Developing a Human Capital

Management Strategy; High-performance strategy; Organization Development Strategy.

Unit - IV: HR Strategies-II

Engagement and Organizational Commitment, The Significance of Engagement, Engagement and Discretionary behaviour, Factors that influence Engagement, Strategies for enhancing Engagement, Measuring Engagement; Knowledge Management Strategy, Employee Resourcing Strategy.

Unit - V: HR Strategies-III

Talent Management Strategy; Learning and Development Strategy; Reward Strategy; Employee Relations Strategy.

Text Books:

1. Armstrong Michael, Strategic Human Resource Management: A Guide to Action, Kogan Page.
2. Agarwala Tanuja, Strategic Human Resource Management, Oxford University Press.

Reference Books:

1. Mahey C and Salman G., Strategic Human Resource Management, Oxford Blackwell.
2. Mello Jeffrey A., Strategic Human Resource Management, Thompson Press Publishing.
3. Srinivas R. Kandula, Strategic Human Resource Development, Prentice Hall of India.

CO-PO & PSO Correlation

Course Name: Strategic Human Resource Management												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3	2		2		2	2		3	2	2	
CO2:	2		2		3	2		2		3		2
CO3:		3		2		2	2		2	2	3	
CO4:	2	3	2			2		2		3		2

Note: 1: Low 2: Moderate 3: High

Programme:	MBA	Semester:	III
Name of the Course:	Industrial Relations & Labour Laws	Course Code:	HR-302M
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: The objective of this course is to acquaint students with the main provisions of labour standards, concepts, institutions and approaches to industrial relations. The course will develop skills of dealing with unions, negotiating collective agreements and to identify approaches to promotion of sound labour management relations.

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

CO Number	Course Outcome
CO1	Understand the concepts, functions and the importance of various industrial relation.
CO2	Analyse the process of workers' participation in management and grievance settlement mechanisms.
CO3	Implement labour laws strategies.
CO4	Evaluate various laws and implement in real life processes.

Syllabus

Unit- I: Introduction to Industrial Relations

Meaning and Objectives, Importance and approaches to Industrial Relations, Developing sound industrial Relations, Ethical Approaches to Industrial Relations. Procedure, Emergence and objectives of Labor laws and socio – economic environment.

Unit- II: Techniques to Industrial Relations

Worker's participation in Management - Meaning, objectives, Essential Conditions, forms, Reasons for limited success and suggestions for improvement; Collective Bargaining - Meaning, Functions, Process and Prerequisites; Grievance - Definition, and Grievance Handling, Grievance Redressal Machinery, Disciplinary procedures- Meaning, Need and Procedure; Trade Unions: Meaning, Functions, Problems, Trade Unions Act, 1926.

Unit- III: Introduction to Labour Laws

Labour Law Origin - Purpose - Role of the State - Constitutional Provisions – Fundamental Rights and Directive Principles of State Policy.

Unit- IV: Employment Related Laws

Factories Act, 1948, Industrial Employment (Standing Orders) Act, 1946; Industrial Disputes Act 1947; Contract Labour (Regulation & Abolition) Act, 1970.

Unit- V: Employee Benefits and Social Security related Laws

Payment of Gratuity Act, 1972: Provident Fund Act 1952, Workmen's Compensation Act 1923, E.S.I.C. Act, 1948, Maternity Benefit Act 1961, The Apprentices Act 1961.

Text Books:

1. C.S. Venkata Ratnam Industrial Relations, Oxford Higher Education
2. Malik, P.L Industrial Law-Eastern Book company
3. Mamoria, C.B. Dynamics of Industrial Relations, Himalaya Publishing House

Reference Books:

1. Bagri, P.R. Law of Industrial Disputes, Kamal Law House
2. Kumar, H.L. Labour Laws - Everybody Should Know, Universal Law Publishing Company
3. Malhotra, O.P. Law of Industrial Disputes, N.M. Tripathi Pvt. Ltd.

CO-PO&PSO Correlation

Course Name: Industrial Relations & Labour Laws												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3		2				2		3		3	
CO2:		2			1					3		3
CO3:	2			2		3	2		3		2	
CO4:		3	3					3		2		2

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	III
Name of the Course:	Project Management	Course Code:	OM-301M
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: This course will introduce concepts and fundamentals of project management for selection of projects, planning, implementation, and controlling projects. These techniques include CPM, PERT, crashing, and resource levelling, etc. MS-project and MS-Excel type software are extensively used to demonstrate the Project Management.

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

CO Number	Course Outcome
CO1	Understand concepts of project management for efficient and effective operations.
CO2	Plan and analyse economic utilization of the project resources.
CO3	Apply the scheduling, controlling techniques in project operations.
CO4	Evaluate the satisfaction of various stakeholders of the project and assessing their risks.

Syllabus

Unit-I: A Theoretical Framework for Managing Projects

Introduction of Project Management, Project Management Process, and Project stakeholder. Risk Management in Projects, Solving Project Management Decision Problem. Project risk management analysis.

Unit-II: Project Management and Decision Analysis

Analytic Hierarchy Process for Project Selection, Decision Tree Analysis, Decision Tree Analysis and Risk Management, Application of Utility Theory in Project Management-I, Work Breakdown Structure in Project Management, Activity networks used in Project Management, Problems.

Unit-III: Project Scheduling and Control-I

Concept of CPM and Introduction to PERT, Program Evaluation Review Technique (PERT) I, Program Evaluation Review Technique (PERT) II, Aspects and Applications of CPM and PERT, Concepts of a Project Life Cycle.

Unit-IV: Project Scheduling and Control-II

Important Example of PERT Network Involving Probabilistic time and Variance. Scheduling and Crashing of Jobs, Resource Levelling and resource constraints.

Text Books:

1. Prasanna Chandra, Projects, CFM-TMH Professional Series in Finance
2. Lewis R., Project Management, McGraw-Hill

Reference Books:

1. Badiru, A. B., Project Management, CRC Press, Taylor & Francis Group
2. Choudhary, S., Project Management, Tata McGraw-Hill, New Delhi.

CO-PO&PSO Correlation

Course Name: Project Management												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:		2			2	3	2	1	3	2	3	
CO2:	2		1		1		3			3		2
CO3:	2	2		2		2	2	2	3		3	3
CO4:	1		1	2	2			1	2	3		3

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	III
Name of the Course:	Total Quality Management	Course Code:	OM-302M
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: This course will help students understand concept of total quality and techniques for managing, controlling, and improving quality. This course exposes participants to contemporary knowledge and techniques of TQM. This would in turn enable the participant to articulate and implement quality improvement processes in the workplace, in line with the philosophy of Total Quality Management.

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

CO Number	Course Outcome
CO1	Understand the tools and techniques to control the quality.
CO2	Plan and analyse the methods of building quality into products and processes.
CO3	Apply the quality control tools and techniques for managing quality.
CO4	Develop and evaluate the level of quality level for form and function.

Syllabus

Unit - I: Introduction

Definition, Principles, Concept and Philosophy of TQM; Quality Leadership – strategy, value, ethics; Quality Planning, Service Quality, Employee Involvement and Teamwork.

Unit - II: TQM Tools and Techniques

Quality Circle, Quality Awards, CI, PDCA Cycle, 5-S, Kaizen, Juran's Trilogy, Performance – Cost of Quality, Balance Scorecard. Supplier Quality Assurance by Partnership. Advance Product Quality Planning (APQP), Quality by Design- Product & Service.

Unit - III: Quality Management System

Quality Standards, ISO 9000 & ISO 14000 Series of Standards; OHSAS 18000 Standards. Benchmarking. Quality Function Development (QFD), House of Quality (HOQ), Six Sigma - concepts, tools, methodology, Design for Six Sigma, Applications in Manufacturing, Service and IT sectors.

Unit- IV: Emerging Concepts in TQM

Statistical Process Control (SPC), Control Charts. Benchmarking, Control Charts, Process Capability, Quality Engineering; Stages of FMEA; Quality Engineering, Taguchi's Quality Loss Function.

Text Books:

1. Total Quality Management, 5th Edition, Besterfield&Urdhwareshe, Pearson India Education Services Pvt. Ltd.
2. Total Quality Management: Key Concepts and Case Studies, D. R Kiran

Reference Books:

1. Total Quality Management: Text and Cases, 1st Edition, B. Janakiraman and R.K. Gopal
2. Total Quality Management Paperback – 1 Jan 2016 by R.S. Naagarajan, New age International Publisher
3. James R. Evans & William M. Lindsay –The Management and Control of Quality| 6th Edition, Thomson Press, 2006

CO-PO & PSO Correlation

Course Name: Total Quality Management												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1	2	1		2	3			3	3	2	3	
CO2		2	2	2		3	2		3			3
CO3	3	3	2				3	2		3		3
CO4	1		1	1	2	2			3		3	2

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	III
Name of the Course:	Data Mining	Course Code:	BA-301M
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: The basic aim of this course is to familiarize the students with the basics of Data Mining & Business Intelligence and its utility in Business Analytics.

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

CO Numbers	Course Outcomes
CO1	Understand the basics concepts of Data Mining.
CO2	Apply data normalization techniques to build data bases
CO3	Develop skills to understand the tasks and techniques of data mining
CO4	Appreciate the conceptual foundation of Data mining and its various platforms

Syllabus:

Unit - I: Introduction

Data Mining tasks, Data Mining versus Knowledge Discovery in Databases, Relational databases, Data warehouses, Transactional databases, Object oriented databases, Spatial databases, Temporal databases – Text and Multimedia Databases, Heterogeneous Databases, Mining Issues, Metrics, Social implications of Datamining.

Unit - II: Data Processing

Why Pre-process the data, Data cleaning, Data Integration, Data Transformation, Data Reduction, Data Discretization.

Unit - III: Data Mining Techniques, Classification and Prediction

Association Rule Mining, The Apriori Algorithm, Multilevel Association Rules, Multidimensional Association Rules, Constraint Based Association Mining. Issues regarding Classification and Prediction, Decision Tree induction, Bayesian Classification, Back Propagation, Classification Methods, Prediction, Classifiers accuracy.

Unit - IV: Clustering Techniques

Cluster Analysis, Clustering Methods, Hierarchical Methods, Density Based Methods, Outlier Analysis.

Unit - V: Introduction to Advance Topics

Web Mining, Spatial Mining and Temporal Mining.

Text Books:

1. J. Han and M. Kamber, 2001, Data Mining: Concepts and Techniques, Morgan Kaufmann, New Delhi.
2. Popover Pang, Michael Steinbach, Vipin Kumar (2016). Introduction to Data Mining, Pearson.

Reference Books:

1. M. H. Dunham, 2003, Data Mining : Introductory and Advanced Topics , Pearson Education, Delhi.
2. S.N. Sivananda and S. Sumathi, 2006, Data Mining, Thomsan Learning, Chennai.

CO-PO & PSO Correlation

Course Name: Data Mining												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	2				2	3			2		
CO2:	2					2	3	2		3		
CO3:	2	2	2				3			3	2	
CO4:	2		2			2	3			2	2	

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	III
Name of the Course:	Business Intelligence & Visualization	Course Code:	BA-302M
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: This course introduces students to data analysis and visualization in the field of exploratory data science using various data visualisation tools.

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

CO Numbers	Course Outcomes
CO1	Use data analysis tools for data modelling and visualisation
CO2	Summarise and transform, merge and reshape data
CO3	Create informative visualization and summarize data sets.
CO4	Analyze and manipulate time series data

Syllabus:

Unit - I: Concepts of Data Visualization

Introduction to Data Visualization, The Visualization Imperative, Visualization of Categorical Data in R: Bar Chart Simple, Bar Chart with Multiple Response Questions, Column Chart with two-line labelling, Column chart with 45-degree labelling, Profile Plot, Dot Chart for 3 variables, Pie Chart and Radial Diagram, Chart Tables.

Unit - II: Visualization Best Practices

Data Types, Effectiveness of Visual Encodings, Estimation, Edward Tufte's Design Principles.

Unit - III: Use of TABLEAU for Data Visualization

Introduction of TABLEAU for data visualization, Installing Tableau, Menus and Toolbar, Converting Excel Data into Tableau Desktop, Creating types of Charts, Scatter Plots Creation, Basic Functions.

Unit - IV: Introduction to Business Intelligence

BI definitions and concepts, BI Frame work, Basics of Data integration. Introduction to Business Metrics and KPI, Concept of dash board and balance score card. Introduction to Tool for Business Intelligence.

Unit - V: Power BI

Introduction to Power BI, stalling Power BI, Menus and Toolbar, Creating and Formatting Tables, Formatting Dashboard and preparing Reports, Designing Insights and Creating custom Reports, Creating Maps and Designing Images.

Text Books:

1. Learning Tableau”, Joshua N. Milligan
2. “Mastering Microsoft Power BI”, Brett Powell.
3. O’Neil, C., & Schutt, R. (2013). Doing Data Science: Straight Talk from the Frontline O’Reilly Media.
4. Loshin D, “Business Intelligence”, First Edition, Elsevier Science, 2003.

Reference Books:

1. McKinney, W.(2017). Python for Data Analysis: Data Wrangling with Pandas, NumPy and IPython. 2nd edition. O’Reilly Media
2. “R Graphics Cookbook”, Winston Chang, O’Reilly

CO-PO & PSO Correlation

Course Name: Business Intelligence & Visualization												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3					2	3		3		2	
CO2:	2	2				2	3			2	3	2
CO3:	2	2	2			2	2	1	2	3		
CO4:	2	1			1	2	2			3	2	2

Note: 1: Low 2.: Moderate 3: High

Year - 2, Semester - IV

S.No.	Subject Code	Name of Subject	Periods per week			Scheme of Examination and Marks				Credits: L+ (T+P)/2
			L	T	P	PRE		ESE	Total Marks	
						Mid Sem.	TA			
1	MBA-401	Strategic Management	3	1	-	20	30	50	100	4
2	MBA-402	Global Business Management	3	1	-	20	30	50	100	4
3	MBA-403	Business Ethics & Corporate Governance	3	1	-	20	30	50	100	4
4		Major Elective-I	3	1	-	20	30	50	100	4
5		Major Elective-II	3	1	-	20	30	50	100	4
6		Minor Elective-I	3	1	-	20	30	50	100	4
7	MBA-404	Professional Skill Development	2	-	-	10	15	25	50	2
8	MBA-405	Major Project	1	3	-	-	50	50	100	4
			21	9	0	130	245	375	750	30

Fourth Semester Electives

Course Code	Specialization	Course Title
MKT-401M	Marketing	B2B & Services Marketing
MKT-402M	Marketing	Marketing Analytics
FIN-401M	Finance	Financial Derivatives
FIN-402M	Finance	Financial Analytics
HR-401M	Human Resource	Compensation Management
HR-402M	Human Resource	Human Resource Analytics
OM-401M	Operations	Service Operation Management
OM-402M	Operations	Supply Chain Analytics
BA-401M	Business Analytics	AI & Machine Learning for Business
BA-402M	Business Analytics	Social Media & Web Analytics

Programme:	MBA	Semester:	IV
Name of the Course:	Strategic Management	Course Code:	MBA-401
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: This course is to make the students understand how managers coordinate different functional areas, resources, and systems inside a company and align them with the external environment to enhance overall performance. The students will gain knowledge of strategic management tools and frameworks and apply them to real business.

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

CO Number	Course Outcomes
CO1	Understand the concepts of various schools of thought for the formulation of strategies and their importance in the corporate world.
CO2	Analyse the process of strategy formulation by applying various tools of strategy making.
CO3	Demonstrate how to pursue strategies.
CO4	Evaluate various strategies and create strategies independently for companies to gain a competitive advantage over competitors.

Syllabus

Unit - I:

The Importance of Strategic Management, Schools of thought in Strategic Management, Strategic Intent, Process and Roles, The Fit Concept and the Configurational Perspective in Strategic Management, Dimensions and Levels of Strategy.

Unit - II:

Environmental Analysis, Porter 5 forces model, Value chain analysis, SWOT analysis, Formulation of strategy, Grand strategy.

Unit - III:

Implementation of strategy, Method of pursuing strategy, 7's framework, Balance Score Card, types of implementation, corporate restructuring.

Unit - IV:

Strategic evaluation, types of evaluation, importance of evaluation, process of evaluation, strategic control, types of strategic control, MBO and Strategic management, leadership and strategic management.

Text Books:

1. Strategic Management by Azhar Kazmi & Adela Kazmi, Fourth Edition, Tata-Mcgraw-Hill
2. Strategic Management by A.Nag, First Edition, Vikash Publishing

Reference Books:

1. Strategic Management-The Indian Context by R.Srinivasan, PHI
2. Business Policy & Strategic Management by P.Subha Rao, Himalaya Publishing

CO-PO& PSO Correlation

Course Name: Strategic Management												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3		3		2	2	2	3	2	3		3
CO2:	2			2	3	1		3	3	3	2	
CO3:		2	2				3				3	2
CO4:		3		2	2	3		2		3		

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	IV
Name of the Course:	Global Business Management	Course Code:	MBA-402
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: This course is to make the students understand how managers coordinate different functional areas, resources, and systems inside a company and align them with the external environment to enhance overall performance. The students will gain knowledge of strategic management tools and frameworks and apply them to real business.

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

CO Number	Course Outcome
CO1	Understand the concepts of globalization and difference in the political, economic and legal systems of different countries.
CO2	Demonstrate effective understanding of overseas markets, international agreements, international trade and investment.
CO3	Demonstrate analytical skills in identification and resolution of international business management issues.
CO4	Exhibit the ability to integrate economics, geo-politics, legal and cultural dimensions necessary for multi-national operations.

Syllabus

Unit - I: Globalization & International Business

Concept of Globalization, Factors Influencing Globalization, Measuring Globalization, Support & Criticism of Globalization; Concept of International Business, Reasons for International Business Expansion, Domestic versus International Business; Theories of International Trade.

Unit - II: Balance of Payments & Institutional Framework for International Business

International Trade Patterns & Balance of Payments; International Economic Institutions, Organizations for International Trade Promotion, Institutional Framework for International Trade in India; World Trade Organization; Foreign Direct Investment.

Unit - III: Effects of Environments in International Business

The Concept of Culture, Comparison of Cross-cultural Behaviour, Cultural Orientation in International Business, Emic vs Etic Dilemma: Cultural Uniqueness vs Pan-culturalism; Political and Legal Environment; Managing Across Cultures; Technological Environment; Economic Environment.

Unit - IV: International Business Strategy & Structure

International Strategic Management; International Organisational Structure; International Strategic Alliances; Integration Between Countries; Institutional Support to International Business.

Unit - V: International Business in Practice

Multinational Enterprises; International Trade Procedures and Documentation; Global E-Business, Ethics and Social Responsibility.

Text Books:

1. Joshi R. M., International Business, Oxford University Press
2. Aswathappa K., International Business, McGraw Hill

Reference Books:

1. John D. Daniels & Lee h. Radebaugh, International Business, Environment & Operations, Prentice Hall
2. Hill Charles WL, Tomas G, Hult M & Mehtani Rohit, International Business (Competing in the Global Marketplace), Tata McGraw Hill

CO-PO & PSO Correlation

Course Name: Global Business Management												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3	2			2				2	2		2
CO2:	2	3	2		2	2		3		2	3	2
CO3:		2	2		2			2		2	2	
CO4:	2	2	3		2				2	3		2

Note: 1: Low 2: Moderate 3: High

Programme:	MBA	Semester:	IV
Name of the Course:	Business Ethics & Corporate Governance	Course Code:	MBA-403
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: This course is to enable the development of a sound understanding of corporate governance practice in a national and international context.

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

CO Number	Course Outcome
CO1	Understand the concepts of the ethical and corporate governance issues involved in business and the workplace.
CO2	Compare and analyse the role of stakeholders and corporate managers' moral obligations in business decision making.
CO3	Apply regulatory requirements to develop appropriate board and committee functions and structures.
CO4	Integrate corporate governance best practice principles and recommendations to achieve appropriate business practice.

Unit - I: An Overview of Business Ethics

Definition and Nature of Business ethics, Need and benefit of business ethics, History of, the development of business ethics-scriptures and mythology, Arguments for and against business ethics, Economic issues, Competitive issues, Legal and Regulatory Philanthropic issues, Framework and Matrix for ethical decision making – Individual factors, organizational factors, Corporate Governance — a dimension of ethical making, six pillars of ethics.

Unit - II: Individual & Organisational Factors

Moral philosophy — definition and different perspectives, Teleology and Deontology, The relativist perspective, Virtue ethics, Justice and Fairness, The of care, Integration of the various perspectives, Cognitive moral development, Moral reasoning, The role of Corporate Culture and Leadership, structure and business ethics, Interpersonal relationships in organization, The role of opportunity and conflict, Theories and principles of ethics.

Unit - III: External Context

Ecology: The dimensions of pollution and resource depletion, the ethics of control, the ethics of conserving depletable resources. Consumers: -Markets and consumer Protection, The due care theory, the social costs view of duties, Advertising Ethics, Consumer Privacy.

Unit - IV: Internal Context

Job discrimination — its nature and extent, Discrimination — utility, rights and justice, Affirmative action, Gender issues, The employee's obligation to the firm, Thee firms duties to the employees, The employee Rights, Need for organizational ethics program, Code of Conduct Ethics training and communication, systems to Monitor and enforce ethical standards, The ethics audit.

Unit - V: Corporate Governance

Meaning, the corporation as a legal and moral “person”, historical evolution of the corporate structure, legal attributes of the corporate person, the corporation and the criminal law, corporations and government, the role of non-economic considerations in corporate management, Accountability issues, Agency theory, Transaction cost theory, Resource dependency theory, Stakeholder theory, The evolving framework of corporate governance, current context of CG in India, Board objectives and strategies, role of independent directors, board structure, performance evaluation of board, training and development of directors. Accounting standards & accounting disclosures.

Text Books:

1. Mendal SK, Business Ethics and Corporate Governance, McGraw Hill International
2. Nirmala K, Karunakar Reddy BA, Aruna Rani N, Business Ethics and Corporate Governance, Himalaya Publishing House
3. All India Management Association, Business Ethics and Corporate Governance, Excel Books

Reference Books:

1. Prasad, Corporate Governance, Prentice Hall Of India
2. Gopalaswamy, Corporate Governance, New Age International (P) Ltd.

CO-PO & PSO Correlation

Course Name: Business Ethics & Corporate Governance												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2		2		3	2		2	2	2		
CO2:	2	2			3			2		3		2
CO3:		2	2		3	2		2		3		2
CO4:		2	3		3			2		2	2	

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	IV
Name of the Course:	Professional Skill Development	Course Code:	MBA-404
Credits	2	No of Hours:	30
Max Marks:	50	L-T-P:	2-0-0

Course Description: This course intends to develop good communication skills in students and enable them to acquire the art of public speaking for their future jobs and endeavours in the corporate world. The course is heavily practice oriented and has been designed to develop the skills of speech through presenting papers, giving seminars, participating in group discussions and appearing at interviews, etc.

Course Outcomes: After Completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Remove stage fear, speak fluently on various topics, deliver speech of different types, Improve on communication skills.
CO2	Participate in the Group discussion on various current topics, Official communications, etiquettes, Improvement in confidence and Leadership skills.
CO3	Deliver Professional Presentation, Improvement in Body language, communication.
CO4	Clear the Job Interview, Critical thinking, Interview Etiquettes, communication.

Syllabus:

Unit-I: Dynamics of Professional Speaking

Introduction, speaking: An Overview, Art of Persuasion, Platform Behaviour, Stage Fright, Describing Objects/Situations/People, Delivering Just-a-minute Sessions, Delivering Different Types of Speeches.

Unit-II: Group Communication

GD and Debate, Types of GD, Personality Traits to be evaluated, Dynamics of Group Behaviour, DOs and DON'Ts of GD. Meetings: need, importance & planning of Meetings, drafting of notice, agenda, minutes & resolutions of Meeting, Business etiquettes – netiquettes, telephonic & table etiquettes.

Unit-III: Presentation Skills

What is a presentation: elements of presentation–planning a presentation, designing a presentation, advanced visual support for business presentation, types of visual aid, appearance & posture, practicing delivery of presentation.

Unit- IV: Negotiation Skills

Negotiation, Communication and effective negotiation, the need for negotiation, factors affecting negotiation, Basic approaches to negotiation, six basic steps of Negotiations, Planning and preparation, Barriers to the negotiation process, guidelines for successful negotiations, intercultural negotiation, Five Intercultural Negotiation Skills, Case Study

Unit- V: Interview and Etiquettes

Job Interview, Types of Interviews, Preparations for the interview, Interview Questions & Answers, Analysis and Interpretation of responses, Interview Etiquettes, Tips for Success, Mock Interview.

Text Books:

1. Jeff Butterfield, Soft Skills for Everyone, CENAGE LEARNING, Delhi, 2014
2. Sanjay Kumar and PushpLata, Communication Skills, New Delhi: Oxford University Press, 2011
3. PushpLata and Sanjay Kumar, Communicate or Collapse: A Handbook of Effective Public Speaking, Group Discussion and Interviews, New Delhi: Prentice Hall of India, 2007

Reference Books:

1. Stephen E. Lucas, The Art of Public Speaking, Third Edition, Singapore: McGraw-Hill, 1989
2. Sonya Hamlin, How to Talk so People Listen, New York: Throson, 1993
3. Jeff Davidson, The Complete Guide to Public Speaking, Manjul Books PVT. Bhopal, 2006
4. Turk, Cristopher, Effective Speaking, Second Indian Reprint, Taylor and Francis Group, Delhi, 2010

CO-PO & PSO Correlation

Course Name: Professional Skill Development												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:		2	3		2	2		2		2	2	
CO2:	2	3	3	3	2	2				3	2	2
CO3:			3	2	2	3		2		2	2	
CO4:	2	2	3	2	2	2		2	2	2		2

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	IV
Name of the Course:	Major Project	Course Code:	MBA-405
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: The aim of this course is to conduct field research by students on diversified topics in management which will enrich their research acumen.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcomes
CO1:	Understand the research problem in various field of study
CO2:	Analysing the data in research
CO3:	Develop the writing skill of the students
CO4:	Application of solution to real life problems

Syllabus:

Every student shall, in his/ her final semester, carry out thesis work under the overall supervision of a supervisor (allotted). Normally only regular faculty of the School of Management concerned shall be allowed to supervise a Master Thesis work.

The topic of a thesis must be finalized with the consent of supervisor (faculty) allocated to the particular students based upon at least two research papers (reviewed journals such as UGC recognized). This is to enhance the analytical and problem solving ability of the student. The student has to submit Major project report to the Department before the completion of the IV semester and the report will be evaluated by a panel of Examiners followed by viva-voce for ESE examination.

CO-PO&PSO Correlation

Course Name: Major Project												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2			1			2		2			
CO2:			2		2	2				2	3	2
CO3:		3		1		3	1	2				3
CO4:	1		2	1		2			3	2		2

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	IV
Name of the Course:	B2B & Services Marketing	Course Code:	MKT-401M
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: The course is structured to provide a clear understanding of business marketing. It also describes the application of principles of marketing in institutional market and to develop insights into emerging trends in the service sector in a developing economy and deal with issues involved in management of services.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand the concept of B2B marketing. Develop skills required for B2B consumer studying buying process.
CO2	Develop and define New industrial product development and branding.
CO3	Apply the concepts of 7Ps of service marketing mix, Service product development.
CO4	Adapt and build Customer retention strategies, customer relationship management

Syllabus

Unit-I: Business Marketing Perceptive

Concept of business marketing, business market versus consumer goods market, classification of goods for the business market, organizational buying process,

Unit-II: New Industrial Product Development

Management of innovation, new product development process, building a strong B2B brand, Managing business marketing channels Business marketing channel, participants in business marketing channel, channel design, channel administration. Business market communication – B2B social media, role of advertising, managing B2B advertising, managing trade show strategy, managing sales.

Unit – III: Services-I

Introduction to Services Nature of services, characteristics of services, classification of services, Goods Vs Services, the emergence of service economy, importance of service marketing, Service management triangle , 7Ps of service marketing mix, Service product development , service encounter management, Service consumer behaviour, Service delivery , service blue print

Unit-IV: Services-II

Service Quality and Delivery Service quality issues and models (Gaps model, SERVQUAL), Service failure, service recovery management ,Customer retention strategies, customer relationship management.

Text Books:

1. P.Srinivasan, Services Marketing. PHI
2. Zeithaml, V. A and Bitner, M. J. Services Marketing. New York, McGraw Hill
3. M.D.Hutt, D.Sharma & T.W.Speh , B2B Marketing, Cengage Publication, 11th Edition, 2014

Reference Book:

1. Bhattacharjee, Services Marketing, Excel Book

CO-PO&PSO Correlation

Course Name : B2B and Service Marketing												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	1	1	2	2	2		3		2		2	
CO2:	1		2	3	2			1	2		2	2
CO3:	2	2	2	2	2	2	2	2	2	2	3	2
CO4:	2	2	2	2	2		2	1	2		3	2

Note: 1: Low 2: Moderate 3: High

Programme:	MBA	Semester:	IV
Name of the Course:	Marketing Analytics	Course Code:	MKT-402M
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: This course will provide you with an introduction to marketing analytics. We will study various tools for generating marketing insights from data in such areas as segmentation, targeting and positioning, satisfaction management, customer lifetime analysis, customer choice, product and price decisions using conjoint analysis, and text analysis and search analytics.

Course Outcomes: After completion of the course Students will be able to:

CO Numbers	Course Outcomes
CO1	Develop analytical skill for effective market decision making in real life environment.
CO2	Acquainted with better understanding of real-lifemarketing data and its analysis
CO3	Evaluate the pricing analytics tools for effective decision making
CO4	Apply various marketing analytics tools for effective decision making

Unit - I: Introduction to Marketing Analytics

Meaning, characteristics, advantages and disadvantages of marketing analytics, Market Data Sources (Primary and Secondary). Market Sizing:Stakeholders, Applications & Approaches (Top-down and Bottom-up).

Unit - II: Market Segmentation

Application of Cluster & Discriminant Analysis for Segmenting, Targeting & Positioning the Market. Customer Lifetime Value:Concept, Basic Customer Value, Measuring Customer Lifetime value, Analysing customer satisfaction.

Unit - III: Pricing Analytics

Pricing Policy and Objectives, Estimating Demand:Price Elasticity, Estimating Linear and Power Demand Curves, Optimize Pricing, Price Bundling & Nonlinear Pricing, Determine Optimal Bundling Pricing, Profit Maximizing

strategies using Nonlinear Pricing Strategies, Price Skimming & Sales. Sales Forecasting: Introduction, Simple Linear Regression & Multiple Regression model to forecast sales.

Unit - IV: Retailing & Advertising Analysis

Market Basket analysis: Computing two way and three-way lift, RFM Analysis, Allocating Retail Space and Sales Resources. Advertising Analysis: Measuring the Effectiveness of Advertising, Pay per Click (PPC) Measuring ROI of marketing campaigns,

Text Books:

1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L Winston, Wiley India Pvt. Ltd.
2. Marketing Analytics: Strategic Models and Metrics by Stephan Sorger, CreateSpace Publishing

Reference Books:

1. Marketing Engineering and Analytics by Gary Lilen, Arvind Rangaswamy, and Arnaud DeBruyn, Decision Pro, Inc.
2. Marketing Metrics by Dugar Anurag, SAGE Publishing India

CO-PO & PSO Correlation

Course Name: Marketing Analytics												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2		1	2			2	1	3		2	2
CO2:		2			1		2			3	2	
CO3:	3		3		2	1			2		3	2
CO4:		2		2		1		2	3	2		

Note: 1: Low 2: Moderate 3: High

Programme:	MBA	Semester:	IV
Name of the Course:	Financial Derivatives	Course Code:	FIN-401M
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: This course offers lectures and case studies to impart teaching and learning to familiarize the students on various tools and techniques of risk management through financial derivatives instruments

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Define sources of financial risks.
CO2	Understand the use of financial derivatives instruments to reduce the risk.
CO3	Determine the type of traders in the derivative market and the purpose of participation in the market.
CO4	Apply the concepts of options trading strategies in the derivatives market.
CO5	Analyse the option pricing model to calculate the real option upfront premium.

Syllabus:

Unit - I: Introduction

Meaning and purpose of derivatives. Forward contracts, future contracts, options, swaps and other derivatives, Types of traders, Trading future contracts, specification of the future contracts, operation of margins, settlement and regulations. Source of Financial Risk: Credit vs market, default risk, foreign exchange risk, interest rate risk, purchasing power risk, etc; Systematic and non-systematic risk.

Unit - II: Future and Forward

Hedgers and speculation: Future contracts: Future markets-cleaning house, margins, trading future positions and taxation; Future prices; and spot prices. Forward; prices vs.; future prices. Future vs. options.

Unit - III: Basics of Options Trading

Options: Types of options, option trading, margins, Index options, option market-exchange traded options, over and counter options, quotes, trading, margins, clearing, regulation.

Unit - IV: Pricing of Options

Time value and Intrinsic value of option, Binomial Option Pricing Model: Risk neutral theory of option pricing, delta hedging theory of option pricing, Black Scholes model for options pricing.

Unit - V: Managing Market Risk

Hedging Schemes- delta hedging, theta, gamma, relationship in delta, theta and gamma, vega and Roth, Mechanics of interest rate swaps, Currency swaps, Credit risk and swaps.

Text Books:

1. Rajiv Srivastava: Derivatives and Risk Management, Oxford University Press
2. Financial Derivatives: S.L.Gupta, PHI

Reference Books:

1. Marshall John F and V.K.Bansal: Financial Engineering- A complete guide to Financial innovation, Prentice hall inc. New Delhi
2. Chance.Don M. An introduction to Derivatives, Dryden Press. International Edition
3. Bilas, Richard A., Microeconomics Theory: A Graphical Analysis, McGraw-Hill Education
4. Paul A Samuelson, William D Nordhaus, Microeconomics, McGraw-Hill Education
5. Amit Sachdeva, Micro Economics, KusumLata Publishers

CO-PO & PSO Correlation

Course Name: Financial Derivatives												
Course Outcomes	Program Outcomes								PSOs			
	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2					2			2			3
CO2:		2		2					2		3	
CO3:		2								2		
CO4:			2			3				2		
CO5:	2			2			2		2		2	3

Note: 1: Low 2: Moderate 3: High

Programme:	MBA	Semester:	IV
Name of the Course:	Financial Analytics	Course Code:	FIN-402M
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: To familiarize the students with the concepts of financial data. This course will help students to learn different methods to analyse financial data.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand basics of financial data.
CO2	Understand financial analysis methods
CO3	Analyse financial data using models
CO4	Analyse data using software

Syllabus:

Unit - I:

Introduction to financial data, sources of financial data, Why is financial data different? Time series data, accounting data, data of an economy.

Unit - II:

Extracting data from the accounts and financial statements of a firm, extracting data from various data sources, extracting data from financial databases, cleaning data, diagnostics for data analysis.

Unit - III:

Various software used for financial data analysis – MS Excel, R, E-Views, SPSS, etc. Using data analytics for finance – discounting, compounding, annuity, valuation of securities, NPV, IRR, standard deviation, portfolio optimization. Using R for financial data analysis – correlation, regression, multiple regression, TSLS, endogeneity.

Unit - IV:

Time series analysis. Diagnostics of time series data – autocorrelation, heteroscedasticity, multicollinearity, etc. Analyzing time series data – AR, MA, ARMA, ARIMA, ARCH, GARCH, VAR.

Text Books:

1. Wayne L. Winston - Microsoft Excel 2013: Data Analysis and Business Modeling - Microsoft Publishing
2. R. S. Tsay – Analysis of Financial Time Series – Wiley Publications. 2010

Reference Book:

1. Bennett, M., &Hugen, D. Financial Analytics with R: Building a Laptop Laboratory for Data Science. Cambridge: Cambridge University Press. 2016.

CO-PO & PSO Correlation

Course Name: Financial Analytics												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3	3	1	1	1	3	2	2	3		2	3
CO2:	3	2			1	2		1	2	2	3	2
CO3:	3	2	1			2	2	2	3	2	2	
CO4:	3	3		1		3		1	2	3		2

Note:1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	IV
Name of the Course:	Compensation Management	Course Code:	HR-401M
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: This course is designed to make the students familiar with the different concepts and process of Performance and Compensation Management.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Recognize how pay decisions help the organization achieve a competitive advantage.
CO2	Analyse, integrate, and apply the knowledge to solve compensation related problems in organizations.
CO3	Demonstrate comprehension by constructing a compensation system encompassing; internal consistency, external competitiveness, employee contributions, organizational benefit systems and administration issues
CO4	Design rational and contemporary compensation systems in modern organizations.

Unit - I: Introduction to Compensation Management

Wages and Compensation, Objectives of Compensation, Principles of Compensation Formulation, Theories of Wage Determination, Types of Wages, Wage Boards, Significance of Employee Compensation.

Unit - II: Employee Motivation, Job Design, Job Evaluation & Compensation

Objectives of Motivation, Motivational Research and Compensation Design; Job Design, Strategies and Techniques of Job Design, Components of Job Design; Job Analysis, Compensation Design Through Compensable Factor; Job Evaluation, Job Assessment.

Unit- III: Executive Compensation & Performance Management System

Introduction and Components of Executive Compensation, Executive Compensation Theories, Executive Compensation Design; Internal and External Equity in Compensation System; Compensation Management and PMS, Effective PMS, PMS and Organizational Strategy, Various Dimensions of Performance.

Unit - IV: Laws relating to Workmen Compensation

Workmen's compensation Act, Minimum Wages act, Payment of Wages act, Payment of bonus act, Provident fund act, Equal Remuneration Act.

Unit - V: Institution/Machineries related to Reward system

Wage boards, pay commission. Government, public and private sector compensation, Wage and productivity: Concepts and regulations.

Text Books:

1. Bhattacharya, Compensation Management, Oxford University Press.
2. P.R.N. Sinha, Industrial Relations, Trade Unions & Labour Legislations, Pearson Education.

Reference Books:

1. P.S. Rao, Personnel & Human Resource Management, Himalaya Publishing house.
2. Kanchan Bhatia, Compensation Management, Himalaya Publication House.
3. C.B. Memoria, Dynamic of Industrial Relations in India, Himalaya Publishing House.
4. Performance Appraisal And Compensation Management: A Modern Approach, Dewakar Goel, PHI.
5. Compensation, George Milkovich, Jerry Newman, C S Venkataratnam, TMH.

CO-PO & PSO Correlation

Course Name: Compensation Management												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3	2		2		2	2		3	2	2	
CO2:			2		3	1	2		2	2		3
CO3:		3		2		2	2		2		3	
CO4:	2	2	3			1		2		3		2

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	IV
Name of the Course:	Human Resource Analytics	Course Code:	HR-402M
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: This course helps students to develop students with data gathering, analysing, and reporting HR related information for effective decision making. HR Analytics deals with people analysis and applying analytical processes to the human capital within an organization. The overall objective is to improve employee performance and reduce employee attrition / increase employee satisfaction.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Understand and discuss the value of human resource analytics concepts.
CO2	Understand and discuss the value of methodological concepts relevant to analytics of HR.
CO3	Demonstrate skills in implementing analytics.
CO4	Persuasively communicate appropriate (i.e., theoretically sound and practical) recommendations.
CO5	Create new results by planning, designing and actual application.

Unit-I: Introduction to HR Analytics

Meaning & Importance of HR Analytics; Types of HR functions metrics; HR Metrics Overview - Concepts, Objectives, Historical evolution of HR metrics, Designing effective Metrics, HR Metrics Dashboard; Analytical Approaches and Tools

Unit- II: Talent Acquisition Metrics

Workforce Deployment Metrics; Recruitment Planning, Recruitment Metrics, Employee Gamification; Selection Metrics, Competency based Interview, Competency based Interview Models.

Unit- III: Compensation & Performance Management Metrics

HR KPI Scorecard, KPI Dashboard; HR Alignment with Strategy and Stakeholders; Designing & Implementing HR Balanced Scorecard.

Unit- IV: Training & Development Metrics

People Capability Maturity Model (PCMM); Competency Mapping; Talent Analytics Maturity Model.

Unit- V: Talent Retention Metrics

Happiness Metrics; SMR Model; HCM - HCM 21 Framework, LAMP Framework; Career Progression Metrics; HR Cost Benefit Metrics.

Text Books:

1. Tracey Smith, HR Analytics: The What, Why and How, Createspace Independent Pub
2. Dipak Kumar Bhattacharyya, HR Analytics: Understanding Theories and Applications, Sage Publications
3. Ramesh Soundararajan, Winning on HR Analytics: Leveraging Data for Competitive Advantage, Himalaya Publishing House

Reference Book:

1. Ramesh Soundararajan & Kuldeep Singh, winning on HR Analytics: Leveraging Data for Competitive Advantage, Sage Publications

CO-PO & PSO Correlation

Course Name: Human Resource Analytics												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2				1			2		3	2	
CO2:			1				1					2
CO3:				2		1		1	3			
CO4:	2										3	2
CO5:		1				2		2	2	3	3	3

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	IV
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Name of the Course:	Service Operations Management	Course Code:	OM-401M
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description:

The basic objective is to make the student familiarize with the concepts of service operation in an organization. In today's context when the service market flourish with the wide scope globally, it is very much required to synchronize the working methodology along with the contemporary modifications takes place. Upon completion of this course, each student should have a good appreciation of the Theoretical and Practical aspects of service management. Main objectives of this subject are to design and formulate an effective model to find the best possible outcome with various resource constraints.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcome
CO1	Enumerate the imperatives of services. Define the nature and characteristics of services, Distinguish the services and analyse service operations.
CO2	Define service strategy and categorize various competitive service strategies in current scenario.
CO3	Design and development of new services system along with delivery process. Explain the application of technology and automation in services.
CO4	Interpret the significance of human resource planning and employee selection in service organization.

Unit - I: Understanding the Nature of Services

Introduction and Imperatives of Services, Nature and Characteristics of Services, Classification of Services and Analysing Service Operations. Aligning service strategy and service competitiveness, Introduction to Service Strategy, Competitive Service Strategies, Strategic Service Vision.

Unit - II: New Service Design, Development and Automation

New service design and development, Service Innovation, Drivers of Innovation, Challenges in Service Innovation, Service Blueprint, Service system design and delivery process, Technology & automation in services, Forms of Technology in Services, Economies of E-services, Service encounter.

Unit - III: Managing Human Resource in Services

Managing human resource in services: Human resource planning & employee selection, Managing people in service organization, Work measurement in Services. Service quality: Defining Service Quality, Quality Service by Design, Service Process Control.

Unit - IV: Service Facility Design and Facility Location

Service facility design, Process analysis of facility layouts, Facility location decision factors. Service facility on a line or on a plane. Quantitative models for multiple service facilities. Demand management in services: Forecasting Demand in Services, Smoothing Customer Demand in Services.

Text Book:

1. Fitzsimmons, James A., and Mona J. Fitzsimmons, Service Management: Operations, Strategy, and Information Technology, 3rd Ed., Irwin/McGraw-Hill, 2001

Reference Book:

1. Successful Service Operations Management by Richard D. Metters (Author), Kathryn H. King-Metters (Author), Madeleine Pullman (Author) South-Western College Pub; 1st edition.

CO-PO & PSO Correlation

Course Name: Service Operation Management												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	2	3	2			2	2	3	3		2	2
CO2:	2		2	2			2	2				3
CO3:		2	2	2		2	2	2		2	2	
CO4:			2	3	2			2	2			3

Note: 1: Low 2: Moderate 3: High

Course Description:

Programme:	MBA	Semester:	IV
Name of the Course:	Supply Chain Analytics	Course Code:	OM-402M
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

The basic objective is to make the student familiarize with the concepts of supply chain management which reduces cost while maintaining quality and timely management through the involvement of different business firm. The main objective is to provide foundational knowledge associated with the supply chain analytics, to describe the various tools and techniques for implementation of analytics based on the supply chain drivers such as location, logistics and inventory.

Course Outcomes: After completion of the course Students will be able to:

CO Number	Course Outcomes
CO1	Understand the strategic framework to analyse supply chains
CO2	Define and design the supply chain network.
CO3	Design the type of analytics for Simulation in supply chain.
CO4	Apply the various Analytical Tools for performance of the supply chain.

Unit-I: Building a Strategic Framework to Analyse Supply Chains

Understanding the Supply Chain: What Is a Supply Chain? The Objective of a Supply Chain, The Importance of Supply Chain Decisions, Decision Phases in a Supply Chain, Process View of a Supply Chain, Examples of Supply Chains. Supply Chain Performance: Competitive and Supply Chain Strategies, Achieving Strategic Fit, Expanding Strategic Scope Supply Chain Drivers and Metrics: Drivers of Supply Chain Performance, Framework for Structuring Drivers, Facilities, Inventory, Transportation, Information, Sourcing, Pricing, Obstacles to Achieving.

Unit-II: Designing the Supply Chain Network

Network Design in the Supply Chain: The Role of Network Design in the Supply Chain, Factors Influencing Network Design Decisions, Framework for Network Design Decisions, Models for Facility Location and Capacity Allocation, The Role of IT in Network Design, Making Network Design Decisions in Practice.

Network Design in an Uncertain Environment: The Impact of Uncertainty on Network Design, Representations of Uncertainty, Evaluating Network Design Decisions Using Decision Trees, AM Tires: Evaluation of Supply Chain Design Decisions Under Uncertainty, Making Supply Chain Decisions Under Uncertainty in Practice. Designing Distribution Networks and Applications to e-Business.

Unit - III: Introduction to Supply Chain Analytics

Overview on Supply Chain Analytics– Dashboards with relevant KPIs for Supply Chain – Optimization – Classification of optimization problems – Optimization for Analytics – Operations Research Techniques for Analytics.

Unit - IV: Planning & Multi Attribute Decision Making

Capacity Planning – Measurement of Capacity: KPIs (Efficiency and Utilization) – Aggregate Production Planning (APP): Model, Techniques – Multi Attribute Decision Making (MADM) – Analytic Hierarchy Process.

Unit - V: Simulation & Doe

Introduction to simulation – Type: Discrete and Continuous simulation – Simulation models – Steps in Simulation study – Simulation for Analytics – Experimental Designs (Taguchi, RSD, Mixture Design).

Text Books:

1. Sunil Chopra and Peter Meindi, Supply Chain Management – Strategy Planning and Operation, Pearson Education, Third Indian Reprint
2. Logistics & Supply Chain Management by Martin Christopher.

Reference Books:

1. Donald J. Bowersox & David J. Closs, Logistical Management, Tata Mc Graw Hill Editions, New Delhi
2. Lee J. krajewski and Larry P.Ritzman, 2007, Operations Management strategy and analysis, 9th Edition, Pearson Eduction / Prentice Hall of India
3. Altekar Rahul V, Supply Chain Management – Concept and cases, Prentice Hall India
4. Olivier Bruel, Strategic Sourcing Management: Structural and Operational Decision-making Kogan Page; 1 edition, 2016.

CO-PO & PSO Correlation

Course Name: Supply Chain Analytics												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3		2	2		2			3	3		2
CO2:	2	3			2			2	2		3	
CO3:	2		2			2	2			2		3
CO4:		3		3				2		3	3	

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	IV
Name of the Course:	AI & Machine Learning for Business	Course Code:	BA-401M
Credits:	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: This course provides a practical and accessible introduction of Artificial Intelligence (AI) and Machine Learning (ML), and its applications in Business to the students.

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

CO Numbers	Course Outcomes
CO1	Understand the need of AI, Machine Learning & Statistics for solving various problems
CO2	Understand the basic concepts of Supervised and Unsupervised learning
CO3	Apply regression analysis on the data available
CO4	Design appropriate machine learning and apply on real world problems

Syllabus:

Unit-I: Artificial Intelligence for Business Planning

Introduction and Data sources for AI, Knowledge acquisition, Knowledge representation, Heuristic Search Techniques: Generate-and-test, Hill Climbing, Best-First Search, Problem Reduction, Constraint Satisfaction, Means-Ends Analysis.

Unit-II: Applications of AI

AI applications – Language Models – Information Retrieval- Information Extraction – Natural Language Processing - Machine Translation – Speech Recognition – Robot – Hardware – Perception – Planning – Moving

Unit-III: Machine Learning for Business Planning

History of ML, Framework for building ML Systems-KDD process mode, Introduction of Machine Learning Approaches, Issues in Machine Learning, Data Science Vs Machine Learning.

Unit-IV: Bayesian Learning

Bayes Theorem and Concept Learning, Maximum Likelihood and Least-squared Error Hypotheses, Maximum Likelihood Hypotheses for Predicting Probabilities, Minimum Description Length Principle, Bayes Optimal Classifier, Gibbs Algorithm, Naive Bayes Classifier, Bayesian Belief Networks, EM Algorithm.

Unit-V: Supervised and Unsupervised Learning

Unsupervised vs Supervised Learning, Classification Model, Classification Learning Steps, Common Classification Algorithms, Exploring the Artificial Neuron, Types of Activation Functions, Early Implementations of Artificial Neural Networks, Architectures of Neural Networks, Learning Process in Artificial Neural Networks, Applications of Unsupervised Learning, Clustering, Finding pattern using Association Rule, Other Unsupervised Learning Problems – Principal Component Analysis, Topic Modelling.

Text Books:

1. Kevin Night and Elaine Rich, Nair B., “Artificial Intelligence (SIE)”, Mc Graw Hill 2008
2. Saikat Dutt, Subramanian Chandramouli and Amit Kumar Das, Machine Learning, Pearson Education, 2019

Reference Books:

1. Deepak Khemani, A First Course in Artificial Intelligence, McGraw Hill Education (India), 2013
2. AI and Machine Learning: Was Rahman, SAGE Publishing India

CO-PO & PSO Correlation

Course Name: AI & Machine Learning for Business												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3					2	3		3		2	
CO2:	2	2				2	2			2	3	2
CO3:	1		2				2	1	2	3		
CO4:	2	2			1	2	3			3	2	2

Note: 1: Low 2.: Moderate 3: High

Programme:	MBA	Semester:	IV
Name of the Course:	Social Media & Web Analytics	Course Code:	BA-402M
Credits	4	No of Hours:	60
Max Marks:	100	L-T-P:	3-1-0

Course Description: The aim of this course is to familiarize the students with basic understanding of the use and deployment of Web & Social Media analytics platforms.

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

CO Numbers	Course Outcomes
CO1	Develop knowledge, understanding and skills in analysis of Social Media
CO2	Apply Web Analytics tool in a better way
CO3	Develop analytical skills for effective decision alternatives in social media problems
CO4	Better understand the implementation of web analytics strategies and develop analytical skills for effective decision alternatives in social media operations

Syllabus:

Unit-I: Introduction to Social Media & Web Analytics

Introduction to Social Media, Social media landscape, Social Media Analytics & its need. SMA in Small and large organizations; Application of SMA in different social media platforms. Introduction to Web Analytics: Definition, Process, Key terms: Site references, Keywords and Key phrases; building block terms: Visit characterization terms, Content characterization terms, Conversion metrics; Categories: Offsite web, on site web; Web analytics platform, Web analytics evolution, Need of web analytics, Advantages & Limitations.

Unit-II: Network & Web Analytics Fundamentals

Network fundamentals: The social networks perspective - nodes, ties and influencers, Social network, web data and methods. Data Collection and Web Analytics Fundamentals: Capturing Data: Web logs, web Beacons, java script

tags, packet sniffing; Outcome data: E-commerce, Lead generation, Brand/ Advocacy and support; Competitive Data: Panel Based measurement, ISP based measurement, Search Engine Data. Type and Size of Data, Identifying Unique page Definition, Cookies, Link Coding Issues.

Unit-III: Web Metrics & Analytics

Web Metrics & Analytics: Common Metrics: Hits, Page Views, Visits, Unique Page Views, Bounce, Bounce Rate & its Improvement, Average Time on Site, Real Time Report, Traffic Source Report, Custom Campaigns, Content Report, Google Analytics; Key Performance Indicator: Need, Characteristics, Perspective and Uses. Graphs and Matrices: Basic Measures for Individuals and Networks. Random Graphs & Network Evolution, Social Context: Affiliation & Identity. Web analytics Tools: A/B testing, Online Surveys, Web Crawling and Indexing. Natural Language Processing Techniques for Micro-Text Analysis.

Unit-IV: Facebook & Google Analytics

Facebook Analytics: Introduction, Parameters, Demographics. Analyzing Page Audience: Reach and Engagement Analysis. Post-Performance on FB; Social Campaigns: Goals and Evaluating Outcomes, Measuring and Analyzing Social Campaigns, Social Network Analysis Like Instagram, Twitter, LinkedIn, YouTube etc. AdWords, Benchmarking, Categories of Traffic: Organic Traffic, Paid Traffic. Google Analytics: Brief Introduction and Working, Google Website Optimizer, Implementation Technology, Limitations, Performance Concerns, Privacy Issues.

Unit-V: Qualitative Analysis & Web Analytics 2.0

Qualitative Analysis: Heuristic Evaluations: Conducting a Heuristic Evaluation, Benefits of Heuristic Evaluations; Site Visits: Conducting a Site Visit, Benefits of Site Visits; Surveys: Website Surveys, Post-Visit Surveys, Creating and Running a Survey, Benefits of Surveys. Web analytics 2.0: Web Analytics 1.0 & its Limitations, Introduction to WA 2.0, Competitive Intelligence Analysis and Data Sources; Website Traffic Analysis: Traffic Trends, Site Overlap and Opportunities.

Text Books:

1. Kaushik A., Web Analytics 2.0, The Art of Online Accountability and Science of Customer Centricity, Wiley Publishing, Inc. 1st ed.

2. Clifton B., Advanced Web Metrics with Google Analytics, Wiley Publishing, Inc. 2nd ed.
3. Liana Evans, Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Publishing.
4. Sterne J., Web Metrics: Proven methods for measuring web site success, John Wiley and Sons.

Reference Books:

1. Dr. Saroj Kumar, Tripti Singh Chowdhury, Social Media and Web Analytics, Thakur Publication.
2. Matthew Ganis, Avinash Kohirkar, Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media, IBM Press

CO-PO & PSO Correlation

Course Name: Social Media & Web Analytics												
	Program Outcomes								PSOs			
Course Outcomes	1	2	3	4	5	6	7	8	1	2	3	4
CO1:	3	2					3	2	2	3		
CO2:		2					2	2		3		2
CO3:	2						2	2	2	2	2	
CO4:			2				3	2		2	3	2

Note: 1: Low 2: Moderate 3: High