

THE AMERICAN COLLEGE

**(An Autonomous Institution affiliated to Madurai Kamaraj University, India)
Re-accredited (2nd cycle) by NAAC with Grade A CGPA – 3.46 on a 4-point scale
Madurai – 625 002**



SINCE 1881

DEPARTMENT OF MANAGEMENT STUDIES

MBA Programme

Syllabus

(From 2020 onwards)

PROGRAMME OUTCOMES (POs)

1. *Academic Excellence*: Being a member of the academic community with advanced discipline-specific knowledge and professional skills in the relevant field with the prowess to communicate complex ideas and to engage in current critical debates with all sensitivity and fairness.
2. *Higher Order Thinking Skills*: Ability to critically think, analyse, evaluate, and create new knowledge and skills both in the chosen discipline and across other fields.
3. *Subscription to Quality Research*: Ability to design and carry out independent research, to update oneself with current research trends and contemporary inputs in the discipline, and to evaluate research contributions.
4. *Lifelong Learning*: Ability to learn, unlearn, and relearn knowledge and skills in the emerging areas of the field of specialization.
5. *ICT Literacy*: Ability to be digital natives so that they can access a wide range of technologies for personal, academic and professional use and to be members of online communities enjoying the unlimited access blending transparency with accountability and fair practices.
6. *Good Communication*: Ability to participate in public discourse on varied themes and topics in one's mother tongue as well as in English as a global link language.
7. *Individuals as Assets*: To be academically honest, intellectually curious, ethically responsible, professionally competent, and spiritually inspiring citizens.
8. *Civic and Social Responsibility*: Ability to function as matured democratic citizens with participation in issues of equity, gender equality, social justice, sustainable development, and poverty alleviation.
9. *Continuous Professional Development*: Ability to continuously develop oneself professionally and to critically improve one's self with a view to taking appropriate decisions in diverse professional and real life environments.
10. *Global Citizenship*: Ability to work effectively and to live responsibly in a global context of cross-cultural life and capability, to value human diversity and lead life of timeless learning and endless opportunities.

PROGRAMME SPECIFIC OUTCOMES

- PSO 1:** Develop the knowledge of business management and administration across all domains.
- PSO 2:** Describe and analyze current domestic and international business trends.
- PSO3:** Analyze business situations and inculcate entrepreneurial skills.
- PSO4:** Evaluate and evolve various business strategies.
- PSO5:** Apply accounting and financial management principles and practices in business.
- PSO6:** Outline the principles related to human resources management.
- PSO7:** Assess the business ethical practices and the impact of corporate social responsibilities.
- PSO8:** Design and apply technology and modern analytics in managerial decision making.
- PSO9:** Solve the complex management problems with an understanding of its impact.
- PSO10:** Create skills related to planning, organizing and controlling of an organization.

Mapping of Courses with Programme Specific Outcomes (PSOs)

Courses	PSO 1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
MBA 5411	X	X		X	X	X	X		X	X
MBA 5413	X	X		X	X	X	X		X	X
MBA 5519	X	X		X			X	X	X	
MBA 5222	X	X	X					X		
MBA 5521	X	X		X	X		X		X	X
MBA 5523		X	X	X	X				X	X
MBA 5525	X			X	X			X	X	X
MBA 5522	X	X	X		X			X	X	X
MBA 5524	X	X	X		X			X	X	X
MBA 5526	X			X	X			X	X	X
MBA 5541	X	X	X	X		X	X	X	X	X
MBA 5543	X	X	X	X		X	X	X	X	X
MBA 5545	X	X	X	X				X	X	X
MBA 5542	X	X	X	X				X	X	X
MBA 5544	X	X		X		X	X			X
MBA 5546	X	X		X	X	X			X	X
MBA 5561	X	X	X					X	X	X
MBA 5563	X	X	X	X				X		
MBA 5565	X	X	X					X	X	X
MBA 5562	X	X	X	X				X	X	X
MBA 5564	X	X	X	X				X	X	X
MBA 5566	X	X	X					X	X	X
MBA 5581	X	X		X		X	X		X	X
MBA 5583	X		X	X	X	X		X	X	
MBA 5585	X		X	X	X	X		X	X	X
MBA 5582	X	X	X	X				X	X	X
MBA 5584	X	X	X	X	X					X
MBA 5586	X	X	X					X	X	X
MBA 5591	X	X	X			X		X		X
MBA 5593	X		X	X	X	X		X	X	X
MBA 5595	X	X	X	X			X	X	X	
MBA 5592	X	X		X		X	X		X	X
MBA 5594	X	X		X	X	X	X		X	X
MBA 5596	X	X		X		X	X		X	X

Courses	PSO 1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
MBA 5600	X	X		X		X	X		X	X

**Mapping of Programme Specific Outcomes (PSOs) with
Programme Outcomes (POs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
PSO 1	X									X
PSO 2			X							
PSO 3						X				
PSO 4								X		
PSO 5								X		
PSO 6								X		
PSO 7							X			
PSO 8		X			X	X			X	
PSO 9		X								
PSO10				X						X

SEMESTER	COURSE NO.	COURSE TITLE	HOURS / WEEK	Marks	Credit
Semester I	MBA 4421	Essentials of Management	4	100	4
	MBA 4423	Organizational Behaviour	4	100	4
	MBA 4425	Legal Aspects of Business	4	100	4
	MBA 4427	Management Information System	4	100	4
	MBA 4525	Economics for Managers	5	100	5
	MBA 4529	Managerial Accounting	5	100	5
	MBA 4221	Fundamentals of Computer Applications Lab	2	100	2
	MBA 4223	Business Environment (Seminar)	2	100	2
Semester II	MBA 4420	Entrepreneurship	4	100	4
	MBA 4422	Operations Management	4	100	4
	MBA 4424	International Business Management	4	100	4
	MBA 4426	Marketing Management	4	100	4
	MBA 4428	Human Resource Management	4	100	4
	MBA 4528	Corporate Finance	5	100	5
	MBA 4222	Business Case Analysis (Activity)	2	100	2
	MBA 4224	Contemporary Management Practices -(Seminar)	2	100	2
	MBA 4122	Managerial Skills (Activity)	1	100	1
	MBA 4500	Summer Internship	-	100	5

Semester III	MBA 5411	Strategic Management	4	100	4
	MBA 5413	Research Methodology	4	100	4
	MBA 5519	Quantitative Techniques	5	100	5
		Finance / Marketing / IBM Entrepreneurship / HR – Elective I	5	100	5
		Finance / Marketing / IBM Entrepreneurship / HR – Elective II	5	100	5
		Finance / Marketing / IBM Entrepreneurship / HR – Elective III	5	100	5
	MBA 5221	Group Discussion (Activity)	2	100	2
Semester IV	MBA 5600	Project Work	--	200	10
		Finance / Marketing / IBM Entrepreneurship / HR – Elective IV	5	100	5
		Finance / Marketing / IBM Entrepreneurship / HR – Elective V	5	100	5
		Finance / Marketing / IBM Entrepreneurship / HR – Elective VI	5	100	5

Electives

I FINANCIAL MANAGEMENT

COURSE	COURSE TITLE
MBA 5521	Investment and Portfolio Management
MBA 5523	Financial Analysis and Reporting
MBA 5525	Merchant Banking & Financial Services
MBA 5522	Banking and Insurance
MBA 5524	Financial Derivatives
MBA 5526	Strategic Cost Management

II MARKETING MANAGEMENT

COURSE NO.	COURSE TITLE
MBA 5541	Consumer Behaviour
MBA 5543	Advertising & Sales Promotion
MBA 5545	Services Marketing
MBA 5542	Digital Marketing
MBA 5544	Rural Marketing
MBA 5546	Retail Marketing

III INTERNATIONAL BUSINESS MANAGEMENT

COURSE NO.	COURSE TITLE
MBA 5561	Global Trade Practices & Documentation
MBA 5563	International Logistics
MBA 5565	Global Financial Management
MBA 5562	International Marketing
MBA 5564	Global Competitiveness
MBA 5566	Cross Cultural Business Management

IV ENTREPRENEURSHIP

COURSE NO.	COURSE TITLE
MBA 5581	Innovation and Entrepreneurship
MBA 5583	Start-up Ecosystem
MBA 5585	Small Business Management
MBA 5582	Entrepreneurial Marketing
MBA 5584	Project Management and Control
MBA 5586	Crisis and Risk Management

V HUMAN RESOURCE MANAGEMENT

COURSE	COURSE TITLE
MBA 5591	Training and Development
MBA 5593	Organizational Change and Development
MBA 5595	Industrial relations and Labour law
MBA 5592	Talent and Knowledge Management
MBA 5594	Emotional Intelligence
MBA 5596	Compensation Management

Value Added Courses

SEMESTER	COURSE NO.	COURSE TITLE	HOURS / WEEK	Credit
Semester I	MBA 423V	Fintech and Blockchain	2	2
Semester II	MBA 422V	Customer Relationship Management	2	2
Semester III	MBA 523V	Business Analytics	2	2

Dual Specialisation – Choice of Papers – Selection Grid

Finance	Marketing	IBM	ENTRP	HR
Investment and Portfolio Management	Consumer Behaviour	Global Trade Practices and Documentation	Innovation Development and Management	Training and Development
Financial Analysis and Reporting	Advertising and Sales Promotion	International Logistics	Start-up Ecosystem	Organizational Change and Development
Merchant Banking and Financial Services	Services Marketing	International Financial Management	Small Business Management	Industrial relations and Labour law
Banking and Insurance	Digital Marketing	International Marketing	Entrepreneurial Marketing	Talent and Knowledge Management
Financial Derivatives	Rural Marketing	Global Competitiveness	Project Management and Control	Emotional Intelligence
Strategic Cost Management	Retail Marketing	Cross Cultural Business Management	Crisis and Risk Management	Compensation Management

Procedure for selecting papers under Dual Specialization

1. Identify any two specialization areas as per your choice.
2. If opted for two specialization, students have to complete minimum three papers in each specialization.
3. Selection of papers for each specialization must be done by opting by column and not by row.
4. The condition is that students cannot choose more than one subjects from the same row.

Objective: This course provides an introduction to the basic management processes in organization. It introduces students to the environment of management and covers the basic management functions like planning, organizing, leading and controlling. Further, it develops an understanding of the development thoughts through ages and its applications.

Outcome: At the end of the course, students will be able to

- i. Compile the overview of the concept of management
- ii. Analyze various types of plans and decisions in an organization
- iii. Comparing various types of organization and analyze the staffing functions
- iv. Finding the facet of direction in management
- v. Evaluating and Designing the appropriate controlling techniques for an organization

Unit-1: Overview of Management

(10 Hours)

Definition of Management –Science or Art – Nature and Scope of Management – Management Theories–Evolution of Management Thought–Importance of Management – Features of Management – Functions of Management – Difference between Management and Administration –Role and Skills of Managers–Functions of Manager –Approaches of Management.

Unit-2: Planning

(12 Hours)

Nature – Importance – Types of plans– Steps Involved in Planning Process – Objectives – Setting Objectives – MBO – Strategies – Nature and Purpose of Strategies and Policies– TOWS Matrix for Strategy Formulation – Decision Making: Importance – Types – Decision Making Process – Creativity and Innovation

Unit-3: Organizing

(14 Hours)

Nature and Purpose – Types – Process of Organizing – Organization Chart – Departmentation – Types – Line and Staff Authority – Centralization and Decentralization – Delegation – Staffing: Elements of Staffing – Functions of Staffing – Processing of Staffing – Placement and Orientation – Approaches to Manager Development: On the Job and Off the Job Training – Importance of Performance Appraisal –Application of Performance Review Software

Unit-4: Directing

(14 Hours)

Motivation– Nature of Motivation – Types of Motivation – Requirements of Sound Motivational System – Leadership – Characteristics of Leadership – Difference Between Leader and Manager – Leadership Theory – Communication– Barriers in Communication–Guidelines for Improving Communication – Promoting Electronic Media in Communication

Unit-5: Controlling

(10 Hours)

Introduction to Controlling –Scope of Control – Steps in Control process –Control as a Feedback System – Requirements of Effective Control System – Techniques of Control

Textbooks:

1. Harold Koontz and Heinz Weihrich, Essentials of Management, Tata McGraw-Hill, 2015.
2. Ramasamy T, Principles of Management, Himalaya Publishing, 2018.

References:

1. Stephen P. Robbins and Mary Coulter, Management, Prentice Hall of India, 2007.
2. Andrew J. Dubrin, Essentials of Management, Thomson South Western, 2009.
3. VSP Rao and V.H. Krishna, Management, Excel Books, 2008.
4. Joseph and Massie, Essentials of Management, Prentice Hall of India, 2005.
5. Tripathy PC and Reddy PN, Principles of Management, Tata McGraw- Hill, 2012.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X									
CO2	X									X
CO3	X				X	X		X		X
CO4			X		X			X	X	X
CO5			X		X			X	X	X

Revised Blooms Taxonomy

Course Outcomes (COs)	Skill Levels					
	K1	K 2	K 3	K4	K 5	K 6
CO1	1			4	5	
CO1	1		3		5	
CO1	1		3		5	
CO1	1				5	6
CO1	1				5	

Mean: 3.3

Objective: To gain a deep understanding of human behavior in organizations from multiple perspectives and frameworks and to learn the suitable tools to effectively analyze and approach different organizational circumstances.

Outcome: At the end of the course, students will be able to

- i. Understand the evolution of Organizational Behaviour and relevance of OB to Managerial Roles
- ii. Demonstrate the applicability of the concept of personality and perception to understand and shape the behavior of people in the organization.
- iii. Analyze the importance of attitude and motivation in achieving organisational outcomes
- iv. Analyze the importance of Group Behavior and its effect on Organizational Outcomes
- v. Appraise the effect of organisational change , development and culture on organisational outcomes

Unit – 1: Introduction and historical overview (12 Hours)

Organisational Behaviour – Definition, Need, Importance and Scope, Contributing Disciplines, Models of Organizational Behaviour, Historical Overview of the Field

Unit – 2: Foundations of individual behaviour (12 Hours)

Individual Behaviour – Personality – Determinants of Personality, Theories of Personality and Measuring Personality, Perception - Perceptual Process, Factors Influencing Perception, Shortcuts Used for Judging Others Learning – Theories of learning – Shaping Behavior

Unit – 3: Attitude and Motivation – Concepts & Theories (12 Hours)

Attitudes – Nature and Components of Attitudes, Functions of Attitudes and Changing Attitudes. Motivation - Content and Process Theories of Work Motivation, Motivation through Employee Recognition Programs and Employee Involvement Programs

Unit – 4: Group Dynamics and Leadership (12 Hours)

Group Behaviour – Dynamics of Group Formation – Types of Groups – Reasons for Group Formation. Leadership – Leadership Styles – Difference Between a Leader and Manager. Stress – Definition, Causes of Stress, Managing Stress, Emotional Intelligence.

Unit – 5: Dynamics of Organization (12 Hours)

Organisational Change – Types of Change, Process of Change, Resistance to Change and Overcoming Resistance to Change. Organisational Development – OD Interventions. Organisational Culture

Textbook:

Stephen P. Robbins, Organization Behavior , Stephen P. Robbins , Timothy A. Judge ,Neharika ohra, Organization Behavior , Pearson education,(16th ed) , 2016

References:

1. Fred Luthans, Organization Behavior McGraw Hill Higher Education, 12th Edition, 2017
2. Schermerhorn, Osborn, , Hunt , John Wiley and Sons Ltd , 11th edition , 2011

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X				X					
CO2				X	X				X	
CO3					X	X				X
CO4				X	X					
CO5		X		X	X		X			

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1		3		5	
CO2	1	2		4	5	
CO3	1			4		6
CO4	1				5	6
CO5	1			4		6

Mean: 3.4

Objective: To orient on the basic legal framework of the various Statutory Provisions in India, that can guide future managerial decisions

Outcome: At the end of the course, students will be able to

- i. Understand the essential requirements while framing a Contract and rules concerning it.
- ii. Be aware of the terms and conditions used in a contract and realize its implications.
- iii. Apprehend the different types of Special Contracts, the right and duties of the parties involved.
- iv. Interpret the obligations and rights of Buyer and Seller under a Contract of Sale.
- v. Decipher the protection provided by Competition, IT and RTI acts.

Unit – 1: Indian Contract Act, 1872: Part 1 (13 Hours)

Essential Elements of a Valid Contract - Formation of Contract - Difference between Agreement and a Contract - Classification of Contracts / Agreements - Offer/ Proposal ; Essentials of a Valid Proposal ; Kinds of Offer; Invitation to an Offer ; Termination of Offer - Acceptance : Rules Regarding Acceptance; Revocation of Offer ; Revocation of Acceptance ; Consideration : Rules Regarding Consideration ; Types of Consideration; Contract without Consideration is Void

Unit – 2: Indian Contract Act, 1872: Part 2 (13 Hours)

Capacity of Parties: Rules Regarding Minor Agreements ; Free consent : Effect of Flaw in Consent; Coercion, Undue Influence, Fraud, Misrepresentation, Mistake, Mere Silence or Non-Disclosure, Legality of Object / Consideration, Agreements Against Public Policy ; Void Agreements, Exceptions, Wagering Agreement, Specific Grounds of Frustration, Effects of Frustration ; Quasi Contracts : Types of Quasi Contracts , Obligations of Parties to a Contract ; Discharge of a Contract; Breach of Contract and Remedies Against Breach ; Amendment Bill 2017

Unit – 3: Special contracts Part 1 (12 Hours)

Contracts of Indemnity: Essential Elements, Rights ; Contracts of Guarantee: Essentials and Features, Surety's Liability, Rights of Surety, Discharge of Surety from Liability, Distinction between Indemnity and Guarantee ; Contracts of Bailment : Classification, Rules of Gratuitous Bailment, Distinction between Gratuitous and Non Gratuitous Bailment, Essentials of a Valid Contract of Bailment, Specific Cases of Bailment, Duties and Rights of Bailor, Duties and Rights of Bailee, Right of Lien, Distinction between Particular and General Lien, Finder of Goods, Termination of Bailment

Unit – 4: Special Contracts Part 2 and Sale of Goods Act, 1930 (13 Hours)

Contracts of Pledge – Essentials, Rights and Duties of Pawnor, Rights and Duties of Pawnee ; Contracts of Agency – Principal, Agent, Modes of Creation of Agency, Kinds of Agents, No Personal Liability, Duties and Rights of an Agent, Duties and Rights of Principal, Relations of Principal with Third Parties, Termination of Agencies ; Sale of Goods Act, 1930: Goods and its Types, Essentials of Valid

Contract of Sale, Difference Between Sale and Agreement to Sell; Conditions and Warranties, Doctrine of Caveat Emptor, Exceptions to this Doctrine; Transfer of Ownership, Transfer of Title, Rules as to Delivery, Rights of Unpaid Seller and Rights of Buyer

**Unit – 5: Competition, IT and RTI Act
Hours)**

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The Competition Act, 2002: Objectives and Main Provisions; The Information Technology Act, 2000: Objectives and Main Provisions; Cyber Crimes and Penalties; The RTI Act, 2005: Objectives and Main Provisions

Textbooks:

1. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand & Co, New Delhi 2016.
2. P.K. Goel, Business Law for Managers, Bizentra Publishers, India, 2015.

References:

1. P.P.S. Gogna, Mercantile Law, S. Chand & Co. ,New Delhi, 2016
2. Akhileshwar Pathak, Legal Aspects of Business, Tata Mc Graw Hill, Delhi 2018

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X	X	X							
CO2								X	X	
CO3							X		X	
CO4		X		X					X	
CO5	X			X					X	

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1		3			
CO2	1	2		4	5	6
CO3	1				5	
CO4	1			4		6
CO5	1			4	5	6

Mean : 3.4

Credits

Objective: To help the students understand the concepts and need of computer based information system so that they would participate effectively in designing and utilizing such systems for carrying out managerial decisions under various circumstances.

Outcome: At the end of the course, students will be able to

- i. Identify the basics of Management Information System
- ii. Outline the Information Technology used by the Management in organization
- iii. Analyze and design the system and the different tools required for the Information system
- iv. Compile the Data ware housing and data mining techniques
- v. Outline the Customer Relationship Concepts in the Business World

Unit – 1: Fundamentals of MIS**(12 Hours)**

Conceptual Foundation of MIS - Management – Definition - System – Information System – Fundamental Roles of MIS in Business – Components of Information Systems – Information System Resources – IS activities - Trends in Information Systems – Types of Information Systems – Operations Support System – Management Support System.

Unit – 2: Information Technology**(12 Hours)**

Information Technology – Strategic Uses of Information Technology – Managerial Challenges of Information Technology - Re-engineering Business Processes – Role of IT – Agile and Virtual Company - Challenges of IT Careers

Unit – 3: System Analysis & Design**(12 Hours)**

System Analysis and Design – Feasibility Studies – System Analysis – System Design – Prototyping – ER Diagram - End User Development - Dataflow Diagram for Business – Big Data Analytics– Cloud Computing – Mobile Computing – Smart Machines – Internet of Things

Unit – 4: Data Mining & Data Warehousing**(12 Hours)**

Database Management – Database Structures – Data Warehousing – Data Mining – Functional Business Systems – Marketing Systems – Interactive & Targeted Marketing – Sales Force Automation – Human Resource Systems – Accounting Systems – Financial Management Systems

Unit – 5: Customer Relationship Management**(12 Hours)**

Customer Relationship Management – Major Application Clusters – Phases of CRM – Benefits, Challenges and Failures in CRM – Decision Support in Business – Decision Structure – Management Reporting Alternatives – OLAP – Analytical

Modeling – Executive Information System – Artificial Intelligence – Expert Systems
– Components, Applications, Benefits and Limitations

Textbook:

Ramesh Bhel, James A O'brien, George M Markas, , Management Information System (Eleventh Edition, Special Indian Edition) Mc GrawHill Education, 2019

References:

1. Gary W Dickson & James C Wetherbe, The Management of information System, Mc GrawHill, 2007
2. Janakiraman V S & Sarukesi V S. Decision support system (Eastern Economy Edition.) PHI, 2006
3. Gordon B Davis, Margret H Olson, Management Information System (2 ed) Mc GrawHill, 2001
4. Senn A James, Analysis and Design of Information Systems (2 ed.) Mc GrawHill, 2001
5. Jiawei Han, Micheline Kamber, Jian Pei, Data Mining, Concepts and Techniques, Morgan Kaufmann Publishers an Imprint of Elsevier, 2011.
6. John W Gosney, Thomas P Boehm, CRM Essentials, PHI, 2000

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X							X		
CO2		X						X		
CO3			X							
CO4							X	X		
CO5									X	

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1		3	4		
CO2	1			4		
CO3	1				5	6
CO4	1				5	6
CO5	1			4	5	

Mean: 3.35

Objective: Economics has much to offer business executives. Economists have a depth of knowledge to say about pricing, evolving market structures, capital structure, profit planning, investment, National Income etc. They can warn of coming market collapses and hopefully point out on expanding market opportunities. Hence, the objectives are to acquire knowledge and understanding of various economic principles and help managers in its applications in the real life of business.

Outcome: At the end of the course, students will be able to

- i. Familiarize the Fundamentals of Business Economics
- ii. Identify the demand and supply determinants and analyze the Cost-Output Relationship.
- iii. Classify the market structures and examine the pricing strategies under each market.
- iv. Understand the methods of factor pricing and decisions related to distribution of revenue in a business.
- v. Discuss the influences of macroeconomic variables in a business.

UNIT-1: Introduction**(15 hours)**

Meaning and Definition of Economics and Business Economics - Scope of Economics – Divisions, Approaches and Methods of Economic Study – Basic Economic Concepts - Utility and Value, Goods and Services, Cost and Price, Firm and Industry, Supply and Demand, Production and Consumption - Economy and Economic Systems: Capitalism. Socialism, Mixedism and Globalism - Central Problem of an Economy – Production Possibility Curve – Objectives of Business Firm.

UNIT-2: Demand and Supply Analysis**(15 hours)**

Demand: Meaning – Determinants of Demand – Laws of Demand – Elasticity of Demand : Types and Measurement – Consumer Equilibrium : Marginal Utility Theory – Indifference Curve Analysis – Consumer Surplus **Supply:** Meaning – Determinants – Law of Supply – Elasticity of Supply –Types - Market Equilibrium - Changes in Demand and Supply.

UNIT-3: Production, Cost and Revenue Analysis**(15 hours)**

Production Analysis: Production Function- Factors of Production – Laws of Production: Law of Variable Proportions – Law of Returns to Scale - Economies and Diseconomies of Scale – **Cost Analysis:** Cost Concepts - Types of Costs - Short and Long Run Cost Curves – Relationship Between Average and Marginal Cost Curves and Total, Fixed and Variable Costs **Revenue Analysis:** Revenue Concepts - Total Revenue, Average Revenue- Marginal Revenue - Revenue Curves – Relationship Between Average and Marginal Revenue

UNIT-4: Market and Distribution Analysis (15hours)

Market Analysis: Meaning of Market - Market Structure: Perfect Competition : Features – Price, Output and Profit Determination in Short and Long Run – Monopoly : Features – Price, Output and Profit Determination in Short and Long Run – Types of Monopoly - Price Discrimination - Dumping – Monopolistic Competition : Features – Product Differentiation - Oligopoly : Features – Types. **Distribution Analysis:** Meaning - Factor Pricing - Marginal Productivity Theory of Distribution - Modern Theory of Distribution

UNIT-5: Macro Economic Analysis (15 hours)

National Income: Basic Concepts - Methods of Measurement - Problems of National Income Analysis - **Business Cycle:** Meaning – Features – Phases of Business Cycle – Causes – Measures to Control Business Cycle. **Inflation:** Meaning - Types - Causes - Control Measures- **Economic Policies:** Monetary and Fiscal Policies - **Globalisation and Economic Reforms:** Meaning - LPG Strategy - Reform Initiatives

Textbooks:

1. Varshney R.L and Maheswari K.L., Managerial Economics, Sultan Chand & Sons, New Delhi, 2016
2. Jhingan ML and J K Stephen, Managerial Economics, Vrinda Publications (P) Ltd, New Delhi, 2017
3. Paneerselvam.R, Sivasankaran.P and P.Senthilkumar, Managerial Economics, Cengage Learning India Pvt.Ltd., New Delhi, 2018.

References:

1. Mankar, G , Business Economics, Vikas Publishing House, Mumbai, 2016.
2. Mehta.P.L. , Managerial Economics, S.Chand and Sons Company Ltd., New Delhi, 2016.
3. Dwivedi D N, Managerial Economics, Vikas Publishing House Pvt, Ltd., New Delhi 2016.
4. Peterson Lewis, Managerial Economics, Prentice Hall of India, New Delhi, 2002

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Course Outcomes(COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X	X								X
CO2			X					X		X
CO3			X		X					
CO4								X		X
CO5	X	X								X

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1	1			4	5	
CO2	1			4		6
CO3	1			4		6
CO4	1		3		5	
CO5	1		3		5	6

Mean : 3.5

Objective: Under this course students not only learn about recording and classifying data, they also learn about managing an organization by reporting and interpreting data for decision making. The course aims at exposing the various fields of accounting viz., financial accounting, cost accounting and management accounting.

Outcome: At the end of the course, students will be able to

- i. Apply accounting principles and prepare the basic records of financial accounting viz, journal, ledger and trail balance
- ii. Construct corporate financial statements as per the accounting standards
- iii. Appraise the financial performance of firms by using ratios and make inter-firm comparison.
- iv. Compile cost related records to determine breakeven point and making short-run decisions
- v. Formulate various budgets and check the variances in material and labour costs.

Unit – 1: Financial Accounting – Recording the Financial Transactions (12 Hours)

Introduction – Definition – Need for Accounting – Branches of Accounting – Accounting Principles – Accounting Concepts and Conventions – Journalizing Transactions – Ledger Posting and Trial Balance

Unit – 2: Financial Accounting – Preparation of Financial Statements (16 Hours)

Preparation of Trading Account – Profit and Loss Statement – Balance Sheet with Adjustments – Depreciation Accounting – Straight Line Method – Diminishing Balance Method – Window Dressing.

Unit – 3: Management Accounting – Analysis of Financial Statements (16 Hours)

Financial Statement Analysis – Techniques of Financial Statement Analysis –Ratio Analysis – Common Size Financial Statement Analysis – Comparative Financial Statement Analysis – Trend Analysis – Cash Flow Statements.

Unit – 4: Cost Accounting (16 Hours)

Cost Concepts – Cost Classification – Methods of Costing –Marginal Costing –Cost-Volume-Profit Analysis – Break-even Analysis –Decisions Involving Alternative Choices – Make or Buy – Sell or Process Further – Product Mix with Limiting Factor.

Unit – 5: Budgetary Control and Standard Costing (15 Hours)

Budgetary Control System – Classification of Budgets – Flexible Budget – Cash Budget – Standard Cost System – Variance Analysis – Material Cost Variance – Labour Cost Variance.

Textbooks:

1. Dr S N Maheshwari, CA Sharad K Maheshwari & Dr Suneel K Maheshwari, A Textbook of Accounting for Management, Vikas Publishing, 2018.
2. Debarshi Bhattacharyya, Management Accounting, Pearson Education India, 2012

References:

1. Khan MY and Jain PK : Management Accounting, McGraw Hill, 2013
2. Singhvi NM&Ruzbeh J. Bodhanwala Management Accounting Text & Cases PHI, 2018
3. Narayanaswamy R. - Financial Accounting A Managerial perspective, PHI, 2014
4. Bhattacharya and John Deardon, Accounting for Management, Vikas Publishing House, 2004

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1					X					
CO2					X				X	
CO3				X	X				X	
CO4			X		X					X
CO5		X			X					

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1		3		5	
CO2	1		3		5	
CO3	1				5	6
CO4	1				5	6
CO5	1			4		6

Mean : 3.53

Hours/2 Credits Objectives: This course helps the students to have basic knowledge on computer terminologies and also helps in creating professional word documents, excel spreadsheets, PowerPoint presentations using Microsoft Suite tools to transform basic business functions into meaningful results using fundamental and some advanced functions of Microsoft office tools in various real-time business scenarios.

Outcome: At the end of the course the students will be able to

- i. Prepare business documents effectively using standard options available in MS Word.
- ii. Design the layouts and create business project reports effectively.
- iii. Apply MS Excel effectively for data entry and analysis.
- iv. Synchronize dynamic online data into excel which will be used for real-time analysis.
- v. Design professional business presentations using MS PowerPoint and other presentation tools.

Unit – I: MS Word Basics (6 Hours) Introduction to Computer Terminologies - The Screen and its elements – the office button – Quick Access – The View Buttons – Status Bar – Creating a new document – Templates - Writing and Simple Formatting – Customizing Styles – Table of Contents - Page Breaks – Mail Merge

Unit – II: MS Word Functions(6 Hours) Page Layout – Margins – Page Setup – Sections – Pager Header & Footer – Pictures & Graphics – Clip Art – Smart Art – Excel Charts – Comments – Proofing - Links

Unit – III: MS Excel Functions(6 Hours) Range Names – Lookup Functions – Index Function – Match Function – Text Function – Date Function – IF Statements – Time Functions – The Paste Special Command, Hiding and Freeze functions

Unit – IV: Data Handling on MS Excel(6 Hours) Importing Data from a Text File or Document – Importing Data from the Internet – Validating Data – Summarizing Data by Using Histograms - Summarizing Data by Using Descriptive Statistics – Using PivotTables and Slicers to Describe Data

Unit – V: Functions of MS PowerPoint(6 Hours) Begin a new presentation using a Template – Customizing Slide Format and Colour Theme – Adding Content in Presentation – Text – Image – Charts – Tables – Refining the Presentation – Animations – Latest Presentation tools

Text Book:

1. Torben Lage Frandsen, Microsoft Word 2007 Torben Lage Frandsen & Ventus Publishing ApS 2010
2. Wayne L. Winston, Microsoft Excel 2010: Data Analysis and Business Modelling, Microsoft Press, 2011
3. Torben Lage Frandsen, Microsoft Office PowerPoint 2007 Torben Lage Frandsen & Ventus Publishing ApS 2011

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X	X			X					
CO2				X	X					
CO3				X	X				X	X
CO4				X	X	X				
CO5		X	X	X						

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1		2		4		
CO2			3	4		
CO3				4	5	
CO4				4	5	
CO5				4		

Mean: 3.9

Objective: This self study course aims at developing an in depth understanding of the policy environment in which business operates, appreciating the impact of culture on business activities, analysing the interaction of technology and business decisions and understanding the linkages between business and the political environment

Outcome: At the end of the course, the students will be able to

- i. Assess the impact of policy on business decisions.
- ii. Examine the cultural environment of business.
- iii. Detail the interaction of technology and business decisions
- iv. Analyse the political environment influencing business.
- v. Appraise of the international trade environment and relations affecting business.

Unit 1: Policy Environment

(6 Hours)

India's Fiscal policy –Control of Inflation – Employment Generation Programmes – Trade Policy – Conservation and generation of Foreign Exchange – Foreign Policy - Relations with China, US, Russia, Pakistan etc. Economic Policies – Promotion of Small Scale Sector – Handicrafts – Rural Industries - Public Sector – Role and Importance of the Public Sector in India

Unit 2: Cultural Environment

(6

Hours)

Languages, Festivals, Population Protection against Discrimination based on Gender, Caste, Religion and Ethnicity etc. Welfare Measures for the Economically Weaker Sections – MNREGA& MGREGS 2.0 - Conservation of Indian culture – Monuments – Conservation of Flora and Fauna

Unit 3: Technological Environment

(6

Hours)

Development of Indigenous Technology& Import Substitution – Conservation of Energy & Environment – Pollution Control – Success of India's Space Programme – Development of Manufacturing and Services Sector in India

Unit 4: Political Environment

(6

Hours)

Democracy, Political Parties, Constitution of India - Gram Panchayat – Local Administration – Local body Elections etc. – Elections and Election Commission – Role of Trade Unions in India – RTI Act – Fight against Corruption

Unit 5: International Environment

(6 Hours)

The world of International Business, Internationalization, International Market Size and Reasons for Growth – Why Companies Go International – Structure of International Market, Regional Integration – EU , NAFTA and Others. International Trade Framework – GATT, WTO – Trade Disputes and Settlement Mechanisms.

References:

1. Ruddar Dutt, K.P.M. Sundaram, "Indian Economy, (68th ed.) S.Chand, New Delhi 2016.
2. Francis Cherunilam, Business Environment, Himalaya Publishing House, Delhi.2015
3. A.C. Fernando, Business Environment, Pearson Education India, Delhi, 2016
4. Websites of Government of India, States of India.
5. Economic Survey, Government of India, latest year.
6. John D. Daniels, Lee H.Radebaugh, Daniel P. Sullivan, Prashant Salwan, International Business, Pearson Education Asia, New Delhi, 2018.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X		X							X
CO2			X	X						X
CO3				X			X			X
CO4				X			X			X
CO5		X		X			X			

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1			3	4		
CO2				4	5	
CO3			3		5	
CO4				4	5	
CO5			3		5	

Mean : 4.1

Objective: The objective of this course is to sensitize the students with entrepreneurship skills they should nurture and develop. This course sensitizes the students with the concept of entrepreneurship, entrepreneurial traits and the process of entrepreneurship.

Outcome: At the end of the course, students will be able to

- i. Outline the Importance of Entrepreneurship & its Evolution in India
- ii. Identify the Major Characteristics and Types of Entrepreneurs
- iii. Explain the Importance, Role & Nature of Entrepreneurship
- iv. Narrate the process of Creation & Managing of an Enterprise the effect of dividend policies by discussing the dividend theories and differentiating different forms of dividend.
- v. Specify the stages of Growth & Closure of an Enterprise

Unit – 1: Introduction to Entrepreneurship (15 Hours)

Nature and Importance of Entrepreneurs – Definition of Entrepreneur and Entrepreneurship – Role of Entrepreneurship in Economic Development – Entrepreneurship in Ancient Period, Pre-Independence Period, and 1947 onwards. Future and drawbacks of entrepreneurship. Advantages and Drawbacks of Pursing Entrepreneurship as a Career

Unit – 2: Characteristics & Classifications of Entrepreneurs (10 Hours)

Classification and Functions of Entrepreneur – Characteristics and Traits of Entrepreneur- Types of Entrepreneur

Unit – 3: Concept of Intrapreneurship (10 Hours)

Entrepreneurial Decision Making – Intrapreneurship – Climate for Intrapreneurship – Establishing Intrapreneurship in Organization

Unit – 4: Business Creation & Management (10 Hours)

Creating and Starting the Venture – Creativity and Business Idea – Business Plan – Sources of Capital – Managing the Enterprise – Buying an Existing Business – Franchising

Unit – 5: Business Growth, Financing & Closure (15 Hours)

Strategies for Growth and Managing the Implications of Growth – Accessing Resources for Growth from External Sources – Going Public – Ending the Venture - Financial Support by the Government, Development Banks and Public Sector Banks Global Aspects of Entrepreneurship- Contemporary Issues

Textbook:

G.S. Sudha, Dynamics of Business Entrepreneurship, RBSA Publishers, 2013.

References:

1. Hisrich, Peters and Sheperd, Entrepreneurship, Tata McGraw Hill, 2016
3. Peter Drucker Innovation and Entrepreneurship, Colins (Reprint) 2006
4. John Hampton, Financial Decision making, Problems, Text and Cases, Prentice Hall of India, 1999.
5. Zimmerer and Scarborough, Essentials of Entrepreneurship and Small Business Management, fourth edition, Prentice Hall of India, 2017
6. Charantimath, Entrepreneurship Development, Pearson Education, 2010
7. Mohanty, Fundamentals of Entrepreneurship, Prentice Hall of India, 2016

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X									
CO2			X							
CO3			X							
CO4			X					X	X	X
CO5		X							X	X

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1		3		5	
CO2	1	2				6
CO3	1			4		6
CO4	1		3		5	6
CO5	1			4	5	6

Mean : 3.5

Objective: Operations Management course aims at dealing with the different process that converts input to outputs in both production as well as services sector.

Outcome: At the end of the course, students will be able to

- i. Identify the core concepts of operations or productions management, including the types of production, layout techniques.
- ii. Examine the factors that govern the productivity.
- iii. Evaluate the various production management techniques as inventory management, capacity planning and work management.
- iv. Analyse the project management techniques.
- v. Assess the practice of implementing best practices of total quality management at industry level.

Unit – 1: Introductory Concepts (10 hours)

Introduction –Evolution and Scope of Operations Management –Demand Forecasting Techniques – Production Systems- Job Shop, Batch Production, Continuous and Discrete Production.

Unit – 2: Layout and Plant Maintenance (10 hours)

Location Planning - Plant Layout Methods – Product Layout, Process Layout, Fixed Layout and Combination Layout ; Plant Maintenance - Preventive, Breakdown and Scheduled Maintenance .

Unit – 3: Inventory Management and Capacity Planning (15 hours)

Inventory Management – Inventory Models and EOQ Calculation – Types of Inventories – Material Management - Planning and Types – Aggregate Planning, Capacity Planning , MRP I , MRP II. ERP Life Cycle – Critical Success Factors and Failures of ERP.

Unit – 4: Project Management (10 hours)

Project Management – PERT and CPM ; Productivity Enhancement Techniques - Work Measurement- Method Study , Motion Study, Time Study- Scheduling and Sequencing.

Unit – 5: Total Quality Management (15 hours)

TQM– Introduction and Importance ; TQM Gurus and Contributions – Tools of TQM ; Statistical Process Control – OC Curve ; Six Sigma – Bench Marking – Quality Circles ; Quality Management Systems – ISO, BIS and Other Certifications.

Textbook:

William J. Stevenson , Operations management., Tata McGraw Hill Ltd.,2019

References:

1. S.N.Chary,Production and Operations Management, McGraw-Hill Education, Sixth Edition, 2019.
2. R. Panneerselvam , Production and Operations Management , PHI Learning Pvt. Ltd., Third Edition, 2012.
3. Buffa & Sarin, Modern Production / Operations Management – Ninth Edition – Wiley publishers ltd., 2010
4. V. Vijayan and H .Ramakrishnan , Total Quality Management ,S.Chand , 2019.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X					X		X	X	
CO2		X		X				X		
CO3	X							X	X	
CO4								X		
CO5		X		X				X		

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1	2	3			
CO2	1			4		6
CO3	1			4	5	
CO4	1			4	5	6
CO5	1				5	6

Mean : 3.4

MBA 4424 INTERNATIONAL BUSINESS MANAGEMENT
4 Hours/4Credits

Objective: The aim of this course is to define international business management, comprehend the international business environment and international business strategies, and elucidate the concept globalisation and to explicate the effects of globalisation.

Outcome: At the end of the course, students will be able to

- i. Familiarise the fundamentals of international business and the international business environment
- ii. Summarise the theories of international business and their relevance
- iii. Understand basic aspects of MNCs and FDIs and their determinants.
- iv. Comprehend the business strategies in international business.
- v. Analyse the various dimensions of globalisation and its relevance.

Unit –1: Introduction (12 Hours)

International Business: Nature, importance and Scope –International Business Manager: Functions, Role and Characteristics – Reasons for International Business- Mode of Entry into International Business - Internal Trade Vs. International Trade - International Business Environment – Geographical, Demographic, Economic, Socio-cultural, Political, Legal and Technological Environment.

Unit – 2: International Business Theories (12 Hours)

Trade Theories: Theory of Mercantilism - Theory of Absolute Cost Advantage - Theory of Comparative Cost Advantage - Theory of Country Size - Heckseher-Ohlin Trade Theory – Product Life Cycle Theory, National Competitive Advantage Theory - Foreign Direct Investment (FDI) Theories: Monopolistic Advantage Theory, Internationalization Theory, Dunning’s Eclectic Paradigm

Unit – 3: Multinational Corporations and Foreign Investment (12 Hours)

Multinational Corporations: Conceptual Framework of MNCs; MNCs and International Relations - Merits and Demerits of MNCs- Problems Faced by MNC’s - Technology Transfers –Importance and Types –Gains of Technology Transfer - Foreign Direct Investment: Key Features - Motives – Types - Barriers on Foreign Investment Flows - Factors Influencing FDI.

Unit –4: International Business Strategy (12 Hours)

Importance of International Business Strategy - Creating Strategy for International Business - Management of Production, Services, Technology, Operations and Marketing - Ethics and Social Responsibility of Business - Strategic Alliances: Acquisitions and Mergers, Management of Joint Ventures and other International Strategic Alliances.

Unit - 5: Globalisation**(12 Hours)**

Definition - Historical Background - Major Forces of Globalisation – Advantages and Disadvantages of Globalisation - Stages of Globalisation - Global Financial and Trade Institutions: IMF, IBRD and WTO - Globalisation at Firm/Corporate Level - Effects of Globalisation on Strategies for Small Scale and Medium Sized Business – Globalisation.

Textbooks:

1. John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan, Prashant Salwan, International Business, Pearson Education Asia, New Delhi, 16th edition, 2018.
2. S.Tamer Cavusgil, Gary Knight, John Riesenberger, International Business: The New Realities, 5th Edition, 2020

References:

1. Francis Chernulium, International Economics, Tata McGraw Hill Publishing Company Limited, New Delhi, 2017
2. Jhingan M.L., International Economics, Virendra publication Pvt. Ltd., New Delhi, 2017
3. Subbu Rao, International Business, Text and cases, Himalaya publishing House, Mumbai, 2016

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X	X								X
CO2			X				X	X		X
CO3	X		X		X					
CO4								X		X
CO5	X	X								X

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1	1			4	5	
CO2	1		3			6
CO3	1			4	5	6
CO4	1		3		5	
CO5	1			4	5	6

Mean = 3.6

Objective: Marketing is an organizational function and set of process for creating, communicating and delivering values to the customer and for managing customer relationship in ways that benefit the organization and its stake holders. This course aims at highlighting the significance of Customer Orientation.

Outcome: At the end of the course, students will be able to

- i. Identify and analyze the functions of marketing and impact of environmental factors.
- ii. Explain the importance of marketing research process
- iii. Creating new product and developing pricing strategies
- iv. Designing and managing marketing channels and logistics
- v. Evaluate the current promotional strategies of marketing

Unit– 1: Introduction (10 Hours)

Core Marketing Concepts – Nature and Importance of Marketing– Approaches to Marketing – Marketing Process – Functions of Marketing – Marketing Environment and their Impact on Marketing Decisions.

Unit –2: Marketing Research (10 Hours)

Marketing Research – Market Research Process – Marketing Mix– Bases for Consumer Market Segmentation– Market Targeting and Positioning– Buying Decision Process

Unit –3: Product Planning and Pricing (15 Hours)

Product – Classification of products– Product Line & Product Mix- Branding, Packaging, Labeling – New Product Development – Product Life Cycle – Pricing – Kinds of Pricing – Factor Affecting Price Determination

Unit– 4: Place (12 Hours)

Channels of Distribution – Importance of Channel of Distribution in Marketing – Types – Design Marketing Channel–Channel Management Decisions; Retailing and Wholesaling – Logistics Management

Unit–5: Promotional Mix (13 Hours)

Promotion Tools – Advertising– Types of Media – Social Media – Personal Selling– Sales Promotion– Publicity – Public Relations– Direct Marketing– Direct Marketing Vs Mass Marketing – Digital Marketing

Textbooks:

1. Philip Kotler and Kevin Lane, Marketing Management, PHI Learning / Pearson Education, 2017.
2. Pillai,R.S.N and Bagavathi,Marketing Management, S.Chand Publishing, Delhi, 2010.

References:

1. Dhruv Grewal, Michael Levy, Marketing Special Indian Edition,2006.
2. Philip Kotler and Gary Armstrong, Principles of Marketing 9th Edition ,2010.
3. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, 2008.
4. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, 2006.
5. Ramasamy and Namakumari, Marketing Management – An Indian Perspective ,McMilan India Ltd,2011.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X			X			X			X
CO2								X	X	
CO3							X		X	
CO4		X		X					X	
CO5	X			X					X	

Revised Blooms Taxonomy

Course Outcomes (COs)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1	1			4		6
CO2	1	2			5	
CO3	1			4		6
CO4	1			4	5	6
CO5	1		3		5	

Mean: 3.44

MBA4428

HUMAN RESOURCE MANAGEMENT

4 Hours/ 4

Credits

Objective: This course aims at sensitizing the students about the historical development of HRM, the various functions of HRM starting from procurement, development, compensation, integration, and maintenance of workforce.

Outcome: At the end of the course, students will be able to

- i. Outline a framework of knowledge relating to the concepts and evolution of Human Resource Management
- ii. Apply the knowledge of Human Resource Planning through Job analysis and job specification.
- iii. Identify the appropriate recruitment methods for different job openings in the industry.
- iv. Analyze the different training needs in an organization and develop the personnel in the organization.
- v. Evaluate the different aspects of maintaining, retaining and improving the quality of work life of the employees of the organization.

Unit – 1: Introduction to Human Resource Management (12 Hours)

Human Resource Management – Nature – Importance – Scope – Objectives - Evolution of HRM – Personnel Management Vs HRM - HRM Functions – HR Manager Qualities - Outsourcing HRM - Changing Workforce Profile - Role of HR in Changing Environment - Ethical Issues in HRM

Unit – 2: Human Resource Planning (12 Hours)

Human Resource Planning- Importance of H.R.P- Introduction to Job Analysis- Uses and Process of Job Analysis - Methods of Collecting Job Analysis Data- Job Description- Job Specification- Job Evaluation- Uses - Methods of Information Collection - Job Enrichment Vs Job Enlargement.

Unit – 3: Talent Acquisition Management (12 Hours)

Concept of Recruitment – Factors Affecting Recruitment – Internal and External - Sources- Advantages and Limitations of Internal and External Sources – Selection Process - Placement- Induction - Performance Appraisal- Methods of Performance Appraisal – Compensation – Components of Compensation - Objectives

Unit – 4: Training & Human Resource Development (12 Hours)

Training and Development a Comparison- Benefits of Training- Methods of Training – On the Job – Off the Job - Evaluation of Training Programme - Human Resource

Development – Learning Organization - Competency Management – Knowledge Management – Succession Planning

Unit – 5: Maintenance of Human Resource

(12

Hours)

Approaches and Techniques for Improving Quality of Work Life – Human Resource Counseling Functions - Transfer – Promotion – Demotion – Employee Turnover – Causes & Control - Employee Retention Strategies – Absenteeism – Causes – Measures to Control Absenteeism - Employee Separation

Textbook:

L M Prasad, Human Resource Management, Sultan Chand & Sons, 2019

References:

1. V.S.P. Rao, Human Resource Management (Text & Cases), Excel books 2009
2. Ashwathappa K, Human Resource Management, 7th edition , 2013
3. Edwin Flippo, Principles of Personnel Management, McGraw Hill ,2016

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X					X			X	
CO2		X				X				X
CO3				X		X				
CO4						X	X			X
CO5						X			X	

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1		3		5	
CO2	1			4		6
CO3	1				5	6
CO4	1			4	5	
CO5	1				5	6

Mean: 3.6

Objective: Corporate Finance is the study of corporations and businesses from the stand point of the financial manager. This course aims at helping students to understand the major functions of finance manager with the ultimate objective of maximising shareholders wealth.

Outcome: At the end of the course, students will be able to

- i. Identify the key decisions of financial management and demonstrate how they are connected to the objective of financial management
- ii. Demonstrate the effect of fixed charges obligation on the value of firm and selecting an optimal capital structure
- iii. Evaluate the alternative investments by applying capital budgeting methods and identifying the different sources of long term funds.
- iv. Assess the working capital requirements and identify the different sources of working capital.
- v. Appraise the effect of dividend policies by discussing the dividend theories and differentiating different forms of dividend.

Unit – 1: Overview of Financial Management (12 Hours)

Overview of Financial Management – Financial Goals – Profit Maximization – Objections to Profit Maximization – EPS Maximization – Wealth Maximization – Agency Problems – Agency Costs – Key Decisions of Financial Management.

Unit – 2: Financing Decision (16 Hours)

Analysis of Operating and Financial Leverages – Analyzing Alternative Financial Plans – EBIT and EPS Analysis– Calculation of Indifference Point – Capital Structure Theories – Relevant and Irrelevant Theories – Practical Considerations in Determining Capital Structure – Cost of Capital – Cost Debt – Cost of Preference Share – Cost of Internal Equity – Cost of External Equity.

Unit – 3: Long Term Financing Sources and Investment Decision (16 Hours)

Fund Based Financing – Shares – Debentures – Long Term Loans – Asset Based Financing – Hire purchase – Leasing – Idea Based Financing – Venture Capital Financing – Investment Decisions – Capital Budgeting – Investment Evaluation Criteria – Net Present Value – Internal Rate of Return – Profitability Index – Payback Period – Accounting Rate of Return – Capital Rationing.

Unit –4: Working Capital Decision (16 Hours)

Concept of Working Capital – Operating and Cash Conversion Cycle – Determinants of Working Capital – Estimating Working Capital Needs – Working Capital Finance – Trade Credit – Accrued Expenses and Deferred Income – Bank Finance – Factoring – Commercial Paper.

Unit – 5: Dividend Decision

(15 Hours)

Relevant and Irrelevant Dividend Theory Models – Walter’s Model – Gordon’s Model – MM Approach – Dividend Policy – Objectives of Dividend Policy – Practical Considerations in Dividend Policy – Forms of Dividend – Cash Dividend – Bonus Shares – Advantages and Limitations.

Textbook:

I.M. Pandey, Financial Management, Vikas Publishing House, 2015.

References:

1. Richard A. Brealey, Stewart C. Myers, Franklin Allen, and Pitabas Mohanty, Principles of Corporate Finance, McGraw Hill, 2018
2. Khan MY and Jain PK Financial Management, Text, Problems and Cases McGraw Hill, 2018

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X				X					
CO2				X	X				X	
CO3					X				X	X
CO4				X	X					
CO5		X		X	X		X			

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1			4	5	
CO2	1				5	6
CO3	1				5	6
CO4	1				5	6
CO5	1				5	

Mean : 3.7

**2 Hours / 2
Credit**

Outcome: At the end of the course, the students will be able to

- vi. understand the experiences of leading Corporates in managing their firms .
- vii. Examine the functional issues of managing a business.
- viii. Differentiate the core issues and peripheral issues of business firms
- ix. Analyse the problems and evolve solutions in managing a firm.
- x. Appraise of the internal and external factors affecting business.

Unit 1: Operation Management Cases (6 Hours)**Unit 2: Human Resource Management Cases (6 Hours)****Unit 3: Marketing Management Cases (6 Hours)**

Unit 4: Financial Management Cases	(6 Hours)
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Unit 5: International Business Management Cases (6 Hours)

6. ICAI, Case Studies in Business Strategy, Vol. IV, The Institute of Chartered Financial Analysis of India, Hyderabad, 2005.
7. ICAI, Case Studies in Human Resource Management, Vol.II, The Institute of Chartered Financial Analysis of India, Hyderabad, 2004.
8. ICAI, Case Studies in Sales & Distribution Management, The Institute of Chartered Financial Analysis of India, Hyderabad, 2006.

References:

1. Uppendra Kachru , Production and Operation Management : Text and Cases, , Excel Books, 2013.
2. Brown, Saunders and Bruce Bushkirk, Cases i Direct Markting, NTC Business Books, , USA, 2005
3. Srinivasan R, Case Studies in Marketing: The Indian Context, Prentice Hall of India Private Limited, New Delhi, 2006.
4. Krishnamacharyulu CSG and Lalitha Ramakrishnan, Cases in Rural Marketing,: An Integrated Approach, Pearson Education Pvt. Ltd., New Delhi, 2003.
5. Etzel, Walker, Stanton and Ajay Pandit, Marketing : Concepts and Cases, Tata Mc-Graw Hill, New Delhi, 2006.
6. Neelamegham, Marketing in India: Cases and Readings, Vikas Publishing House Pvt., Ltd, New Delhi, 2007.
7. Aswathappa K, Human Resource Management: Text and Cases, Tata Mc-Graw Hill, New Delhi, 2012
8. Pandey I M and Ramesh Paat, Cases in Financial Management, Tata Mc-Graw Hill, New Delhi, 2011.
9. Francis Cherunilam, International Business: Text and Cases, PHI Learning Private Limited, New Delhi, 2011.
10. Michael E Porter, Cases in Competitive Strategy, The Free Press, New York, 1983.
11. John A Quelch, Leong, Ang and Tan, Cases in Marketing and Strategy: An Asia Pacific Perspective, Asia Pacific Marketing Federation and Prentice Hall, Singapore, 1996.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X		X							X
CO2			X	X						X
CO3				X			X			X
CO4				X			X			X
CO5		X		X			X			

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1				4	5	6
CO2				4	5	6
CO3				4	5	6
CO4				4	5	6
CO5				4	5	6

Mean : 5.0

MBA 4224 CONTEMPORARY MANAGEMENT PRACTICES (Seminar)

2 hours / 2 credits

Objective: This self study course is intended to equip the students in understanding and articulating the management practices such as Production Management, Marketing Management, Human Resources Management, Financial Management and Business Ethics.

Outcome : At the end of the exercise , students will be able to

- i. Identify the latest production trends and management practices .
- ii. Understand the recent trends in marketing and issues related to them.
- iii. Analyse the manpower management practices.
- iv. Designing and maintaining a proper financial management practices.
- v. Evaluate the ethical issues connected to business.

Unit – 1 : Production Management (6 hours)

Lean Production Methods – Cost-cutting Methods - Total Quality Management Practices – ISO Certifications.

Unit – 2 : Marketing Management (6 hours)

Recent Trends in Marketing – Event Marketing – Green Marketing – Digital Marketing – Permission Marketing.

Unit –3 : Human Resources Management (6 hours)

Manpower Planning – Methods of Selection – Performance Appraisal – Motivation.

Unit – 4: Financial Management (6 hours)

Inter-Corporate Loans and Investments – Financial Implications of Winding up – Borrowing Powers – Financial Audit, Cost Audit , Management Audit .

Unit – 5 : Business Ethics (6 hours)

Corporate Social Responsibility – Organisational Culture – Environmental Protection – Fair Trade Practices.

References:

1. S.N.Chary, Production and Operations Management, McGraw-Hill Education, Sixth Edition, 2019.
2. Pillai,R.S.N and Bagavathi, Marketing Management, S.Chand Publishing,2010
3. V.S.P. Rao, Human Resource Management (Text & Cases), Excel books 2009
4. I. M. Pandey, Financial Management, Vikas Publishing House, 2016
5. Sandeep Goel, Corporate Governance : Principles and Practices, Mc Graw Hill Ltd., , 2019.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X		X							X
CO2			X	X						X
CO3				X			X			X
CO4				X			X			X
CO5		X		X			X			

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1				4		6
CO2				4		6
CO3					5	6
CO4					5	6
CO5				4		6

Mean : 5.2

Objective: It aims to promote the development of core and specialized competencies of students. They can demonstrate high levels of competence in the areas of different managerial skills.

Outcome: At the end of the course, students will be able to

- i. Develop their creative thinking ability and decision making skills.
- ii. Evaluate alternative solutions and choose solutions that maximize positive and minimize negative outcomes.
- iii. Resolve conflicts arising in the workplace environment.
- iv. Inspire individuals and teams to reach their potential by embracing innovation through strategic thinking and shared responsibility.
- v. Demonstrate effective communication skills by selecting the appropriate style, language and form of communication suitable for different audiences and mediums

Unit I: Creative Thinking Skills, Decision-Making Skills:

Unit 2: Problem-Solving Skills, Time Management Skills

Unit 3: Managing Conflicts, Negotiation Skill

Unit 4: Teamwork Skills, Leadership Skills

Unit 5: Relationship Management Skills, Communication Skills

References:

1. Whetten, David and Cameron, Kim, Developing Management Skills, Prentice Hall, 2008
2. E. H. McGrath, S.J., Basic Managerial Skills, Prentice Hall India Learning Private Limited, 2011
3. Prashant Sharma, Soft Skills-Personality Development For Life Success, BPB Publications, 2018

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X									
CO2			X	X					X	
CO3			X						X	X
CO4				X			X	X		
CO5		X		X			X			

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1				4	5	
CO2				4	5	6
CO3				4	5	6
CO4				4	5	6
CO5				4	5	

Mean : 4.8

MBA 4500
Credit 5

SUMMER INTERNSHIP

Objective: The objective of summer internship is to accommodate the students in any organization to gain practical knowledge

Outcome: At the end of the course, students will be able to

- i. Learn the functions of different departments in an organization
- ii. Synergize the theoretical knowledge with real time exposure
- iii. Use hands-on experience on various industry practices
- iv. Involve in all the three levels of management
- v. Utilize the knowledge gained in future course of action

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1					X			X	X	X
CO2					X			X	X	X
CO3	X	X								
CO4	X	X								
CO5								X	X	

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1				4		
CO2				4	5	6
CO3					5	6
CO4					5	6
CO5					5	6

Mean: 5.2

Objective:

To enable the students understand the concept and significance of strategic decisions, planning and evaluation. To apply and integrate different strategies in their everyday life as managers

Outcome: At the end of the course, students will be able to

- vi. Understand the meaning, nature and importance of strategic management
- vii. Apply a set of analytical skills, tools and techniques for analyzing a company strategically
- viii. Demonstrate effective application of concepts, tools & techniques to practical situations for diagnosing and solving organizational problems.
- ix. Able to demonstrate capability of making their own decisions in dynamic business landscape.
- x. Appraise key business issues/challenges/problems of business in light of dynamic business environment.

Unit – I: Strategy Overview and Process (12 Hours)

Strategy – Definition – Need– Characteristics– Levels of Strategy –Benefit and Risks of Strategic Management– Strategic Management Process

Unit – II: Strategic Vision and Mission (12 Hours)

Strategic Intent – Hierarchy of Strategic Intent – Mission and Vision Statements – Need, Formulation - Importance - Components - Goals and Objectives

Unit – III: Environmental Analysis (12 Hours)

Environmental Appraisal – Tools – PESTEL, SWOT , ETOP , EFE Matrix , Competition Analysis - Porter's Five Forces - Organizational Appraisal – Tools - Value Chain Analysis , Benchmarking, IFE Matrix - Corporate Portfolio Analysis – BCG Matrix.

Unit – IV Strategic Alternatives (12 Hours)

Business Level Strategies – Functional Level Strategies- Grand Strategies – International Strategies.

Unit – V Strategic Evaluation and Control (12 Hours)

Strategy Implementation - Implementation Process, Resource Allocation, Designing Organizational Structure-Designing Strategic Control Systems- Matching Structure and Control to Strategy-Implementing Strategic Change- - Strategic Evaluation and Control- Balanced Scorecard Approach

Text Book:

Fred.R.David, Strategic Management- Concept and Cases, Pearson Education, 16th edition, 2016

References:

1. L.M. Prasad, Strategic Management, Sultan Chand & Sons., 7th edition, 2018
2. John. A. Pearce&Richard B. Robinson , Strategic Management, McGraw- Hill, 14th edition, 2014.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X				X					
CO2				X	X				X	
CO3					X	X				X
CO4				X	X					
CO5		X		X	X		X			

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1			3			
CO2				4		
CO3				4		
CO4					5	
CO5						6

Mean: 4.4

Objective: The course aims at imparting students with an understanding of the research process, tools and techniques in order to facilitate managerial decision-making.

Outcome: At the end of the course, students will be able to

- i. Acquire the knowledge to Identify business problem
- ii. Formulate research problem and develop a sufficiently coherent research design
- iii. Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling.
- iv. Have adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis
- v. Write & develop independent thinking for critically analyzing research reports.

Unit –I: Concept of Business Research (12 Hours)

Definition and Significance - Emerging Hierarchy of Information Based Decision Makers – Theory and Research - Research Process – Formulating and Clarifying the Research Topic– Research Proposal – Ethics in Research

Unit – II: Research Design and Sampling (12 Hours)

Research Design: Definition – Types of Research Design – Measurement and Scaling – Types of Scaling – Sample Design – Determination of Sample Size – Sampling Technique – Probability and Non Probability Methods – Pilot Study

Unit –III: Data Collection (12 Hours)

Types of Data – Primary Vs Secondary Data– Sources of Secondary data – Primary Data Collection Methods – Observation, Interview, Questionnaire, Schedule - Validity and Reliability of Data Collection Procedures - Data Preparation –Editing, Coding, Tabulation

Unit – IV: Hypothesis Testing and Analysis (12 Hours)

Steps in Hypothesis Testing –Assumptions about Parametric and Non-Parametric Tests- Univariate, Bivariate and Multivariate Statistical Techniques, Factor Analysis – Discriminant Analysis – Cluster Analysis –Multi Dimensional Scaling – Application of Statistical Software for Data Analysis.

Unit – V Report Writing (12 Hours)

Presenting Insights and Findings – Style and Composition of the Report – Format of Reporting – Norms for Using Bibliography-Bibliography Software - Plagiarism - Oral Presentation - Briefing – Delivery – Audio Visuals.

Textbook:

Donald Cooper , Pamela Schindler , J K Sharma , Business Research Methods McGraw Hill Publication, 11th edition, 2017

References:

1. Alan Bryman&Emma Bell, Business Research Methods, Oxford University Press, Third Edition , 2011
2. Mark Saunders, Philip Lewis and Adrian Thornhill ,Research Methods for Business Students, Pearson Publication, 7th edition, , 2016

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X				X					
CO2				X	X				X	
CO3					X	X				X
CO4				X	X					
CO5		X		X	X		X			

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1			3			
CO2			3			
CO3				4		
CO4					5	
CO5						6

Mean:4.2

Objective: This course facilitates the students to learn and apply mathematical tools for managerial decision making and optimizing resources.

Outcome: At the end of the course, students will be able to

- i. Assign and allocate tasks and resources effectively.
- ii. Apply choice of tools and linking them with the process of decision making through transportation and assignment problems.
- iii. Analyze complex management projects through an integrated system of forced planning and evaluation.
- iv. Predict the future trends in business.
- v. Optimize profit, cost and resource utilization

Unit-I: Operations Research and Linear Programming (15 Hours)

Stages of Development of Operations Research - Applications of Operations Research - Limitations of Operations, Linear Programming Problem – Model Formulation –Primal Simplex – Graphical Method – Simplex Method.

Unit-II: Transportation and Assignment Problems (15 Hours)

Transportation Problem - Initial Basic Feasible Solution - North West Corner Rule, Least Cost Method and Vogel's Approximation Method- Optimal Solution- Degeneracy and Unbalanced Transportation Problem - Assignment Problem

Unit-III: Dynamic Programming (15 Hours)

Dynamic Programming - Problem–PERT and CPM - Game Theory-Pure and Mixed Strategy–Dominance Rule-Graphical Solution – Markov Chains

Unit-IV: Time Series Analysis (15 Hours)

Time Series: Components– Trends –Seasonal– Cyclical Irregular Variables - Measurement of Trend–Method of Semi Averages and Method of Moving Averages - Principle of Least Squares– Measurement of Seasonal Fluctuations

Unit-V: Decision and Queuing Techniques (15 Hours)

Decision Theory – Steps of Decision Making Process – Types of Decision Making Environments – Decision Tree Analysis – Queuing Theory – Structure of a Queuing System

Textbook:

J.K.Sharma, Operations Research: Theory and Applications, Trinity Press, Sixth Edition 2016

References:

1. Richard Levin and David Rubin, Statistics for Management, Eighth Edition, Pearson.2017
2. Pannerselvam, Operations Research, Second Edition, PHI Learning, 2009
3. Frederick S. Hillier, Gerald J. Lieberman, Introduction to Operations Research, Tenth Edition, McGraw-Hill Education, 2015
4. SuranjanSaha, Quantitative Methods, Tata McGraw Hill, 2001

Mapping Course Outcomes(Cos) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X							X		
CO2		X							X	
CO3				X				X	X	
CO4								X		
CO5									X	X

Revised Blooms Taxonomy

CourseOutcome (Cos)	SkillLevels					
	K1	K2	K3	K4	K5	K6
CO1		2				
CO2			3			
CO3						6
CO4				4		
CO5					5	

Mean:4.0

Objective : To improve the communication skills of the students by Group Discussion on the contemporary management topics, to enable the student to face the interview with confidence.

Outcome : At the end of the course, the students will be able to

- i. Understand the importance of Group Discussion.
- ii. Improve his skill sets in terms of leadership, planning and Organising the team.
- iii. Develop an optimistic attitude.
- iv. Analyse the different opinions of the participants.
- v. Apply a suitable and amicable solution for the problem.

UNIT I :	Strategic Management Topics	(6 hours)
UNIT II :	Issues on Organisational Behaviour and HRM	(6 hours)
UNIT III:	Topics related to Business Environment	(6 hours)
UNIT IV:	Customer Need identification and New Product Development	(6 hours)
UNIT V:	Economic Planning, Development and Current Issues	(6 hours)

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1			3	4		
CO2				4	5	
CO3			3		5	
CO4				4	5	
CO5			3		5	

Mean :4.1

MBA 5521 INVESTMENT AND PORTFOLIO MANAGEMENT 5Hours/5 Credits

Objective: The subject is aimed at providing insight to the various analytical techniques used in evaluation of the various investment opportunities. The course also provides of extension of these concepts to the portfolio of securities and the concept of diversification, management of a portfolio.

Outcome: At the end of the course, students will be able to

- i. Identify the parameters to be considered while choosing from the different investment alternatives.
- ii. Apply the risk return associate with Investment objectives.
- iii. Analyse the complexities associated with market efficiency and apply empirical test to ascertain the same.
- iv. Analyze specific characteristics of Market Efficiency and its impact on investment pattern
- v. To understand various approaches to portfolio construction and would be able to learn how portfolios are selected

Unit – I: Investment Setting (15 Hours)

Investment - Meaning - Classification - Features - Investment, Speculation and Gambling – Investment Alternatives – Behavioural Finance - Risk and Return - Systematic and Unsystematic Risk - Measurement of Risk and Return -Return on Investment.

Unit – II: Securities Valuation (15 Hours)

Valuation of Securities – Debt Instruments – Simple, Redemption, Holding Period Yield , Yields to Call / Put - Equity Instruments Valuation - Earnings , Revenues , Cash flows, Asset, Yield Derivative Instruments - Pricing Futures and Options

Unit–III: Fundamental and Technical Analysis (15 Hours)

Economy – Industry – Company Analysis Framework -Forecasting Techniques – Industry Classification, Industry Life Cycle – Company Analysis- Measuring Earnings – Forecasting Earnings – Dow Theory – Types of Charts -Chart Patterns – Moving Averages – Oscillators– Efficient Market Hypothesis

Unit – IV: Portfolio Analysis and Selection (15 Hours)

Portfolio Analysis –Expected Return and Risk,Portfolio with more than two Securities
Portfolio Selection –Markowitz Model, Single Index Model, Multi Index Model, Capital Asset Pricing Model,Capital Market Line , Security Market Line

Unit – V: Portfolio Performance Evaluation (15 Hours)

Portfolio Revision – Constraints - Active and Passive Strategies-Formula Plans;
Portfolio Performance Evaluation-Sharpe, Treynor and Jensen's ratio

Textbook:

P. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing, 2nd edition , 2012

References:

1. S.Kevin, Security Analysis and Portfolio Management, PHI, 2nd edition, 2015
2. M. Ranganatham and R. Madhumathi, Investment Analysis and Portfolio Management, Pearson, 2006

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X				X					
CO2				X	X				X	
CO3					X				X	X
CO4				X	X					
CO5		X		X	X		X			

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1		3		5	
CO2	1			4		6
CO3	1				5	
CO4			3		5	
CO5				4	5	

Mean :3.58

Objective: The course is aimed at orienting the students towards a Holistic approach towards analysing the various financial statements of corporate. The course also aims to provide in-depth understanding of the elements in such financial statements.

Outcome: At the end of the course, students will be able to

- i. Compare the Balance Sheets of Companies across time periods
- ii. Analyse and Report the elements of Revenue and Profits
- iii. Appraise the contribution of Accounts Payables and receivables towards efficiency
- iv. Scrutinize the efficiency of operations and suggest ways for improvement
- v. Submit a meaningful Financial Report of any company

Unit – I: Introduction, Comparative & Common Size Statements (15 Hours)

Financial Statements Analysis: Meaning, Significance, Process, Classification - Horizontal & Vertical Analysis – Inter-fir and Intra-fir – Tools for Analysis ; Comparative & Common Size Financial Statements : Meaning - Objectives - Advantages, Preparation of Comparative and Common Size Balance Sheet and Income Statements, Percentage Change Calculations, Practical Exercises using Spreadsheets.

Unit – II: Revenue, Profits, Accounts Payables and Receivables (15 Hours)

Revenue : Sources - Analysing and Measuring Contribution from each Source - Revenue Growth - Revenue Concentration - Revenue Per Employee ; Profits : Types, Calculation of Gross and Net Profit Margins ; Ratio Analysis : Gross Profit Ratio – Net Profit Ratio – Operating Profit Ratio – Operating Ratio – Return on Investment – Return on Capital Employed – Earnings Per Share Ratio – Dividend Payout Ratio – Dividend Yield Ratio – Price Earnings Ratio – Net Profit to Net Worth Ratio - Practical Exercises using Spreadsheets.

Unit – III: Funds, Working Capital, Accounts Payable & Receivable (15 Hours)

Components of Application of Funds - Accounts Payable: Process in MNCs - Ledger Accounting and Analysis – Payables / Creditors Turnover Ratio ; Accounts Receivable: Process in MNCs - Ledger Accounting and Analysis – Receivables / Debtors Turnover Ratio - Schedule of Changes in Working Capital – Funds Flow Statement Analysis - Practical Exercises using Spreadsheets.

Unit – IV: Operational Efficiency, Capital Efficiency and Solvency (15 Hours)

Determinants of Operational Efficiency – Comparison of Cost of Operation and Fees charged – Capital Efficiency – Solvency – Stock Turnover Ratio – Debt Payment Period Ratio – Working Capital Turnover Ratio – Fixed Assets Turnover Ratio – Capital Turnover Ratio – Debt Equity Ratio – Proprietary Ratio – Capital Gearing Ratio – Debt / Interest Service Ratio - Practical Exercises using Spreadsheets.

Unit – V: Management Reporting (15 Hours)

Introduction - Definition of Management Reporting - Objectives of Management Reporting -Essentials of Good Reporting System - Classification of Management

Reporting - Objectives, Period, Functions - Report for the Top, Middle and Junior Level Management.

Text Book:

Dr. P. Periasamy: Financial, Cost and Management Accounting, Himalaya Publishing House, 2014

References:

8. V. Rajasekaran : Accounting for Managers, Pearson, 2012
9. PC Tulsian : Cost and Management Accounting, Tata McGraw Hill, 2020

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1					X					
CO2					X				X	
CO3				X	X				X	
CO4			X		X					X
CO5		X			X					

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1		3		5	
CO2	1		3		5	
CO3	1				5	6
CO4	1				5	6
CO5	1			4		6

Mean : 3.53

MBA 5525 MERCHANT BANKING AND FINANCIAL SERVICES 5Hours /5Credits

Objective: To identify the various segments of merchant banking industry and to expose the important legislation affecting merchant banking activities

Outcome: At the end of the course, the students will be able to

- i. Understand the products of financial services and comply with the legal aspects of merchant bank
- ii. Identify and implement a new issue of IPO.
- iii. Categorize and manage Mergers and Acquisitions.
- iv. Demonstrate the features of Hire Purchase and Lease Agreement.
- v. Construct the mechanism for managing the venture Capital.

Unit– I: Introduction (15 hours)

Indian Financial System–New Financial Products and Services – Challenges Faced by the Financial Sector– Regulating Authorities of Financial Services –Merchant Banking in India: Merchant Banks and Commercial Banks – Functions/Services of Merchant Banks – Qualities Required for Merchant Banker – SEBI Guidelines for Merchant Banker and Investor Protection.

Unit – II: New Issues Management (15 hours)

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure, and Instruments–Issue Pricing–Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants– Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought-out Deals – Off–Shore Issues – Post-Issue Activities.

Unit – III: Mergers and Acquisitions (15 hours)

Mergers and Acquisitions: Steps – Major Issues; Portfolio Management Services: Functions of Portfolio Management – Credit Syndication – Credit Rating: Individuals, Companies – Credit Rating Agencies in India – Types of Credit Rating.

Unit– IV: Hire Purchase and Leasing (15 hours)

Hire Purchase – Meaning – Features of Hire Purchase Agreement– Banks and Hire purchase business; Leasing: Definition– Steps involved in Lease – Contents of Lease Agreement – Advantages and Disadvantages – Real Estate Financing – Bill Discounting.

Unit – V: Factoring and Venture Capital (15 hours)

Factoring and Forfeiting: Meaning – Terms and Condition– Types of Factoring– Functions – Forfeiting Vs Factoring –Venture Capital: Features – Benefits – Disinvestment Mechanism – Government of India Guidelines for Venture Capital.

Textbook:

1. H.R. Machiraju , Merchant Banking, New Age International Publishers ,4th edition , 2010

2. Gordon and Natarajan, Financial Markets and Services, Himalaya Publishing House, 2013.

References:

1. M.Y.Khan, Financial Services, 11th ed., Tata McGraw-Hill, New Delhi, 2008.
2. K. Ravichandran, Merchant Banking and Financial Services, Himalaya Publishing House, Mumbai, 2008
3. Nalini Prava Tripathy, Financial Services, PHI Learning, New Delhi, 2008

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X				X			X		
CO2								X	X	
CO3				X						X
CO4	X				X					
CO5	X							X	X	X

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1	2			5	
CO2	1				5	
CO3				4		
CO4			3			6
CO5			3			6

Mean :3.6

MBA5522

BANKING AND INSURANCE

5 Hours/5 Credits

Objective: To gain knowledge about the various functions of banking in India and to develop the skills necessary for a career in Banking and Insurance.

Outcome: At the end of the course, the students will be able to

- i. Examine the overall banking and insurance practice in India
- ii. Evaluate different types of deposits and their benefits.
- iii. Identify and critically analyse the products and payments in Digital banking
- iv. Compute the role and importance of the Insurance sector as an important adjunct of the Banking sector
- v. To develop the skills necessary for a career in Banking and Insurance

Unit-I: Principles of Banking

(15 hours)

Indian Banking System and its Structure – An Overview – Role and Functions of RBI – Type of Deposits: Savings Account – Current Account – Fixed Deposit – Recurring Deposit – Special Types of Customers – General Procedure for Opening Accounts

Unit –II: Commercial Banks

(15 hours)

Functions of Commercial Banks – Nationalization of Commercial Banks – Lending and Investment Policies of Commercial Banks – Different Types of Loans – Negotiable Instruments: Cheque Vs Bills of Exchange – Proper Drawing of a Cheque – Material Alteration – Marking – Crossing – Significance of Various Forms of Crossing – Endorsement – Honouring and Dishonouring of Cheque.

Unit– III: Digital Banking

(15 hours)

Digital Banking Products: Cards; Types of Cards – EMV Technology – Tap and Go Technology – ATMs : Proprietary, Brown Label and White Label ATMs – Cash Deposit Machines – Mobile Banking – Internet Banking – Payment Systems: Overview of Domestic and Global Payment Systems – Immediate Payment Service (IMPS) – National Unified USSD Platform (NUUP) – Aadhar-Enabled Payment System – Real Time Gross Settlements (RTGS) & National Electronic Funds Transfer (NEFT) – Innovative Banking & Payment Systems

Unit–IV: Insurance

(15 hours)

Insurance Companies in India – Privatization of Insurance in India – Preliminaries – Fundamental Principles of Insurance – Assurance Vs Insurance – Insurance Pricing – Impact of Globalisation on Insurance Sector – Core Functions of an Insurance Company – Regulatory Framework – Role of IRDA

Unit–V: Development of Insurance Products**(15 hours)**

Types of Insurance – Life Insurance– Marine Insurance – Health Insurance —Vehicle Insurance – Fire Insurance –Reinsurance— Bancassurance– Social Insurance – Micro Insurance- Changing face of Indian Insurance Industry

Textbooks:

1. Gopal V. S, and Sumathi Gopal. Banking and Insurance Principles and Practice. 2nd edition. New Delhi: Himalaya Publishing House, 2010.
2. Indian Institute of Banking and Finance, Digital Banking, Taxmann Publications Ltd, 2019.

References:

1. Jain, J.N and Jain R.K. Modern Banking and Insurance Principles and Practices. Mumbai: Deep and Deep Publications Ltd, 2011.
2. B. Santhanam, Banking Theory Law & Practice, Margham Publications Ltd, 2014.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X				X				X	
CO2	X				X			X	X	X
CO3	X				X				X	X
CO4	X		X		X					
CO5	X	X			X			X	X	

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1		2		4		
CO2					5	6
CO3	1			4		
CO4	1	2	3	4		

CO5						6
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Mean : 3.45

Objective: To provide an in-depth understanding of derivatives and to enlighten the students on the nuances involved in valuation and application of derivatives and in formulating suitable corporate financial management strategies.

Outcome: At the end of the course, students will be able to

- i. Understand the characteristics, market structure and importance of derivatives
- ii. Execute diverse investment strategies using forwards and futures
- iii. Able to demonstrate capability of making their own investment and risk management decisions using options
- iv. Develop understanding on various kinds of swaps and their trading mechanics
- v. Comprehend novel derivative instruments and the regulations governing trading in derivatives

Unit- I: Introduction (15 Hours)

Derivatives: Definition- Characteristics- Structure of Derivative Markets- Derivatives Underlying-Types - Purpose and Benefits - Criticisms of Derivatives - Differences between Cash and Future Markets, Types of Traders- Types of Settlement, Risks in Derivatives

Unit- II: Forwards and Futures (15 Hours)

Forwards & Futures Market- Mechanics of Futures Markets - Different Categories of Forwards & Futures - Hedging Strategies - Valuation- Determination of Forward and Futures Prices - Risk Management using Forwards and Futures

Unit - III: Options (15 Hours)

Development of Options Market, Types – Call- Put- Option Positions - Naked and Covered, Option Terminologies - Payoff Profile Matrix - Determinants of Option Prices – Binomial Option Pricing Model – Black-Scholes- Option Trading Strategies

Unit - IV: Swaps (15 Hours)

Characteristics of Swaps- Categories of Swaps- Mechanics of Interest Rate Swaps - Currency Swaps - Application- Valuation- Usage of Swaps in Risk Management

Unit - V: Other Derivatives (15 Hours)

Credit Derivatives, Interest Rate Derivatives, Insurance Derivatives, Exotic Options - Derivatives Trading at NSE/BSE – Eligibility of Stocks – Regulations

Text Books

1. Don M. Chance and Robert Brooks, An Introduction to Derivatives and Risk Management, South-Western Cengage Learning, Eighth edition, 2010.
2. Robert L. McDonald, Derivatives Markets, Pearson Education, Third edition, 2013.

References

1. Hull.c.John. and Sankarshan Basu. Options, Futures and Other Derivatives, 10th edition, Pearson Education, Chennai. 2018.
2. Gupta S L, Financial Derivatives: Theory, Concepts and Problems, 2nd edition, PHI learning, New Delhi. 2017.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X				X				X	
CO2	X				X			X	X	X
CO3	X				X				X	X
CO4	X		X		X					
CO5	X	X			X			X	X	

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1	2		4	5	
CO2					5	6
CO3	1			4	5	
CO4	1	2	3	4		
CO5	1				5	6

Mean : 3.44

Objective: The objective is to provide adequate knowledge on Strategic Cost Management techniques to be applied for effective planning and control of operations.

Outcome: At the end of the course, the students will be able to

- i. Analyze the concept of SCM & its applications
- ii. Identify and analyse various techniques of cost reduction
- iii. Design SCM tools & Techniques
- iv. Develop Balanced Scorecard
- v. Discuss and Evaluate the different pricing strategies

Unit –I: SCM and Its Importance (15 hours)

Conceptual Framework of SCM – Necessity – Traditional Vs Strategic Cost Management – Components of Strategic Cost Management: Value Chain Analysis– Cost Driver Analysis– Strategic Position Analysis

Unit –II: Strategic Cost Management and Control (15 hours)

Lean System and Innovation: Seven Waste – Cost Control Vs Cost Reduction– Pareto Analysis – Scope of Cost Reduction and its Techniques – Environmental Management Accounting

Unit – III: SCM Tools and Techniques (15 hours)

Activity based Costing and Activity based Management –Life Cycle Costing– Theory of Constraints – Value Analysis– Just in Time – Business Process Reengineering (BPR) –Target Costing–Kaizen Costing

Unit – 1V: Balance Score Card (15 hours)

Definition–The Measurement Gap – The Implementation Gap – Score Card and its Perspective: Financial Perspective – Customer Perspective – Internal Business Perspective – Learning and Growth – Benefits of Balance Score Card – Application of the Balance Score Card – Building a Balance Score Card

Unit – V: Decision Making and Pricing Strategies (15 hours)

Pricing Decision– Role of Product's Cost in Pricing – Elements of Cost–ROI– Cost Plus Pricing–Marginal Cost Pricing –Transfer Pricing – International Transfer Pricing –Pricing of New Products: Skimming and Penetrative Pricing Methods -Government's Intervention in Pricing.

Textbook:

V.K. Saxena, Strategic Cost Management and Performance Evaluation, Sulthan Chand& Sons, 2020.

References:

1. John K.Shank and VijayGovindarajan, Strategic Cost Management, Vikas Publishing

House, 2004

2. Robert Kaplan & Robin Cooper, Cost and Effect, Harvard Business School, 2002

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X			X	X			X		
CO2	X				X					X
CO3	X			X	X					
CO4				X						
CO5	X								X	

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1				4		
CO2	1			4		
CO3						6
CO4						6
CO5		2				6

Mean :4.14

Objective: To understand the behaviour of consumers and the factors that influence the consumers' buying decision.

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

- i. Outline the marketing concept and the discipline of consumer behavior
- ii. Identify the external influences on consumer behavior
- iii. Analyze the consumer learning, memory and involvement in consumption related activities
- iv. Discuss about the sociological influences on consumer behavior
- v. Explain the consumer decision making process, innovation and diffusion process

Unit – I: Consumer Behaviour and Marketing Strategy (15 Hours)

Applications of Consumer Behavior – Marketing Concept and the Discipline of Consumer Behavior – Market Analysis Components — The Consumers - Market Segmentation and Positioning - Consumer Decisions – Outcomes – The Nature of Consumer Behavior – The Meaning of Consumption

Unit – II: External Influences (15 Hours)

Sociological Influences on Consumer Behaviour – Variations and Changes in Cultural Values - Marketing Strategy and Values – Ethnic Religious and Regional Subcultures – Marketing Strategy and Family Decision Making –Family Life Cycle Behaviour - Communication within Groups and Opinion Leadership – Marketing Strategy for Reference Groups

Unit – III: Psychological Influences (15 Hours)

Psychological Influences on Consumer Behaviour - Perception and Marketing Strategy – Learning – Memory – Product Positioning – Motivation Theory and Marketing Strategy – Personality – Emotions and Marketing Strategy – Attitude Components – Product Segmentation based on Attitudes – Self Concept and Lifestyle

Unit – IV: Consumer Decision Process (15 Hours)

Types of Consumer Decisions – Marketing Strategy and Problem Recognition – Nature and Type of Information Search – Marketing Strategy based on Information Search – Consumers Choice – Evaluative Criteria – Outlet Choice – Attributes Affecting Retail Outlet Selection – Consumer Characteristics and Outlet Choice – In-Store Influences that Affect Brand Choices - Purchase

Unit – V: Post Purchase Processes and Evaluation (15 Hours)

Product Use and Nonuse – Disposition – Purchase Evaluation and Customer Satisfaction – Dissatisfaction Responses – Customer Satisfaction - Repeat Purchases and Customer Commitment – Post Purchase Resonance

Textbook:

David L Mothersbaugh, Del I. Hawkins, Amit Mookerjee, Consumer Behaviour: Building Marketing Strategies, McGraw Hill Inc, 2019.

References:

1. Leon G. Shiffman, Leslie Lazer Kanuk, Consumer Behaviour, 11th ed., PHI, 2014.
2. David L. Loudon, Albert J.Della Bitta, Consumer Behaviour – Concepts and Applications, McGraw Hill Inc, 2001.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X			X				X		
CO2	X			X				X	X	
CO3		X				X			X	X
CO4	X	X		X		X	X			X
CO5	X		X	X			X	X	X	X

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1	2				6
CO2	1			4		
CO3		2	3		5	6
CO4	1			4		
CO5		2			5	6

Mean :3.43

Objective: The objective of the course is to impart knowledge on advertisement methods and sales promotion techniques. The course is designed to enrich the advertisement skills of the students through their creative thinking process.

Outcome: At the end of the course, the students will be able to

- vi. Identify the different advertisement types and the media.
- vii. Select and evaluate the suitable advertisement model for their concern.
- viii. Develop an advertisement budget.
- ix. Analyse the different sales promotion techniques
- x. Apply the suitable sales promotion technique at the right time.

Unit – I: Introduction to Advertisement (15 Hours)

Concept – Objectives – Social, Economic and Legal Implications of Advertisements – Advertisement Agencies and Roles – Types of Advertisements - Advertisement Campaigns.

Unit – II: Advertisement Media (15 Hours)

Media Plan – Type and Choice Criteria – Reach and Frequency of Advertisements – Measures of Media Cost Efficiency – Media (Readership / Viewership) Research- Cost of Advertisements – Determinants of Advertisement Budget – Media Strategy and Scheduling.

Unit – III: Advertisement Models, Designing and Execution (15 Hours)

AIDA - DAGMAR - DRIP Approaches - Different Types of Advertisements – Building of Advertisement Programmes - Layout – Design Appeal – Creative Writing Media Research – Concept Testing– Pre-Testing, Post-Testing, Recall - Laboratory Tests - Field Tests-Advertisement Ethics-ASCI.

Unit – IV: Sales Promotion (15 Hours)

Definition - Scope and Role of Sale Promotion –Sales Promotion Strategies and Practices, Cross Promotions, Surrogate Selling, Bait-and-Switch Advertising Issues.

Unit – V: Sales Promotion Campaign (15 Hours)

Sales Promotion – Requirement Identification – Different Methods of Sales Promotion – Out Sourcing Sales promotion -National and International Promotion Strategies – Online Sales Promotions- Integrated Marketing Communication Campaign -Evaluating.

Textbooks:

1. Sandra Moriarty, Nancy D. Mitchell, William D. Wells, Advertising & IMC: Principles and Practice, (10th ed,) Pearson India Education Services 2018.
2. Ruchi Gupta, Advertising Principles and Practice”, S.Chand 2016.

References:

1. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 2015
2. Kruti Shah & Alan D'souza, Advertising & Promotion, Tata McGraw-Hill New Delhi, 2009
3. Kelley &Jugenheimer, Advertising Media Planning – A Brand Management Approach, Prentice Hall, India. 2008

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X			X				X		
CO2	X			X				X	X	
CO3	X	X		X		X	X	X	X	X
CO4	X	X	X	X		X	X	X	X	X
CO5	X		X	X			X	X	X	X

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1		2				6
CO2				4		
CO3			3		5	6
CO4	1			4		
CO5		2			5	

Mean :3.8

Objective : The objective of the course is to throw insights on the concepts of service sector and the marketing concepts associated with it.

Outcome : At the end of the course, the students will be able to

- i. Analyse the problems in various services sector.
- ii. Identify the needs of the customer with reference to services sector.
- iii. Design a suitable service marketing strategy.
- iv. Analyse the customer satisfaction towards the service delivery.
- v. Measure the quality of service.

Unit – I: Introduction

(15 Hours)

Definition – Service Economy – Evolution and Growth of Service Sector — Unique Characteristics of Services - Challenges and Issues in Services Marketing- Classification of Services

Unit – II: Service Marketing Environment

(15 Hours)

Assessing Service Market Potential - Extended Marketing Mix – Service Marketing – Environment– Physical Evidence and Servicescape - Service Market Segmentation - Targeting and Positioning.

Unit – III: Service Design and Delivery

(15 Hours)

Service Life Cycle – New Service Development – Designing Service Delivery System – Employee Roles - Service Blue Printing – GAP Model of Service Quality – Measuring Service Quality – SERVQUAL – Service Quality Function Deployment.

Unit – IV: Service Delivery and Consumer Behaviour

(15 Hours)

Dimensions of Service Quality – Services Encounter - Consequences of Dissatisfaction - Service Failure and Recovery - Pricing of services– Service Marketing Triangle - Integrated Service Marketing Communication.

Unit – V: Service Strategies

(15 Hours)

Service Marketing Strategies for Health Sector – Hospitality – Tourism – Finance – Logistics - Educational – Entertainment and Public Utility – IT-enabled Services.

Textbooks:

1. Alan Wilson, Valarie Ziethaml, Mary Jo Bitner, Dwayne D. Gremler, Services Marketing –Integrating Customer Focus Across The Firm, European Edition, McGraw-Hill Education, 2016

2. Jochen Wirtz and Christopher Lovelock, Services Marketing: People, Technology, Strategy, 8th Edition, World Scientific Publishing Co. Inc., 2016

References:

1. Jha S.M, Services Marketing, Himalaya Publishing House. 2010
2. RajendraNargundkar, Services Marketing, 2nded, Tata McGraw Hill, 2006

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Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X	X		X				X		
CO2	X	X	X	X				X	X	
CO3	X	X		X				X	X	X
CO4	X			X				X	X	X
CO5	X			X				X	X	X

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1	2				
CO2				4		
CO3				4	5	6
CO4				4	5	6
CO5			3			

Mean : 4.0

MBA 5542

DIGITAL MARKETING

5 Hours/ 5 Credits

Objective: To teach the concepts and techniques of Digital Marketing and to enable the student to start their own online venture through various social media platforms.

Outcome : At the end of the course, the students will be able to

- i. Identify the different tools and techniques of the Digital Marketing.
- ii. Analyse the concepts of online revenue generation metrics.
- iii. Develop and follow email marketing strategies.
- iv. Apply Facebook, Twitter and LinkedIn marketing techniques.
- v. Summarise and to adapt a suitable digital marketing method.

Unit – I: Introduction (15 hours)

Digital Marketing - Definition – Objectives - Application - Types – Digital Marketing Process -Social Media Marketing Concepts — SEO and Types.- On Page SEO and Off- Page SEO techniques.- Indexing and Key Word Planner Tools.

Unit – II: Google Marketing (15 hours)

Overview- Pay-Per-Click Advertising - Google Adword – Google Adsense- Types of Google Bidding Strategies – Google Analytics- Exercises.

Unit – III: Email Marketing (15 hours)

Introduction and Significance -Designing E-mail Marketing Campaigns using Mail Chimp -:Building E-mail List and Signup Forms – Content Marketing.

Unit – IV: Social Media Marketing (15 hours)

Face book Marketing - Designing and Managing Facebook Advertising Campaigns - Step-by-Step Approach to Build Facebook Page for Marketing and Designing_ Evaluating an Effective Facebook Campaign-Twitter Advertising - Designing - Managing and Monitoring Twitter Campaigns -LinkedIn Advertisements.

Unit – V: E- Commerce and Applications (15 hours)

E-Com Business Models – Applications of Ecommerce - E-payments - Cybercrime and Prevention Methods- Cyber Ethics.

Textbook :

Simon Kingsnorth, Digital Marketing Strategy – An integrated Approach to Online Marketing, Kogan Page Limited, 2016.

References

1. Seema Gupta, Digital Marketing, McGraw Hill Publication, 2016
2. Michael R Solomon, Social Media Marketing, Sage Publications, 2018

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X			X				X		
CO2	X		X	X				X	X	
CO3	X	X	X	X				X	X	X
CO4	X	X	X	X				X	X	X
CO5	X	X	X	X				X	X	X

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1	2	3	4		6
CO2		2	3	4		6
CO3					5	6
CO4				4	5	6
CO5				4	5	6

Mean :4.2

Objective: To familiarize learners with the concept of rural marketing and the recent development and trends in rural markets.

Outcome: At the end of the course, students will be able to

- vi. Outline a framework of knowledge relating to the concepts of rural marketing
- vii. Apply the knowledge of consumer behavior in the rural scenario.
- viii. Identify the appropriate strategies used to tap the rural markets.
- ix. Comprehend the knowledge related to rural product and pricing strategies.
- x. Ascertain the latest trends, and issues related to rural markets.

Unit – I: Rural Marketing Environment (15 Hours)

Rural Marketing - Introduction –Rural Markets - Features – Scope – The Rural Marketing Mix – The Rural Marketing Environment – Demographic, Physical, Social, Political, Technological Environments - Evolving Rural Customer

Unit – II: Rural Consumer Behavior, Segmenting & Targeting (15 Hours)

Rural Consumer Behavior – Factors Influencing Rural Consumer Behavior – Rural Buyer Decision Process - Rural Market Segmentation - Targeting and Positioning.

Unit –III: Rural Product and Pricing (15 Hours)

Rural Product -Concept - Classification of Rural Products - Rural Product design – Rural Packaging - Service Initiatives in Rural Markets –Setting the Price for Rural Products and Services

Unit– IV: Rural Market Distribution and Communication (15 Hours)

Distribution in Rural Markets – Distribution Channels - Distributional Model for FMCG and Durable Products - Emerging Distributional Models in Rural Market - Rural Communication Challenges – Creating Advertisements for Rural Audiences

Unit– V: Contemporary Issues in Rural Marketing (15 Hours)

The future of Rural Marketing – Rural Bloom – Future Rural Market Approaches – Corporate Social Responsibility - Social Marketing Practices Relevant to Rural Market.

Textbook:

C.S.G Krishnamacharyulu, Lalitha Ramakrishnan, Rural Marketing Text and Cases, Second Edition, Pearson India Education Pvt Ltd. 2011

References:

1. Sawalia Bihari Verma, Madhusudan Narayan, Potokuchi Thryambakam, Rural Marketing, Scientific Publishers, India, 2014
2. Awadhesh Kr. Singh and Satya Prakash Pandey, Rural Marketing: Indian Perspective, New Age International (P) Ltd., Publishers, New Delhi. 2007

3. Bajaj Chetan, Bajaj, Nandini, Shenoy and Veena, Introduction to Rural Marketing , 1st Edition, New Age International (P) Ltd, Publishers, 2017

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X					X			X	
CO2		X				X				X
CO3				X		X				
CO4						X	X			X
CO5						X			X	

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1		3			
CO2	1			4		6
CO3		2			5	
CO4	1		3		5	
CO5				4		6

Mean:3.41

Objective: To familiarize learners with the decisions involved in running a retail firm. To understand the policies, methods, and procedures used by successful retailers.

Outcome: At the end of the course, students will be able to

- i. Identify the factors and management tools that retailers adopt when developing their merchandise mix.
- ii. Understand how to create a shopping experience that builds customer loyalty
- iii. Understand how retailers can leverage their online and brick and mortar presence to support Omni-channel strategy
- iv. Understand the integration of merchandise management and supply chain strategies
- v. Comprehend the retail buying behaviour of customers

Unit – I: Introduction to Retailing (15 Hours)

Definition and Scope of Retailing - Global and Indian Retail Scenario - Theories of Retail - Key Drivers of Retailing in India - Retail Environment - Retailing Management - FDI in the Retail Sector in India

Unit – II: Retail Strategy and Store Formats (15 Hours)

Strategic Planning Process – Strategic Choice - Organized and Unorganized Formats –Different Organized Retail Formats – Characteristics of each Format – Emerging Trends in Retail Formats - Mall Management –Characteristics - Types - Facilities Management

Unit – III Merchandise and Store Management (15 Hours)

Merchandise Planning - Retail Inventory Management – Buying Methods - Category Management -Space Management - Store Location and Layout -Importance -Site Evaluation and Selection - Store Design - Store Operating Parameters - Visual Merchandise - Retail Atmosphere

Unit – IV: Marketing and Pricing Decisions (15 Hours)

Retail Supply Chain Management – Retail Advertising and Promotions- Retail Pricing Decisions – Private Labels - Retail Legislations

Unit – V: Shopper Behaviour (15 Hours)

Understanding Retail Shopper Behaviour – Shopper Profile Analysis – Shopping Decision Process - Factors Influencing Retail Shopper Behaviour – Complaints Management - Retail Sales Force Management –Omni-Channel Retailing, Online Retailing

Textbook:

Gibson G Vedamani, Retailing Management, Pearson India Education Services Pvt. Ltd, , 5th edition 2014

References:

1. Michael Levy Barton A.Weitz, Retailing Management, McGraw-Hill/Irwin, 8TH edition, 2012
2. Barry Berman Joel R. Evans Patrali Chatterjee , Retail Management - A Strategic Approach, Pearson ,thirteenth edition global edition , 2018
3. David Gilbert , Retail Marketing Management, Pearson, second edition, 2003

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X				X					
CO2				X	X				X	
CO3					X	X				X
CO4				X	X					
CO5		X		X	X		X			

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1			3			
CO2				4		
CO3					5	
CO4				4		
CO5						6

Mean: 4.4

MBA 5561 GLOBAL TRADE PRACTICES & DOCUMENTATION 5Hours/5Credits

Objective: The course outlines the vast procedures and documentation processes that are practically done in Foreign Trade. To familiarise students with the Practices, Paperwork and Documentation.

Outcome: At the end of the course, students will be able to

- i. Outline the foundations of export import procedures
- ii. Identify the concepts of import export management and Tariff and Non Tariff Barriers
- iii. Explain process of export order and pre shipment inspection.
- iv. To understand export assistance in India.
- v. To familiarise the availability of assistance from Trading Houses and the incentives available.

Unit – I: Introduction to Import-Export Management (15 Hours)

Institutional Framework and Basics - Foreign Trade - Trade Policy - Exporting - Importing Counter Trade - Promises and Pitfalls of Exporting - Improving Export Performance-Export and Import Financing Procedures; Process of Conducting Export Transaction

Unit – II: Export Documentations & Trade Barriers (15 Hours)

Export Assistance - Export-Import Primary Consideration-Various Import and Export Documentation-Freight Forwarder's Powers of Attorney- Tariff Barrier and Non Tariff Barriers: Trade Barrier Definition: Components of Trade Barrier, Objectives of Trade Barrier-Non Tariff Barriers - Government Participation in Trade – Quota - Ad valorem Duty - Specific Duties and their Differences

Unit – III: Export Order Processing (15 Hours)

Nature and Format of Export Order - Examination and Confirmation of Export Order - Manufacturing or Procuring Goods - Central Excise Clearance - Modes of Payment in International Trade: Advance Payment-Consignment Sales-Open Account-Letter of Credit-Types of LC and Parties to LC

Unit – IV: Export Promotion Measures (15 Hours)

Introduction, Importance of Export Assistance, Export Promotion Measures in India, Expansion of Production Base for Exports; Relaxation in Industrial Licensing Policy / MRTP / FERA / Foreign Collaborations; Liberal Import of Capital Goods; EPZ; SEZs; EHTP and STP

Unit – V: Trading Houses & Incentives (15 Hours)

Assured Supply of Raw-Material Imports; Eligibility for Export / Trading / Star Trading / Super Star Trading Houses; Export Houses Status for Export of Services; Rendering Exports Price Competitive; Fiscal Incentives; Financial Incentives; Strengthening Export Marketing Effort

Text Book:

Daniels, Radebaugh & Sullivan, International Business: Environment and Operations.
11th Edition, Pearson Education.2016

References:

1. Ram Paras, Export: What, Where and How? Anupam Publications, (2017)
2. Charles, W. L. Hill, International Business: Competing in the Global Marketplace.
Tata McGraw Hill, 2011

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X									
CO2			X							
CO3			X							
CO4			X					X	X	X
CO5		X							X	X

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1					
CO2		2				
CO3				4		
CO4					5	
CO5					5	

Mean :3.4

Objective: To acquaint the learner with the basic knowledge of global logistics, its practical elements and transportation of goods for export and import.

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

- i. Understand the basic elements of International logistics
- ii. Comprehend the purpose of various International Commercial Documents
- iii. Analyse the different forms of Ocean and Air transportation
- iv. Review and evaluate various Land, multi-modal transportation and Packaging
- v. Explore and appraise International logistics infrastructure.

Unit – I: Introduction

(15 Hours)

International Trade Volume – Historical Development of International Logistics – Definition of International Logistics– Components of International Logistics Management – Importance of International Logistics; Methods of Entry into Foreign Markets: Indirect Exporting – Active Exporting – Production Abroad – Parallel Imports – Issues in Methods of Entry.

Unit – II: International Commercial Documents

(15 Hours)

Invoices: Commercial invoice- Proforma invoice - Consular invoice- Specialised commercial invoices; Export documents: Export licenses- Shippers export declaration- Certificates of end-use- Export taxes- Export quotas; Input documents: Certificate of origin - Certificate of manufacture - Certificate of inspection - Certificate of Certification - Phytosanitary certificate- Certificate of analysis -Import license- Consular invoice- Certificate of insurance; Transportation documents: Bill of lading – Airway bill - Charter parties- Packing list - Shipper's letter of instruction- Shipments of dangerous goods - Manifest.

Unit – III: International Ocean and Air Transportation

(15 Hours)

Types of service; **Size of vessels:** Dead- weight tonnage - Registered tonnage – Displacement - Plimsoll lines - Size categories; Types of vessels: Container ships – Roll-on-roll-off ships –Break-bulk ships - Combination ships- LASH ships- Crude carriers –Dry-bulk carriers- Gas carriers; Flag; Conferences; Types of Aircrafts: Passenger Airplanes – Combis – Air Freighters – Charters – International Regulations.

Unit – IV: International Land, Multi-Modal Transportation and Packaging (15 Hours)

Truck Transportation; Rail Transportation; Intermodal transportation: Types of Seagoing Containers – Land Bridges – Liability Issues – Aircraft Containers; Freight Forwarders; Project Cargo; Alternative Means of Transportation; **Packaging** for Export: Objectives - Ocean Cargo – Air Cargo - Road and Rail Cargo; Security - Hazardous Goods - Refrigerated Goods – Domestic Packaging Issues.

Unit – V: International Logistics Infrastructure

(15Hours)

Definitions – Transportation Infrastructure: Port Infrastructure – Canals and Waterways Infrastructure – Airport Infrastructure – Rail Infrastructure – Road Infrastructure – Warehousing Infrastructure.

Text Books:

1. David, Pierre, International Logistics, Dream Tech Press, 2003.
2. Wood, Donald F., et al., International Logistics, AMACOM, 2002.

Reference:

Ailawadi, Satish C., and P. Rakesh Singh., Logistics management, PHI Learning Pvt Ltd., 2011.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X	X		X						
CO2			X					X		
CO3	X	X		X						X
CO4				X				X		X
CO5	X			X				X	X	X

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1	2			5	6
CO2	1		3	4		
CO3	1				5	6
CO4				4		
CO5			3		5	

Mean : 3.46

MBA 5565

GLOBAL FINANCIAL MANAGEMENT

5 Hours/5 Credits

Objective: The objective of this course is to sensitize the financial management concepts and the techniques involved in it.

Outcome: At the end of the course, students will be able to

- i. Outline the Nature and Purposes of Financial Management in International Context.
- ii. Analyse International Trade and Balances.
- iii. Measure and Manage company's exposure to International Risks.
- iv. Discover how companies use Banks, Financial Markets and Derivatives.
- v. Gain Skills in International Financial Decision Making.

Unit – I: Introduction to Global Financial Management (15 Hours)

Globalisation - Implications of Globalisation – Goals of International Financial Management–Scope of International Finance–International Monetary System–Bimetallism–Gold Standard–Bretton Woods System–Floating Exchange Rate Regime–European Monetary System–IMF–WTO–GATT .

Unit – II: Balance of Payments (15 Hours)

Balance of Payments –The Current Account–The Capital Account – Elements , Deficit , Surplus -Balance of Payments : India and World .

Unit – III: International Financial Markets (15 Hours)

International Financial Markets–Sources of International Funds–Multilateral Development Banks–Governments/ Governmental Agencies–International Banks–Security Markets Instruments of International Financial Markets–International Equities–GDRs–ADRs–International Money Market and Bond Market Instruments–Euro Bonds–Repos–Euro Commercial Paper–Medium Term Notes–Floating Rate Notes–Loan Syndicates–Euro Deposits–Euro Issues in India.

Unit – IV: Currency Risk and Exposure (15 Hours)

Interest Rates – Exchange Rates – Interest Rate Parity Theory - Currency Risk and Exposure–Types of Currency Risk–Management of Currency Risk–Concept and Measurement of Transaction Exposure–Techniques of Transaction Exposure Management–Translation Exposure–methods–Transaction Exposure Vs. Translation

Exposure–Exchange Risk Management–Operating Exposure–measuring and managing Operating Exposure.

Unit – V: Foreign Direct Investment (15 Hours)

Foreign Direct Investment (FDI)–Forms of FDI–FDI in World–purpose of overseas investment–Benefits to the Host Countries–Effects of FDI–Political Risk.

Textbook:

Joseph Anbarasu, Global Financial Management, Ane, Delhi, 2010

References:

1. Kevin S, Fundamentals of International Financial Management, PHI, Delhi, 2010,
2. Jeff Madura, International Financial Management, Cengage learning, Delhi, 2008

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X									
CO2			X							
CO3			X							
CO4			X					X	X	X
CO5		X							X	X

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1					
CO2	1	2			5	
CO3	1			4		
CO4	1				5	
CO5	1				5	

Mean :3.4

MBA 5562

INTERNATIONAL MARKETING

5 Hours / 5Credits

Objective: To understand the principles & concepts in international Marketing and to deliver the knowledge of marketing management in the international perspective further, to develop marketing strategies for the dynamic international markets.

Outcome: At the end of the course, the students will be able to

- i. Understand the basic concepts of International Marketing
- ii. Identify and analyse the social, political, legal, and economic forces that affect the business performance of international marketing
- iii. Develop skills in researching and analysing Market selection.
- iv. Analyse different frameworks and mechanisms for market entry strategies
- v. Implement the basic elements of the marketing mix to successfully introduce products and services in a global context.

Unit – I:Introduction

(15 hours)

International Marketing: Definition –Special Problems in International Marketing – International Orientations – Benefits of International Marketing –Reasons for motives of International Marketing –Internalization Stages – International Marketing Decisions – Participants in International Marketing – Technological Development and International Marketing

Unit –II: International Marketing Environment

(15 hours)

Environment of International Business – Demographic Environment – Economic Environment –Social Environment –Political and Legal Environment – Technological Environment – International Trading Environment: Trade Barriers – Trading Blocs

Unit – III: Market Selection and Entry Strategies

(15 hours)

Market Selection Process – Determinants of Market Selection – Market Profile – Market Segment Selection – Foreign Market Entry Strategies – Entry Strategies of Indian Firms

Unit – IV: International Product and Pricing Decision

(15 hours)

Product decisions – Product – Product Life Cycle and International Marketing – International Branding Decisions – Packaging and Labelling: Importance and Requirements of Export Packaging – Product Strategies – International Pricing: Cost in Export Marketing –Pricing Objectives – Factors Affecting Pricing – Pricing Methods

Unit – V:International Distribution and Promotion (15 hours)

International Channel System – Types of Foreign Intermediaries –International Logistics – Role of Export Promotion Organization – Trade Fairs and Exhibition –Personal Selling in International Marketing – Problems in International Marketing Communication

Textbook:

Francis Cherunilam, International Marketing, ,15thEdition, Himalaya Publishing House, Pvt., Ltd, Mumbai, 2018.

References:

1. Philip .R. Cateora, John.L.Graham. PrasanthSalwan. International Marketing, Tata Mcgraw Hill,13th edition, 2008.
2. Srinivasan.R, International Marketing, PHI Learning[P] Limited, New Delhi, 2013.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X	X		X				X		
CO2	X	X	X	X				X	X	
CO3	X	X		X				X	X	X
CO4	X			X				X	X	X
CO5	X			X				X	X	X

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6

CO1	1	2				
CO2	1			4		
CO3					5	6
CO4				4		6
CO5			3		5	

Mean : 3.7

Objective: To sensitize the students with the knowledge of global level competitiveness and the strategies of competitive advantage.

Outcome: At the end of the course, students will be able to

- i. Understand the word profile and variations in the profile of Nations.
- ii. Analyse global competitiveness and its determinants.
- iii. Relate the management strategy and competitive advantage.
- iv. Measure the global competitiveness and analyse its direction.
- v. Examine the regional level competitiveness and the issues related to India.

Unit I: World and Country Profile (15 Hours)

History and Profile of the World - Country Composition - Basic Profile of Nations - History - Location - Area - Climate - Demographic Profile - Economic Profile - Social Profile - Political Profile - Differences across Nations

Unit II: Global Competitiveness in Business (15 Hours)

Competition Vs. Competitiveness - Meaning and Importance of Global Competitiveness - Examples of Competitiveness - Determinants of Global Competitiveness - Global Competitiveness in Business

Unit III: Competitive Advantage and Strategy (15 Hours)

Definition – Theories of Competitive Advantage - Types of Competitive Advantage Sources of Competitive Advantage - Global Strategy - Definition and Major Types.

Unit IV: Measurement of Global Competitiveness (15 Hours)

Global Competitiveness Index - Global Competitiveness Analysis - Reviving and Transforming Priorities - Environment-Related Priorities - Human Capital-Related Priorities - Markets-Related Priorities- Innovation Ecosystem-Related Priorities - Measuring Economic Transformation Readiness

Unit V: Regional Competitiveness and India (15 Hours)

Regional Competitiveness and Stages of Development - Regional Evolution and Waves of Growth - The Competitiveness of European Regions - The Competitiveness of North American Regions - The Competitiveness of BRIC Regions - The Competitiveness of Middle Eastern Regions - Competitiveness of India

Textbook:

World Economic Forum: The Global Competitiveness Report How Countries are Performing on the Road to Recovery, WEF, Switzerland. Special Edition 2020

References:

1. Robert Huggins, HiroIzushi, Daniel Prokop and Piers Thompson, The Global Competitiveness of Regions, Routledge, U.K, 2016
2. Ajitabh, Global Competitiveness, Excel Books, India, 2008.
3. PrashantSalwan, Best Business Practices for Global Competitiveness ,Sterling Publishers Pvt.Ltd; UK ed. edition, 2007
4. Kirankumar Momava, International Competitiveness: Evaluation And Enhancement, Hindustan Publishing Corporation, India, 2011

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1								X		
CO2			X					X	X	
CO3	X	X		X				X		X
CO4	X			X					X	X
CO5	X			X					X	X

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1	2			5	
CO2	1			4		
CO3					5	6
CO4			3	4		
CO5			3			6

Mean : 3.63

MBA 5566 CROSS CULTURAL BUSINESS MANAGEMENT 5Hours/5 Credits

Objective: To help students to construct their own coherent, individual perspective of the substance and increase their cultural awareness.

Outcome: At the end of the course, students will be able to

- i. Understand and Appreciate the different cultures they may have to handle at a MNC
- ii. Be Aware of the importance of Practices and Behaviour of every culture
- iii. Alter their approach and attitude towards the varied cultures
- iv. Compliment and implement the Cross Cultural Management at Corporate
- v. Develop a positive work environment that's conducive for development of the Organization.

Unit – I: Introduction (15 Hours)

Determinants of Culture – Facets of Culture – Levels of Culture – National Cultural Dimensions in the Business Context – Influence of National Culture on Business Culture - Business Cultures: East and West.

Unit – II: Cultural Dimensions and Dilemmas (15 Hours)

Value Orientations and Dimensions – Reconciling Cultural Dilemmas – Culture and Styles of Management: Management Tasks and Cultural Values.

Unit – III: Culture and Organizations (15 Hours)

Culture and Corporate Structures – Culture and Leadership – Culture and Strategy – Cultural Change in Organizations- Culture and Marketing – Cultural Diversity.

Unit – IV: Culture and Communications (15 Hours)

Business Communication across Cultures – Barriers to Intercultural Communication – Negotiating Internationally.

Unit – V: Cross Cultural Team Management (15 Hours)

Working with International Teams – Groups Processes during International Encounters – Conflicts and Cultural Difference – Understanding and Dealing with Conflicts – Developing Intercultural Relationships.

Textbook:

Marie-Joelle Browaeys and Roger Price: Understanding CCM, Pearson, 2016

References:

1. David C.Thomas, Cross Cultural Management, 2/e, Sage Publications, 2014.
2. Nigel Holdon, CCM: Knowledge Management Perspective, Prentice Hall, 2015
3. Parissa Haghirian, Multinational and Cross Cultural Management, Routledge.2016

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X									
CO2			X							
CO3			X							
CO4			X					X	X	X
CO5		X							X	X

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1					
CO2		2				
CO3				4		
CO4					5	
CO5					5	

Mean :3.4

Outcomes : At the end of the course, the students will be able to

- i. Identify the different Creativity and Innovation process.
- ii. Manage the creativity flow.
- iii. Develop and follow an innovation.
- iv. Apply the concepts in terms of entrepreneurship.
- v. Summarise and to adapt a suitable design thinking process.

Meaning and Importance – Concept of Technological Innovation – Innovation Measurement – Characteristics of Innovation- Innovation Systems.

Lateral Thinking - Enablers and Barriers to Creativity - Creative Personality – Brainstorming - Entrepreneurial Creativity –Disruptive ideas - Characteristics of Creative Groups –Types of Technological Entrepreneurship..

Types of Innovation - Incremental and Radical Innovation –Jugaad Innovation - Service Innovations - Moving Innovation to Market - The Idea Funnel - Stage-Gate Systems – Challenges in Technological Innovation.

Technology Transfer Mechanisms – Obstacles and Success Factors in Technology Transfer – Legal aspects – Intellectual Property Rights – Patents – Copyrights – Trademarks.

Introduction to Design Thinking – Process - Customer Journey Mapping - Empathize- Analyse –Solve – Test

1. Elias G. Carayannis, Elpida T. Samara and Yannis L. Bakouros, *Innovation and Entrepreneurship – Theory, Policy and Practice*, Springer International Publishing, 2015.

1. White & Bruton, Management of Technology and Innovation, 2nd Edition, Cengage Learning, 2015
2. Frederick Betz, Managing Technological Innovation, 3rd Edition, Wiley Publications, 2013

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X					X			X	
CO2		X				X				X
CO3				X		X				
CO4						X	X			X
CO5						X			X	

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1		3		5	
CO2				4		
CO3	1				5	
CO4	1				5	6
CO5		2			5	6

Mean: 3.6

Objectives: To provide an overview on the overall Startup Ecosystem and to explore the role of incubators, their offerings and how they help the start-ups.

Outcome: At the end of the course, the students will be able to

- i. Access the different process involved in the Start-ups.
- ii. Identify the pre-incubation systems.
- iii. Develop and follow a proper incubation set up.
- iv. Apply the concepts of incubator in entrepreneurial projects.
- v. Summarise and to adapt a suitable ecosystem practices.

Unit I : Start-up Ecosystem (15 Hours)

Startup – Definition, Components , Opportunities – Ideation – Startup Economy - 5W and H - Potential Benefits-India's Journey with Startups –Startup Life Cycle - Incubators - Accelerators – Government Schemes - Global Innovation Index

Unit II: Incubation of Start-ups (15 Hours)

Problem Solving/Inspiration - Infrastructure – Physical /Virtual Incubation - Nuances of Business Incubation Mentors - Funding - Partners – Supporters.

Unit III: Pre-Incubation Processes and Facilities (15 Hours)

Idea to Proof of Concept - Prototype Building - Minimum Viable Product - Research - Product-Market Fit - Business Model Canvas – Startup Feasibility Analysis - Business Plan - Pitching to Investors -Funding Sources Including Bootstrapping – Crowd Funding- Valuation - Scaling - RFI, Incubation Agreement, Seed Loan

Unit IV : Startup Survival and Growth (15 Hours)

Stages of Growth in a New Venture – Venture Life Patterns – Reasons for New Venture Failures- Scaling Ventures- Preparing for Change.

UNIT V : Start-Up Environment And Acceleration Factors (15 Hours)

Environmental Analysis - Venture Financing and Role of Venture Capitalists - Understanding various Star- up Business Models. Creating and Starting the Venture: Sources of New Ideas -Methods of Generating Ideas, Creating Problem Solving - Product Planning and Development Process

Textbook:

Kathleen R Allen, Launching New Ventures – An Entrepreneurial Approach, Cengage Learning, 2016.

Reference:

Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X		X							X
CO2	X		X					X	X	
CO3	X		X	X				X		
CO4	X		X		X	X				
CO5	X							X		X

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1			3	4		
CO2		2			5	
CO3			3			6
CO4			3	4		
CO5				4		6

Mean : 4.0

Objective: To classify the different industries or enterprises based on the capital and money invested and to impart knowledge on the basics of entrepreneurial skills and competencies.

Outcome: At the end of the course, the students will be able to

- i. Identify and analyze the characteristics of successful entrepreneurs.
- ii. Select and evaluate the business opportunities in various sectors
- iii. Develop a business plan
- iv. Analyze the cause of industrial sickness and remedial measures.
- v. Analyze the problems pertinent to financial management and marketing management.

Unit – I: Fundamentals (15 hours)

Entrepreneur – Functions of Entrepreneur –Types of Entrepreneurs – Concept of Entrepreneurship –Entrepreneurial Motivating Factors – Role of Entrepreneurship in Economic Development - Factors Affecting Entrepreneurship Growth– Characteristics of Successful Entrepreneur – Micro, Small and Medium Enterprises - definition and Features

Unit –II: Opportunity Identification and Selection (15 hours)

Need for Opportunity Identification and Selection – Business Opportunities in Various Sector – Identification of Business Opportunity – Opportunity Selection – Setting up of a Small Business Enterprise

Unit – III: Business Plan (15 hours)

Institutions support to Small Business Entrepreneurs– Business Plan: Meaning of a Business Plan – Contents of Business Plan – Formulation of Business Plans – Common Errors in Business Plan Formulation

Unit – IV: Sickness in Small Enterprises (15hours)

Sickness in Small Enterprises: Meaning of Industrial Sickness –Signals and Symptoms of Industrial Sickness –Causes and Consequences of Industrial Sickness – Govt Policies on Revival of Sickness and Remedial Measures

Unit – V: Considerations Involved in Management of Small Business (15 hours)

Working Capital Management – Accounting for Small Enterprises –Problems of Marketing of Small Enterprises – TQM Process in Small Scale – Problems of HRM – Regulatory Laws

Textbook:

S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2012.

References:

1. Charantimath, Entrepreneurship Development Small Business Enterprises, Pearson, SeventhEdition,2012.

2. Vasant Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House. 2012.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X		X							X
CO2	X		X					X	X	
CO3	X		X	X				X		
CO4	X		X		X	X				
CO5	X							X		X

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1			4		
CO2		2			5	
CO3			3			6
CO4			3	4		
CO5				4		6

Mean : 3.8

Objective: To inculcate the marketing practices for the entrepreneur.

Outcome: At the end of the course, the students will be able to

- i. Analyse the customer needs.
- ii. Develop a suitable marketing strategy
- iii. Apply suitable price level
- iv. Access the different distribution channel
- v. Analyse the different marketing strategies.

Unit -I: Marketing And Entrepreneurship (15 hours)

Importance of Entrepreneurial Marketing –Marketing Strategies for Entrepreneur –
Buzz Marketing – Guerilla Marketing – Ambush Marketing.

Unit -II: Market Opportunity Analysis (15 hours)

Identifying Market Opportunities – Value Proposition - Competitive Advantage –
Competitor Analysis - Problem Analysis and Solutions in Marketing.

Unit- III: Marketing Strategies (15 hours)

Blue Ocean Vs Red Ocean Strategy - Market Expansion, Penetration- Branding and
Rebranding.- Go-to-Market Strategies

Unit -IV: Pricing Strategy (15 hours)

Cost Volume Profit Analysis – Brand Building Strategies –Pricing Methods - Risks
involved in Pricing and Marketing- Setting Price Level – Competition based Pricing-
Pricing Over the Product Life Cycle – Understanding Dynamic Pricing Forces.

Unit-V: Distribution and Channel Management (15 hours)

Distribution Channels – Channel Selection and Channel Management - Building
Customer Relationships –Need for CRM – Types of CRM.

Textbook:

Philip Kotler, Marketing Management, Prentice-Hall, 2015.

References:

1. Charantimath, Entrepreneurship Development and Small Business Enterprises, Seventh Edition, Pearson 2012.
2. 2.Vasant Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House, Mumbai, 2012.
3. Collins and Lazier W, Beyond Entrepreneurship, Prentice Hall, New Jersey, 2007.
4. Sahay & Sharma, Entrepreneurship & New Venture Creation, Excel Books, 2010

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X	X		X				X		
CO2	X	X	X	X				X	X	
CO3	X	X		X				X	X	X
CO4	X			X				X	X	X
CO5	X			X				X	X	X

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1				4		
CO2			3			
CO3		2			5	6
CO4				4	5	6
CO5			3			6

Mean :4.4

MBA5584 PROJECT MANAGEMENT AND CONTROL 5Hours/5Credits

Objective: To introduce the basic project management concepts and to mould the students to become a successful entrepreneur.

Outcome: At the end of the course, students will be able to

- i. Impart basic project management skills and understanding to run business effectively and efficiently
- ii. Discuss the different support mechanism for budding entrepreneurs in India
- iii. Outline the concept of project feasibility studies
- iv. Analyze the financial concepts related to project management
- v. Explain the various aspects of effective implementation of project management in organizations

Unit- I: Project Management: An Introduction (15 Hours)

Project Management – An overview – Meaning - Scope and Importance - Characteristics of a Project – Steps in Project Management – Participants in Project Management – Project Life Cycle - Taxonomy of Projects.

Unit- II: Project Identification and Formulation (15 Hours)

Project Identification and Formulation - Project Opportunities – Source of Project Ideas – Initial Selection – Strategies for Implementing Project Ideas

Unit -III: Project Appraisal (15 Hours)

Project Appraisal: Preparation of a Real Time Project – Feasibility Report- Technical Appraisal, Environmental Appraisal, Market Appraisal (Including Market Survey for Forecasting Future Demand and Sales) and Managerial Appraisal

Unit- IV: Project Financing (15 Hours)

Meaning of Project Financing - Project Cost Estimation and Working Capital Requirements- Sources of Funds - Capital Budgeting - Risk and Uncertainty in Project Evaluation -Preparation of Projected Financial Statements -Preparation of Detailed Project Report

Unit-V: Project Implementation (15 Hours)

Implementation of Projects: Graphic Representation of Project Activities, Network Analysis, Management & Control of Projects -Project Scheduling - Problems of Project Implementation- Project Audit

Textbook:

Prasanna Chandra, Projects: Planning, Analysis, Selection, Financing, Implementation and Review. McGraw-Hill Education, 9th Edition 2019.

References:

1. P.GopalaKrishnan & V.E Rama Moorthy, Project Management, MacMillan India, 2012.
2. Harvey Maylor, Project Management, Fourth Edition, Prentice Hall Ltd., 2010.

Mapping Course Outcomes (COs) with Programme Specific Outcomes(PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X		X							
CO2			X							
CO3				X						
CO4		X			X					
CO5			X							X

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K1	K2	K3	K4	K5	K6
CO1		2	3	4		6
CO2		2				
CO3			3			6
CO4				4		
CO5			3		5	

Mean:3.9

Objective: To create a mind set among students in terms of awareness, acceptance of reality and readiness to face unforeseen contingencies that may arise while operating a business and overcome the same successfully.

Outcome: At the end of the course, students will be:

- i. Aware of the Contingencies and Crisis that a business may face.
- ii. Understand the impact and approach towards Controllable and Uncontrollable factors.
- iii. Ready to handle the business and to fire fight the Crisis.
- iv. Learn Professional ways to overcome and manage Crisis situations successfully.
- v. Identify Back-up and Continuity Plan for the Business.

Unit – I: The Nature and Types of Crisis (15 Hours)

Unexpected Situation - Urgent Decisions- Specific Threats - Urgent Demands - Loss of Control-Natural Disaster-Types of Disasters-Natural and Manmade- Technological Crises –Confrontation – Malevolence-Crisis of Skewed Management – Value-Crisis of Deception -Crisis of Management Misconduct.

Unit – II: Crisis Planning (15 Hours)

Assess Risks- Produce Plans- Define Roles and Responsibilities- Appoint Crisis Management Team- Draw up Communication Plan- Promote Crisis-Ready Culture - Prevention and Mitigation - Prepare for Disasters - Respond to Disasters - Publish Plans and Conduct Training- Test, Review and Practice

Unit – III: Risk Assessment and Risk Management (15 Hours)

Perception – Identification and Determination of Risk- Identify Ways to Reduce the Risk - Prioritize Risk Reduction as a Strategy- Avoidance – Reduction – Transferring and Accepting the Consequences of Risk.

Unit – IV: Communication and Crisis Leadership (15 Hours)

Communication of Risk - Poor Public Grasp of Risk and Risk Statistics- Confusion between Relative / Absolute/ Reference/ Attributable Risk- Variable Perception/ Tolerance of Different Kinds of Risk- Fantasy of a ‘Safe Drug’

Unit – V: Models and Theories of Crisis Management (15 Hours)

Antecedent Conditions- Intrinsic and Perceived Crisis-Immature Crisis Response – Mature Crisis Management-Review and Feedback- Chaos Theory- Decision Theory - Structural & Functional Theory- Diffusion of Innovation Theory

Textbook:

1. W. Edwards Deming, Kevin Edwards Cahill, Kelly L. Allan, Out of the Crisis, 2018

References:

1. Vigyan Bhawan, International Conference on Combating challenges of CLIMATE CHANGE”,New Delhi Souvenir (Engineers & Scientists Wing) R.E & R.F, 2019
2. R.E&R.F Scientists and Engineers Wing, “Disaster Management” Academy for a Better World, 2019

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X									
CO2			X							
CO3			X							
CO4			X					X	X	X
CO5		X							X	X

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1					
CO2		2				
CO3				4		
CO4					5	
CO5					5	

Mean :3.4

Objective: To enable the learners, to effectively develop, present and manage training programs.

Outcome: At the end of the course, students will be able to

- i. Understand the concepts of training and development and its roles
- ii. Plan and design training programs as per the need s of an organization
- iii. Gain insights of various training & evaluation methods
- iv. Analyze the different latest technologies in training
- v. Discuss the employee development & career management aspects related to training

Unit- I: Introduction to Training (15 Hours)

Definition - Need for Training - Importance of Training -Objectives of Training – Linkages among Education, Training and Development.

Unit- II: Training Process (15 Hours)

Need Analysis – Definition – Objectives - Framework for Conducting Training Need Analysis–Designing Training and Development Programs - Methods for Determining & Process of Training Needs

Unit- III: Training Methods and Evaluation (15 Hours)

Training Methods–Development & Implementation of Training – Concept - Definition and Need - Evaluation of Training & Development - Concept - Definition and Need of Evaluation - Principles of Evaluation- Criteria and Approaches to Evaluation

Unit- IV: Technologies in Training (15 Hours)

Technology in Training - CBT - Multimedia Training - E-Learning - Online Learning -Distance Learning – Issues with Consultant–Client Relationship– System Related Issues

Unit- V: Employee Development and Career Management (15 Hours)

Relationship among Development, Training and Career – Development Planning System – Reality Check – Goal Setting, Action Planning – Approaches to Employee Development

Textbook:

Raymond A. Noe, Employee Training and Development, Seventh Edition, McGraw Hill Education, 2017

References:

1. P. Nick Blanchard, James W. Thacker, Effective Training – Systems,

- Strategies and Practices, Fifth Edition, Pearson Education Limited, 2013.
 2. S.K.Bhatia, Training and Development, Deep and Deep Publications, 2008

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific Outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1						X				
CO2		X								X
CO3			X			X				
CO4	X							X		
CO5						X				

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K1	K2	K3	K4	K5	K6
CO1	1				5	
CO2		2				6
CO3			3			6
CO4				4		
CO5					5	

Mean: 4.0

MBA 5593 ORGANISATIONAL CHANGE AND DEVELOPMENT 5Hours/5Credits

Objective: To study and understand the various process and models related to Organisational Change and Development

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

- i. Understand the importance of Organisational Change and its Impact
- ii. Apply and works with different models of Change
- iii. Identify the proper approaches to Change
- iv. Understand the basics of Organisational Development
- v. Know what is OD Intervention and the different factors associated with it

Unit – I: Environment and Framework (15 Hours)

Definition - Environmental Drivers of Change - Types of Organizational Change – Change Agents – Competencies of the Change Agent - Organizational Change Roles - Challenges for Managerial Roles - Change Life Cycle Framework, Resistance to Change

UNIT – II: Models and Culture (15 Hours)

Cultural Change – Analyzing and Assessing Culture, Guidelines for Successful Cultural Change, Organizational Change Process Models - Lewin's Three-Step Model, Bullock and Batten, Planned Change, Kotter's Eight- Step Model , Beckhard and Harris Change Formula, Nadler and Tushman's Congruence Model, William Bridges Managing the Transition

Unit - III: Coping with Change (15 Hours)

Restructuring – Reasons, Individual Change Perspective, Enabling Teams - Mergers and Acquisitions- Guidelines for Leaders – Complex Change - Tools that Support Complex Change, Role of Leaders in Complex Change - Leading Change - Different Leadership for Different Phases of Change

Unit – IV: Organisation Development (15 Hours)

Definition - Importance of Values - OD Process – Diagnosis - Action - Program Management - OD Intervention - Definition - Intervention - Failures - Consequences - Considerations - Change Agent's Role in the Intervention - Internal Versus External Consulting – Ethical Issues

Unit – V: Intervention Techniques (15 Hours)

Individual Intervention – Coaching, Mentoring, 360 Feedback, Career Planning and Development – Team Intervention - Team Start-up and Transition Meetings - Confrontation Meetings - Role Negotiation and Role Analysis - Work Redesign - Workout. Appreciative Inquiry - Intergroup Interventions – Comprehensive OD Interventions

Text Books:

1. Tupper F. Cawsey, Gene Deszca, Cynthia Ingols, Organizational Change, SAGE Publications Ltd., 3rd edition, 2016
2. Donald L Anderson, Organization Development, SAGE Publication, 4th edition, 2017

References:

1. Wendell L. French, Organization Development – Behavioral Science Interventions for Organization Improvement, Prentice Hall of India, 6th edition, 2007
2. Esther Cameron and Mike Green, Making Sense of Change Management, Kogan Page Limited, 3rd edition, 2012
3. Barbara Senior and Stephen Swailes, Organizational Change, Pearson Education, 5th edition, 2016

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X		X							X
CO2	X		X					X	X	
CO3	X		X	X				X		
CO4	X		X		X	X				
CO5	X							X		X

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1			4		
CO2		2			5	
CO3						6
CO4				4		
CO5				4		

Mean : 3.71

MBA 5595 INDUSTRIAL RELATIONS & LABOUR LAW 5 Hours/5 Credits

Objective: To understand the laws, conventions and institutions that regulate the workplace and understand the intricacies of Employer – Employee Relationships.

Outcome: At the end of the course, students will be able to

- i. Outline importance of Healthy Industrial Relations in Workplace and methods resolving disputes
- ii. Appraise the importance of Collective Bargaining and Participation of workers in Management
- iii. Narrate the efficacies of a successful Trade Union system
- iv. Interpret the Labour Laws applicable in India
- v. Decipher the applicability of Labour Laws in organizations

Unit – I: Industrial Relations & Disputes (15 Hours)

Industrial Relations – Concepts and Systems – IR at National and International Levels – Infrastructure that Guide and Direct Industrial Relations – Trends in India - Industrial Disputes – Causes – Handling and Settling Disputes – Employee Grievances – Steps in Grievance Handling – Causes for Poor Industrial Relations - Remedies

Unit – II: Collective Bargaining (15 Hours)

Concept – Function – Importance – Principles and Types of Collective Bargaining – Procedure Conditions for Effective Bargaining – Workers Participation in Management – Role and Methods of Workers Participation

Unit – III: Trade Unions (15 Hours)

Trade Unionism – Theory – Policy – Influence of Unions on HRM – Objectives and Functions – Structure – Types – Indian Trade Union Movement - Strength and Weakness

Unit – IV: Labour Laws I (15 Hours)

Factories Act 1948 – Workman's Compensation Act 1923- Employees State Insurance Act 1948 – Employees Provident Fund – Miscellaneous Provisions Act, 1952.

Unit – V: Labour Laws II (15 Hours)

Payment of Wages Act 1936 – Minimum Wages Act 1948 – Industrial Disputes Act 1987 – Industrial Employment Act 1946 – Trade Union Act 1926

Textbook:

1. P.C. Tripathi, Personnel Management and Industrial Relations, Sultan Chand and Sons, 2013
2. N.D. Kapoor, Elements of Mercantile Law, Sultan Chand and Sons, 34th Edition, 2019–

References:

1. C.B. Memoria, Dynamics of Personnel Management, Himalaya Publishing House, Mumbai, 2015
2. N.G. Nair, Latha Nair, Human Resource Management, Himalaya Publishing House, Mumbai, 2013

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X	X	X							
CO2								X	X	
CO3							X		X	
CO4		X		X					X	
CO5	X			X					X	

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1		3			
CO2	1	2		4	5	6
CO3	1				5	
CO4	1			4		6
CO5	1			4	5	6

Mean :3.4

MBA5592 TALENT AND KNOWLEDGE MANAGEMENT**5Hours/5credits**

Objective: To sensitize the students about the broad understanding of Talent Management and Knowledge Management, and its implications in the real business.

Outcome: At the end of the course, students will be able to

- i. Outline a framework of knowledge relating to the concepts of Talent Management
- ii. Apply the knowledge of Talent Planning and effective engagement of the Personnel.
- iii. Identify the appropriate Training & Appraisal methods for Talent Development.
- iv. Comprehend the Knowledge Management Drivers in the Organization.
- v. Ascertain the different Knowledge sharing, utilization and Knowledge transfer techniques used in the corporate world.

Unit – I: Introduction to Talent Management (15 Hours)

Meaning - Overview - Scope, Need and Importance - Objectives - Key Processes - Consequences of Failure in Managing Talent - Effective Talent Management System - Building Blocks of Effective Talent Management System.

Unit – II: Talent Planning and Engagement (15 Hours)

Objectives of Talent Planning - Steps in Strategic Talent Planning - Succession Planning Program - Innovative Talent Planning and Talent Acquisition Process - Sources of Talent Management and Talent Engagement - Developing a Talent Engagement Strategy.

Unit –III: Talent Development (15 Hours)

Talent Development Strategy - Competency Mapping and Assessment Techniques- Recruitment Appraisal - Potential Appraisal - Training Need Appraisal - Performance Diagnosis and Self-Development Initiatives - Mapping Business Strategies and Talent Management Strategies - Challenges of Talent Management.

Unit– IV: Knowledge Management (15 Hours)

Knowledge Hierarchy - Knowledge Management (KM) - Knowledge Management Evolution - Knowledge Worker - Forms of Knowledge - Key Drivers of Knowledge Management.

Unit– V: Knowledge Management LifeCycle. (15 Hours)

Nonaka's Model of Knowledge Creation - Knowledge Sharing - Knowledge Utilization - KM Road Map - Importance of Tacit Knowledge - Challenges Faced in Tacit Knowledge Externalization - Knowledge Transfer Techniques - Expert Knowledge

Textbooks:

4. Lance A. Berger, Dorothy R. Berger,(2011), The Talent Management Handbook, 2nd Edition Tata McGraw-Hill

5. Edwards. J.S, (2015), The Essentials of Knowledge Management, Palgrave Macmillan, UK.

References:

1. Kimiz Dalkir, Knowledge Management in Theory and Practice, McGill University, USA, 2005.
2. Imra Becerra-Fernandez and Rajiv Sabherwal, Knowledge Management Systems and Processes, Routledge, 2015

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X					X			X	
CO2		X				X				X
CO3				X		X				
CO4						X	X			X
CO5						X			X	

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1			3			
CO2				4		
CO3					5	
CO4					5	
CO5						6

Mean:4.6

Objective: To understand, develop and leverage emotional intelligence in the workplace

Outcome: At the end of the course, students will be able to

- i. Identify key theoretical aspects and practical applications of EI abilities
- ii. Recognize one's own EI abilities in the workplace for professional success.
- iii. Create an actionable plan to address self and/or assessment identified abilities and competencies that could be improved.
- iv. Learn about and engage in assessments that are regularly applied as an organizational tool to identify the EI abilities and competencies of employees.
- v. Understand the best practices in developing EI abilities: awareness of self and others, using and understanding emotions, and emotional management.

Unit –I: Emotions – An Overview (15 Hours)

Introduction to EI- Emotional Brain; Theories of Emotion; Perceiving Expressing and Understanding Emotions; IQ versus EQ ; Exploring Emotions- Models of Emotion - Emotional Impacts

Unit – II: Models and Measurement (15 Hours)

Models of EI – Ability, Trait, Mixed - Emotional Competencies: Competency Framework; Measuring EI – MSCEIT, SSEIT, ESCI, EQ-I, TMMS , Emotional Skills – Identifying Emotions, Using Emotions, Understanding Emotions, Managing Emotions

Unit –III: Emotional Strategies (15 Hours)

Emotional Regulation - Strategies, Managing Other's Emotions- Development of EQ- Child and Adults -Emotional Intelligence Training -SEL Programs - Acceptance and Commitment Therapy - Interpersonal Conflict – Social and Dyadic Conflict - Emotional Disorders - Therapies

Unit – IV: Emotions and Workplace (15 Hours)

Emotional Intelligence at Work Place - Emotionally Unintelligent Behaviours - Emotional Intelligence Training at Work - Leadership and EQ - E.I &Personality - EI & Attitudes -Stress Management and Coping

Unit – V: Emotional Learning (15 Hours)

EI in Organization - Training of EI in Organization - EI and Organizational effectiveness - EI Training - Developing EI among Individuals - Implementing EI Programs in Organizations - Building the Emotionally Intelligent Manager - EI & Conflict Resolution

Textbook:

Daniel Goleman Emotional Intelligence, Bloomsbury Publishing India Private Limited , 2004

Reference:

Jason M.Satterfield , Boosting Your Emotional Intelligence, The Great Courses, 2017

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X				X					
CO2				X	X				X	
CO3					X	X				X
CO4				X	X					
CO5		X		X	X		X			

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1		3			
CO2				4		
CO3	1				5	
CO4					5	
CO5	1					6

Mean:4.2

Objective: To understand, implement and design pay packages for all the stakeholders in the organization.

Outcome: At the end of the course, students will be able to

- i. Outline a framework of knowledge relating to compensation management
- ii. Apply the knowledge of job design & evaluation in designing effective pay structures of the personnel.
- iii. Identify the best employee benefit and employee welfare structure in the organizations.
- iv. Comprehend the legal procedures involved in compensation design.
- v. Ascertain the international aspects and laws with respect to executive compensation.

Unit – I: Compensation Management (15 Hours)

Introduction to Compensation Management - Theories of Compensation Management, 3-P Concept in Compensation Management - Strategic Compensation Management - Strategic and Tactical Compensation Issues

Unit – II: Job Design, Job Evaluation and Compensation Structure (15 Hours)

Job Analysis & Design - , Job Evaluation and Methods - Understanding Market Pay and Benchmarking - Base Pay - Performance Based Pay - Competency Based Pay - Team Based Pay.

Unit –III: Benefits and Services (15 Hours)

Employee Benefits - Long-Term and Short-Term Benefits - Administration of Benefits and the Influencing Factors - Employee Welfare and Services.

Unit– IV: Legalization of Compensation through Acts (15 Hours)

The Legislative Process – Payment of Wages Act 1936- Employees Insurance Act 1948- Workers Compensation Act 1923 - Employees Provident Fund Act 1952

Unit– V: Executive and International Compensation (15 Hours)

Executive Compensation – Concepts and Elements, Quantitative Tools - Expatriate Compensation and its Objectives - Elements of Expatriate's Compensation Package - International Laws Relating Compensation.

Textbook:

Dipak Kumar Bhattacharyya, Compensation Management, OUP India, Second Edition, 2014

References:

1. Richard I. Henderson, Compensation Management in a Knowledge – Based World, 10th Edition, PEARSON, 2016

2. Dipak Kumar Bhattacharyya, Compensation Management, 2nd Edition, Oxford Press, 2015

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X					X			X	
CO2		X				X				X
CO3				X		X				
CO4						X	X			X
CO5						X			X	

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1			3			
CO2				4		
CO3					5	
CO4					5	
CO5						6

Mean:4.6

Objectives: To carry out an independent scientific inquiry and emphasis on the area of specialization.

Outcome: At the end of the course, students will be able to

- i. Demonstrate the knowledge in the subject of Business Administration and
- ii. Apply the principles of Business Administration to the needs of the Employer / Institution /Enterprise/ Society.
- iii. Gain Analytical skills in the field/area of Management and Administration
- iv. Solve the complex management problems and evolve strategies for organization development
- v. Demonstrate professional ethics, community living and Nation Building initiatives

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes	Program Specific outcome									
	PSOs									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1					X			X	X	X
CO2					X			X	X	X
CO3	X	X								
CO4	X	X								
CO5								X	X	

Revised Blooms Taxonomy

Course Outcome (Cos)	Skill Levels					
	K 1	K 2	K 3	K4	K 5	K 6
CO1				4	5	6
CO2				4		6
CO3					5	6
CO4					5	6
CO5					5	6

Mean : 5.8

VALUE ADDED COURSES

MBA423V FINTECH AND BLOCKCHAIN 2 Hours / 2Credits

Objective: The course helps in bridge the skill gap in the BFSI sector and Deep Tech domain by preparing competent professionals with dynamic new-age skills for multi-disciplinary roles in banking, financial services and insurance and fin-tech.

Outcome: At the end of the course, the students will be able to

- i. Remember the Fin-tech domain knowledge.
- ii Understand the BlockChain concept.
- iii Identify the bitcoin and other cryptocurrencies.
- IV Evaluate the business impacts of FinTech and Blockchain.
- v. Apply FinTech for the deliverables for their organizational needs.

SYLLABUS

UNIT-1: Introduction to Fintech

Introduction to Financial Markets- Overview of Fintech- Fintech Disruptions in the area of Payments, Wealth Management, Investments, Lending, Reg Tech and Insurance Tech Fintech Hubs-The History of Fintech- Block chain, Wearable's and Other Emerging Technologies.

UNIT-2: Analytics/ ML/ Artificial Intelligence in the BFSI sector

Automated application review for loans and credit-Real-time fraud detection- Prediction of churn in credit cards, Peer-to-peer lending and Crowdsourcing, Algorithmic trading, Automated Investment Services, Robo-advisory services and Goal-based Investing.

UNIT-3: Blockchain and its impacts

A Payment System- Two types of Software Architecture- Advantages of Distributed Systems-Disadvantages of Distributed Systems- Mixing Centralized and Distributed Systems- Purpose of Blockchain- Layers of Blockchain- Blockchain Uses and Use Cases- Laying the Blockchain-Foundation- Cryptography- The Structure of Blockchains- Blockchain Applications- The Blockchain Life Cycle- Blockchains in Use.

UNIT-4: Bitcoin and other Crypto currencies, The concept and technology behind digital currencies, ICOs (Initial Coin Offerings), The mining process, Alternative digital currencies, CBDCs.

UNIT-5: Applications of Blockchain:

Applications of blockchain technology in international settlements, customer identity management, KYC, trade finance, collateral management and tokenization, smart contracts, reg-tech and compliance.

Text Books:

1. Sanjay Phadke (2020), Fintech Future : The Digital DNA of Finance, SAGE Publications
2. Seth Swanson, FinTech: For Beginners! Understanding & Utilizing The Power Of Financial Technology, Create space Independent Pub
3. Block chain Basics: A Non-Technical Introduction in 25 Steps, Daniel Drescher, Apress Publishers, 2017.
4. Dhameja, G., Singhal, B., Panda, P. S. (2018). Beginning Blockchain: A Beginner's Guide to Building Blockchain Solutions. Germany: Apress.
5. Swan, M. (2015). Blockchain: Blueprint for a New Economy. United States: O'Reilly Media .

REFERENCE BOOKS:

1. Susanne Chishti and Janos Barberis (2016), The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries, Wiley
2. Parag Y Arjunwadkar (2018), FinTech: The Technology Driving Disruption in the Financial Services Industry, Auerbach Publications
3. Daniel Drescher, “Block Chain Basics”, Apress; 1st edition, 2017
4. Anshul Kaushik, “Block Chain and Crypto Currencies”, Khanna Publishing House, Delhi
5. Imran Bashir, “Mastering Block Chain: Distributed Ledger Technology, Decentralization and Smart Contracts Explained”, Packt Publishing, first edition – 2012

WEBSITE LINKS:

1. <https://www.blockchain.com/learning-portal/bitcoin-faq>
2. <https://www.bitdegree.org/crypto/tutorials/blockchain-explained>
3. <https://link.springer.com/article/10.1007/s00287-020-01246-7>

Mapping Course Outcomes (COs) with Program Outcomes (POs)

Course Outcomes (Cos)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	X			X	
CO2	X	X		X	X
CO3	X		X	X	
CO4	X		X	X	X
CO5	X		X	X	X

Revised Blooms Taxonomy

e Outcome (COs)	Skill Levels					
	K1	K2	K3	K4	K5	K6
CO1	1		3	4		
CO2	1	2		4	5	6
CO3	1		3	4		6
CO4	1			4	5	6
CO5	1			4	5	

Mean : 3.68

MBA 422V CUSTOMER RELATIONSHIP MANAGEMENT 2 Hours / 2 Credits

Objective: To make students understand the organizational need, benefits and process of creating long-term value for individual customers. Students should know the need and importance of maintaining a good customer relationship.

Outcome: At the end of the course, the students will be able to

- i. Understand the basic concepts of CRM
- ii. Identify the various aspects of CRM
- iii. Apply e-CRM technologies in organization
- iv. Select and apply CRM tools and techniques in various business sector
- v. Design CRM strategies by understanding customers' preferences

Unit 1: Overview of CRM (6 Hours)

Meaning and Definition of CRM - Importance of CRM - Components of CRM - Features of Good CRM Programme - CRM systems: Selection and Implementation - Role of CRM in Improving Customer Relationship - Types of CRM - Advantages of CRM.

Unit 2: Understanding Customers (6 Hours)

Customer Life Cycle - Customer Satisfaction - Customer Retention Management Strategies - Customer Churn and Reasons - Customer Recall Strategies - Customer Experience Management- Customer Life Time Value.

Unit 3: CRM and Business Value (6 Hours)

Customer Loyalty and Profitability - Collecting Customer Data - Scoring the Customers - Market Basket Analysis - Cross-Selling and Up-Selling.

Unit 4: Electronic CRM and Applications (6 Hours)

e-CRM in Business: Features of e-CRM-Need for e-CRM- Technologies of e-CRM - Corporate Role of e-CRM - Advantages of e-CRM-Major Trends in e-CRM - Customer Care Management- Call Centre Technologies.

Unit 5: Application Dynamics of CRM in various sectors (6Hours)

Role of CRM: Banking and Insurance Sector- Health Care Sector - Aviation Industry - Retail Industry - Telecom Industry - Tourism Industry - Hotel Industry.

Text Books:

1. S. Shanmugasundaram, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi, 2008.
- 2.. Alok Kumar Rai, Customer Relationship Management Concept & Cases, Prentice Hall of India Private Limited, New Delhi. 2011.

Reference Books:

- 1.Kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi, 2008.
2. V. Kumar & Werner J., Customer Relationship Management, Willey India, 2008.
3. Balasubramanian, K., Essence of Customer Relationship Management, Learn Tech Press.

Mapping Course Outcomes (COs) with Programme Specific Outcomes (PSOs)

Course Outcomes (COs)	Program Specific Outcome (PSOs)									
	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	X			X						
CO2	X			X					X	X
CO3	X			X				X	X	X
CO4	X		X	X				X	X	
CO5	X			X				X	X	X

Revised Blooms Taxonomy

Course Outcome (COs)	Skill Levels					
	K 1	K 2	K 3	K 4	K 5	K 6
CO1	1				5	
CO2				4	5	
CO3	1	2	3			6
CO4			3	4	5	
CO5	1				5	6

Mean :3.50

Course Objective:

The course aims at enriching the students analytical skills in arena of Marketing, HRM, Finance and management domains. As Analytics professionals are most wanted by the Corporates, this course let the students in gaining practical knowledge on Analytics.

Course Outcome:

At the end of the course, the students will be able to

- i. Identify and describe complex business problems in terms of analytical models.
- ii. Understand the data models and Business Analytics Cycle.
- iii. Apply the Analytical Models in the Software tools.
- iv. Analyse and Interpret the results and their implications to business administrations.
- v. Create data-driven decisions to optimize the business process.

UNIT-1: Introduction to Business Analytics

The Paradigm Shift- From Data to Insight- From Business Intelligence to Business Analytics Levels of "Intelligence"- Overview of the Business Analytics Model- Deployment of the BA Model- Strategy and BA: Four Scenarios- Business Analytics Value Chain- Big Data- Data Types- Company Data- Individual Consumer Data- Sensor Data- Syndicated Data- Structured, Poorly Structured, and Unstructured Data- Data Integration- Data Quality- Data Security- Data Privacy- Data Governance.

UNIT-2: Development and Deployment of Information

The Business Analytics Cycle- Analytic Tools and Methods- Implementation- Requirements for Integrating Business Analytics- Business Analytics at the Analytical Level- Data, Information, and Knowledge- Descriptive Analytics- Predictive Analytics- Prescriptive Analytics- Data Mining- Predictive Analytics- Forecasting- Optimization- Simulation- Network Analytics- Text Analytics- Data Preparation- Data Normalization- Exploratory Data Analysis.

UNIT-3: Analytics Methodology and Tools

Business Analytics Process (BAP)- Business Processes and Analytics- Overview of Process Families- Types of Data-Population and Sample Data- Quantitative and Categorical Data- Cross Sectional and Time Series Data- Sources of Data- Modifying Data in Excel- Sorting and Filtering Data in Excel- Conditional Formatting of Data in

Excel- Measures of Location- Variability Measures of Association Between Two Variables- Data Visualization- Tables- Charts- Advanced Data Visualization- Data Dashboards.

UNIT-4: Business Analytics

Two Ways of Knowledge Discovery- Supervised Learning- Unsupervised Learning- Value Prediction- Hypothesis-Driven Methods- Linear Regression- Using Regression Analysis for Forecasting- Customer Analytics: “Know Thy Customer”- Targeting Customers- Project Suggestions- Social Analytics: Customer Satisfaction- Mining Online Buzz- Project Suggestions- Operational Analytics: Inventory Management- Marketing Optimization Predictive Maintenance- Human Resources & Workforce Management.

UNIT-5: Use Cases and Business Analytics Applications

Basic Classification Use Cases for Credit Approval and in Education: k-Nearest Neighbor Classification - Naive Bayes Classification- Marketing, Cross-Selling, and Recommender System Use Cases: AffinityBased Marketing- Constructing Recommender Systems-Recommender System for Selection of the Right Study Program for Higher Education Students-Clustering in Medical and Educational Domains: Grouping Higher Education Students- Spam Detection, Language Detection, and Customer Feedback Analysis- Detecting Text Message Spam.

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2. Hardoon, D. R., Shmueli, G. (2013). Getting Started with Business Analytics: Insightful Decision-Making. United Kingdom: Taylor & Francis.
3. Das, S. (2013). Computational Business Analytics. United Kingdom: Taylor & Francis.
4. Lin, N. (2014). Applied Business Analytics: Integrating Business Process, Big Data, and Advanced Analytics. United States: Pearson Education.
5. Laursen, G. H. N., Thorlund, J. (2010). Business Analytics for Managers: Taking Business Intelligence Beyond Reporting. United Kingdom: Wiley.
6. Rapid Miner: Data Mining Use Cases and Business Analytics Applications. (2015). United States: CRC Press.

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1. Bag, D. (2016). Business Analytics. United Kingdom: Taylor & Francis.
2. Koole, G. (2019). An Introduction to Business Analytics. Netherlands: MG Books.

WEBSITE LINKS:

1. <https://www.managementstudyguide.com/business-analytics.htm>
2. <https://online.hbs.edu/blog/post/importance-of-business-analytics>
3. <https://learn.g2.com/business-analytics>

Mapping Course Outcomes (COs) with Program Outcomes (POs)

Course Outcomes (Cos)	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	X				
CO2	X			X	
CO3	X	X		X	
CO4	X	X	X	X	
CO5	X	X	X	X	X

Revised Blooms Taxonomy

e Outcome (COs)	Skill Levels					
	K1	K2	K3	K4	K5	K6

CO1	1				5	
CO2	1	2			5	
CO3	1			4	5	6
CO4	1		3	4	5	6
CO5	1		3	4	5	6

Mean : 3.5