Department of Management Studies

M.B.A.

SCHEME AND SYLLABUS: 2022-23

NEW HORIZON COLLEGE OF ENGINEERING

VISION

To emerge as an institute of eminence in the fields of engineering, technology and management in serving the industry and the nation by empowering students with a high degree of technical, managerial and practical competence.

MISSION

M1	To strengthen the theoretical, practical and ethical dimensions of the learning process by fostering a culture of research and innovation among faculty members and students.
M2	To encourage long-term interaction between the academia and industry through the involvement of the industry in the design of the curriculum and its hands-on implementation
M3	To strengthen and mould students in professional, ethical, social and environmental dimensions by encouraging participation in co-curricular and extracurricular activities.

QUALITY POLICY

To Provide services of the highest quality both curricular and co-curricular, so that our students can integrate their skills and serve the industry and society equally well at a global level.

DEPARTMENT OF MANAGEMENT STUDIES

VISION

To evolve into a globally integrated B-school contributing towards management education, consultancy, research leadership & corporate excellence.

MISSION

M1	To constantly strive to provide students with an in-depth knowledge and understanding of business and managerial concepts.
M2	To promote lateral thinking and a spirit of enquiry among our students, so that they look from a different angle, and have a creative approach and are able to provide simple solutions to complex business problems.
M3	To deliver through our teaching learning process, the richness of entrepreneurship and multidisciplinary knowledge in a way, where ethics and social commitments will be the corner stone for our students.

PROGRAM EDUCATION OBJECTIVES (PEOs)

PEO1	To make management graduates conceptualize, critically analyze and acquire In-depth knowledge of business and management by imbibing in them the unique ability of synthesizing knowledge towards adding value in the areas of business and management.
PEO2	To promote lateral thinking by way of enabling management graduates to see at the things from different perspectives there by making them to come out with simple solutions for complex managerial problems.
PEO3	To inculcate a spirit of enquiry, so that Management Graduates search for facts and truths by developing methodologies that supports critical analysis and decision making.
PEO4	To ignite the passion for Entrepreneurship in Management graduates by orienting them in the application of Modern tools of management and make them learn to select and apply in complex decision-making processes.
PEO5	To inculcate a spirit of Ethics and Social Commitment in the personal and professional life of management graduates so that they add value to the society.

PEO TO MISSION STATEMENT MAPPING

MISSION STATEMENTS	PEO1	PEO2	PEO3	PEO4	PEO5
M1	3	2	2	2	2
M2	2	3	3	2	1
M3	2	1	2	3	3

CORRELATION
3- STRONG　　　　**2- MEDIUM**　　　　**1- LOW**

PROGRAM OUTCOMES (PO) WITH GRADUATE ATTRIBUTES

1	PO1	**Management Knowledge:** Apply knowledge of management theories and practices to solve business problems for long term business sustainability.
2	PO2	**Analytical:** Foster analytical and critical thinking abilities for data-based decision making.
3	PO3	**Value Based Leadership:** Develop value-based leadership in management students.
4	PO4	**Ethics:** Ability to understand, analyze and communicate global, legal and ethical aspects of business.
5	PO5	**Team work:** Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to team environment.
6	PO6	**Entrepreneurship & Lifelong Learning:** Ability to develop entrepreneurship spirit among management graduates with the essence of lifelong learning.
7	PO7	**Multidisciplinary:** Promote multidisciplinary approach for problem solving by developing a sense of business acumen.

Mapping of POs TO PEOs

PEO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7
PEO 1	3	3	2	2	3	2	3
PEO 2	2	3	3	2	3	2	3
PEO 3	2	2	2	3	2	3	2
PEO 4	3	3	3	3	3	3	3
PEO 5	3	2	2	2	2	2	1

3-Strong Correlation, 2- Medium Correlation, 1- Low Correlation

PROGRAM SPECIFIC OUTCOMES

PSO 1: To guide and channelize the transformation process of every management graduate by providing in-depth knowledge of business management and entrepreneurship embedded with ethics and a sense of social commitment and to make them to strive towards personal victory and value creation to society.

PSO 2: To ignite a passion for multidisciplinary approach for problem solving, critical analysis and decision making by giving due importance for lateral thinking so that management graduates see things from a perspective which are not just simple but effective and thus contribute to the welfare of the society.

NEW HORIZON COLLEGE OF ENGINEERING

DEPARTMENT OF MANAGEMENT STUDIES

SCHEME OF I SEMESTER MBA PROGRAM

Sl. No.	Course and Course Code		Course Title	BOS	Credit Distribution				Overall credit	Teaching Hours/ week	Marks		
					L	T	P	S			CIE	SEE	Total
1	PCC	22MBA11	Management Principles, Concepts and Applications	MBA	4	0	0	0	4	4	50	50	100
2	PCC	22MBA12	Business Economics and Environment	MBA	4	0	0	0	4	4	50	50	100
3	PCC	22MBA13	Data Analysis And Decision Making	MBA	3	1	0	0	4	5	50	50	100
4	PCC	22MBA14	Management Accounting	MBA	3	1	0	0	4	5	50	50	100
5	PCC	22MBA15	Marketing Management	MBA	4	0	0	0	4	4	50	50	100
6	PCC	22MBA16	Human Resource Management	MBA	4	0	0	0	4	4	50	50	100
7	PCC	22MBA17	Managerial Communication	HSS	1	0	0	0	1	1	50	50	100
Total									25	27	350	350	700

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NEW HORIZON COLLEGE OF ENGINEERING

DEPARTMENT OF MANAGEMENT STUDIES

SCHEME OF II SEMESTER MBA PROGRAM

Sl. No.	Course and Course Code		Course Title	BOS	Credit Distribution				Overall credit	Teaching Hours/ Week	Marks		
					L	T	P	S			CIE	SEE	Total
1	PCC	22MBA 21	Operations Management	MBA	3	1	0	0	4	5	50	50	100
2	PCC	22MBA 22	Financial Management	MBA	3	1	0	0	4	5	50	50	100
3	PCC	22MBA 23	Business Intelligence and Analytics	MBA	4	0	0	0	4	4	50	50	100
4	PCC	22MBA 24	Entrepreneurship Development	MBA	4	0	0	0	4	4	50	50	100
5	PCC	22MBA 25	Indian Ethos & Corporate governance	MBA	4	0	0	0	4	4	50	50	100
6	PCC	22MBA 26	Corporate Interface & Professional Development	HSS	1	0	0	0	1	1	50	50	100
7	**PCC**	22MBA 27	Business Tools & Applications	MBA	0	0	2	0	2	4	50	50	100
8	PCC	22MBA 28	Corporate Exposure- Seminar	MBA	0	0	2	0	2	4	50	50	100
Total									25	31	400	400	800

FIRST SEMESTER

(SYLLABUS)

MANAGEMENT PRINCIPLES, CONCEPTS AND APPLICATIONS

Course Code	: 22MBA11	Credits	: 04
L: T: P: S	: 4:0:0:0	CIE Marks	: 50
Exam Hours	: 03	SEE Marks	: 50

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Remember the insights of management, functions of a manager, process of planning and the concept of MBO
CO2	Understand Individual behavior and dynamics of groups and effective team building
CO3	Apply the concepts of different personality theories and understand their leadership theories
CO4	Analyze the organizational structure and process of controlling
CO5	Evaluate the role of power and politics in decision making
CO6	Create the model personality including dynamics of OB

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	3	2	2	2	3	2	3	1
CO2	3	3	3	0	2	1	1	2	2
CO3	3	1	2	0	2	3	2	3	3
CO4	1	3	2	2	2	2	3	3	1
CO5	1	3	3	2	0	3	2	2	2
CO6	3	2	2	2	3	2	3	2	2

Module No.	CONTENTS OF MODULE	Hrs	Cos
1	**Management**: Management Definition, Nature, Scope Management-A Science or an Art, Management Levels. Functions, Fayol's Fourteen principle, The Scientific Management theory, Contribution by F.W. Taylor, Mint berg management roles, MBO, Recent trends in Management **Planning:** Planning, nature of planning, planning process, objectives, strategies, level of strategies, policies, methods and programs, planning premises, decision making, process of decision making, types of decisions, techniques in decision making	10	CO1
2	**Organizing & Controlling**: **Organizing**: organization structure, formal Vs informal organizations, principles of organizations-chain of command, span of control, delegation, decentralization Vs Centralization, Types of Organizations, virtual organizations. **Controlling:** Controlling Process, Techniques of Managerial Control, Feed-forward and Feedback Control, Behavioral Implications and Guidelines for Effective Control	10	CO2
3	**Organizational Behavior**-introduction, definition, fundamental principles of OB, challenges and opportunities, Foundations of Individual Behavior. **Personality**- Determinants of personality, BIG Five Model, MBTI, personality attributes influencing OB. Type A and Type B Personality; Personality Theories. **Perception**: Process, factors influencing perception **Attitude:** Components, Relation between attitude and behavior **Values:** Definition, value attributes, types **Emotions**: Basic Emotions, Emotional Intelligence at workplace	10	CO3, CO5
4	**Leadership in organizations:** Formal and Informal Leadership; Leadership Styles; Personality Characteristics of Leaders. Theories Communication: Introduction, process of communication, types & barriers to communications. **Motivation:** Introduction, Importance, Need & Theories.	10	CO4, CO5
5	**Dynamics of Group behavior:** Definition, types, formation of groups, building effective teams. **Inter-Group Relations and Conflict Management:** Interdependence of Groups; Nature of Conflict in Organizations; Changing View of Conflict; Types of Conflict Situations; The Causes of Conflict; Conflict Management and Negotiation **Power and Politics:** Power and Politics-An Introduction; Sources of Power in Organizations; Organizational Politics; Ethics	10	CO5 CO6

Suggested Case Studies:

1. (Decision making) "A request for special favours", page No: 673, K. Shridhara Bhat, Management & Behavioural Process, Himalaya Publishing house.
2. MBO "Shopper's heaven's MBO Program", Page No: 673-674, K. Shridhara Bhat, Management &Behavioural Process, Himalaya Publishing house.
3. (Organizing) organising for success", page No: 677, K. Shridhara Bhat, Management & Behavioural Process, Himalaya Publishing house.
4. (Controlling) "S. W Associated Inc", Page No: 689, K. Shridhara Bhat, Management & Behavioural Process, Himalaya Publishing house.
5. (Attitude) "Albertsons works on Employee attitudes", Page No: 101, S. P. Robbins, Timothy. A. Judge, Seema Singh, Organizational behaviour, Pearson, 13th edition.
6. (Perception) "Bombay printers", Page No: 169, V.S.P rao, Organizational behaviour, Excel books.
7. (Personality) "A Diamond Personality", Page No: 145, S. P. Robbins, Timothy. A. Judge, Seema Singh, Organizational behaviour, Pearson, 13th edition .
8. (Leadership) "A defining year for corporate leadership", Page No : 575, Fred Luthans, Organizational behaviour, Mc- Graw Hill.
9. (Group Behaviour) "The Blue- Ribbon Committee", Page No : 464, , Fred Luthans, Organizational behaviour, Mc- Graw Hill.
10. Power: "Throwing away a golden opportunity", Page No : 436-437 , Fred Luthans, Organizational behaviour, Mc- Graw Hill.

TEXT BOOKS:
1) Management Concepts & Strategies, J S Chandan, Vikas Publishing, ISBN: 9788125903376
2) MGMT, An Innovative approach to teaching and learning Principles of Management, Chuck Williams, Cenage Publications, 2016
3) Management Theory & Practice Text & Cases – Subba Rao P & Hima Bindu, Himalaya Publications, 2018.
4) Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, Pearson publications, 14th Edition, 2016.
5) Organizational behaviour: A modern approach - Arun Kumar and Meenakshi, Vikas Publishing House, 2017.

REFERENCE BOOKS:
1) Essentials of Management by Harold Koontz & Heinz Weihrich, 10th Ed., Tata McGraw Hill Ed., 2015.
2) Fundamentals of Management-Stephen P Robbins, Mary Coulter et al, Pearson Publications, 11th edition, 2015.
3) Management-Richard L. Daft, Cegage learning, 12th Edition, 2016

ASSESSMENT PATTERN

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category	Tests	Assignments	Quizzes	Current Affairs quizzes
Marks (out of 50)	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

Assignments Questions:

Q1. Create an organization structure for your organization with clear description of delegation and decentralization

Q2. Identify 5 leaders identify their leadership style and elaborate.

Q3. Identify certain values that you possess. Classify them into different types.

SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

BUSINESS ECONOMICS AND ENVIRONMENT

Course Code : 22MBA12		**Credits**	: 04
L: T: P: S : 4:0:0:0		**CIE Marks**	: 50
Exam Hours : 03		**SEE Marks**	: 50

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Understand the relative importance of Managerial Economics.
CO2	Analyze production function and producer equilibrium.
CO3	Understand the cost and revenue concepts.
CO4	Evaluate features of different kinds of markets.
CO5	Understand and apply the pricing strategies in real time situations.
CO6	Understand the budget and economy, monetary and fiscal policies.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	1	2	2	2	2	3	1
CO2	3	3	2	3	2	3	1	2	3
CO3	3	3	1	3	3	2	2	3	2
CO4	1	2	1	0	2	2	2	1	3
CO5	3	2	1	3	2	2	1	2	3
CO6	2	2	2	0	2	2	1	3	2

Module No.	Contents of Module	Hrs	Cos
1	**Introduction to Business economics and Demand Analysis**: Managerial Economics-Nature, Scope &significance, Role of Managerial Economist in decision making. Fundamental Principles of Managerial Economics: Opportunity Costs, Incremental, Time perspective, Discounting and Equi marginal principles. **Theory of Consumer Behavior:** rationality, revealed preferences and utility, indifference curves, demand functions, substitution and income effects, substitutes and complements, demand elasticity.	10	CO1
2	**Production analysis:** Production function with one variable input and two variable inputs – Law of diminishing returns – iso-quants and iso-cost analysis – Producer Equilibrium – Law of substitution – Production functions and managerial decision making – Equilibrium of a multiproduct business firm	10	CO2
3	**Cost & Revenue analysis:** Kinds of costs – costs in the short run and in the long run and their behavior – Applications of cost analysis in managerial decision making – The relationship between product and cost curves, business planning or envelope curve, economies and Diseconomies of scale. Break Even Analysis- Meaning, Assumptions, Determination of BEA, Limitations and Uses of BEA in Managerial Economics. (Problems on BEP)	10	CO3
4	**Market structure:** Perfect Competition: Features, Determination of Price under Perfect Competition - Monopoly: Features, Pricing under Monopoly, **Oligopoly**: Features, Kinked Demand Curve, Cartel, Price Leadership – Monopolistic Competition: Features, Pricing under Monopolistic Competition, Product Differentiation. **Pricing strategies and practices:** Multi product pricing, price discrimination, transfer pricing, cost plus pricing, incremental / marginal pricing, transfer pricing and peak load pricing.	10	CO4, CO5

5	**Budget and the Economy:** Components of the government budget**:** The revenue account, the capital account, measures of government deficit, Highlights of Union Budget, Highlights of foreign trade policy Fiscal policy: changes in government expenditure, changes in taxes and debt. **Inflation:** Definitions, Types of inflation, Effects of inflation – Measures to control Inflation – Monetary and Fiscal Policies. Globalization and its impact on India	10	CO6

SUGGESTED CASE STUDIES:

1. Case study: Cost matters Most

Source: Managerial Economics- Theory and Applications, Dr. D.M Mithani, Himalaya Publications. Page no:603-606

2. Case study: Microsoft – increasing or diminishing returns?

Source: Managerial Economics - Nick Wilkinson 2005 - Cambridge university press. Page no. 191

3. Case study: Production and cost function in petroleum industry Source: Managerial Economics- Principles and worldwide applications, Dominick Salvatore, Oxford Publication, 8e, 2010Page no: 343

4. Case study: Electricity generation

Source: Managerial Economics - Nick Wilkinson 2005 - Cambridge university press. Page no. 311

5. Case study: union budget Analysis

Text Books:

1) Managerial Economics- Theory and Applications, Dr. D.M Mithani, Himalaya Publications, 8th Ed., 2021.
2) Managerial Economics, D.N Dwivedi, 8th ed., Vikas Publication, 2015.
3) Managerial Economics: Analysis of Managerial decision making, H. L Ahuja, S. Chand, 2017
4) Indian Economy, K P M Sundharam and Dutt, 72th Edition, S Chand Publication, 2015.
5) Business Environment Text and Cases by Justin Paul, 4th Edition, McGraw-Hill Companies, 2018.

Reference Books:

1) Managerial Economics- Principles and worldwide applications, Dominick Salvatore and Siddartha R Rastogi, Oxford Publication, 9/e, 2020.
2) Managerial Economics, Atmanand, Excel BOOKS, 2/e, 2010.
3) Managerial Economics, Yogesh Maheshwari, PHI, 3/e, 2013.

ASSESSMENT PATTERN
CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category	Tests	Assignments	Quizzes	Current Affairs Quizzes
Marks (out of 50)	**25**	**10**	**5**	**10**
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

ASSIGNMENT 01
1) Select any company and study the important determinants of the demand function that a firm faces for the commodity it sells?
2) Take a product of your choice and evaluate the impact of substitution on it?

ASSIGNMENT 02
1) Take a low value and a high value product and explain what would be the price elasticity of demand?
2) Mr. Balu, a lawyer working for a large law firm and earning $100000 per year, is contemplating setting up his own firm. He estimates that renting an office would cost $ 15000 per year, hiring a secretary cost $25000 per year, renting a required office equipments would cost $15000 per year and paying for electricity, telephone & so forth would cost another $5000. The lawyer estimated his total revenue for the year would be $150000 and he his indifferent between keeping his present occupation and opening his own firm.
   a. How much would be the explicit costs of the lawyer for running his own office for the year.
   b. How much would be accounting costs be? The implicit costs? The economic costs?

ASSIGNMENT 03
1. Analyze the inflationary trend in the economy and access its impact on the economic development of the country?
2. Evaluate in detail union budget 2021.

SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyse	10
Evaluate	10
Create	5

DATA ANALYSIS & DECISION MAKING

Course Code : 22MBA13		Credits : 04
L: T: P: S : 3:1:0:0		CIE Marks : 50
Exam Hours : 03		SEE Marks : 50

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Demonstrate, decision making to real world issues using appropriate graphical & numerical descriptive statistics.
CO2	Apply probability theorem & concepts to find solutions to business problems
CO3	Formulate appropriate probability distribution required for Business Management
CO4	Conduct and interpret correlation and regression analysis to aid decision making
CO5	Apply sound knowledge of Decision tree analysis to make decision under risk and uncertainty
CO6	Analyze decisions based on Game theory and Simulation

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	3	1	0	0	3	1	3	3
CO2	3	3	1	0	0	3	2	2	3
CO3	2	2	1	0	0	3	1	3	2
CO4	2	2	1	0	0	3	3	2	2
CO5	3	3	1	0	0	3	1	2	2
CO6	3	3	1	0	0	3	1	2	2

Module No.	Contents of Module	Hrs	Cos
1	**Introduction to Statistics**: Introduction to Statistics, Importance of Statistics in modern business environment. Definition, Presentation of Data, Classification, Tabulation, Graphs and Charts -Frequency Distribution- Scale of measurements- Normal, Ordinal, Interval and Ratio-Descriptive Statistics-Measures of Central Tendency-Measures of Dispersion-Measures of Position –Summarization of Data by Box and Whisker Plots for all measurements (MS-Excel).	10	CO1
2	**Theory of Probability**: Introduction - Definition of probability – Uncertainty and Probability, Basic terminology used in probability theory, Approaches to probability, Rules of Probability - Addition rule - Multiplication rule, Conditional Probability, Steps Involved in Solving Problems on Probability, Bayes' Probability, Random Variables, Expectation of a Random Variable. Probability Distributions- Binomial, Poisson, Normal Distribution, Exponential Distribution.	10	CO2
3	**Correlation and Regression**: Introduction, Correlation - Causation and Correlation - Types of Correlation - Measures of Correlation - Scatter diagram - Karl Pearson's correlation coefficient - Properties of Karl Pearson's correlation coefficient - Factors influencing the size of correlation coefficient, Spearman's Rank Correlation Coefficient, Partial Correlations, Multiple Correlations, Regression - Regression analysis - Regression lines - Regression coefficient.	10	CO3 CO4
4	**Decision Analysis**: Decision-making Process, Decision–making Environment, Decisions Under Uncertainty, Decisions under Risk, Decision – Tree Analysis, Decision- making with Utilities.	10	CO5
5	**Games and Strategies / Simulation**: Games- Introduction- Two-person Zero –Sum Games, Some basic Terms, The Maximin- Minimax Principle, Games Without Saddle Points- Mixed Strategies, Graphic Solution of 2xn and mx2 Games, Dominance Property 3 x 3 Game. Simulation Introduction, Why Simulation, Methodology of Simulation, Simulation models, Event- Type Simulation, Generation of Random numbers, Monte- Carlo Simulation, Simulation of Inventory Problems, Application in Inventory management and Queuing Problems, and Limitations of Simulation.	10	CO6

Suggested Case studies

1. **HBR "**DATA Are You Still Prioritizing Intuition Over Data" by Tomas Chamorro-Premuzic
2. **HBR "**FORECASTING Develop a "Probabilistic" Approach to Managing Uncertainty
3. **Problem**: HBR "ANALYTICS A Refresher on Regression Analysis" by Amy Gallo
4. **HBR** "Data-Driven Decisions Start with These 4 Questions" by Eric Haller and Greg Satell
5. Simulation of inventory problem

Text Books:

1. Business Statistics, Gupta, S P and Gupta M P. New Delhi, Sultan Chand, 2014.
2. Statistics for Management. Levin Richard I and Rubin David S. New Jersey, Prentice Hall Inc., 2015.
3. Operations Research, Kanti Swarup, P K Gupta, Man Mohan, Sultan Chand& Sons, Educational Publishers, New Delhi, 2015.

Reference books:

1. Complete Business Statistics, Amir Aczel, Jayavel Sounderpandian, P Saravanan, McGraw Higher Ed, 2017.
2. Business Statistics, J.K. Sharma ,4th Edition, Pearson Kindle Edition, 2016.
3. Applied Operations Research, J K Sharma, Trinity Press, 2017.

ASSESSMENT PATTERN

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category	Tests	Assignments	Quizzes	Co-Curricular Participation
Marks (out of 50)	**25**	**10**	**5**	**10**
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

ASSIGNMENT 01

Q1: a) A factory turns out an article by mass production methods. From the past experience, it appears that 20 articles on an average are rejected out of every batch of 100. Find the variance of the no. of articles rejected in a batch. What is the probability that the no. of articles rejected in a batch. What is the probability that the no. of articles rejected in a batch exceeds 30?

In a sample of 1000 cases, the mean of certain test is 14 and standard deviation is 2.5. Assuming the normality of distribution find (i) How many candidates score between 12 and 15 (ii) How many score below 10 (iii) what is the probability that a candidate selected at random will score above 20

ASSIGNMENT 02

Q2: A large steel manufacturing company has three options with regards to production (i) Produce Commercially (ii) Build pilot plant (iii) stop producing steel. The management has estimated that their pilot plant, if built has 0.8 chance of high yield and 0.2 chance of low yield. If the pilot plant does show a high yield, management assigns a probability of 0.75 that the commercial plant will also high yield. If the pilot plant shows a low yield, there is only a 0.1 chance that the commercial plant will show a high yield. Finally, management's best assessment of the yield on a commercial –size plant without building a pilot plant first has a 0.6 chance of high yield. A pilot plant will cost Rs.3,00,000. The profits earned under high and low yield conditions are Rs. 1,20,000 and − 1,20,000 respectively. Find the optimum decision for the company.

ASSIGNMENT 03

Q3: Maintenance of machines in a factory can be carried out by one –man or sometimes by a two-man crew. The times taken with one-man crew are 1.5, 2.0, 2.5 or 3.0 hours with probabilities 0.20, 0.30, 0.35 and 0.15 respectively. A two –man crew requires 0.75, 1.00,1.50, or 2.00 hours with probabilities of 0.25, 0.35,0.20, and 0.20 respectively. The cost of labour is Rs.7 per hour and the overhead expenses are Rs.3 per hour per crew. Decide whether one or two-man crew is more economical (Use Simulation techniques)

SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

MANAGEMENT ACCOUNTING

Course Code : 22MBA14	Credits : 04
L: T: P: S : 3:1:0:0	CIE Marks : 50
Exam Hours : 03	SEE Marks : 50

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Understand the practical implication of accounting in business
CO2	Apply accounting framework to prepare financial statements
CO3	Analyze financial statements through critical thinking skills
CO4	Evaluate the financial position of the business by using tools of financial analysis
CO5	Assess the concepts of marginal costing and its application in managerial decision making
CO6	Interpret the tools of financial analysis & cost concepts of business.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	0	2	2	2	2	3	3
CO2	3	3	0	2	2	0	3	2	2
CO3	3	3	2	2	3	0	2	2	3
CO4	3	2	2	2	2	0	2	3	3
CO5	3	2	1	2	2	3	2	2	3
CO6	3	2	1	2	2	2	2	3	2

Module No.	Contents of Module	Hrs	Cos
1	**Financial Accounting:** Book-keeping, accounting and accountancy, objectives of accounting, basic terms in accounting, Generally accepted accounting principles, accounting concepts, accounting conventions, system of accounting. Frauds & Ethical issues in accounting. Journal & Ledger Entries: Accounting equation, accounting cycle, types of accounts, rules of debit and credit, journal, meaning, features, format, journal entry, ledger, meaning, features, posting to ledger, balancing of ledger account, preparation of ledger accounts, Preparation of Trial Balance: Meaning of trial balance, objectives of preparing the trial balance, preparation of trial balance – total & balance methods.	10	CO1
2	**Financial Statements:** Meaning and users of financial statements, capital and revenue items, preparation of financial statements, trading account, profit and loss account, closing entries, balance sheet format (horizontal and vertical), adjustments with respect to closing stock, outstanding expenses, prepaid expenses, accrued incomes, income received in advance, depreciation, appreciation, bad debts, provision for doubtful debts, provision for discount on debtors and creditors, interest on capital, interest on drawings, preparation of financial statements. (Theory and Problems)	10	CO2
3	**Financial Analysis – I:** Meaning and nature of financial statements, purpose of financial statements, statutory requirements of financial statements, nature of financial analysis, meaning and significance of financial analysis, Understanding business through financial analysis, objectives and tools of financial analysis, comparative, common size and trend analysis.	10	CO3
4	**Financial Analysis – II :** Fund Flow and Cash Flow Analysis: The concept of fund, fund flow, fund flow analysis, statement of working capital changes, adjusted profit and loss account, relevant ledger accounts, fund flow statement, concept of cash, cash flow, cash flow analysis, difference between cash and fund, cash flow statement, relevant ledger accounts, relevance of cash flow and fund flow. (Theory and Problem). Meaning of ratio, ratio analysis, and nature of ratio analysis, benefits and limitations of ratio analysis, classification of ratios, ratios to measure liquidity, solvency, turnover and profitability of business, construction of balance sheet with ratios, DuPont analysis. (Theory and Problem)	10	CO4

5	**Marginal Costing for Decision Making:** Nature and scope of marginal costing, advantages and disadvantages of marginal costing, break even chart, breakeven point and break-even analysis, marginal cost ascertainment, concept of contribution, margin of safety, PVR, its application, make or buy decisions, product pricing, continuing and discontinuing a product, Product Mix decisions. (Theory and Problem)	10	CO5 CO6

Suggested Case Studies:

: https://www.macrotrends.net/stocks/charts/NKE/nike/financial-ratios

: https://www.macrotrends.net/stocks/charts/NKE/nike/balance-sheet
: https://www.macrotrends.net/stocks/charts/NKE/nike/cash-flow-statement
:https://www.macrotrends.net/stocks/charts/NKE/nike/income-statement?freq=A

Text Books:
1) Financial accounting for management: an analytical perspective, Ambrish Gupta, 6/e Pearson Education, 2018.
2) Accounting for Management, Arora M.N, HPH, 3/e, 2016
3) Essentials of Financial Accounting (based in IFRS), Bhattacharya, 4/e, PHI, 2017.
4) Basic Accounting, B S Raman, 2016, Sapna Book House.
5) Financial Accounting, P. C Tulsian, 2017, Pearson

Reference Books:
1) Financial Accounting, Dhaneshk Khatri, TMH, 2015, 11/e.
2) Financial Accounting: A Managerial Perspective, Narayanaswamy R, 6/e, PHI, 2017.
3) A Text book of Accounting for Management, Maheshwari S, N.Maheshwari, Sharad K Maheshwari, 2/e, Vikas Publishing House.
4) Financial Accounting, Jain S.P and Narang K L, Kalyani Publishers, 2016.

ASSESSMENT PATTERN

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category	Tests	Assignments	Quizzes	Term Paper
Marks (out of 50)	**25**	**10**	**5**	**10**
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

Assignment Questions:

Q1: Recommend the way of recording an owner's money that is used to start a company?

Q2: Interpret the transaction approach and balance sheet approach to measuring net income?

Q3: Justify the reason for an increase in inventory shown as a negative amount in the statement of cash flows?

Q4: Evaluate the financial status of any listed company by using ratio analysis.

Term paper.

1. Explain how managerial costing is helping the manufacturing industries in making decisions regarding different components or materials needed in their production process?

SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

MARKETING MANAGEMENT

Course Code : 22MBA15	Credits : 04
L: T: P: S : 4:0:0:0	CIE Marks : 50
Exam Hours : 03	SEE Marks : 50

COURSE OUTCOMES: At the end of the Course, the Student will be able to:

CO1	Understanding of key marketing concepts and skills.
CO2	Understand the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation.
CO3	Apply the analytic perspectives, decision tools, and concepts of marketing to decisions involving segmentation, targeting and positioning;
CO4	Understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services and control the marketing mix variables in order to achieve organizational goals.
CO5	Create marketing research plans and persuasively communicate your recommendations and rationale.
CO6	Evaluate the scope and managerial importance of marketing research and its role in the development of marketing strategy

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	0	3	3	3	3	2	2	3
CO2	2	3	2	2	2	2	2	2	1
CO3	2	2	2	2	3	3	2	1	3
CO4	2	3	2	2	3	2	3	3	2
CO5	3	3	3	2	2	2	2	2	3
CO6	3	3	3	2	2	2	2	2	3

Module No.	Contents of Module	Hrs	Cos
1	**Introduction to Marketing and Focusing Marketing Strategy with Segmentation, Targeting and Positioning** Nature, importance and scope, evolution/various marketing orientations, Consumer need, Want and demand concepts, Evaluating Opportunities in the Changing Marketing Environment. Consumer **Behaviour:** Factors influencing buying behaviour, buying habits, stages in consumer buying decision process. Bases for market segmentation of consumer goods, Effective segmentation criteria, Evaluating & Selecting Target Markets, Concept of Target Market and Concept of positioning – Value Proposition & USP, positioning errors, International Marketing-Entry strategies.	10	CO1, CO2, CO3
2	**Setting Product and Pricing Strategy: Product And Price Mix Introduction to Marketing Mix: Product, Price, Promotion and Place.** **Product Decisions:** Concept, product hierarchy, new product development, diffusion process, Product Life cycle, Product mix strategies. Branding –Brand and its importance, Concept of Branding, Types of brands, Brand equity, Branding Strategies. Packaging / Labelling: Packaging as a marketing tool and its challenges, requirement of good packaging, Role of labelling in packaging. **Pricing Decisions:** Pricing concepts for establishing value, Pricing Strategies-Value based, Cost based, Market based, Competitor based, New product pricing – Price Skimming & Penetration pricing.	10	CO4
3	**Marketing Communications: Promotion Mix; Marketing Channels: Place Mix; Promotion Decisions:** Concept of communication mix, communication objectives, steps in developing effective communication, Stages in designing message Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Advertising Agency Decisions. Sales Promotion: Sales Promotion Mix, Kinds of promotion, Tools and Techniques of sales promotion, Push-pull strategies of promotion. Personal selling: Concept, features, and Functions, Steps/process involved in Personal Selling, Types of selling. Publicity / Public Relation: Meaning, Objectives, Types, Functions of Public Relations. Direct Marketing: Meaning, Features, Functions. Social media and social networks marketing.	10	CO4

	Place/Channel Design: Channel alternatives, Factors affecting channel choice, Channel design and Channel management decisions, Channel conflict, Distribution system, Supply chain management, Multilevel Marketing (Network Marketing).		
4	**Introduction and Basic Concepts of Marketing Research:** Nature and Scope of Marketing, Research-Limitations, The Marketing Research process an overview-Defining the objectives-Research Design-Exploratory, Descriptive and casual Designing. Research Methodology, Sampling Techniques, Types and methods of data collection, - major qualitative techniques-Dept interview-Focus group-projective techniques-validity of research, Designing Questionnaire, Scale of measurement.	10	CO5 CO6
5	**Analysis and presentation of data**- Data Processing-Analysis and Estimation-Editing Coding-Tabulation, Data-Measurement of central tendency measurement of dispersion-Univariate analysis-Testing Hypothesis -parametric, non-parametric, Bivariate analysis-Multivariate analysis Interpretation and Report format. Introduction to SPSS	10	CO5

Suggested Case Studies:
1. Target: From "Expect More" to "Pay Less" Armstrong and Philip Kotler, Principles of Marketing, 14e, pp.94-95.
2. Harrah's Entertainment: Hitting the CRM Jackpot Armstrong and Philip Kotler, Principles of Marketing, 14e, pp.129-131.
3. Brentford Square Community Shopping Centre Project: The research proposal
4. pearsoned.com.au/wps/media
5. New Product Development- Case study http://www.sanandres.esc.edu.ar/secondary/marketing
6. Marketing Channels and Logistics: A Case Study of Pepsi International. Ivoryresearch.com

TEXT BOOKS:
1. Marketing Management: A South Asian Perspective - Kotler, Keller, Koshy &Jha, 15/e, Pearson Education, 2017.
2. Marketing Management - Ramaswamy V. S. & Namakumar S, 4/e, Macmillan Publishers, 2018.
3. Marketing Management - Tapan Panda, 2/e, Excel Publication, 2012.
4. Research Methodology, C R Kothari, New Age International, 2019.
5. Business Research Methods by Donald Cooper & Pamela Schindler, TMH, 12/e, 2018.
6. Business Research Methods by Alan Bryman& Emma Bell, Oxford University Press, 4/e, 2015.

REFERENCE BOOKS:
1. Marketing: An Introduction - Rosalind Masterson & David Pickton, 2/e, Sage Publications, 2014.
2. Marketing Management- Karunakaran, HPH.

3. Marketing in India: Neelamegham, 4/e, Vikas publications.
4. Business Research Methods by William G. Zikmund, Barry J. Babin, Jon C.Carr, Mitch Griffin, Cengage Learning, 8/e, 2015.
5. Research Methodology: Cases and concepts, Deepak Chawla & Neena Sondhi, S.Chand (G/L) & Company Ltd, 2/e, 2015.

ASSESSMENT PATTERN
CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category	Tests	Assignments	Quizzes	Term Paper
Marks (out of 50)	**25**	**10**	**5**	**10**
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

Assignment Questions

1. Pick up a print ad of your choice and analyze the advertisement in terms of STP.
2. Elaborate an example of a bad advertising campaign in Indian scenario. Explain what went wrong with the advertisement.
3. Prepare a Questionnaire for identifying the user's preferences for a fairness cream.

Term Paper:
1. Should MNCs standardize or adapt their marketing strategy in Asian markets?

SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

HUMAN RESOURCE MANAGEMENT

Course Code : 22MBA16	Credits : 04
L:T:P:S : 4:0:0:0	CIE Marks : 50
Exam Hours : 03	SEE Marks : 50

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Understand HRM functions and practices and its implication in the organization.
CO2	Analyze Job Analysis and Job evaluation methods and it importance in the organization.
CO3	Application of the Recruitment and Selection process in the changing scenario.
CO4	Evaluate different performance Appraisal &Training methods.
CO5	Understand the process of handling disputes, laws pertaining to Employees welfare and employment in the Organization.
CO6	Understand the collecting bargaining process and its implication

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	3	0	2	2	2	1	3	1
CO2	3	3	0	3	2	2	1	2	3
CO3	2	3	0	3	3	3	1	1	3
CO4	3	3	0	2	2	1	3	3	3
CO5	3	3	1	2	2	1	0	3	2
CO6	3	3	1	2	3	1	0	2	3

Module No.	Contents of Module	Hrs	Cos
1	**Introduction:** meaning and significance of HRM, major functions of HRM, line functions and staff functions.HR Responsibilities & Roles: Competitive Challenges Influencing HR, Meeting Competitive Challenges, Business Models & Strategic HR, HR Strategy Formulation & Implementation	10	CO1
2	**Pre-recruitment functions**: Job analysis, Methods of Job Analysis-Functional Job analysis, Position Analysis questionnaire, Fleishman Job analysis, Competency Model, Job Scan Model Tools of Job analysis. Job Evaluation methods- Ranking, classification, Point and Factor.	10	CO2
3	**Recruitment & Selection:** Meaning and significance of recruitment, process of recruitment, sources of recruitment, cost-benefit analysis of recruitment. Meaning and significance of selection, process of selection, selection techniques- types of tests, Types of Interviews, Induction, orientation.	10	CO3
4	**Training and development**: Meaning and significance of training and development Training need Analysis, Training process **Training:** Designing Formal Training Programs, Choosing & Evaluating Alternative Training Programs, Cross culture and diversity. **Performance management:** Meaning and significance of performance management, process of performance management, types of performance appraisal system, performance evaluation and performance feedback and Career and succession planning.	10	CO4
5	**Introduction to Labour laws** **Employee Welfare**: Introduction, Types of Welfare Facilities and Statutory Provisions. **Employee Grievances**: Employee Grievance procedure, Grievances Management in Indian Industry. **Discipline:** Meaning, approaches to discipline, essential of a good disciplinary system, managing difficult employees. **Industrial disputes Act**: collective bargaining, industrial relations scenario: current issues and future challenges. Activity Based case study, role plays.	10	CO5 CO6

Suggested Case Studies:
1. Finding people who are passionate about what they do (Gary Dessler page no 195).
2. **Case Study** on "Enterprise Builds on People", Human Resource Management, Angelo S Denis / Ricky W Griffin / Anita Sarkar, Cengage Learning, Page 22-23.
3. Enterprise Builds on People, Aswathappa, page no 44.
4. Succession Planning for Federal Express Corporation.
   Source: HRM A managerial tool for competitive advantage, Lawrence S Kleiman, Biztantra, Pg-82, 3rd Edition.
5. The Geographical Area of Recruitment Source: HRM A managerial tool for competitive advantage, Lawrence S Kleiman, Biztantra, Pg-141, 3rd Edition.

6. The case of risky recruit (VSP Rao,Page no 24),The wrong Job (VSP Rao, Page no 267).
7. Delivering the Bread at the Helton Baking Company
    Source: HRM A managerial tool for competitive advantage, Lawrence S Kleiman, Biztantra, Pg-226, 3rd Edition.
8. Travails of a training manager (VSP Rao Page 316) Appraising the secretaries at Sweet water U? (Gary Dessler page no 349).
9. Supervisors performing the work of members of the Bargaining Unit
    Source: HRM A managerial tool for competitive advantage, Lawrence S Kleiman, Biztantra, Pg-400, 3rd Edition.
10. Incentive Issues (VSP Rao Page no 426), It pays to be tough and nice (VSP Rao Page no. 511).

TEXT BOOKS:
1. Essentials of Human Resource Management and Industrial Relations – P Subba Rao, HPH, 2012.
2. Human Resource Management - Cynthia D. Fisher, Cengage Learning, 2008.
3. Human Resource Management – Rao V. S. P, Excel Books, 2/e, 2020.
4. Human Resource Management-Aswathappa K HPH, 8/e, 2017.

REFERENCE BOOKS:
1. Human Resource Management - David A. Decenzo, Stephen P. Robbins, 14/e, Wiley India Pvt. Ltd., 2019.
2. Human Resource Management – Seema Sanghi, Macmillan, 2011.
3. Human Resources Management: A South Asian Perspective, Snell, Bohlander, &Vohra, Cengage Learning, 16th Rep., 2013.
4. A Text Book of Human Resource Management – Dwivedi R. S, Vikas Publishing House.

ASSESSMENT PATTERN

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category	Tests	Assignments	Quizzes	Co-Curricular Participation
Marks (out of 50)	**25**	**10**	**5**	**10**
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

Assignment Questions

Q1. Describe a framework for HR planning for any one of the Industry of your choice from the list provided below
GE health care
P&G
Sonata Software
Vivanta Taj

Q2. Design a recruitment Advertisement for the position of creative writer.
 (Job description and job specification need to be included)

Q3. Prepare Stress Management training Schedule for employees working in Novozymes Bangalore.

SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

MANAGERIAL COMMUNICATION

Course Code	: 22MBA17	Credits	: 01
L:T:P:S	: 1:0:0:0	CIE Marks	: 50
Exam Hours	: 02	SEE Marks	: 50

Course Outcomes: At the end of the Course, the Students will be able to:

CO1	Develop and integrate the use of the 4 language skills – Listening, Reading, Writing, and Speaking.
CO2	Equip themselves with professional communication competencies.
CO3	Clearly express ideas using appropriate punctuation and cohesive devices.
CO4	Identify and apply communication abilities to face corporate challenges.
CO5	Analyze the relevance of the situational communication in business.
CO6	Make effective presentations in their professional work.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1		2		3		3	3	3	2
CO2		2		3		3	3	2	2
CO3		2		3		3	3	2	3
CO4		2		3		3	3	2	3
CO5		2		3		3	3	2	2
CO6		2		3		3	3	2	2

Module No.	Module Contents	Hours	COs
1	**Professionalism in Communication:** Relevance of English in the present corporate scenario Work place communication. Importance of Listening, Speaking, Reading, Writing Organizational communication Professional Etiquette – Introducing self, Meeting a person for the first time, Dos and Don'ts **Activity:** Introducing self to a group of audience, Role play: Meeting customers and clients **Verbal Ability:** Error Detection and Error Correction	3	CO1, CO2

2	**Oral Communication:** Giving and collecting information: Question words (WH, Auxilliary verbs) Questioning skills, Explaining, Reasoning, Paraphrasing, Overcoming stage fear Talking about routine of self and family members with emphasis on "Do & Does" **Situational language:** Addressing internal meetings, expressing opinions and alternatives, Agreeing and Disagreeing. **Verbal Ability:** Jumbled Paragraph,	3	CO3, CO4 CO5
3	**Presentation Skills:** Preparation, Practise and Delivery, Nonverbal communication: Body language: Kinesics, Occulesics, Facial expression, Para language **Activity:** Product presentation, Interpreting charts, graphs and tables Reporting on work completed and work in progress: **Verbal Ability:** Cloze Exercise, Sentence Completion	3	CO4 C06
4	**Receptive Skills:** Listening Sub-skills Reading: Sub-skills, Inferring information from text **Verbal Ability:** Reading Comprehension Exercises	3	CO1
5	**Corporate orientation & written Communication:** Difference between business communication & general	3	CO2 CO3

	communication, 7 Cs of communication, job application, Report writing **Verbal Ability:** Email Writing, Paragraph Writing		

TEXT BOOKS:
1. Grammar Practice activities – Penny Ur, Cambridge University Press.
2. Basic Business Communication: Skills for Empowering the internet generation – Flately and Lesikar, Tata McGraw Hill, 10th Edition, 2005.

REFERENCE BOOKS:
1. Wren P.C; Martin, H., Prasad Rao, N.D (1973-210) High School English Grammar & composition.
2. The skills of communicating – Bill scott – Jaico.

CIE- Continuous Internal Evaluation (50 marks)

Bloom's Category	Tests	Assignments	Presentation
Marks (out of 50)	**10**	**10**	**5**
Remember		-	-
Understand	2	-	-
Apply	3	5	-
Analyze	2	-	-
Evaluate	-	-	-
Create	3	5	5

SEE- Semester End Examination (50 Marks) (Scaled down to 25)

Bloom's Category	Test	Bloom's Category	Test
Remember		**Analyse**	5
Understand	5	**Evaluate**	5
Apply	5	**Create**	5

SECOND SEMESTER (SYLLABUS)

OPERATIONS MANAGEMENT

Course Code	: 22MBA21	Credits	: 04
L:T:P:S	: 3:1:0:0	CIE Marks	: 50
Exam Hours	: 03	SEE Marks	: 50

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Understand and apply tools and techniques of operations management in business practices in real time, Facility location and layout.
CO2	Evaluate make or buy decision and application of forecasting techniques in forecasting demand and to understand the concept of time study.
CO3	Analyze the elements of MRP and Statistical control charts.
CO4	Evaluate the role of technology in manufacturing.
CO5	Apply the Vendor Rating Methodology in real time situations.
CO6	Understanding the automation potential and realizing the value in RPA.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	1	0	2	3	2	2	2
CO2	2	2	0	1	2	2	2	2	3
CO3	3	3	1	2	3	2	2	1	2
CO4	3	3	1	2	2	3	2	1	2
CO5	3	2	2	2	2	3	2	1	2
CO6	3	2	2	2	2	3	2	1	2

Module No.	Contents of Module	Hrs	Cos
1	**Introduction:** Introduction to OM: Cycle view of operations system. Challenges in operations management. Operations strategy. Recent trends in operations management- Strategic alliance and Production sharing. **Product Inclusion:** Product life cycle, early starter and late starter competitive analysis, and backward integration design threats. Service inclusion: Service life cycle, early starter and late starter competitive analysis, and backward integration design threats. (Proposed to be Deleted) **Facilities Location and Layout:** Facility analysis- Facility Location: Factors affecting location decisions and Facility location models. Types of plant layouts – Product Layout, Process layout, fixed position layout, Cellular Manufacturing layouts, Hybrid layouts, Factors influencing layout changes. (Numerical problems)	10	CO1
2	**Performance Measurement** -Economic analysis: Single product, multiproduct, Make or Buy. Add or Drop, process selection Demand forecasting: Forecasting errors and implications of Tracking Signal. (Theory only) Methods analysis: Method study and Techniques. Work Measurement: Productivity, Time Study and Standard Time (Numerical problems). Capacity analysis: Aggregate Demand, CRP, Strategies, dimensions and sources of production capacity variations and MPS.	10	CO2
3	**Maintenance Management and Statistical Quality Control** Materials analysis: Material requirement planning, objectives of MRP, elements of MRP, BOM, and benefits of MRP, EOQ model (Numerical problems) and JIT**.** Introduction - Areas of Maintenance - Types of Maintenances - Planning and scheduling of Maintenance - Control of Maintenance - Introduction to SQC -Inspection and Quality Control - Statistical Quality Control - Types of Control Charts for Variables and Attributes – Numerical Problems on control charts.	10	CO3
4	**Role of Technology** - Introduction to Advanced manufacturing systems: Toyota manufacturing system (TMS), Computer integrated	10	CO4 CO5

	manufacturing system (CIM), Synchronous Manufacturing system (SMS), Flexible manufacturing system (FMS) and Agile manufacturing System (AMS). Introduction to Automation: ERP, CAD, CAM and Robotics **Purchase and stores Management** Introduction - Objectives, Functions, Purchasing cycle and Purchase Policies -Vendor rating - Vendor Rating Methods (Numerical problems on Vendor Rating) - Introduction to stores management - Stores Location - Stores Layout – Stock Verification and Documents pertaining to purchase and stores management.		
5	**Introduction to RPA:** Understanding Enterprise Processes Robotic Process Automation, Areas Ripe for Automation, Seeking an RPA Solution, Seeing the Value in RPA, Attended and Unattended Automation, RPA improvement cycle, Introduction to RPA. Automation Anywhere Enterprise Tool – Installation **Practice Exercises:** 1. Screen recorder 2. Simple web recorder 3. Web recorder with database automation (Proposed to be Included)	10	CO6

(60% Numerical and 40% Theory)

Suggested Case Studies

1. "Operation Excellence in Indian Railways" page No: 3, LEE J Krajewski, et. Al. Operations Management, process and supply chains, 9th edition, Pearson education, inc.
2. "Based on BMW (BAVARIAN MOTOR WORKS)" page No: 388, LEE J Krajewski, et. al. Operations Management, process and supply chains, 9th edition, Pearson education, inc
3. "Sharp Corporation" page No: 218, LEE J Krajewski, et. al. Operations Management, process and supply chains ,9th edition, Pearson education, inc.
4. "Harvey Industries" page No: 533, William J Stevenson, Operation Management, 8th Edition, Tata McGraw-Hill Publishing Company Limited.
5. "Toyota Production System" page No: 298, LEE J Krajewski, et. al. Operations Management, process and supply chains, 9th edition, Pearson education, inc.

TEXT BOOKS:
1. Operations Management- Aswathappa K & K Sridhar Bhat, Himalaya Publications, 2nd Edition, 2021.
2. Production and Operations Management – Aswathappa K & Sridhar Bhat K, Himalaya Publications, 2nd Edition, 2021.
3. Operations Management, Mahadevan, Pearson Edition, 3rd Edition, 2015.
4. Production and Operations Management – Everette E, Adam Jr, Ronald J Ebert, PHI, 5th Edition.
5. Operations Management, William J Stevenson, Tata McGraw Ltd., 9th Edition.

6. Operations Management, Norman Gaither Cengage Learning Ltd., 9th Edition.
7. Robotic Process Automation for dummies, NICE special edition, NICE RPA team with Steve Kaelble, ISBN: 978-1-119-45774-9 (pbk); ISBN: 978-1-119-45773-2 (ebk), 2018.

REFERENCE BOOKS:
1. Production and Operations Management, Text and cases, Upendrakachru, First edition excel Books, 2007.
2. Operations Now, Byron J Finch, Tata McGraw Hill, 3rd edition, 2011.
3. Operations Management, Norman Gaither & Greg Fraizer, Thomson South Western, 2002.
4. Designing and Managing the supply chain – Concepts, David Simchi- Levi et al, 2007
5. Operations Management, William J Stevenson, Tata McGraw Hill Pubs, 8th Edition.
6. The Robotic Process Automation Handbook: A Guide to Implementing RPA Systems, Tom Taulli, ISBN: 978-1-4842-5728-9.

ASSESSMENT PATTERN

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category	Tests	Assignments	Quizzes	Presentation
Marks (out of 50)	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

Assignment No: 1

Explain the relevance of operations management as a subject   in today's world.

Assignment No: 2

Select a company of your own choice and describe its operations strategy.

Is the company using a 'top-down' or 'bottom-up' strategy? Give reasons for your Choice.

(Hint: Students must: Define operations strategy, Explain the difference between 'top-down' and bottom-up' strategy, Describe a selected company's operations strategy.)

Assignment No: 3

Write a job description of no more than 400 words for an operations manager in the service sector. (Student can choose any service sector)

Your description must at least cover the following areas:

- ✔ Brief summary of the job
- ✔ Work activities
- ✔ Work conditions
- ✔ Career development
- ✔ Skills and qualities.

You must refer to relevant websites on the Internet.

SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

FINANCIAL MANAGEMENT

Course Code : 22MBA22	Credits : 04
L: T: P: S : 3:1:0:0	CIE Marks : 50
Exam Hours : 03	SEE Marks : 50

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Understand the theoretical and practical implications of financial management in the business firm.
CO2	Examine the cost on various sources of funds.
CO3	Analyze various components of cost of capital.
CO4	Apply financial management concepts and tools for the Problems faced by a Business in Investment decisions.
CO5	Evaluate the strategies for managing the current assets, current liabilities, working Capital and the liquidity position by computing WCM.
CO6	Assess weighted average cost of Capital, WACC for long term source of fund.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	0	2	3	2	1	3	2
CO2	2	0	0	2	1	0	2	3	3
CO3	2	3	0	2	2	1	2	2	2
CO4	3	3	2	0	1	3	3	3	3
CO5	3	3	1	2	0	3	2	2	2
CO6	2	3	0	2	2	1	2	3	3

Module No.	Contents of Module	Hrs	Cos
1	**Introduction to Financial Management:** Introduction to financial management, objectives of financial management, profit maximization and wealth maximization, concept of wealth, changing role of finance managers, challenges faced by finance manager. Time value of Money: Time preference for money, future value, future value of a single cash flow, annuity of a future value, concept of present value, present value of a single cash flow, present value of an annuity, capital recovery, present value of an uneven cash flow, concept of net present value, simple interest and compound interest, capital recovery & loan amortization. Problems on Perpetuity. (Theory and Problems)	10	CO1
2	**Sources of Finance:** Need for long term finance, evaluation of sources of long-term finance, equity shares, preference shares, debentures, public deposits, retained earnings, long term borrowings from financial institutions, venture capital financing, lease and hire purchase finance, need and sources of short-term finance. (Theory)	10	CO2 CO6
3	**Cost of Capital:** Significance of cost of capital concept, opportunity cost of capital, components of cost of capital, cost of debt, cost of preference capital, cost of term loans, and cost of equity capital (only dividend discounting), cost of retained earnings, determination of weighted average cost of capital. Leverage: Meaning, Objectives, Importance and Types. (Theory and Problem)	10	CO3
4	**Investment Decisions:** Nature of investment decisions, investment evaluation criteria, investment evaluation techniques, payback period, accounting rate of return, net present value, profitability index, internal rate of return, modified internal rate of return, NPV v/s PI, estimation of cash flows for new projects and replacement projects. (Theory and Problems)	10	CO4
5	**Working Capital Management:** Nature, concepts and definition of working capital, trade-off between profitability and risk, sources of working capital, determinants of financing mix of working capital, factors influencing working capital, dangers of excess working capital, dangers of inadequate working capital, working capital strategies, receivable management, cash management, estimation of working capital requirements. (Theory and Problem)	10	CO5

Suggested Case Studies:
1. Loan amortization, Financial management – principles and practice by Sudarsana Reddy, Pg. No: 61.
2. Weighted Average of Capital, Financial management – principles and practice by Sudarsana Reddy, Page No: 146.
3. Pay Back Period, Average Rate of Return, Net Present Value and Profitability Index, Financial management – principles and practice by Sudarsana Reddy, Page No: 196.
4. Modigliani and Miller Approach, Financial management – principles and practice by Sudarsana Reddy, Page No: 294.
5. Estimation of Working Capital Requirement, Financial management – principles and practice by Sudarsana Reddy, Page No: 437.

TEXT BOOKS:
1. Financial Management, I M Pandey, 12th Edition, Vikas Publishing House, 2021.
2. Financial Management – Prasanna Chandra, 9/e, TMH, 2017.
3. Financial Management, Khan MY and Jain PK, 8/e, TMH, 2017.

REFERENCE BOOKS:

1.Fundamentals of Financial Management – Sharan, 3e, Pearson, 2019.
2. Financial Management, V K Bhalla, 1stEdition – S Chand 2014.
3. Fundamentals of Financial Management, Brigham & Houston, 16/e, Cengage Learning, 2015.
4. Corporate finance – Damodaran, 4/e, Wiley India (P) limited, 2015.

ASSESSMENT PATTERN

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category	Tests	Assignments	Quizzes	Term Paper
Marks (out of 50)	**25**	**10**	**5**	**10**
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

Assignment Questions:

Q1: Identify a company which has maximized its wealth through its prudent financial practices Justify its financial practices?

Q2: Assuming n=5 years r=10% pa and principal amount is Rs10,000. Evaluate your comparative statement showing the future value of Rs10,000 when simple interest is calculated and when the principle of compounding is applied quarterly, semiannually and annually.

Q3: Identify any two companies of your interest and compose their major sources of finance.

Term paper;

1. Identify a manufacturing company of your interest and analysis the components of current assets and current liabilities over two recent years and prepare a research paper to investigate into the working capital management strategies of the company.

SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyse	10
Evaluate	10
Create	5

BUSINESS INTELLIGENCE AND ANALYTICS

Course Code : 22MBA23	**Credits** : 04	
L: T: P: S : 4:0:0:0	**CIE Marks : 50**	
Exam Hours : 03	**SEE Marks : 50**	

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Understand the concept of business analytics and its trends
CO2	Identify and analyze the various components of database management system
CO3	Provide an in depth understanding of data modeling, data warehousing and integrations and give a practical orientation on creating a model
CO4	Analyze the business intelligence model and learn the tools and techniques of enterprise reporting
CO5	Evaluate students' abilities for basics of excel, its functions & formulas
CO6	Create a case and evaluate using look up, reference functions and index match function

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	1	3	3	3	3	2	2
CO2	1	2	1	2	0	2	2	2	2
CO3	3	3	0	3	3	1	1	3	3
CO4	3	3	1	3	3	3	2	3	3
CO5	2	3	1	0	2	2	1	2	2
CO6	3	3	0	0	2	2	1	2	2

Module No.	Contents of Module	Hrs	Cos
1	**Business Analytics:** Introduction to Business Analytics - Definition, Market, Trends and People - Competing on Analytics - The New Science of Winning, Business Analytics –- The Paradigm Shift from Data to Insight – Types of Analytics – Descriptive, Predictive, Prescriptive Analytics Introduction to Data.	10	CO1
2	**DBMS [Database Management System]:** Introduction, Database Environment, Tradition al File Systems vs. Modern Database Management Systems, ACID Properties of Database, Types of Database Users, Advantages of using DBMS, Applications of traditional Database.	10	CO2 CO3
3	**Data Modeling:** Introduction, importance of data model, Types of Data model, Three schema architecture, Data Modeling Techniques – MOLAP and ROLAP. **Data Warehousing and Integration:** Data Warehouse Architectures - Types of Systems - Data Mart – OLAP – OLTP - Data Movement (ETL-Extract, Transform and Load) - Data Querying and Reporting - Reading Hierarchical Raw Data Files, Data Integration Technologies – Data Quality and Profiling.	10	CO2 CO3
4	**Data Mining/ Business Intelligence** **Data Mining:** introduction, what kind of data & patterns can be mined, major issues in data mining, Data Visualization, Data Mining processes. **Business Intelligence:** Introduction, Evolution, Value Chain – Component Framework – Tools. Enterprise Reporting: Introduction to reporting – Tools and Techniques Case study :The Balanced Scorecard—Measures that Drive Performance by Robert S. Kaplan and David P. Norton.	10	CO4
5	**Excel Basics:** Introduction to Excel, Basic formatting techniques, Conditioning formatting, Naming ranges and cells, Auto filter and Advanced data filtering. Introduction to Pivot tables, creating and designing charts (Including sparklines), Data validation with In-cell drop-down list, formula auditing and formula evaluation, five powerful excel tips, error checking and data monitoring, protecting and hiding information and formulas. **Function and Formula:** Math & statistical functions (e.g. SUM, AVERAGE), Lookup &reference functions (e.g. VLOOKUP, MATCH), Advanced VLOOKUP examples, Advanced INDEX & MATCH Lookup examples, Date and time functions (e.g. TODAY, MONTH)	10	CO5 CO6

Suggested Case Studies:

1. HBR "**Competing on Analytics**" by Thomas H. Davenport.
2. HBR **"Diamonds in the Data Mine"** by Gary W. Loveman.
3. HBR " **Use Data to Answer Your Key Business Questions"** by Kevin Troyanos.
4. Pivot Table, Business intelligence and data mining by Anil K Maheshwari.

TEXT BOOKS:

1. Database System Concepts, Abraham Silber Schotz, S Sudarshan & Henry F Korth, McGrawhill, 6/e, 2021.

2. Prasad, R. N. and Seema Acharya, Business Analytics, New Delhi: Wiley, 2/e; 2016.
3. Evans R. Joel, Business Analytics, New Delhi: Pearson Education, 1/e; 2014.

REFERENCE BOOKS:

1. Christian S. Albright and Wayne L. Winston Business Analytics & Decision Making, New Delhi: Cengage Learning, 5/e; 2015.

2. Microsoft Excel Bible: The Comprehensive Tutorial Resource by John Walkenbach, 2016.

3. Excel: Quick Start Guide from Beginner to Expert (Excel, Microsoft Office) by William Fischer, 2016.

ASSESSMENT PATTERN
CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category	Tests	Assignments	Quizzes	Term Paper
Marks (out of 50)	**25**	**10**	**5**	**10**
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

Create PIVOT Table for the following data:

Division	Product	Units	Sales
North	Produce	2200	200000
South	Produce	2400	280000
East	Produce	2800	340000
West	Produce	1600	200000
North	Beverages	1950	223000
South	Beverages	1980	250000
East	Beverages	1350	180000

West	Beverages	1200	145000
North	Canned foods	3500	350000
South	Canned foods	3480	348000
East	Canned foods	3460	346000
West	Canned foods	3000	300000
North	Paper products	1800	230000
South	Paper products	2100	260000
East	Paper products	3000	320000
West	Paper products	2800	300000
North	Paper products	2300	250000

Term Paper.

1. Explain how business analytics will help the banking sector to identify and prevent fraudulent activities happening in the industry.

SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

ENTREPRENEURSHIP DEVELOPMENT

Course Code	: 22MBA24	Credits	: 04
L: T: P: S	: 4:0:0:0	CIE Marks	: 50
Exam Hours	: 03	SEE Marks	: 50

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Understand the importance and functionalities of enterprise and entrepreneurship and to learn basic entrepreneurial skills and knowledge to run a business efficiently and effectively.
CO2	Analyze different aspect of customer pain gain relate to value proposition, understanding and creating business model.
CO3	Apply the horizon of ideas related to blue ocean strategy to initiate a business, to explore entrepreneurship opportunities.
CO4	Analyze the concept of Initial financing, Bootstrapping, and pitching
CO5	Understand entrepreneurial cultural and industrial growth so as to prepare them to apply Shared Leadership styles
CO6	Understand the concept of positioning, Branding and project Management in entrepreneurship

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	0	3	3	3	3	3	3	2
CO2	3	3	2	3	0	3	3	2	3
CO3	3	2	3	2	2	3	2	2	3
CO4	3	3	1	2	2	3	3	2	3
CO5	3	2	3	2	3	3	2	3	2
CO6	3	3	3	2	3	2	3	3	1

Module No.	Contents of Module	Hrs	Cos
1	**Introduction:** Finding Your Flow, Effectuation, Effectuation - 2, Case Study, Identify Your Entrepreneurial Style. Identify Problems Worth Solving, Design Thinking, Look for Solution, Present the Problem You Loves.	10	CO1
2	Customers and Markets, Identify Your Customer Segments and Niche, Identify Jobs, Pains, and Gains and Early Adopters, Craft Your Value Proposition, Outcome-Driven Innovation (ODI), Present Your Value Proposition Canvas. Basics of Business Model and Lean Approach, Sketch the Lean Canvas, Risks and Assumptions, Present Your Lean Canvas.	10	CO2
3	Blue Ocean Strategy – 1, Blue Ocean Strategy – 2, Build Your Solution Demo and Conduct Solution Interviews, Problem-Solution Fit, building an MVP, Product-Market Fit, Present Your MVP.	10	CO3
4	Cost, Revenues and Pricing, Profitability Checks, Bootstrapping and Initial Financing, Practice Pitching. Shared Leadership, Hiring & Fitment, Team Role and Responsibilities, Practice Pitching, Collaboration, Tools and Techniques.	10	CO4, CO5
5	Positioning and Branding, Channels, Sales Planning, Selling Skills I , Selling Skills II. Project Management, Project Tracking, Basics of Business, Regulations, How to Get Help to Get Started.	10	CO6

Suggested Case Studies:

1. Biocon : Kiran Mazumdar shaw's entrepreneurial dream1.
   https://www.youtube.com/watch?v=znKhN2J1KdE
2. New era of ecopreneurs case study ofmitticool
   :https://www.youtube.com/watch?v=OfAyirzddZA
3. Mark Zuckerberg -successstory:https://www.youtube.com/watch?v=cUNX3azkZyk
4. Social entrepreneurship a study on Grameen bankBangladesh:
   . https://www.youtube.com/watch?v=6UCuWxWiMaQ
5. Case study on Kishore Biyani :India's retailing:
   https://www.youtube.com/watch?v=G2TAr7BcdoM:

ASSESSMENT PATTERN

CIE- Continuous Internal Evaluation (50 Marks)

Assessment format	Weightage to be awarded	Comments
Assignments	20 Marks	To be administered along with each lesson as per course design. Assignment submission and evaluation has been automated on the Learn WISE platform
Capstone Project	30 Marks	Each student to present the project (team/individual activity)

Assignment Questions

Q1. Research on any one entrepreneur from the following list. To understand the calculated risk taken in their entrepreneurial Idea-

1. Steve Jobs
2. Mark Zuckerberg
3. Richard Branson
4. Ali-Shah Jivraj
5. Vivy Sofinas Yusof
6. Travis Kalanick

You can get more information from white papers, or any other reports/famous articles/books on these entrepreneurs. You can also watch videos about these entrepreneurs and listen to their speeches.

Q2. You may select any one of the problems given below or identify a problem of your own. Example Problems

System: Address the problem of pollution in your city.

Process: Redesign the driving license issue process (remove loopholes to make it more robust).

Product: Design a vehicle that uses renewable energy.

Product: Design a lamp that can function without electricity in villages and remote areas where you don't have a reliable power supply.

Using various steps of design thinking Provide an innovative and feasible solution for the problem selected.

Q3. Interview one entrepreneur in your neighborhood or city. To understand underlying motivation, difficulties faced to start the venture.

SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

INDIAN ETHOS & CORPORATE GOVERNANCE

Course Code : 22MBA25	Credits : 04
L:T:P:S : 4:0:0:0	CIE Marks : 50
Exam Hours : 03	SEE Marks : 50

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Understand the concept of Self
CO2	Examine the concept of knowledge and its discrimination
CO3	Explain the link between governance and stakeholders' expectations
CO4	Understand the need and importance of corporate governance with reference to Environment protection.
CO5	Understand to connect between the corporate, ethics and society.
CO6	Develop ethical behavior in decision making

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	3	0	2	2	3	1	3	2
CO2	3	3	1	2	2	3	2	2	2
CO3	3	3	0	2	1	3	2	2	3
CO4	3	3	2	2	2	2	0	3	2
CO5	3	3	2	2	3	3	1	2	2
CO6	3	3	2	2	3	3	0	1	1

Module No.	Contents of Module	Hrs	Cos
1	**Indian Ethos-I:** **Individual Behavior:** Importance of inspiration (motivation) Human psychology - about children, adolescents, adults, society Positive/negative role models, influences Possibilities of what a person can achieve/do Importance of individual person (as a society is as strong as its individuals) **Achievers Goal:** Importance of Aspirations (without aspiration, human life cannot thrive) Attitude towards victory/success. Emphasis on the importance of the three most important qualities to achieve anything in life – Focus, Excellence, Knowledge. Develop competencies for life: Virtues to groom to attain maximum knowledge (refer to the 26 virtues) **Know Yourself:** Nature of oneself Just be yourself. Avoid rat race. Importance of self-control **Reason for Fall:** Factors of failure and possible causes Misuse of our faculties – senses, mind, attitude **Watchfulness:** Take the driver's seat, be watchful Avoid accidents/dangers **You are the Creator:** Taking charge of destiny/creation Art of breaking/steering/accelerating Balancing and finding your way through Staying in control to reach our goals	10	CO1
2	**Indian Ethos: II:** **Mental Preparation:** Importance of courage Significance of practice and detachment Understanding the impermanency of life situations in joy or sorrow Importance of dedication **Intellectual Preparation:** Work possibilities in a society Importance of knowledge Ways to attain and use knowledge **Right Action:** Work/Actions and Results Types of work/actions Attitude for action **Life Quality:** Roots/basics of qualities of life energy Types of qualities and their influences **Social Responsibility:** Realize that are part of the society Significance of Right Leadership Attitude for life (Satisfaction/Balance)	10	CO2
3	**Corporate governance:** The concept, need and importance of corporate governance, The role and purpose of the corporation, separation of ownership and control, benefits of good corporate governance, OECD (Organization for economic co-operation and development) on corporate governance, Theoretical basis for corporate governance, Role of Corporate in Environmental Management. Environmental Concerns and Corporations, environmental preservation-role of stakeholders, sustainable development, industrial pollution, role of corporate in environmental management, waste management, pollution control and environmental audit.	10	CO3

4	**An introduction to Business, Government, and Society**: The Connect between Business, Government, and Society, Importance of BGS relationship in management, models of BGS relationships-Market capitalism model, dominance model, countervailing forcer's model and stakeholder model.		**10**	**CO4**
5	**Business Ethics & Corporate Social Responsibility:** Meaning of business ethics, need and purpose, importance, approaches to business ethics, roots of unethical behavior, benefits from managing ethics at workplace. Nature of CSR, arguments for and against CSR, models of CSR		**10**	**CO5** **CO6**

Suggested Case Studies:

1. **Mission Mind Tree** Source: www.businesss-standard.com
2. **IKEA: Earning through Five Forces** Source: www.echeat.com
3. Boundarylessness: The Welch Way Source: www.milagrow.in
4. Should Corporate Governance be Voluntary or Mandatory
   Source:http://www.business-standard.com/india/news/should-corporate-governance-be-voluntary or-mandatory/427488
5. **Case Study: Amendments of Group Headed by Mr. M H Kania: Investor Protection Fund**
   Source: : Excerpts from report of expert group headed by Mr. Justice M. H Kania (former Chief Justice of India) for suggesting amendments to Securities and Exchange Board of India Act, 1992

TEXT BOOKS:
1) The Bhagavad Gita – Sandeepa Guntareddy, Sahitya Sangama, 2021
2) Corporate Governance: Principles, policies and Practices by Fernando A.c. Pub: Pearson, 3/e, 2018.
3) Corporate Governance, Ethics & Social Responsibility by Balachandran C.H, Pub: PHI Pvt Ltd, 2015.

REFERENCE BOOKS:
1) Business Government and Society: A Managerial Perspective, Text and cases by John F. Steiner Pub: Tata Mc-Grawhill, 5/e, 2017.
2) Business Ethics and Corporate governance by Ghosh B.N, Pub: Tata McGrahill, 2017.

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Self-Study Assessment 10
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

CORPORATE INTERFACE AND PROFESSIONAL DEVELOPMENT

Course Code	: 22MBA26	Credits	: 01
L:T:P:S	: 1:0:0:0	CIE Marks	: 50
Exam Hours	: 01	SEE Marks	: 50

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

CO1	Apply "SMART GOALS" framework to set personal and professional goals
CO2	Develop an understanding of self and practice personal and professional responsibility
CO3	Demonstrate collaboration through teamwork
CO4	Develop critical thinking and creative thinking for problem solving
CO5	Apply the concept of personality development and grooming in corporate life
CO6	Articulate and convey their ideas and thoughts with clarity and focus

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1		3			3	2	2	1	3
CO2			3		3	2	2	2	2
CO3			2		2	3		2	2
CO4		3	2	2	2	2	3	3	3
CO5	2		3		3	2	2	2	3
CO6		2	2	3	2	2	2	1	2

Module No.	Module Contents	Hours	Cos
1	**Goal setting**: Importance of Goals; Creating SMART goals Semester completion as a short-term goal. Career planning Communication, – Idea generation	3	CO1, CO2 CO6
2	Self-Awareness and Self-Management: Emotional Intelligence, Knowing your own self- understanding personality, perception, techniques to understand self-Attitude towards change and work, being proactive and positive Communication – Organizing thought flow	3	CO2 CO6
3	**Thinking Skills and Group Dynamics:** Creative Thinking, Critical Thinking, six thinking hats, Decision making, Working in Team, interpersonal skills. Problem solving skills. Communication – Structured articulation	3	CO3 CO4 CO6
4	**Personality development & Grooming:** Expectations from the industry & Personal branding and image management; Corporate grooming; Corporate etiquettes. Communication – Tips for Jam session, GD and Presentation	3	CO5 CO6
5	**Corporate behavior:** Value for time and productivity, coming out of comfort zone, proactive risk management, business story-telling, business pitch. Communication – Mock GD sessions	3	CO2 CO6

REFERENCE BOOKS:

1. The 7 – Habits of Highly Effective People, Stephen R Covey, Neha Publishers.
2. Seven Habits of Highly Effective Teens, Convey Sean, New York, Fireside Publishers, 1998.
3. Emotional Intelligence, Daniel Coleman, Bantam Book, 2006.
4. How to win friends and influence people   Dale Carnegie

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category	Tests	Assignments	Self-Study	Peer Evaluation
Marks (out of 50)	**10**	**15**	**15**	**10**
Remember	-	-	-	-
Understand	-	-	-	-
Apply	5	5	-	5
Analyze	-	-	5	-
Evaluate	-	-	-	
Create	5	10	10	5

SEE- Semester End Examination (50 Marks)
Scaled down to 25 marks

NOTE: Being a Life skills course we felt it would be suitable to do the final assessment through a structured group discussion which will provide an opportunity to test students in all levels of Bloom's Taxonomy.

Bloom's Category	Group Discussion
Remember	5
Understand	10
Apply	10
Analyse	10
Evaluate	5
Create	10

BUSINESS TOOLS AND APPLICATIONS

Course Code	22MBA27		Credits	02
L:T:P:S	0:0:2:0		CIE Marks	50
Exam Hours	03		SEE Marks	50

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

CO1	Understand the business tools and their applications in solving business problems.
CO2	Critically appreciate the technologies with practical application-oriented approach.
CO3	Familiarize with contemporary technologies like Excel, Jamovi, Tableau, MS Project etc.
CO4	Examine the business techniques like optimization, visualization, statistical analysis, resource management.
CO5	Develop the analytical and quantitative acumen in tackling issues and challenges of today's business.
CO6	Apply the concepts to improve productivity, operations and enhance business decision making.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	1	2	2	3	2	3	2
CO2	1	2	1	2	0	2	2	3	3
CO3	3	2	0	2	3	1	1	2	3
CO4	2	3	1	3	2	3	2	2	2
CO5	2	3	1	0	2	2	1	2	3
CO6	3	3	0	0	2	2	1	3	2

Module No.	CONTENTS OF MODULE	Hrs	Cos
1	**Business Decision making through MS Excel:** Introduction, Excel Solver, What If Analysis and Goal Seeking, Linear Programming using Excel, Pivot Tables, Excel Dashboards, Introduction to VBA	6	CO1
2	**Data Visualization and Dashboard Design:** Importing data into tableau workspace, Data joining, Measures and Dimensions in tableau, Visual Analytics with Tableau: Scatter plots, histograms, and several others, Dashboarding with Tableau	6	CO2
3	**Statistical spreadsheet through Jamovi software – I:** Basics of Statistical Data Analysis, Introduction to Jamovi software, Descriptive data Analysis, Fundamentals of hypothesis testing	6	CO3
4	**Statistical spreadsheet through Jamovi software – II:** Correlation and Regression Analysis, Factor Analysis, T – Test, Analysis of Variance (ANOVA): One way and Two way	6	CO4, CO6
5	**Operations, Productivity and Project Management:** Work Breakdown Structure (WBS), WBS through MS Project, ERP Software, Tools for Collaboration, Scheduling, Document Management, Resource Management, Project Libre	6	CO5

Suggested Case Studies:

1. Goal Seek and Solver for optimization related problems
2. Tableau Sample Store dataset | Tableau Learning Resources
3. Statistical and research related problems to be solved with Jamovi software

Text Books:

1. Management Science: The Art of Modeling with Spreadsheets, Stephen G Powell and Kenneth R Baker, Fourth Edition, Wiley 2018
2. Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software, Second Edition, Wiley 2016
3. Design and Analysis in Educational Research Using jamovi, by Kamden K. Strunk, Mwarumba Mwavita, Repro books, 2021

Reference Books:

1. Operations Management: Theory and Practice by B.Mahadevan, Third Edition, Pearson 2018

2. Visual Data Storytelling with Tableau by Lindy Ryan, First Edition, Pearson, 2018

3. Business Analysis with Microsoft Excel by Conrad Carlberg, Fifth Edition, Pearson, 2020

ASSESSMENT PATTERN

CIE- Continuous Internal Evaluation (50 Marks)

Assessment format	Weightage to be awarded	Comments
Assignments	20 Marks	Average of the 3 assignments of 20 marks each.
Dashboard Design	30 Marks	Each student should prepare an interactive dashboard based on their chosen area of interest. Students should refer to Tableau Public Repositories for visualizations.

Bloom's Category	Assignments	Dash-Board Design
Marks (out of 50)	20	30
Remember	-	-
Understand	5	-
Apply	5	-
Analyze	-	10
Evaluate	-	10
Create	10	10

Assignment Questions:

Q1: Using MS Excel, decide the best product mix which ABC sugar mills should go for?

Q2: Prepare a Tableau interactive dashboard which explains the key business metrics of your organization, based on sample superstore dataset.

Q3: Explain how descriptive analytics can be performed using Jamovi software.

SEE- Semester End Examination (50 Marks): Practical exams in the computer lab.

Bloom's Category	Lab
Remember	-
Understand	-
Apply	10
Analyse	10
Evaluate	10
Create	20

CORPORATE EXPOSURE – SEMINAR

Course Code	: 22MBA28	Credits	: 02
L: T:P:S	: 0:0:2:0	CIE Marks	: 50
Exam Hours	: 01	SEE Marks	: 50

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Identify, gather, organize, analyze and interpret the data relating to a particular concept
CO2	Demonstrate the conceptual understanding of the topic chosen for presentation
CO3	Develop presentation and leadership skills
CO4	Demonstrate the skills required for effective presentations
CO5	Demonstrate the skills required to link management and business
CO6	Develop multidisciplinary approach for problem solving by linking concepts

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	3	2	1	2	2	2	1	3
CO2	3	3	2	3	2	2	2	2	1
CO3	3	2	2	2	2	2	2	1	2
CO4	3	2	2	2	2	2	2	1	3
CO5	3	2	3	2	2	3	2	2	2
CO6	3	2	2	2	3	2	2	2	2

Seminar Guidelines:
- A panel consisting of 2 faculty members will evaluate the Seminar presentation
- The faculty member in the panel will value the seminar presentation for a maximum of 50 marks.
- Internal guide will also value the Seminar presentation for 50 marks.

CIE & SEE Components:

1. The marks given by guide will be considered as CIE component.

2. The marks given by Panel will be considered as SEE component

Criteria for allotting marks:

Sl.NO	Criteria	Marks
1.	Introduction, Scope and Significance	10
2	Contents and adequacy of coverage	5
3	Communication skills and level of confidence	5
4	Topic Knowledge	10
5	Recent trends and creativity	10
6.	Time Management, Question and answer Session	10
	TOTAL	**50**

CONTENTS OF CORPORATE EXPOSURE – SEMINAR REPORT

Chapter 1. Introduction, Scope and Significance Chapter

2. Historical Background

Chapter 3. Current Industry Trends and Analysis

Chapter 4. Conclusion

Chapter 5. Bibliography

NEW HORIZON COLLEGE OF ENGINEERING

DEPARTMENT OF MANAGEMENT STUDIES

SCHEME OF III SEMESTER MBA PROGRAM

Sl. No	Course and Course Code		Course Title	BOS	Credit Distribution				Over all credit	Teach ing Hours/ week	Marks		
					L	T	P	S			CIE	SEE	Total
1	PCC	22MBA31	Internship	MBA	0	0	8	0	8	16	50	50	100
2	PCC	22MBA32	Technology in Business	MBA	2	0	0	0	2	2	50	50	100
3	PEC	22MBA**	Major Elective 1	MBA	3	0	0	0	3	3	50	50	100
4	PEC	22MBA**	Major Elective 2	MBA	3	0	0	0	3	3	50	50	100
5	PEC	22MBA**	Major Elective 3	MBA	3	0	0	0	3	3	50	50	100
6	PEC	22MBA**	Major Elective 4	MBA	3	0	0	0	3	3	50	50	100
7	OEC	22MBA**	Minor Elective 1	MBA	3	0	0	0	3	3	50	50	100
8	OEC	22MBA**	Minor Elective 2	MBA	3	0	0	0	3	3	50	50	100
Total									28	36	400	400	800

Sl No	Marketing Elective	Code
1	Strategic Practices in Services Marketing	22MBAMM311
2	Product & Brand Management	22MBAMM312
3	Consumer Behaviour	22MBAMM313
4	Sales & Channel Management	22MBAMM314

Sl No	Finance Elective	Code
1	Advanced financial management	22MBAFM321
2	Taxation	22MBAFM322
3	Investment management	22MBAFM323
4	Management of financial services	22MBAFM324

Sl No	HR Elective	Code
1	Compensation Management	22MBAHR331
2	Training & Development	22MBAHR332
3	Legal Aspects of Business	22MBAHR333
4	Recruitment and Selection	22MBAHR334

Sl No	Operations Elective	Code
1	Service Operations Management	22MBAOM341
2	Demand Analysis and Forecasting	22MBAOM342
3	Total Quality Management	22MBAOM343
4	Supply Chain Management	22MBAOM344

Sl No	Business Analytics Elective	Code
1	Data Science	22MBABA351
2	Business Data Mining	22MBABA352
3	Functional Analytics	22MBABA353
4	Decision Science	22MBABA354

Note*: Subject shown in grey boxes will be offered in minor specialization respectively

Student will study 4 major subjects and 2 minor subjects in III semester

NEW HORIZON COLLEGE OF ENGINEERING

DEPARTMENT OF MANAGEMENT STUDIES

SCHEME OF IV SEMESTER MBA PROGRAM

SL. NO	Course and Course Code		Course	BOS	Credit Distribution				Overall Credits	Teaching Hours / week	Marks		
					L	T	P	S			CIE	SEE	Total
1	PCC	22MBA41	Project Work	MBA	0	0	11	0	11	22	50	50	100
2	PCC	22MBA42	Strategic Management	MBA	2	0	0	0	2	2	50	50	100
3	PEC	22MBA**	Major Elective 5	MBA	3	0	0	0	3	3	50	50	100
4	PEC	22MBA**	Major Elective 6	MBA	3	0	0	0	3	3	50	50	100
5	OEC	22MBA**	Minor Elective 3	MBA	3	0	0	0	3	3	50	50	100
Total									22	33	250	250	500

Sl No	Marketing Elective	Code
1	Digital Marketing	22MBAMM411
2	Integrated Marketing Communication	22MBAMM412

Sl No	Finance Elective	Code
1	International Financial Management	22MBAFM421
2	Financial Derivatives And Risk Management	22MBAFM422

Sl No	HR Elective	Code
1	Organization Design And Development	22MBAHR431
2	People And Performance Management In Organizations	22MBAHR432

Sl No	Operations Elective	Code
1	Business Process Improvement	22MBAOM441
2	Project Management	22MBAOM442

Sl No	Business Analytics Elective	Code
1	Predictive Analytics	22MBABA451
2	Data Visualization	22MBABA452

Note*: Subject shown in grey boxes will be offered in minor specialization respectively

Student will study 2 major subjects and 1 minor subject in IV semester

THIRD SEMESTER
(SYLLABUS)

INTERNSHIP

Course Code :	22MBA31	Credits	:	08
L:T:P:S :	0:0:8:0	CIE Marks	:	50
Exam Hours :	00	SEE Marks	:	50

GUIDELINES FOR 8 WEEKS INTERNSHIP DURING THE 3RD SEMESTER MBA

COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

CO1	Understand the working of the organization/company/Industry.
CO2	Analyze problems in business settings and propose solutions.
CO3	Apply creativity and innovation in business practices.
CO4	Apply tools to analyze financial statements and reports
CO5	Justify the relevance of McKinsey's 7 s framework to business
CO6	Prepare an internship report suggesting improvements in processes and systems.

MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	3	3	2	2	2	3	3	1
CO2	3	3	3	2	2	2	2	2	2
CO3	3	3	3	2	3	3	2	1	3
CO4	3	3	3	2	2	2	3	2	3
CO5	3	3	3	2	2	2	2	2	3
CO6	3	3	3	2	2	2	2	1	3

GENERAL GUIDELINES
1. The internship shall be for a period of 8 weeks in between the 2nd and the 3rd semester.
2. The Subject code of the internship report shall be 20MBA31A.
3. The college shall receive 2 copies and a CD of Internship reports in the second week after the commencement of the 3rd semester.
4. No two students shall work on the same problem in the same organization.
5. The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.

6. On completion of the internship, the student shall prepare an internship report with the following format:

STRUCTURE AND SCHEDULE FOR THE INTERNSHIP

ACTIVITY	TIME LINE	REMARKS
Understanding the Company: structure, culture, mission, vision, products/services, and functioning of the organization	1st week of internship	Student should understand the organization in depth and identify the problem for the study.
SWOT Analysis of the company and Application of McKinsey's 7 S framework to the company	1st week of internship	Students should understand the strengths, weakness, opportunities and threats within which the company is operating. McKinsey's 7 s framework has to be applied to the company
Synopsis Preparation	2rd week of internship	Synopsis is a three-page document to be submitted to the HOD with the signature of the guide and the student. Page one: Title, Contact Address of student- with details of Internal and External Guides. Page two: Short introduction with objectives and summary (3000 words). Review of Articles/Literature about the topic with source of information. Page three: Time Activity Chart. The Synopsis should be prepared in consultation with the respective internship guides
Analysis of Financial Statements and reports	3rd & 4th Week	Analysis of Financial Statements and reports should be done by making use of financial analysis tools so that business can be understood better.
Data collection, analysis and finalization of internship report	5th week	After collecting the required data, the data should be edited, coded, tabulated and presented for the purpose of analysis and interpretation with the consultation of the guide.

Submission of final Internship report	6th week	Final internship report has to be submitted to the department through the respective guides after incorporating all the suggestions.

EVALUATION OF INTERNSHIP REPORT:

1. Internal evaluation will be done by the internal guide.
2. External valuation shall be done by a faculty member of other college/university with a minimum of 10 years of experience.
3. Viva-Voce/Presentation: A viva- voce examination shall be conducted. Student is expected to give a presentation of his/her work. The viva-voce examination will be conducted by respective HOD/Senior Professor of the department and an expert of other college/university with minimum of 10 years of experience.
4. Internship report carries 100 marks consisting of 50 marks for CIE component by the internal guide and 50 marks for SEE for external evaluation and viva-voce examination.

FORMAT OF INTERNSHIP REPORT:

1. The Internship Report shall be prepared by using MS Word.
2. The font style should be Times New Roman and the font size should be 12 points.
3. The page should be A4 size with 1" margin on all the sides.
4. The line spacing should be 1.5.
5. The internship report shall not exceed 100 pages.

SUBMISSION OF INTERNSHIP REPORT:

1. The student shall submit 2 hard bound internship reports and a CD in the second week after the commencement of the 3rd semester.
2. The Student should also submit the Internship Report in an Un-editable format in a CD to the department.
3. Students are expected to present their findings/suggestions in Seminars/Conference/Technical/Management Fests or publish their research work in Journals in association with their Internal Guide.

CONTENTS OF THE INTERNSHIP REPORT

1. Cover page
2. Certificate from the organization
3. Certificate from the guide, HOD and Head of the Institution indicating bonafide performance of internship by the student.
4. Declaration by the student
5. Acknowledgement
6. Table of the contents
7. List of tables and graphs
8. Executive summary
9. **Chapter 1:** Theoretical background of the study: Elaborative information on the subject

chosen for better understanding and analysis.

10. **Chapter 2**: Industry profile and company profile: Industry trends, Company Promoters, vision, Mission & Quality Policy, organization structure.   Products/Services profile, Areas   of operation, markets, infrastructure facilities, Competitors' information, SWOT Analysis of the company, Future growth and prospects of the company.

11. **Chapter 3**: Application of Theoretical Framework: McKinsey 7S Framework and Michael Porters 5 Force Model.

12. **Chapter 4:** Analysis and interpretation of financial statements and reports. Analysis and interpretation of data collected with relevant tables and graphs. Results obtained by the using analytical tools to be included.

13. **Chapter 5:** Summary of Finding, Suggestions and Conclusions. Learning Experience

14. Bibliography

15. Annexure relevant to the project such as financial statements, reports, questionnaire, interview schedule, complex tables, figures, graphs, photographs relevant to the internship.

MARKS ALLOCATION FOR INTERNSHIP REPORT

A.   EVALUATION BY INTERNAL GUIDE:

SL. NO	ASPECTS	MARKS
1	Updating the progress to the guide and frequency of meeting the guide.	10
2	Methodology and the Research framework	10
3	Industry & company Profile and Theoretical background of study	10
4	Data analysis and interpretation	10
5	Summary of findings, Suggestions and conclusion	10
	Total	50

B.   EVALUATION BY EXTERNAL FACULTY MEMBERS:

SL. NO	ASPECTS	MARKS
1	Introduction and methodology	10
2	Industry and Company Profile and Theoretical background of study	10
3	Data analysis and interpretation	20
4	Summary of findings, suggestions and conclusion	10
	Total	50

TECHNOLOGY IN BUSINESS

Course Code : 22MBA32		**Credits**	: 02
L: T: P: S : 2:0:0:0		**CIE Marks**	: 50
Exam Hours : 03		**SEE Marks**	: 50

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Understand the emerging technologies and their importance in current business environment.
CO2	Critically analyze the data environment needed for emerging technologies and recent developments.
CO3	Familiarize with technologies like AI, ML and IoT and their technology, business landscape.
CO4	Examine the emerging technologies in areas of SCM, Augmented and Virtual Reality
CO5	Analyze the risks to security of modern applications and how recent trends of cybersecurity in alleviating them.
CO6	Apply the concepts from the fields of Augmented Reality, Virtual Reality into practice.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	1	3	3	3	3	2	2
CO2	1	2	1	2	0	2	2	2	2
CO3	3	3	0	3	3	1	1	2	2
CO4	3	3	1	3	3	3	2	3	2
CO5	2	3	1	0	2	2	1	2	2
CO6	3	3	0	0	2	2	1	2	3

Module No.	CONTENTS OF MODULE	Hrs	COs
1	**Introduction to Emerging Technologies:** Evolution of technologies; Introduction to Industrial revolution; Historical background of the Industrial Revolution; Introduction to Fourth industrial revolution (IR 4.0); Role of data for Emerging technologies; Enabling devices and networks for emerging technologies (programmable devices); Human to Machine, Interaction; Future trends in emerging technologies.	6	CO1
2	**Data Management Systems, ERP Systems & Cloud Application:** Overview for Data Science; Definition of data and information; Data types and representation; ERP Systems, Knowledge management systems, Emergence of Cloud computing and applications	6	CO2
3	**Trends in Digital Transformation: Artificial Intelligence (AI), Machine Learning, Internet of Things (IoT):** Concept of AI, meaning of AI, History of AI, Levels of AI, Types of AI, Applications of AI in Agriculture, Health, Business (Emerging market), Education, AI tools and platforms (eg: scratch/object tracking). Machine Learning – Global trends and Applications Overview of IOT; meaning of IOT; History of IOT; Advantages of IOT; Challenges of IOT; IOT working process; Architecture of IOT; Devices and network; Applications of IOT at Smart home; Smart grid; Smart city;Wearable devices; Smart farming; IOT tools and platforms; Sample application with hands on activity.	6	CO3
4	**Optimization, Efficiency in Global Supply Chain; AR & VR:** SCM Software, Optimization software in Supply Chain and Logistics, Communication and tracking technology**,** Introduction to AR, Virtual reality (VR), Augmented Reality (AR) vs mixed reality (MR), Application of AR systems (education, medical, assistance, entertainment)	6	CO4, CO6
5	**Cybersecurity:** An introduction to cyber security, Security Systems, Ethics, Law & Policy. Data Communications & Networking Cyber Defense, Malware Analysis, Cryptography and Encryption, Digital Forensics.	6	CO5

Suggested Case Studies:

1. Build Better Management Systems to Put your data to Work – Thomas C. Redman | Harvard Business Review
2. 4 types of Business Transformation - Carsten Lund Pedersen and Thomas Ritter | Harvard Business Review
3. AI should augment human intelligence not replace it - David De Cremer and Garry Kasparov | Harvard Business Review

Text Books:

4. Artificial Intelligence: Concepts and Applications - Lavika Goel, Wiley, January 2021
5. Augmented Reality - Theory, Design and Development - Chetankumar G Shetty, 2020
6. The Ethics of Cybersecurity - Markus Christen, Bert Gordijn, Michele Loi, Springer 2020

Reference Books:

1. Machine Learning For Beginners – by Harsh Bhasin, BPB Publications, January 2020

2. Cloud and Distributed Computing: Algorithms and Systems – by Rajiv Misra, Wiley February 2020

3. Augmented Reality and Virtual Reality: Empowering Human, Place and Business, Timothy Jung, M. Claudia tom Dieck 2019

ASSESSMENT PATTERN

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category	Tests	Assignments	Quizzes	MOOC Course
Marks (out of 50)	**25**	**10**	**5**	**10**
Remember			05	
Understand		05		
Apply	08			10
Analyze	09			
Evaluate	08			
Create		05		

Assignment Questions:

Q1: Give a detailed analysis of the applications of Artificial Intelligence in today's business world.

Q2: Take any supply chain based startup and evaluate the use of technology, data and new age tools in its business model.

Q3: What are the various kinds of malware and suspicious attacks, and how can the business applications of today guard against them?

SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

STRATEGIC PRACTICES IN SERVICES MARKETING

Course Code	: 22MBAMM311	Credits	: 03
L:T:P:S	: 3:0:0:0	CIE Marks	: 50
Exam Hours	: 03	SEE Marks	: 50

COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

CO1	To provide an in-depth learning and understanding of the unique challenges inherent in managing and delivering quality services.
CO2	To acquaint the students with characteristics of service and their marketing implications.
CO3	To develop an understanding about the various concepts and importance of services marketing.
CO4	To Create plans to implement marketing programs in service companies that provides a supreme customer experience and extreme customer loyalty.
CO5	To develop students' abilities to identify services decision problems, ascertain alternatives, define crucial issues, analyze, make decisions and plan the implementation of these decisions.
CO6	To understand the importance of customer feedback in service marketing with reference to various service sectors in India.

MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2	3	2	3	2	2	2	2	3
CO2	2	3	2	3	2	2	0	1	2
CO3	2	2	2	1	2	1	2	2	2
CO4	2	3	0	3	2	2	2	1	1
CO5	2	3	2	3	2	2	2	3	3
CO6	2	3	2	2	2	2	2	1	3

MODULE	CONTENTS OF MODULE	HRS	COS
1	**Introduction to Services Marketing** Definition of services, Reasons for emergence of services marketing, Characteristics of services marketing, Service marketing mix, recent trends in services marketing, Generation of ROI, Concept of service marketing triangle, GAP models of service quality in different sectors. Marketing Challenges in Service industries, contribution of service sector towards economy development.	8	CO2
2	**Consumer Behaviour in Services:** Search, Experience and Credence property, Zone of tolerance, Factors influencing customer expectation of services. Customer perception of services. Service encounters. Creation of service vision and implementation, Service blue printing- Using & reading blue prints. Service positioning-positioning on the five dimensions of service quality, Service Recovery. Strategies for enhancing- Customer participation, Delivery through intermediaries, Key intermediaries for service delivery, Intermediary control strategies.	8	CO2, CO3
3	**Tourism, Travel and Healthcare Services** Tourism: Segmentation, Product planning and development. Hotel: Classification of hotels, segmentation and marketing strategies. Travel: Characteristics and marketing strategies of Air, Rail, Road and water services. Hospital services marketing, Justifications for marketing Medicare services, strategic marketing for hospitals, Marketing of medical transcription services.	8	CO1, CO4
4	**Financial, IT And Education Services** Bank Marketing: characteristics and Marketing strategies of banking services. Insurance Marketing: Types of Insurance, users of insurance services, Marketing strategies, after sales services. Issues in IT marketing, computer networking services, Innovative education, Emerging trends: strategic marketing for education Sector.	8	CO1, CO4
5	**Introduction to Service Marketing Strategies for0ther Sectors& services marketing communication** Managing relations, building loyalty, customer feedback, improving service quality, other services: Political services, Hospitality services, Personal care services, Day care services, Courier, entertainment and automobile services, Transportation and logistics services, media services. Role of services marketing communication, key reasons for involving communications.	8	CO4, CO5 CO6

TEXT BOOKS:
1. Services Marketing, Jochen Wirtz and lovelock 8th Edition, Pearson India, 2017.
2. Services Marketing: Integrating Customer Focus Across the Firm, Alan Wilson, 3rd edition, McGraw-Hill Education, 2016.
3. Services Marketing, Dwayne D. Gremler and Mary Jo Bitner, 6th edition, McGraw-Hill Education, 2015.

REFERENCE BOOKS:
1. Services Marketing - Integrating Customer Focus Across the Firm, Zeithaml, Bitner McGraw Hill Education; 7th edition, 2018.
2. Service Marketing, M. K. Rampal, Rajeshwari Malik , JSR Publishing House LLP; First edition, 2019.
3. Service Marketing, S.P. Mathur, Nishu Mathur , New Age International Publishers; First edition, 2018.

ASSESSMENT PATTERN:

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	TERM PAPER
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyse	10
Evaluate	10
Create	5

PRODUCT AND BRAND MANAGEMENT

Course Code	22MBAMM312	Credits	03
L:T:P:S	3:0:0:0	CIE Marks	50
Exam Hours	03	SEE Marks	50

COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

CO1	Familiarize students with applications of new product management, planning and Policy techniques, essentials of branding and approaches to effective branding strategy.
CO2	To enhance the level of understanding about how Marketer's build the brand.
CO3	To Analyze & design brand model to enhance brand equity of a firm.
CO4	Evaluate the value of a brand to redefine branding strategies overtime to maximize brand value.
CO5	Augment students' ability to think creatively and critically about the strategies and tactics involved in building, leveraging, defending, and sustaining inspired brands.
CO6	Apply branding principles and communication concepts and frameworks to achieve brand management goals and improve marketing performance.

MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	3	2	2	2	-	1	2	3
CO2	3	2	2	2	2	-	1	3	2
CO3	3	2	2	2	2	-	2	1	2
CO4	3	2	2	2	2	-	2	2	1
CO5	3	2	2	2	2	-	2	2	2
CO6	3	2	2	2	2	-	2	1	2

MODULE NO.	CONTENTS OF MODULE	HRS	COS
1	**Product Management:** Introduction to Product and product related concepts, Product management scope, Product Planning, Premarketing, ROI, Psychological theory, Product dimensions, and New Product Management- Product Portfolio Analysis - Market Attractiveness & Components of Market Attractiveness – Product Market Strategies - Product Life Cycle Stages and Corresponding Strategies – Competitor Analysis.	8	CO1
2	**Brand Value and Personality:** Branding, Brand concept, Brand strategies, Brand value, Benefits of branding, Functions of Brand, Significance of Brands, Different Types of Brands, Brand image and personality, Brand loyalty, Brand Identity – Kepferer Brand Identity Prizm Model, Challenges & Opportunities, Co-branding, Store brands.	8	CO2
3	**Brand Equity and Extension:** Strategic Brand Management Process – Brand Attribute Management & Architecture – Brand Portfolio Strategy – - Making A Brand Strong-Sources of Brand Equity-The 4 Steps of Strong Brand Building- Aakers Brand Equity Model – Customer Based Brand Equity – Brand Leveraging, Brand Extension and Stretching, Different types of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.	8	CO2, CO3, CO5
4	**Brand Positioning and Audit:** Brand Positioning: Types of Positioning-Over, Under & Repositioning- Brand Promise- Differentiation – Identifying Gaps Using Perceptual Maps, Brand Audit - Internal Branding- Introduction to Brand Valuation Components & Types of Valuation.	8	CO2, CO4 CO6
5	**Designing Marketing Programs to Build Online Brands:** The New Media Environment – Building and managing online Brands - Marketing Communication Options – Using Social Media to Build Brands – E-Commerce & Brands.	8	CO5, CO6

Suggested case studies:
1. **Lyft Case-study**Source:https://medium.com/@sushantkr17/4-practice-case-studies-for-your-product-management-interview-f30e5adadbfe
2. **Case Study: What Is Brand Equity? - Apple**
   Source:https://medium.com/@Nexd/how-to-build-insanely-good-brand-equity-case-studies-253805276688
3. **An extension-based business model: Virgin**
   Source: 11 New Strategic Brand Management by Philip Kotler - 4th Edition – Page No.342.
4. **Repositioning Maggi**
   Source: www.icmrindia.org
5. Online Techniques for Your Next Product Launch
   Source: https://blog.hellostepchange.com/blog/launch-a-product-online-case-studies

TEXT BOOKS:
1.   Product and brand management marketing management specialization, Ameya Anil Patil, Nirali Prakashan, 2020.
2.   Product and Brand Management, Daniel Slone**,** Arcler Education Inc., 2017.
3.   Product and Brand Management, Dr Tapan K. Panda Oxford University Press; First edition, 2016.

REFERENCE BOOKS:
1.   Product Policy And Brand Management Text And Cases , Chitale A. K. , PHI Learning Pvt. Ltd.; Third edition, 2016.
2.   Product Management, Donald Lehmann McGraw Hill Education; 4th edition, 2017.

ASSESSMENT PATTERN:

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Co-Curricular Participation
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

CONSUMER BEHAVIOR

Course Code	22MBAMM313	Credits	03
L:T:P:S	3:0:0:0	CIE Marks	50
Exam Hours	03	SEE Marks	50

COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

CO1	Describe and apply insights of consumers buying behaviour using the theories of the consumer decision-making processes.
CO2	Understand basic concepts and methods of marketing research and Develop a structural thinking ability to Apply management problems into tangible research
CO3	Analyze and understand the psychological drivers behind consumer behaviour and marketing
CO4	Understand the social factors influencing consumer behaviour. Evaluate the relationship between the influencing factors and post purchase process.
CO5	Create understanding about post purchasing process using Qualitative parameters.
CO6	Understand the role of the reference groups in consumer decision making and its impact on business decisions.

MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	3	0	2	2	3	1	2	3
CO2	3	3	2	2	2	3	1	2	2
CO3	3	3	2	2	2	3	1	1	2
CO4	3	3	1	2	2	3	1	1	3
CO5	3	3	1	1	3	3	1	2	3
CO6	3	3	2	2	2	3	1	2	2

MODULE NO.	CONTENTS OF MODULE	HRS	COS
1	**Introduction to Consumer Behaviour:** Introduction to Consumer Behaviour; Consumer Behaviour and marketing Strategy, Models of Consumer Behavior- Howard Sheth, Nicosia, Engle-Kollat-Blackwell. Online Consumer Behavior- EC model of online consumer behaviour. Consumerism, Benefits of consumerism. Consumer Behavior movement in India.	8	CO1
2	**Consumer Research:** Consumer Research: Methods of consumer research, Applications of consumer behavior knowledge in marketing. Consumer Decision making process and decision-making roles Information Search Process; Evaluative criteria and decision rules. Concept & Importance, Qualitative research- Motivation research, Communication research, Awareness, Satisfaction, Perception research / surveys. Types of research designs for consumer research, Techniques and tools of data collection, questioner formation and rules of questioner template – Scales and measurement, likert & semantic differential scales, Various types of data, Sampling techniques, Sample size determination. Analysis and interpretation of data. Reporting the research findings.	8	CO2
3	**Psychological Factors Affecting Consumer Behaviour- Part I** a) Motivation: Needs & Goals- Theories of Motivation- Maslow & Herzberg's. Marketing Strategies Based on Multiple Motives, Marketing Strategies Based on Motivational Conflict Frustration & Strategies to overcome frustration. b) Personality: Nature & Theories of Personality- Freudian, Neo-Freudian personality, Trait. Applications of Personality concepts in Marketing, Personality and understanding consumer diversity (Consumer Innovativeness and related personality traits, Cognitive personality factors, Consumer Materialism, Consumer Ethnocentrisms), Brand Personality (Brand Personification, Gender, Geography, Color), Self and Self-Image (One or Multiple selves, The extended self, Altering the self). c) Attitude: Attitude change strategies, Attitude change based on the tri-component model & Multi attribute attitude mode.	8	CO3
4	**Psychological Factors Affecting Consumer Behaviour- Part II** d) Perception: Basics of Perception (Element & Dynamics) & Marketing implications, Consumer Imagery, Product positioning and repositioning, Positioning of services, perceived price, perceived quality, Perceived Risk,	8	CO4

		Types of risk, How consumers' handle risk		
		e) Learning: Marketing Applications of Cognitive Learning Theory, Information Processing (How Consumers store, retain and retrieve information, Sensory Store, Short-Term Store, Long-Term Store, Rehearsal and Encoding, Retention, Retrieval, Limited and Extensive Information Processing)		
5		**External Influence on Consumer Behaviour** Family, Reference Groups: The expanding role of children in family decision making, The family life cycle & marketing strategy. Understanding the power & benefits of reference groups, Factors that affect reference group influence, Types of reference groups. Post Purchase Processes: Post Purchase Processes, Customer Satisfaction, and customer commitment: Post purchase dissonance, Product use and non use, Disposition, Product disposition and marketing strategy, Purchase evaluation and customer satisfaction, Marketing strategies and dissatisfied customers, repeat purchases and customer commitment, Repeat purchasers.	8	CO5 CO6

Suggested case studies
1. Case study :Cadbury dairy milk –A sweet strategy : https://www.icmrindia.org/short%20case%20studies/Consumer%20Behavior/CLCB065.htm
2. Case study : Tesco's Online Sales Strategy: http://www.ibscdc.org/Case_Studies/Marketing/Consumer%20Behaviour/CSB0032IRC.htm
3. Case study : Indian Consumers: Shopaholics by Chance, Dealaholics by Choice? (B): Impulsive vs Compulsive Buying Motives : www.ibscdc.org/Case_Studies/Marketing/Consumer%20Behaviour/CSB0031.htm
4. Case study :Tata Nano: Consumers' Post-Purchase Behavior : www.ibscdc.org/Case_Studies/Marketing/Consumer%20Behaviour/CSB0028.htm
5. Case study India's Best Marketers: Consumer Psychologists or Marketing Wizards?: www.ibscdc.org/Case_Studies/Marketing/Consumer%20Behaviour/CSB0024.htm

TEXT BOOKS:
1. Consumer Behavior, Schiffman and Ramesh Kumar, 12th Edition, Pearson India, January 2019.
2. Consumer Behavior: Buying, Having, and Being, 12th edition, Pearson; 2017.
3. Consumer Behavior: Buying, Having, and Being, Global Edition, Edition 13, .2019
4. Consumer Behavior: Buying, Having, and Being / Michael R. Solomon Edition 11, 2014, Prentice Hall.
5. Consumer Behaviour- Satish K Batra& S. H HKazmi, 2nd Edition,2 014 Excell Books.

REFERENCE BOOKS:

1. Consumer Behavior, Michael R Solomon, 11th Edition, Pearson, January 2014.
2. Consumer Behaviour –Suja R Nair ,2nd Revised Edition, Himalaya Publishing House, 2015.
3. Consumer Behavior Building Marketing Strategy, Dell Hawkins, McGraw-Hill Education,2015.
4. Marketing Research - Text, Applications and Case Studies- Ramanuj Majumdar New Age International, 2014.

ASSESSMENT PATTERN:

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Term paper
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

SALES AND CHANNEL MANAGEMENT

Course Code	22MBAMM314	Credits	03
L:T:P:S	3:0:0:0	CIE Marks	50
Exam Hours	03	SEE Marks	50

COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

CO1	Understand the importance of Sales and Sales Process Management and evaluate the recent trends in sales management.
CO2	Design Sales territory & creating the sales quota by applying the methods of setting quota.
CO3	Evaluate the role of Sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team.
CO4	Understand the nature of marketing channels and apply the concepts & processes in various markets.
CO5	To use and evaluate multiple sources of information to manage and improve Distribution and retail strategies.
CO6	To demonstrate the application of SAP- Sales & distribution.

MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	1	0	1	3	3	2	2	3
CO2	3	3	3	3	3	3	3	1	2
CO3	1	2	2	3	3	2	0	1	2
CO4	3	3	3	3	3	3	2	3	3
CO5	1	3	1	3	3	3	2	2	1
CO6	3	3	3	3	3	3	0	1	3

MODULE NO.	CONTENTS OF MODULE	HRS	COS
1	**Sales Management:** Meaning of sales management, Evaluation, Importance and trends, Selling Vs Marketing, Impact of technological trends on sales. Personal Selling, Types of sales organizations. Selling process- sales presentation, Handling customer objections, Follow- up action, sales analysis and forecasting the sales .	8	CO1
2	**Managing the Sales Force:** Sales territory, meaning, size, designing, sales quota, procedure for sales quota, Types of sales quota, Methods of setting quota. Standard sales management process- Sales Funnel Management- Process and Measurement Duties & Role of sales manager and sales people, functions of sales manager, functions of sales person.	8	CO2 CO3
3	**Nature of Marketing Channels:** Marketing Channels - Functions and Flows - Major Channel Alternatives - Type and Number of Intermediaries - Vertical and Horizontal Marketing Systems - Channel Co-operation with Conflict and Competition- Omni channel Marketing. Marketing channels in rural markets, Challenges in choosing rural Marketing channels, Rural Marketing Distribution Strategies, online distribution marketing channels strategies.	8	CO4
4	**Distribution Supporting System and Retailing:** Wholesaling, Nature and Importance Physical Distribution- Managing Physical Distribution - Supporting and Facilitating Services in Physical Distribution Management. Retailing: Nature and Importance - Types of Retailing - The Retail Organization - Commodities Retailing vs. Brand Retailing – Non-Store Retailing & e-Retailing	8	CO5
5	**SAP- Sales and Distribution :** Create new customer, Create contact person for customer, Change customer, Create customer Inquiry, Create customer quotation, Create sales order referencing a quotation, Check stock status, Display sales order, Start delivery process, Check stock status, Pick materials on delivery note, Post goods issue, Check stock status, Create invoice for customer, Display billing document and customer invoice, Post receipt of customer payment, Review document flow. Sales on E-commerce.	8	CO6

SUGGESTED CASE STUDIES:
1. HBR "Ending the War Between Sales and Marketing" by Philip Kotler , Neil Rackham and Suj Krishnaswamy.
2. HBR "What's the Right Kind of Bonus to Motivate Your Sales Force" by Doug J. Chung and Das Narayandas.
3. HBR "Unlocking the Wealth in Rural Markets How the most successful companies are finding and serving India's hard-to-reach customers by MamtaKapur, Sanjay Dawar, and Vineet R. Ahuja.
4. HBR "Should a Direct-to-Consumer Company Start Selling on Amazon" by Thales S. Teixeira.

TEXT BOOKS:

1. Sales and Distribution Management: Text and Cases**, Krishna K Havaldar, McGraw Hill Education; Third edition, 2017.
2. Sales and Distribution Management**, Sandeep Puri, Pearson Education; Sixth edition, 2017.

REFERENCE BOOKS:

1. Sales and Distribution Management, Tapan K. Panda, Oxford University Press; Third edition, 2019.
2. Sales and Distribution Management: Text and Cases , Vasant M Cavale, McGraw Hill Education; Third edition, 2017.

ASSESSMENT PATTERN:

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Term Paper
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

ADVANCED FINANCIAL MANAGEMENT

Course Code : 22MBAFM321		**Credits**	: 03
L:T:P:S : 3:0:0:0		**CIE Marks**	: 50
Exam Hours : 03		**SEE Marks**	: 50

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Evaluate the debt equity mix in firm's valuation decision.
CO2	Formulate financial models that helps in financial forecasting.
CO3	Apply of the regulatory framework relating to the operation of mergers and Acquisitions.
CO4	Assess dividend strategies decision in accordance with wealth maximization.
CO5	Analyze financial management and cost management through SAP-FICO
CO6	Examine the firm valuation in application of Financial decision.

Mapping of Course Outcomes to Program Outcomes:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PSO1**	**PSO2**
CO1	3	2	0	1	0	1	3	3	2
CO2	2	2	2	2	1	0	3	2	3
CO3	3	3	1	3	1	0	3	2	3
CO4	3	3	0	2	1	0	2	2	3
CO5	3	2	0	2	0	2	2	3	3
CO6	3	3	1	2	1	0	3	2	3

MODULE NO.	MODULE CONTENTS	HRS	COS
1	**Capital structure and firm valuation:** capital structure theories, Net income approach, Net operating income approach, Modigliani- Millar approach, Traditional Approach, optimum capital structure, EBIT-EPS analysis, ROI & ROE analysis (Theory and Problem)	8	CO1 CO6
2	**Financial Modeling:** Strategic financial decision making and planning, strategic choices, financial forecasting and modeling, constructing financial model, long term financial plan, sensitivity analysis, Decision tree approach, financial planning for sustainable growth (Theory and Problem)	8	CO2 CO6
3	**Mergers, Acquisitions & Corporate Restructuring:** Mergers, types of mergers, theories of mergers, operating, financial and managerial synergy of mergers, value creation in horizontal, vertical and conglomerate mergers, internal and external forces contributing to M & A activities.	8	CO3 CO6
4	**Dividend Decisions**: Dividend decision. Walter's and Gordon's model, Modigliani and Miller approach, Dividend policies – stable dividend, stable payout and growth, bonus shares and stock split, corporate dividend behavior. (Theory and Problem)	8	CO4 CO6
5	**SAP (FICO):** Introduction – Creation of Bank account, Reconciliation account, Expense account, Cost element, Vendor master record, Fund transfer to alternative account and Land lord account. – Review, Display run Financial Statement **Controlling:** Creation of variant finished goods, Raw materials, Bill of materials, Routing – Create cost element – Mark price updates – View price changes – Release price updates – View prices.	8	CO5

Suggested Case studies:

1. A case studies on capital structure of G. Sudarsana Reddy Himalaya publishing page no 278 9th edition.
2. A case studies on Sensitivity analysis of khan and Jain Vikas, 11/E, 2011 page no 445 11th edition.
3. A case studies on Merger analysis Kwang S Chung, Susan E Hoag, Mergers, Pearson education, 4/e, 2012.
4. A case studies on Global price company on SAP course.

TEXT BOOKS:

1. Financial management, I M Pandey, Vikas, 12/E, 2021.
2. Principle of corporate finance, Brearly, Myeres, and Allen, TMH, 11/E.
3. Financial Management and policy, Vanhorne, 13/E, Person.
4. Corporate finance – Theory and practice, Ashwasth Damodaran, 4/E, Wiley Indian private Ltd., 2015.
5. Restructuring and corporate control, Fred Weston, Kwang S Chung, Susan E Hoag, Mergers, Pearson education, 4/e, 2012.

REFERENCE BOOKS:
1. Financial Management, Prasanna Chandra, TMH, 9/e, 2017.
2. Financial Management, M Y Khan and P K Jain, TMH, 8/e, 2017.
3. Financial Management, Ravi M Kishore, Taxmann Publications, 8/e, 2020.
4. Advanced accounts, Vol. 2 –, Shukla and Grewak, S. Chand and Sons, 6/e, 2016.

Assessment Pattern

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (out of 50)	Tests (25)	Assignments (10)	Quizzes (05)	Term Paper (10)
Remember			05	
Understand		05		
Apply	08			10
Analyze	09			
Evaluate	08			
Create		05		

SEE – Semester End Examination (50 marks)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

TAXATION

Course Code : 22MBAFM322	Credits : 03
L:T:P:S : 3:0:0:0	CIE Marks : 50
Exam Hours : 03	SEE Marks : 50

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Understand the system of taxation and various categories of incomes.
CO2	Analyze and Apply various tax provision relating to income from House property and income from business/profession.
CO3	Examine the various tax provision while appraising income from capital gains and other sources.
CO4	Evaluate how various provisions of taxation impacts the tax liability of the assessee.
CO5	Apply the Structure of GST.
CO6	Appraise the GST tax rates on different goods and services.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2	3	2	2	0	1	1	3	2
CO2	2	3	1	2	1	2	2	2	3
CO3	3	0	2	2	2	3	2	3	2
CO4	2	1	2	0	2	2	2	2	3
CO5	2	2	1	2	2	1	2	3	2
CO6	1	2	1	2	1	2	2	2	3

MODULE NO.	CONTENTS OF MODULE	HRS	Cos
1	**Basic Taxation concepts & Income from salary:** Brief History of Indian Income Tax, Legal Frame Work , Types of Taxes , Cannons of Taxation Important Definitions Assessment, Assessment Year, Previous Year, Assessee, Person, Income, Casual Income, Gross Total Income, Agricultural Income, Meaning and classification of Capital & Revenue, Income tax authorities, Powers & functions of CBDT, CIT & A.O. Residential Status of individuals and total income Heads of Income- Income from Salary: Meaning, Definition, Advance Salary, Arrears of Salary, Allowances, Perquisites, Provident Fund, Profits in Lieu of Salary, Gratuity, Commutation of Pension, Encashment of Earned leave, Compensation for voluntary retirement, Deductions from Salary Problems on Income from Salary. (Theory and Problem)	9	CO1
2	**Income from House Property & Income from Business/Profession:** House property income, Basis of Charge, Deemed Owners, Exempted Incomes from House Property, Composite Rent, Annual Value, Determination of Annual Value, Treatment of Unrealized Rent, Loss due to Vacancy, Deductions from Annual Value, Problems on Income from House Property. Income from Business/ Profession: Meaning and Definition of Business, Profession Vocation, Expenses Expressly Allowed, Allowable Losses, Expenses Expressly Disallowed Expenses Allowed on Payment Basis, Problems on Business relating to Sole Trader and Problems on Profession relating to Chartered Accountant, Advocate and Medical Practitioner. (Theory and Problem)	9	CO2
3	**Income from Capital gains & Other Sources:** Capital asset, Long term capital asset, short term capital asset, long term and short term capital gains, computation of long term and short term capital gains, exemptions from capital gains. Securities, Kinds of Securities Rules for Grossing Up of Ex Interest Securities and Interest Securities. (Theory and Problem)	9	CO3
4	**Computation of Tax liability:** Computation of Total Income and Tax Liability of an Individual Assessee, Deductions u/s: 80 C, 80 CCC, 80 CCD, 80 D, 80 G, 80 GG, 80 GGA, and 80 U. (Theory and Problem)	9	CO4

(60 Marks for Problems and 40 Marks for Theory)

SUGGESTED CASE STUDIES:

1. Income of salary case studies page no. 623 taxman publication 17th edition 2021.
2. Case studies on capital gain Shri Mahesh & J Patel the Asst. commissioner of the police 1-12- 2020 page no.753 taxman publication 18th edition.
3. NAA imposes penalty on builder for not passing on the benefits of ITC to buyers Sushbir Rohilla & V. Pyramid infratech (P)ltd taxman.com 379 (NAA).

4. SC upholds linking of Aadhaar number and PAN (K .S. Puttaswamy (RETD).union of India (2020) taxmann.com page no 685.
5. Tax biases to debt finance page no: 793 Tax man .com (NAA).

Text Books:

1. Direct Taxes Law & Practice by Vinod K Singhania, Kapil Singhania, Publisher Taxmann 2021.
2. Income Tax-Theory, Law Practice by T.S Reddy and Hari Prasad Reddy, publisher: Margham 2021.
3. Income Tax Law & Practice by B. B. Lal and N. Vashishit Publisher: I K International Publishing House Pvt. Ltd., 2021.
4. Income Tax Law & Practice by Dr. N. Hariharan, Publisher: Vijay Nicole Imprints Pvt Ltd, 2021.
5. GST by S.S. Gupta: Volume 2, 2021, Publisher-Taxman.

Reference books:

1. The Law and Practice Of Income Taxby Kanga, Palkhivala's Publisher: Lexis Nexis, 2021.
2. Master Guide to Income Tax Act by Pradeep S. Shah, Rajesh S, Publisher: Taxmann Publications Pvt. Ltd, 2021.

Assessment Pattern:
CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category	Tests	Assignments	Term Paper	Quiz
Marks (out of 50)	25	10	10	5
Remember	-	-	-	
Understand	-	05	-	
Apply	08		-	
Analyze	09		-	
Evaluate	08	-	-	
Create	Nil	05	-	

SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

INVESTMENT MANAGEMENT

Course Code	: 22MBAFM323	Credits	: 03
L:T:P:S	: 3:0:0:0	CIE Marks	: 50
Exam Hours	: 03	SEE Marks	: 50

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Understand the empirical and theoretical implications of the financial investments.
CO2	Apply portfolio theory and evaluate the risk and returns associated with individual and collective stocks.
CO3	Analyze stock price using fundamental analysis and technical analysis tools.
CO4	Assess the value of equity, debt and mutual fund.
CO5	Analyze the fundamental drivers of diversification as an investment strategy for investors.
CO6	Create optimal portfolio.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	1	2	2	1	2	3	2
CO2	2	3	1	2	2	0	2	2	3
CO3	3	3	1	2	2	0	2	3	2
CO4	3	3	1	2	2	0	2	3	3
CO5	2	3	1	2	2	2	2	2	3
CO6	3	3	1	2	2	0	1	3	2

MODULE NO.	CONTENTS OF MODULE	HRS	COS
1	**Introduction to Investment Management:** Meaning, objectives of financial investment, types, financial & non-financial forms of investment, investment methods, security & non-security forms of investment, sources of investment information, investment instruments. (Theory)	**8**	**CO1**
2	**Risk and Return Analysis:** Risk and returns concepts, concept of risk, types of risk- systematic risk, unsystematic risk, calculation of risk and returns, portfolio risk and return, expected returns of a portfolio, calculation of portfolio risk and return, portfolio with two assets, portfolio with more than two assets. (Theory and Problems)	**8**	**CO2 CO6**
3	**Fundamental and Technical Analysis:** Economy-Industry-Company framework, economic analysis & forecasting, theory of technical analysis, points & figures chart, bar chart, confidence index, RSA, RSI, moving average analysis, Japanese candlesticks, behavior of stock market prices, the market mechanism, testable hypothesis about market efficiency, implications of efficiency market hypothesis in portfolio management. (Theory and Problems)	**8**	**CO3**
4	**Valuation of Securities:** Valuation of bond, features, types of bonds, determinants of interest rate, bond management strategies, bond valuation, bond duration, preference shares concepts, features, yields, equity shares, concepts, valuation, dividend valuation models. (Theory and Problems)	**8**	**CO4**
5	**Portfolio Management:** Markowitz model-portfolio selection, opportunity set, efficient frontier, beta measurement and Sharpe single index model, Capital asset pricing model, basic assumptions, CAPM equation, security market line, extension of Capital asset pricing model, capital market line, SML VS CML, Arbitrage pricing Theory, arbitrage, equation, assumption, equilibrium, APT and CAPM. Portfolio construction, Portfolio performance evaluation, Sharpe, Treynor & Jensen's measure, portfolio revision, active & passive strategies & formula plans in portfolio revision, mutual funds, types, performance evaluation of mutual funds, functions of asset management companies. (Theory and Problems)	**8**	**CO2 , CO5 CO6**

Suggested Case Studies:

1. https://www.icmrindia.org/casestudies/catalogue/Finance/FINC137.htm

2. https://iiuploads.s3.amazonaws.com/share_advisor/splreports/ACF129_CDDXDPAKQRSAVLBD .pdf

3. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=577841

TEXT BOOKS:

1) V.K Balla, Investment Management, S. Chand & Co, 19/e, 2013.
2) Donald E.Fischer& Ronald J.Jordan, Security Analysis and Portfolio Management, Pearson, 7/e, 2018, ISBN : 9788177588118.
3) Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, 3/e, 2012, ISBN : 9789325963085.

REFERENCE BOOKS:

1) Prasanna Chandra, Investment Analysis and Portfolio Management, Tata Mc Graw Hill, 5/e, 2017, ISBN: 9781259005992.
2) Dr. Mahipal Singh, Security Analysis with Investment and Portfolio Management, 2011, ISBN: 9788182055193.
3) Alexander, Sharpe, Bailley, Fundamentals of Investment, PHI, 6/e, 2010.

Assessment Pattern

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (out of 50)	Tests (25)	Assignments (10)	Quizzes (05)	Co-curricular Participat ion (10)
Remember			05	
Understand		05		
Apply	08			1 0
Analyze	09			
Evaluate	08			
Create		05		

SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	5
Understand	10
Apply	10
Analyze	10
Evaluate	10
Create	5

MANAGEMENT OF FINANCIAL SERVICES

Course Code : 22MBAFM324	Credits : 03
L:T:P:S : 3:0:0:0	CIE Marks : 50
Exam Hours : 03	SEE Marks : 50

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Know the finance functions within the broad framework of Indian financial system
CO2	Discuss the primary market and secondary market as an investment option
CO3	Execute various financial services in real life situations
CO4	Investigate into financial evaluation of leasing and hire purchasing systems
CO5	Assess the role of banking and insurance in the economic development of our country
CO6	Examine the role played by the merchant bankers & other financial intermediaries in the financial market

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2	1	1	1	2	2	3	2	3
CO2	2	2	1	2	1	2	2	3	2
CO3	2	2	1	2	2	2	2	2	3
CO4	2	2	1	2	1	2	3	3	2
CO5	2	2	1	2	1	2	3	2	3
CO6	2	2	1	2	2	2	2	2	3

MODULE NO.	CONTENTS OF MODULE	HRS	Cos
1	**Indian Financial System:** Financial system, need, functions, structure and constituents of Indian financial system, Financial institutions, Financial markets, Money market, capital market, Financial instruments and Services, Regulatory institutions RBI, SEBI, IRDA, Financial System and economic development. (Only Theory)	8	CO1
2	**Primary and Secondary Markets:** Capital market, structure of Indian capital market, New issue Market – Issue Mechanism, IPO, Rights issue, private placement, Processes of Book – Building, Issue of Bonus Shares, Stock Options, Functions of new issue market. Stock Exchange: Meaning, deification, features, functions, organization and structure, membership, speculators, listing of shares, trading procedures in stock exchange, Demat Account and depository services, SEBI-Meaning, objectives and functions, BSE, NSE, Sensex, Nifty. (Only Theory)	8	CO2
3	**Types of Financial Services:** Meaning, types, fund based, fee based financial services, leasing and hire purchasing, types of lease, financial evaluation of a lease, cross border leasing, contents of a lease agreement, bills discounting, factoring and forfeiting, securitization. (Theory and Problems-on lease and hire purchasing)	8	CO3 CO4
4	**Banking & Insurance :** Evolution of Indian banks, types of banks, public sector, regional banks, and private sector banks, commercial banking, structure, functions, primary and secondary functions, Role of RBI and GOI as regulator of banking system, provisions of banking regulation act and reserve bank of India act, banking technology, home banking, ATMs, internet banking, mobile banking, core banking solutions, debit, credit and smart cards, electronic payment systems, MICR, cheque truncation, ECS-EFT, NEFT-RTGS. **Insurance:** Meaning and nature of insurance, principles of insurance, insurable interest, human life value concept, indemnity, utmost good faith, subrogation, insurable interest, proximate clause, players in life and non life insurance, insurance documents, alterations, duplicate policy, nominations, assignments, lapse and revivals, foreclosure. (Only Theory)	8	CO5
5	**Merchant Banking:** Roles and functions, Merchant bankers and new issue market, lead managers, underwriters, bankers to an issue, registrars and share transfer agents, brokers to the issue, debenture trustees, their role and functions in new issue market, SEBI guidelines. (Only Theory)	8	CO6

(20 marks problem on lease/hire purchasing in case analysis and 80 Marks for Theory)

Suggested Case Studies:

- Circuit Breakers and their Role in Cooling Volatility- A Case of Indian Market in 2020:https://economictimes.indiatimes.com/markets/stocks/news/circuit-breakers-and-their-role- in-cooling-volatility/articleshow/74784933.cms?from=mdr
- Is Money safe in the Bank?-A Case of 'Yes Bank': https://www.moneycontrol.com/news/business/personal-finance/yes-bank-is-your-money-safe- 5012091.html
- Rights Issue of Shares: A case of Reliance Industries Limited, 2020: https://www.livemint.com/money/personal-finance/should-you-invest-in-the-rights-issue-of- reliance-industries-11588936555011.html
- Financial Evaluation of Lease and Hire Purchase Systems-With specific case problems.
- Linkage of Stocks and Commodity Markets-A case of Stocks and Gold :https://timesofindia.indiatimes.com/business/india-business/retail-gold-prices-go- past-rs-50k/10gm-mark/articleshow/76738269.cms

TEXTBOOKS/REFERENCE BOOKS:
1. Indian Financial System: Financial Markets, Institutions and Services, Siddhartha Sankar Saha, Mcgraw Hill, 2nd Edition, 2020.
2. Financial Services, M. Y. Khan, McGraw Hill,10th Edition, 2019.
3. Merchant Banking, H.R. Machiraju, New Age International Publishers, 2019.
4. Financial Markets and Institutions, Frederic S. Mishkin, Stanley Eakins, Pearson, 2017.
5. Management of Banking and Financial services, Latha Suresh, Justin Paul, Pearson, 3/e, 2014.
6. Banking Theory Law & Practice, KPM Sundaram, VN Vashney, Sultan Chand & Sons 20/e, 2014.
7. Regulation and the   Credit Rating Agencies: Restraining Ancillary Services, Daniel Cash, Routledge, 2020.
8. Merchant Banking & Financial Services, S Gurusamy, TMH, 4/e, 2014.
9. Modern Banking Theory and Practice, Muraleedharan D, Prentice Hall of India, 10/e, 2013.

Assessment Pattern:

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (out of 50)	Tests (25)	Assignments (10)	Quizzes (05)	Co-curricular Participation (10)
Remember			05	
Understand		05		
Apply	08			10
Analyze	09			
Evaluate	08			
Create		05		

SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

COMPENSATION MANAGEMENT

Course Code	: 22MBAHR331	Credits	: 03
L: T: P: S	: 3:0:0:0	CIE Marks	: 50
Exam Hours	: 03	SEE Marks	: 50

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Understand and describe the terminologies on compensation.
CO2	Analyze the relationship between Compensation and benefits
CO3	Classify and evaluate variable component of salary for executives.
CO4	Design and Implement compensation for employees and executives.
CO5	Understand legal framework compensation practices relating to compensation structure
CO6	The student will be able to design and develop an original framework and model in dealing with compensation problems in the organization.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	3	3	2	2	2	3	3	1
CO2	3	3	2	3	2	2	1	3	2
CO3	2	0	3	3	3	3	2	1	3
CO4	3	3	3	2	2	1	3	2	2
CO5	3	3	0	2	2	1	1	3	2
CO6	3	3	3	2	2	1	1	1	3

MODULE NO.	CONTENTS OF MODULE	HRS	Cos
1	**Introduction:** Compensation - Definition - Compensation Responsibilities – Compensation System Design Issues – Compensation Approaches Challenges in compensation Management. Compensation management process. Skills and competence. Concept and rationale of employee welfare and labour welfare.	8	CO1 CO3
2	**Compensation Classification** - Types - Incentives - Fringe Benefits - Strategic Compensation Planning – Determining Compensation – The wage Mix – Development of Base Pay Systems – The Wage Curve – Pay Grades – Salary Matrix – Compensation as a Retention Strategy.	8	CO2CO3 CO4
3	**Understanding Wages:** Theories of Wages - Wage Structure - Wage Fixation - Wage Payment - Salary Administration - Executive Compensation – Incentive Plans – Team Compensation – Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National organizations (International Compensation). **Rewards:** Methods of Rewarding of Sales Personnel - Pay - Commission - Pay and Commission - Performance Based Pay Systems - Incentives - Executive Compensation Plan and Packages - Perceptions of Pay Fairness – Legal Constraints on Pay Systems	8	CO1
4	**The Minimum Wages Act, 1948**. Fixing of Minimum Rates of Wages –Minimum Rates of Wages – Procedure for Fixing and Revising Minimum Wages – Advisory Boards and Committees – Wages in Kind –Wages for worker who works for less than normal working day – Wages for two or more classes of work – Minimum time rate wages for piece rate work. **Wage Boards** - Pay Commissions - Employee Benefits – Benefits Need Analysis – Funding Benefits – Benchmarking Benefit Schemes - Employee Benefit Programmes – Security Benefits Creating a Work Life Setting – Designing Benefit Packages. Tools: Excel for wage calculation and TDS System (basic).	8	CO1
5	**The Payment of Bonus Act, 1965**: Computation of Gross Profit and Available Surplus – Eligibility and Disqualification for Bonus – Payment of Minimum and Maximum Bonus – Calculation of Bonus with respect to certain employees – Proportionate deduction in bonus in certain cases – Computation of number of working days – Set on and Set off of allocable surplus – Special provisions with respect to certain establishments – Deduction of certain amounts from bonus payable – Time limit for payment of bonus – Presumption about accuracy of balance sheet and profit and loss account – Maintenance of Registers and Records.	8	CO5 CO6

Suggested Case Studies:

1. Compensation: pg. no.243, Compensation management, Dr.Satyanarayan.
2. Wage Differential, pg. no.371, Compensation system management, A.M. Sarma.
3. Linking pay for performance: pg no 372-373, Compensation system management, A.M.Sarma.
4. Equity Compensation pg no 253, Compensation management, Dr.Satyanarayan.
5. Linking pay to performance, pg no 373, Compensation system management, A.M. Sarma.
6. The Payment of Bonus Act, 1965, pg no 256-257, Compensation Management, Dr.Satyanarayan.

TEXT BOOKS:
1. Compensation Management, Pradip Kumar Das, Notion press, Edition: 1, 2019, ISBN: 9781647602321.
2. Compensation, George T. Milkovich , McGraw Hill; 12th edition, 2020.
3. Compensation and Reward Management, B. D. Singh , Excel Books; 3rd edition, 2017.

REFERENCE BOOKS:
1. Compensation Management, Sulabh Sharma (Author), SAGE Publications Pvt. Ltd; First edition, 2019.
2. Compensation: Special Indian Edition, George Milkovich (Author), McGraw Hill Education; 9th edition, 2017.
3. Compensation Management, Dr. Priyanka Singh, Pacific Books International, 2020.

Assessment Pattern

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Co-Curricular Participation
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

TRAINING & DEVELOPMENT

Course Code : 22MBAHR332	Credits : 03
L:T:P:S : 3:0:0:0	CIE Marks : 50
Exam Hours : 03	SEE Marks : 50

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Understand the concept of Training need analysis and its implication in organization.
CO2	Develop insights on training process and applicability in the training methods
CO3	Analyze the concept of Management Development and Leadership style.
CO4	Evaluate the models of training & its ROI
CO5	Understand and adapt to appropriateness for managing change in the organization training methods
CO6	Evaluation of training methods

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	3	0	2	2	2	0	3	1
CO2	3	3	0	3	2	1	0	2	2
CO3	2	3	0	3	3	0	1	3	2
CO4	3	3	1	2	2	1	2	2	3
CO5	3	3	0	2	2	1	0	2	2
CO6	3	3	0	2	2	1	0	2	3

MODULE NO	MODULE CONTENTS	HRS	Cos
1	**Introduction to Training and Training need analysis** -Important concepts and meanings Training, Development, Education; Objectives of training; Benefits of training; Why and when to conduct TNA; TNA model; Data sources for locating gap in organizational performance; framework for conducting TNA; Output.	8	CO1
2	**Understanding Training Process and Methods:** Training Process-Training methods: On the job and Off the Job training; On the Job Training ,Job Instruction Technique, Apprenticeship, Coaching, Mentoring; Off the job training- lectures and demonstrations; Games and simulations, In Basket Technique, Case Studies, Role Play, Behavior Modeling; Cross Cultural Training.	8	CO2 CO6
3	**Evaluation of Training**: Follow Up of Training- Importance of Evaluation, Different Models of evaluation, Types of evaluation data collected- Outcome data; Cost Benefit Analysis of Training program; ROI on Training.	8	CO3 CO6
4	**Management Development**- Why focus on Management development; Management Development implications; Types of Management Development Programs; Types of Management development Training, Training for Executive Level Management- Knowledge, Skills, Traits and leadership style, Strategies for development of Executives, Career & Succession Planning.	8	CO4
5	**Training in Current times**: Training with latest tools and techniques. Model of training effectiveness and issues relating resulting from external and internal environment. Types, benefits and challenges in using emerging trends in training and development. Concerns in implementation of training and development. Training and development initiatives of some selected companies from private, public and MNC'S. Use of emerging trends in training and development.	8	CO5 CO6

Suggested Case Studies:

1. TNA at Bank of Baroda :https://www.scribd.com/document/381019154/Tna-Baroda.
2. Case Study: On the job training at Toyota Motors, https://www.citehr.com/352797-training-development-case-study.html
3. Case Study : Training Designed to Change Behavior and Attitude, Effective Training, P, Nick Blanchard, James W Thacker, V Anand Ram, Page 330.
4. Case Study: Will Teams Work? Effective Training, P. Nick Blanchard, James W Thacker, V Anand Ram, Page 476.
5. Case Study: https://businesscasestudies.co.uk/building-a-workforce-for-the-future/

TEXT BOOKS:
1. Employee Training & Development, Noe A Raymond, Mc. Graw Hill Publication, 7/E, 2018.
2. Effective HR Training Development Strategy, Dr.Ratan Reddy, HPH 2015.
3. Dayal Ishwar, Management Training in Organizations. Prentice Hall, 2006.

REFERENCE BOOKS:
1. Goldstein Training in Organizations, Cengage Learning, 4/E, 2002.
2. Effective Training-Systems, Strategies and Practices, Blanchard, Pearson Education, 4/E, 2011.

Assessment Pattern

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Term paper
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

LEGAL ASPECTS OF BUSINESS

Course Code	22MBAHR333	Credits	03
L:T:P:S	3:0:0:0	CIE Marks	50
Exam Hours	03	SEE Marks	50

COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

CO1	Understand Industrial Relation dynamics in India and Emergence and function of Trade Unions.
CO2	Grievance procedure in industrial setup and disciplinary mechanisms and resolving industrial conflicts
CO3	Develop insights on Factories act and Karnataka Shops and commercial Establishments Act
CO4	Gain Knowledge on the system of collective bargaining and Cyber Laws.
CO5	Understand and be aware of the social security acts like ESI, PF, gratuity and maternity act
CO6	Be Aware of Social Security acts and develop insights on prevention of sexual harassment at workplace

MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	3	-	2	2	3	1	3	2
CO2	3	0	3	2	2	3	2	2	2
CO3	3	3	3	2	-	3	2	2	2
CO4	3	3	3	2	2	3	2	3	2
CO5	3	3	3	2	2	3	2	2	2
CO6	3	0	3	2	2	3	2	2	2

MODULE NO	CONTENTS OF MODULE	HRS	COS
1	**Indian Industrial Relations** – An overview –, need, importance, objectives and principles of legal environment. Main approaches to IR. Labor and Indian constitution, code of Discipline. Government policies relating to labor in 5-year plans, Legal Enactments, ILO and its influence on Legal Enactments in India. **Trade Unions**: Meaning, Historical perspective of trade union movement in India, functions of trade unions, objectives of important trade unions, problems of trade unions, measures to strengthen trade union movement in India, Rights and responsibilities, future trends of trade union movement in India	8	CO1
2	**Grievance procedure and Discipline management**: Grievance, meaning and forms, approaches to grievance machinery, Grievance procedures, model grievance procedure. Discipline - Judicial approach to discipline, Domestic enquiries, Disciplinary procedures, approaches to manage discipline in Industry. Industrial Conflicts: Nature of conflicts and its manifestations causes and types of Industrial conflicts, prevention of Industrial conflicts, and settlement of Industrial conflicts.	8	CO2
3	**The Factories Act, 1948** Approval, Licensing and Registration-Inspecting Staff – Health – Welfare Working Hours - Annual Leave with wages - Periodical Returns Registers and Records. **Karnataka Shops and Commercial Establishments Act 1961,** Registration of Establishments –Shops and Commercial Establishments – Residential Hotels, Restaurants and Eating Houses –Theatres or other places of Public Amusement or Entertainment – Leave with pay and payment of wages –Health and Safety – Maintenance of Registers, Records and Annual Report.	8	CO3 CO5
4	**Collective Bargaining in India:** Definition, Essential conditions for the success of collective bargaining, functions of collective bargaining, collective bargaining process, prerequisites for collective bargaining, trends and conclusions, Workers Participation in Management. Techniques of negotiation. **Introduction of cyber laws :** Cybercrimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.	8	CO4

5	**Law Relating to Social Security:** ESI Act, Maternity Benefit Act 1961, Employees Provident Fund and Miscellaneous Provisions act 1952, Payment of Gratuity Act 1972 **Prevention of Sexual harassment at workplace**: Meaning, Significance, Supreme Court verdict in Vishaka Vs State of Rajasthan Case, Employer Responsibility to create Harassment free work place, Training employees for good Behaviour.	8	CO5 CO6

SUGGESTED CASE STUDIES:

CASE STUDY:
1) Labour unrest Maruti Suzuki Plant Manesar (https://www.india-briefing.com/news/labor-unrest-maruti-suzuki-india-plant-manesar-2-11963.html/)
2) Labour unrest at Honda motor cycle and scooters (https://economictimes.indiatimes.com/industry/auto/two-wheelers-three-wheelers/labour-unrest-honda-denies-sacking-of-workers/articleshow/54508752.cms?from=mdr#:~:text=MUMBAI%3A%20India's%20second%20largest%20two,been%20hit%20by%20labour%20unrest.)
3) HAL Vs Workmen AIR1975 SC 1737(https://indiankanoon.org/doc/690699/)
4) Om Prakash v. Reliance General Insurance (2017)(https://indiankanoon.org/doc/122441541/)
5) Tuka Ram And Anr vs State of Maharashtra, AIR 1979 SC 185 (Mathura Case) (https://indiankanoon.org/doc/1092711/)

TEXT BOOKS:
1. Mamoriac & Mamoria – 'Dynamics of Industrial Relations', Himalaya Publishing house, 2016.
2. Arun Monappa – Industrial Relations and Labour laws, McGraw Hill Publishing Company Ltd, 2017.
3. Industrial Relations, Trade Unions and Labour Legislation, Sinha P R N, Sinha I. B and Shekhar S. P, Pearson education, 3rd edition, 2017.
4. Industrial Jurisprudence and Labour Legislation, Sarma A.M, HPH, 2016.

REFERENCE BOOKS:
1) Industrial and Labour Law – Piyali Ghosh, Shafali Nandan , 2017.
2) Industrial Relations in India -Ravindranath, Mc Graw Hill Education, 2017.
3) Industrial relations and labour law for managers – Parul Gupta, Sage publication, 2019.
4) Industrial Relations in emerging Economies: The quest for inclusive Development, 2018.

ASSESSMENT PATTERN:

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (out of 50)	Tests	Assignments	Quizzes	Term Paper
	25	**10**	**5**	**10**
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Tests
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5

RECRUITMENT AND SELECTION

Course Code	22MBAHR334	Credits	03
L:T:P:S	3:0:0:0	CIE Marks	50
Exam Hours	03	SEE Marks	50

COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

CO1	Understand job analysis functions, HRP practices and its implication in the organization.
CO2	Analyze Legal aspects in Recruitment and hiring policy in organization.
CO3	Understand and Evaluate sources of Recruitment.
CO4	Compare and Evaluate Internal and External Hiring.
CO5	Understand how to assess candidates in interview and select the best candidate
CO6	Develop insights of SAP an over view in HR

MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	3	0	2	2	3	0	3	2
CO2	3	3	0	3	2	3	1	2	2
CO3	3	3	-	1	2	3	0	2	3
CO4	3	3	1	2	2	3	0	2	3
CO5	3	3	0	2	2	3	0	2	3
CO6	3	3	0	2	1	3	0	2	2

MODULE NO.	MODULE CONTENTS	HRS	COs
1	**Designing and Developing HR System:** Human Resource Planning, Job Analysis, Job Evaluation, Job Design, Job Enlargement, Job Rotation, Job Enrichment, Recruitment, Selection, Placement, Induction, Transfer & Promotion, Separation.	8	CO1
2	**Legal Aspects and Organization Policy**: Nationality, gender, age, job reservation for weaker sections of the society, equal opportunity employment, employment of foreign workers and visa restrictions, agreement with employee unions, organizational policy on hiring.	8	CO2
3	**Recruitment**: Meaning and significance, principles of recruitment, strategic choices in recruitment- automating, out sourcing, contracting and recruiting. Targeting right source, internal recruitment- meaning and significance, advantages and disadvantages. External recruitment- meaning and significance, advantages and disadvantages. Online Job Portals: LinkedIn, Naukri portals.	8	CO3 CO4
4	**Medium of external and Internal recruitment**- Right Medium and how to choose it? Importance, Procedures and Policies, Approaches & Stages of Recruitment, Equal Opportunity and Recruitment. Recruitment in Fluctuating Labor Markets and in Different Organizations. Social Media Recruitment.	8	CO3 CO4
5	**Assessing candidates for selection**: Testing for aptitude and Skills, assessing approaches- application blanks, skill tests, aptitude tests etc., reliability and validity of tests, testing methods, testing conditions and procedure, evaluating test scores, short listing ratio, short listing criteria- benchmark approach and descending order approach. **Interviewing** -Meaning and significance, methods, advantages and limitations. Interviewers and their preparedness. Interview content and process. Antecedent Verification, Joining Formalities, Induction and deployment. Tools for interviews. **SAP-Overview**, Create position, create career, define requirements, hire employee, display, organizational plan, post job advertisement, enter applicant master data, prepare hiring, hiring applicant, proof hiring, maintain qualification profile, execute career planning, create an event, book the event, follow up event, execute career planning, prepare appraisal, performance appraisal, transfer of employee and HCM1 challenge.	8	CO5 CO6

Suggested CASE STUDIES:

1) HRM Case Study Approach: Muuler Came, Croucher, Leigh Page no 134-135.
2) Succession Planning for Federal Express Source: HRM A managerial tool for competitive advantage, Lawrence S Kleiman, Biztantra, Pg-82 3rd Edition.
3) Different Rules for Different People Source Cases in OB, Mathew J manimala, Vijaya, Ajit Page no 359-361.
4) Recruitment: Muuler Came, Croucher, Leigh Page no 139.
5) The Geographical Area of Recruitment Source: HRM A managerial tool for competitive advantage, Lawrence S Kleiman, Biztantra, Pg-141 3rd Edition.
6) Selection HRM Case Study Approach: Muuler Came, Croucher, Leigh Page no 161.

TEXT BOOKS:
1. Human Resource Selection, Robert D. Gatewood and Hubert S. Feild, South Western Cengage Learning, Mason, 9th Edition 2016.
2. Staffing Organization, Herbert G. Heneman III, Timothy A. Judge, McGraw Hill International, 9th Edition, 2018.

REFERENCE BOOKS:
1. Managing Human Resources, Bohlander George W, Scott A. Snell, Cengage Learning; 17th edition, 2015.
2. Effective Recruitment and Selection Practices, Compton R.L, William J. Morrissey, Alan R. Nankervis, Bill Morrissey, CCH Australia Limited, 6th Edition, 2014.

ASSESSMENT PATTERN:

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (out of 50)	Tests	Assignments	Quizzes	Co-Curricular Participation
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Tests
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5

SERVICE OPERATIONS MANAGEMENT

Course Code	:22MBAOM341	Credits	03
L:T:P:S	:3:0:0:0	CIE Marks	50
Exam Hours	:03	SEE Marks	50

COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

CO1	Understand the basic concepts of services.
CO2	Analyze Service design & HRP.
CO3	Understand the basics of service quality & TQM Tools.
CO4	Apply facility layout in designing service layouts.
CO5	Create, design and deliver operations to achieve competitive advantage in services through resource and workforce scheduling.
CO6	Facilitate the flow goods between producer and the purchaser for near fail proof logistic operations.

MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	1	2	2	3	2	2	2
CO2	3	2	1	2	2	3	2	1	2
CO3	3	2	1	2	2	3	2	2	2
CO4	3	2	0	2	2	3	2	1	2
CO5	3	2	1	2	2	3	2	2	2
CO6	3	2	1	0	2	2	2	2	2

MODULE NO.	CONTENTS OF MODULE	HRS	COS
1	Introduction and imperatives of services, Nature and characteristics of services, Classification of services and analyzing service operations, Introduction to Service Strategy, Competitive Service Strategies- Strategic Service Vision.	8	CO1
2	New service design and development, Service system design and delivery process, Technology & automation in services, Service encounter, Human resource planning and employee selection, Managing people in Services organization, Work measurement in Services.	8	CO2
3	Defining Service Quality, Quality Service by Design, Service process control, Total Quality management tools, Quality philosophy and performance excellence, Service recovery and service guarantee.	8	CO3
4	Service facility design, Process analysis of facility layouts, Facility location decision factors, Quantitative models for facility location: Service facility on a line or on a plane, Quantitative models for facility location (Numerical problems): Based on different objective functions of optimization criteria, Quantitative models for multiple service facilities.	8	CO4
5	Warehouse Management (WM) Case study : Create purchase order, display material inventory, display material inventory value, receive the goods, display material inventory & value, Runbin status report, create transfer order, confirm transfer order.	8	CO5 CO6

SUGGESTED CASE STUDIES:

1. Case study: HBR "Mumbai's Models of service excellence- Dabbawalas" by Stefan Thomke.
2. Case study: HBR "Four ways to reinvent service delivery" by Kamalini Ramdas, Elizabeth Teisberg & Amy L.Tucker.
3. Case study: HBR "Designing services that deliver" by Lynn Shostack.
4. Case study: HBR "Match Supply & Demand in service industries" by W. Earl Sasser.
5. Case study: HBR "How one Boston Hospital Built a COVID-19 Forecasting System" by Jennifer P. Stevens, Stevens Horng, Ashely o'Donoghue, Sarah Moravick and Antony Weiss.

TEXT BOOKS:

1. Service Operations Management: Improving Service Delivery, Robert Johnston, Graham Clark, Michael Shulver, Pearson Education, 4th Edition, 2012.
2. Service Management: Operations, Strategy, Information Technology, James A. Fitzsimmons, Mona J. Fitzsimmons, McGraw Hill Irvin, 7th Edition, 2011.
3. Service Operations Management, Robert Johnston & Graham Clark, Prentice Hall, 1st Edition, 2000.
4. Service Operations Management: A Strategic Perspective, John McManus, Mats Winroth, Jannis Angelis, Macmillan India. 1st Ed. 2020.
5. Online course material for SAP.

REFERENCE BOOKS:

1. Service Operations Management: Improving Service Delivery, Robert Johnston, Michael Shulver, Nigel Slack, Pearson, 5th Edition, 2020.
2. Managing Service Operations: Design and Implementation, Bill Hollins and Sadie Shinkins, Sage Publication, 2006.
3. Service Quality: New Directions in Theory and Practice, Roland T. Rust, Richard L. Oliver, Sage Publication, Print ISBN:97808803949195, 1994.
4. Fitzsimmons, James A., and Mona J. Fitzsimmons, "Service Management: Operations, Strategy and Information Technology", 7th Ed., Irwin/McGraw-Hill, 2017.

REFERENCE RESEARCH PAPER:

1. Robert Johnston, Graham Clark., "Service Operations Management", 3rd Edition, 2008, Paperback, 552 pages - ISBN13: 9781405847322 - ISBN10:140584732
2. Richard D. Metters (Author), Kathryn H. King-Metters (Author), Madeleine Pullman (Author) "Successful Service Operations Management with CDROM*Hardcover+" South- Western College Pub; 1st edition 2002 -- ISBN-10: 0324135564 -- ISBN-13: 978- 0324135565.

ASSESSMENT PATTERN:

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Co-Curricular Participation
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Test
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5

DEMAND ANALYSIS AND FORECASTING

Course Code	22MBAOM342	Credits	03
L:T:P:S	3:0:0:0	CIE Marks	50
Exam Hours	03	SEE Marks	50

COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

CO1	Understand the importance of demand in real business life
CO2	Estimate Demand based on statistics
CO3	Apply Forecasting techniques to assess business Decisions.
CO4	Analyze the Trend Analysis to analyze in different business cases
CO5	Evaluate how to minimize the risk related to decision making
CO6	Apply the applications of demand forecasting methods

MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	1	2	1	3	1	2	1
CO2	2	2	1	2	2	1	2	1	2
CO3	3	2	1	1	2	2	2	2	1
CO4	3	1	2	2	0	3	1	2	1
CO5	2	2	2	1	2	1	1	1	1
CO6	3	2	2	2	1	3	2	2	1

MODULE NO.	CONTENTS OF MODULE	HRS	COS
1	**Demand Analysis** An Overview, Significance of Demand Analysis and Forecasting Determinants of Demand, Elasticity of Demand, Revenue and Profit of a Firm.	8	CO1
2	**Estimation of Demand** Marketing Research Techniques, Consumer Surveys, Consumer Clinics and Focus Groups, Market Experiments in Test Stores, Statistical Estimation, Variable Identification, Time Series and Cross Sectional Data Collection, Specification of the Model, Estimation of the Parameters, Interpretation of Regression Statistics (Numerical Problem)	8	CO2
3	**Forecasting Demand** Selecting a Forecasting Technique, Purpose of Forecast, Type of Users, Patterns in the Data Series, Lead Time, Minimum Data Requirement, Desired Accuracy, Cost of forecasting, Qualitative Forecasting Techniques, Survey and Opinion Polling Techniques.	8	CO3 CO6
4	**Time Series Analysis** Trend Analysis, Cyclical Variations, Seasonal Effects, Random Fluctuations, Smoothing Techniques Moving Averages, Exponential Smoothing and Other Advanced Techniques, Barometric Techniques Leading, Lagging and Coincident Economic Indicators, Diffusion and Composite Indexes, Accuracy of Forecast, Short Run Forecast, Long Term Forecast (Numerical Problem).	8	CO4
5	**Time Series Analysis II** Nature of time series data, difference equations, Stochastic process: Stationary versus Non-Stationary Stochastic Process, Tests of Stationary: Correlogram, Unit Root Tests, And Random Walk Models (only Theory).	8	CO5

(Theory – 80%, Numerical problems – 20%)

SUGGESTED CASE STUDIES

1. In supply chain management in L & T Practice in managerial economics, D N Dwivedi, 8th edition Vikas publication.
2. Dominos India logistics Management in managerial economics, D N Dwivedi, 9th edition Vikas publication.
3. Nike failure in Demand forecasting in supply chain management topics in Harvard university case studies page no. 358.
4. JIT concept In the India auto industry in managerial economics H. L Ahuja, S. Chand, 2018, 9th edition.
5. Transportation and warehouses facilitate at Gait in managerial economics H. L Ahuja, S. Chand, 2018 9th edition.

TEXT BOOKS:

1) Managerial Economics- Theory and Applications, Dr. D.M Mithani, Himalaya Publications, 2019.
2) Managerial Economics, D.N Dwivedi, Vikas Publication, 8th edition, 2016.
3) Managerial Economics, H. L Ahuja, S. Chand, 2018.
4) Indian Economy, K P M Sundharam and Dutt, S Chand Publication, 65th Edition, 2018.
5) Business Environment Text and Cases by Justin Paul, McGraw-Hill Companies, 4th Edition, 2017.

REFERENCE BOOKS:

1) Managerial Economics- Principles and worldwide applications, Dominick Salvatore, Oxford Publication, 8th edition, 2019.
2) Managerial Economics, Atmanand, Excel BOOKS, 4th edition, 2018.
3) Managerial Economics, Yogesh Maheshwari, PHI, 3rd edition, 2017.

ASSESSMENT PATTERN:

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Self Study Assessment 10
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Test
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5

TOTAL QUALITY MANAGEMENT

Course Code	22MBAOM343	Credits	03
L:T:P:S	3:0:0:0	CIE Marks	50
Exam Hours	03	SEE Marks	50

COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

CO1	Understand the basic concepts of Total Quality Management.
CO2	Understand the Philosophies of Quality Management.
CO3	Create & apply the new or improved statistical process control and capability in real time situations.
CO4	Analyze tools and techniques of Quality Management.
CO5	Understand Quality systems implementation.
CO6	Understand the concepts of leadership, motivation & empowerment.

MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	0	2	3	2	1	3	2
CO2	3	2	1	0	2	2	1	2	1
CO3	3	2	1	2	2	3	2	2	2
CO4	3	2	1	2	2	3	2	1	2
CO5	3	2	1	0	2	3	2	2	2
CO6	3	2	2	2	1	3	2	1	2

MODULE NO.	CONTENTS OF MODULE	HRS	COs
1	**INTRODUCTION TO QUALITY MANAGEMENT** Definitions – TQM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.	8	CO1
2	**PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT** Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.	8	CO2
3	**SIX SIGMA:** Meaning, benefits of six sigma, Principles and Focus Areas, Methodology – DMAIC, DMADV, DFSS, Belts of Six Sigma, Criticism of six sigma.	8	CO3
4	**TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT** Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.	8	CO4
5	**QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION** Introduction to IS/ISO 9004:2000, concepts of ISO 14000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward- Introduction to software quality.	8	CO5 CO6

SUGGESTED CASE STUDIES:

1. Toyota -TQM strategies: https://www.youtube.com/watch?v=AD-B_cgI01w
2. TQM success story for Motorolahttps://www.youtube.com/watch?v=jUV2mdpV-IU
3. TQM implementation in Tata steel :https://www.youtube.com/watch?v=naUvRqkDhf0
4. Implementation of TQM case study British airwayshttps://www.youtube.com/watch?v=aPFUVIAZ_yc
5. TQM at Xerox a case study:https://www.youtube.com/watch?v=qdhZoPhZTDo

TEXT BOOKS:

1. Dale H.Besterfield et al, Total Quality Management, Revised third edition, Pearson education, 2018.
2. Shridhara Bhat k, Total quality management – text and cases, Himalaya publishing house, 2012.
3. Quality Management, Donna C. Summers, 2nd Edition, Pearson Publishing, 2015.
4. Total Quality Management: Text and cases, B Janakiraman and R K Gopal, PHI.

REFERENCE PAPERS:

1. Total Quality Management, Poornima M, Charantimath, Third Edition, 2017, Pearson Education.
2. Total Quality management, P. Saravanavel & S. Balakumar, Magham Publications, 2010.
3. Total Quality Management, Anshu Chauhan, Dr. Deepika S. Joshi, Aayu Publication,2015.

ASSESSMENT PATTERN:

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Term Paper
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Test
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5

SUPPLY CHAIN MANAGEMENT

Course Code	:22MBAOM344	Credits	03
L:T:P:S	:3:0:0:0	CIE Marks	50
Exam Hours	:03	SEE Marks	50

COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

CO1	Understand the key drivers of Supply chain Management
CO2	Apply logistics and purchasing concepts to improve supply chain operations
CO3	Understand modes of Transportation and its importance in SCM
CO4	Understand and Apply the Strategy, Formulation & planning in SCM
CO5	Understand the concept of outsourcing and agility
CO6	Create and understand the concept of warehouse Management.

MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	0	3	3	3	2	3	2
CO2	3	2	2	2	2	3	2	2	2
CO3	3	2	1	0	3	3	2	2	2
CO4	3	2	2	2	2	3	2	2	1
CO5	3	2	2	2	2	3	2	1	2
CO6	3	2	2	2	2	3	2	2	1

MODULE NO.	CONTENTS OF MODULE	HRS	COs
1	**Introduction Supply Chain Management:** Supply Chain definition – Objectives – Types – Various definitions – Drivers of SCM – Need for SCM – SCM as a profession – SCM decisions and skills –Basic concepts & philosophy of SCM, essential features, decision phases – process view, supply chain framework, key issues in SCM and benefitse-business and SCM – Interwined SCM with IoT. Recent issues in SCM, Supply chain analysis and its importance(Proposed to be Included).	8	CO1
2	**Logistics system:** Concept, objectives and scope – Logistics interface with Marketing – Logistics system elements – Importance,Logistics of part of SCM, logistics costs, different models, logistics sub-systems, inbound and out bound logistics bullwhip effects in logistics	8	CO2
3	**Modes of Transportation:** Concept of multi modal transport – Different transport modes – Modal interfaces –Intermodal systems – road/rail/sea; sea/air; road/air; road/rail, sea/rail, sea/road –Inland Container Depot (ICD) & Container Freight Station (CFS) Terminals-Milk run in Logistics. Retail logistics, Issues in retail logistics and retail transportation (Proposed to be Included).	8	CO3
4	**Strategies in SCM:** Strategy formulation in SCM – Value in Supply Chain – Tradeoffs – CRM Strategy relationship matrix**,** Supply chain Integrates- Push, Pull strategies -Reverse Vs forward supply chain – types of reverse flows – collaborative SCM's and CPFR – agile systems – sources of variability – characteristics – supplier interface – internal processes Demand driven strategies –Impact on grocery industry – retail industry – distribution strategies. Procurement and Outsourcing: Outsourcing – benefits and risks – framework for make/buy decision – e-procurement – frame work of e-procurement- Lean Production System	8	CO4 CO5
5	**Ware House Management :** Meaning of Warehousing - Importance – Functions: Receiving: Logistics support for Inward Transportation, Unloading, Inspection, Acceptance and Recording; Storing: Space allocation, Facilitation to stocking, Guarding & Recording; Risk bearing-Processing- Grading and branding – Disinfecting services - Issuing: Order preparation, Picking, Dispatching/ Delivery & Recording-Handling, Transportation & Storage of ISO Containers– Utility and Advantages of warehouses- Problems and issues in receiving processes	8	CO6

SUGGESTED CASE STUDIES
1. FlipkartSCM
   https://www.youtube.com/watch?v=xN5scjazLE8
2. DHL International LogisticManagement
   https://www.youtube.com/watch?v=DvEh04LNJ_I&t=256s
3. WalmartSCM
   https://www.youtube.com/watch?v=ee1V7FVvMa4
4. Dell SCM Strategies(JIT)
   https://www.youtube.com/watch?v=Ie7tDr6gPcM&t=73s
5. Amazon WarehouseManagement
   https://www.youtube.com/watch?v=dAXdeqcHBp4&t=138s

TEXT BOOKS:
1. Text book of Logistics and Supply Chain Management, Agarwal D.K., Laxmi Publications, First Edition,2016,ISBN-109385750046.
2. Logistics Management World Seaborne Trade, Dr.KrishnaveniMuthiah, Himalaya Publishing House , 2014,ISBN-10:817866996X.
3. Supply Chain Logistics Management, Donald Bowersox, David Closs , M. Bixby Cooper, Tata Mc Graw Hill,2015.
4. LogisticsManagement:SupplyChainImperative,Sople.V.V.,PearsonPublishingHouse, 2016.
5. Supply Chain Management, S. Chopra and P. Meindl, Prentice Hall, 7th Ed. 2019.

REFERENCE BOOKS:
1. Supply Chain Management- Concepts and Cases, Rahul V. Altekar, Prentice Hall of India, 2013.
2. Designing and Managing the Supply Chain Concepts, Strategies and Case Studies'; Simchi, D.Kaminsky, P McGraw-Hill Companies,2015.
3. Supply Chain Management, Mohanty R.P, S.G Deshmuki, Biztantra, NewDelhi, 2015.

ASSESSMENT PATTERN:

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (Out Of50)	Test	Assignment	Quizzes	Co-Curricular Participation
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Test
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5

DATA SCIENCE

Course Code	22MBABA351	Credits	03
L:T:P:S	3:0:0:0	CIE Marks	50
Exam Hours	03	SEE Marks	50

COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

CO1	Understand the basics of data science, python and OOPS concepts
CO2	Apply sampling techniques on the dataset as data preprocessing
CO3	Develop the model in simple Linear Regression for applications
CO4	Analyze the development, representation and application using Hypothesis testing
CO5	Create the techniques, tools and importance of Multiple Linear Regression
CO6	Analyze the development, representation and application using Tableau analytics

MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	2	3	2	2	2	2	2
CO2	3	2	2	3	2	2	2	2	3
CO3	3	2	2	3	2	2	2	3	3
CO4	3	2	2	3	2	2	2	2	2
CO5	3	2	2	3	2	2	2	2	3
CO6	3	2	2	3	2	2	2	2	2

MODULE NO.	CONTENTS OF MODULE	HRS	Cos
1	**Introduction Data Science**: Need for Data Science, Introduction to python, Control structures in python, Data structures in python, OOPS concept in python, handling of Files in python, Data science libraries in python.	08	CO1
2	**Descriptive analytics** Introduction to Descriptive Analytics, Central tendency and Dispersion, Introduction to Probability, Probability Distributions. **Sampling and Estimation**: Introduction, Population Parameters and Sample Statistic, Sampling, Probabilistic Sampling, Non-Probability Sampling, Sampling Distribution, Central Limit Theorem (CLT), Sample Size Estimation for Mean of the Population.	08	CO2
3	**Simple Linear Regression**: Introduction, Simple Linear Regression Model Building, Interpretation of Model parameters, Estimation of Parameters Using Ordinary Least Squares, Validation of the Simple Linear Regression Model, Outlier Analysis, Confidence Interval for Regression Coefficients b0 and b, Confidence Interval for the Expected Value of Y for a Given X, Prediction Interval for the Value of Y for a Given X.	08	CO3
4	**Multiple Linear Regression:** Introduction, Ordinary Least Squares Estimation for Multiple Linear Regression, Model Building, Part (Semi-Partial) Correlation and Regression Model Building, Interpretation of MLR Coefficients, Standardized Regression Co- efficient, Regression Models with Qualitative Variables, Validation of Multiple Regression Model, R-Square and Adjusted R-Square, t-Test, F-Test, Partial F-Test, Residual Analysis, Multi-Collinearity and Variance Inflation Factor, Auto-correlation, Outliers Diagnostics, Variable Selection	08	CO4
5	**Tableau Analytics:** Tableau Introduction- Data connection to Tableau-Calculated fields, hierarchy, parameters, sets, groups in Tableau-Various visualizations Techniques in Tableau-Map based visualization using Tableau-Reference Lines-Adding Totals, sub totals, Captions-Advanced Formatting Options-Using Combined Field-Show Filter & Use various filter options-Data Sorting-Create Combined Field-Table Calculations-Creating Tableau Dashboard-Action Filters-Creating Story using Tableau-Analytics using Tableau- clustering using Tableau- Time series analysis using Tableau- Simple Linear Regression Using Tableau.	08	CO5 CO6

SUGGESTED CASE STUDIES

1. Descriptive Analytics using Python, Probability distribution for a given problem using python

2. Conduction of Hypothesis tests on a given dataset and the assumptions given using python

3. Simple Linear Regression Model Development and Validation using Python for a given dataset

4. Multiple Linear Regression Model Development and Validation using Python for a given dataset

5. Design a dashboard using Tablue for a any given dataset (eg:, house rent analysis)

TEXT BOOKS:

1. U Dinesh Kumar, "Business Analytics :The Science of Data Driven decision making",First Edition, Wiley Publishers,2017
2. Manaranjan Pradhan, U Dinesh Kumar, "Machine Learning using Python", First Edition, Wiley Publishers,2019

REFERENCE BOOKS:

1. Douglas C. Montgomery, Douglas C. Montgomery, George C. Runger, "Applied Statistics and Probability for Engineers",6th Edition, Wiley Publishers,2016.
2. Gilbert Strang, "Introduction to Linear Algebra, Fifth Edition", Wellesley-Cambridge Press and SIAM, 2016.
3. Grus J"Data Science from scratch, First Principles with Python", Oreily Media, 2019.

WEB RESOURCES:

1. https://machinelearningmastery.com/
2. https://towardsdatascience.com/data-science/home
3. https://mastersindatascience.com/resources/top-100-data-science-resources/

ASSESSMENT PATTERN:

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (out of 50)	Tests	Assignments	Quizzes	Term Paper
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

BUSINESS DATA MINING

Course Code	22MBABA352	Credits	03
L:T:P:S	3:0:0:0	CIE Marks	50
Exam Hours	03	SEE Marks	50

COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

CO1	Understand the concepts and usage of data Mining tools, techniques and best Practices
CO2	Develop, evaluate, and execute Predictive data modeling techniques like decision tree, regression & Cluster analysis
CO3	Understand the development, representation and application of artificial neural networks
CO4	To Understand the concept and application of text and web mining
CO5	To understand the techniques, tools and importance of big data in data analytics.
CO6	Analyze the application of Association Rule Mining

MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	2	3	2	2	2	2	2
CO2	3	2	2	3	2	2	2	2	3
CO3	3	2	2	3	2	2	2	2	2
CO4	3	2	2	3	2	2	2	3	2
CO5	3	2	2	3	2	2	2	3	3
CO6	3	2	2	3	2	2	2	3	2

MODULE NO	CONTENTS OF MODULE	HRS	COs
1	**Introduction to Data Mining**: Data Mining Gathering and Selecting Data, Data Cleansing and Preparation - Outputs of Data Mining - Evaluating Data Mining Results Data Mining Techniques - Tools and Platforms for Data Mining - Data Mining Best Practices Myths about Data Mining Data Mining Mistakes. Business data mining- Applications of Data mining- Basic concepts of algorithms-selection of Algorithms- Applications.	8	CO1, CO5
2	**Association Rule Mining**: Business Applications of Association Rules, Representing Association Rules, Algorithms for Association Rule, Apriori Algorithm Association Rules Exercise, Creating Association Rules. Market Basket Analysis- Association Rule mining- Naïve Bayes analysis- Big Data Analysis- Applications	8	CO6
3	**Decision Trees**: Decision Tree Problem, Decision Tree Construction Lessons from Constructing Trees, Decision Tree Algorithms.	8	CO2
4	**Cluster Analysis**: Applications of Cluster Analysis, Definition of a Cluster Representing Clusters, Clustering Techniques.	8	CO3
5	**Text Mining**: Text Mining Applications, Text Mining Process, Mining the TDM, Comparing Text Mining and Data Mining Text Mining Best Practices. **Web Mining**: Web Content Mining, Web Structure Mining, Web Usage Mining, Web Mining Algorithms.	8	CO4

SUGGESTED CASE STUDIES:
1. Practical Data Mining approaches inPython
2. Rule generation by AprioriAlgorithm
3. Decision Tree Construction inPython
4. Clustering techniques usingskikit-learn
5. Sentiment Analysis using text mining & webscrapping.

TEXT BOOKS:
1. Anil Maheshwari, Data Analytics, Mc Graw
2. James Taylor, "Decision Management Systems-A Practical guide to using Business rules and Predictive Analytics", IBM Press,2016.
3. Kumar J, "Learning Predictive Analytics with Python", Packt Publishing Ltd., 2016.
4. Robert Layton, "Learning Data Mining with Python", Packt Publishing Ltd., 2017.

REFERENCES:
1. Efraim Turban , Jay E. Aronson , Ting-Peng Liang, "Decision Support Systems & Intelligent Systems", 9th edition, Prentice Hall,2016.
2. Data, data everywhere, "Special report on managing information, Economist", February 27th,2016.

ASSESSMENT PATTERN:

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (out of 50)	Tests 25	Assignments 10	Quizzes 5	Term Paper 10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

FUNCTIONAL ANALYTICS

Course Code	22MBABA353	Credits	03
L:T:P:S	3:0:0:0	CIE Marks	50
Exam Hours	03	SEE Marks	50

COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

CO1	Understand the HP Vertica database and Hadoop ecosystem
CO2	Analyze the involvement and applications of analytics work in Marketing stream.
CO3	Evaluate how HR analytics work in talent management through predictive models
CO4	Apply data analytics tool in finance stream.
CO5	Analyze the application of predictive data analysis in supply chain.
CO6	Evaluate the ability of students in application of HP Vertica Analytics tool in different Domains

MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	2	3	2	2	2	2	2
CO2	3	2	2	3	2	2	2	3	3
CO3	3	2	2	3	2	2	2	3	3
CO4	3	2	2	3	2	2	2	3	3
CO5	3	2	2	3	2	2	2	3	3
CO6	3	2	2	3	2	2	2	2	3

MODULE NO.	CONTENTS OF MODULE	HRS	COs
1	**INTRODUCTION TO FUNCTIONAL ANALYTICS** Marketing Analytics as an enabler of Marketing Strategy Statistical, Technology Enablers - Business Rules Management Systems, Predictive Analytics Workbenches, Optimization Systems, Pre-Configured Decision Management Systems, Data Infrastructure, A Service-Oriented Platform.	8	CO1 CO6
2	**PRODUCT And CUSTOMER ANALYTICS** Pricing and Revenue Management: Point-of-sale Data - Deciding on the "Right" Pricing Approach, a.k.a Strategic Pricing - Implementing tools to support pricing strategy - Managing the prices to meet revenue goals, a.k.a. Tactical Pricing. Assortment Optimization: Panel and Point-of-Sale data - Customer meets product - A retailer's nightmare: shelf-space optimization - Site-to-store - Product meets customer. Customer Lifetime Value: Loyalty Data - What is a customer's lifetime? - How can we predict it? Market Basket Analysis: Market-Basket Data - Product Affinities.	8	CO2
3	**Hr Analytics:** Defining HR Analytics, Connecting HR Analytics to business benefit – Obtaining data, cleaning data and supplementing data. When to use Predictive analytics in HR – Predictive talent Models and HR Analytics, Business driven talent analytics, Integrated talent management and workforce planning. Recruiting, learning and performance measurement.	8	CO3
4	**Finance Analytics:** Analytics in Finance: Discounted Cash Flows (DCF), Profitability Analysis. Asset performance: Sharpe ratio, Calmar ratio, Value at risk (VaR), Pricing options and Black-Scholes Formula. Game Theory: Insurance loss models, Discrete time ruin models and continuous time ruin models.	8	CO4
5	**LOGISCTICS And SUPPLY CHAIN ANALYTICS:** Logistics and multinomial regression: Logistics function, Estimation of profitability using logistic regression, Deviance, Wald Test and Hosmer Lemshow Test. Integrated supply chain. Application of predictive analytics in supply chain. Forecasting: Moving average, Exponential smoothing, Trend, Cyclical and seasonality components.	8	CO5

SUGGESTED CASE STUDIES:

1. Business analytics: Deloitte Analytics, https://www2.deloitte.com/us/en/pages/deloitte-analytics/articles/business-analytics-case-studies.html
2. Coca - Cola Enterprises (CCE) Case Study: The Thirst for HR Analytics Grows.https://www.cipd.co.uk/Images/case-study-coca-cola_tcm18-19987.pdf
3. Business Analytics and Business Value: A Case Study: https://pdfs.semanticscholar.org/424f/d6ca4dced4f36588da1aed6cced98f82915_1.pdf

4. Building an Analytics-Driven Organization: Accenture
   https://www.accenture.com/us-en/~/media/accenture/conversion-
   assets/dotcom/documents/global/pdf/industries_2/accenture-building-analytics-
   driven- organiza
5. HR Analytics: A case study on the internal employee mobility in a large multinational:
   http://arno.uvt.nl/show.cgi?fid=144935

TEXT BOOKS:
1. James Taylor, "Decision Management Systems-A Practical guide to using Business rules
   and Predictive Analytics", IBM Press, 2016.
2. Alberto Cordoba, "Understanding the Predictive Analytics Lifecycle", Wiley, 2014.

REFERENCE BOOKS :
1. Efraim Turban, Jay E. Aronson, Ting-Peng Liang, "Decision Support Systems &
   Intelligent Systems", 9th edition, Prentice Hall, 2016.
2. Data, data everywhere, "Special report on managing information, Economist",
   February 27th, 2016.

ASSESSMENT PATTERN:

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (out of 50)	Tests	Assignments	Quizzes	Term Paper
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

DECISION SCIENCE

Course Code	:22MBABA354	Credits	03
L:T:P:S	:3:0:0:0	CIE Marks	50
Exam Hours	:03	SEE Marks	50

COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

CO1	Understand the basics of data science, python and OOPS concepts
CO2	Apply sampling techniques on the dataset as data preprocessing
CO3	Develop the model in simple Linear Regression for applications
CO4	Analyze the development, representation and application using Hypothesis testing
CO5	Create the techniques, tools and importance of Multiple Linear Regression
CO6	Analyze the development, representation and application using Tableau analytics

MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	1	2	2	1	-	2	-	2	3
CO2	1	2	2	1	-	2	-	2	2
CO3	1	2	2	1	-	2	-	3	2
CO4	1	2	2	1	-	2	-	2	3
CO5	1	2	2	1	2	2	-	2	3
CO6	2	1	2	1	2	2	-	2	2

MODULE	CONTENTS OF MODULE	HRS	CO'S
1	**Introduction:** Importance of Decision Sciences & Role of Quantitative Techniques in Decision Making. Assignment Models: Concept, Flood's Technique/ Hungarian Method, Applications Including Restricted, Multiple Assignments and Maximization Objective. **Problem Types:** Balanced, Unbalanced, Restriction and Maximization, Basic Initial Solution Using North West Corner, Optimal Solution Using MODI	8	CO1
2	**Linear Programming:** Concept, Formulation & Graphical Solution. **Markov Chains:** Applications Related to Management Functional Areas, Estimation of Transition Probabilities. **Simulation Techniques:** Monte Carlo Simulation, Scope, and Limitations.	8	CO2
3	**CPM & PERT:** Concept, Drawing Network, Identifying Critical Path, Floats & Probability of Project Completion in Case of PERT. **Network Crashing:** Concept of Project Cost and its Components, Time and Cost Relationship, Crashing of CPM Network.	8	CO3
4	**Game Theory:** Concept of Game theory- The theory of rational choice, Interacting decision makers, Strategic games. **Characteristics of Game Theory** : Concept , 2×2 Zero Sum Game, Pure & Mixed Strategy, Solution of Games with Dominance- Graphical method.	8	CO4
5	**Decision Theory:** Concept, Decision Making Under Uncertainty Maximax, Maximin, Minimax Regret, Decision Making Under Risk (EMV, EVPI) for Items with and Without Salvage Value. **Game Theory:** Concept, 2 × 2 Zero Sum Game, Pure & Mixed Strategy, Solution of Games with Dominance. **Algorithms:** Decision tree, Random forest, Knowledge discovery using K-Means clustering (Role of machine learning algorithms in decision making)	8	CO5, CO6

TEXT BOOKS:
1. Operations Research Theory & Applications by J K Sharma-Mac Millan Publishers India Ltd., 4th Edition, 2010.
2. Quantitative techniques & statistics ByK L Sehgal Himalaya Publications. 2011.
3. M. J. Osborne and A. Rubinstein, A course in Game Theory, MIT Press. 2012

REFERENCE BOOKS:
1. "An introduction to management science: Quantitative approach", Anderson, David R, etc., Cengage Learning, 2018.

WEB RESOURCES:
1. https://machinelearningmastery.com/
2. https://www.tutorialspoint.com/machine_learning_with_python/index.htm

ASSESSMENT PATTERN:

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (out of 50)	Tests	Assignments	Quizzes
	25	15	10
Remember			
Understand	8		5
Apply	8	5	5
Analyze	9	5	
Evaluate		5	
Create			

SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

FOURTH SEMESTER

(SYLLABUS)

PROJECT WORK

Course Code	:22MBA41	Credits	11
L:T:P:S	:0:0:11:0	CIE Marks	50
Exam Hours	:00	SEE Marks	50

COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

CO1	Understand the methods of problem identification and approach to solve the Problem
CO2	Develop proper synopsis.
CO3	Apply appropriately research methods and process.
CO4	Apply the concepts of research methodology learnt in the previous semester.
CO5	Evaluate the research problem through hypothesis testing.
CO6	Create a research report systematically

MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	2	3	3	2	2	3	1
CO2	3	2	2	3	3	2	2	1	3
CO3	3	2	2	3	3	2	2	1	3
CO4	3	2	2	3	3	2	2	2	2
CO5	3	2	2	3	3	2	-	1	3
CO6	3	2	3	2	2	3	2	2	2

The project work shall be for a period of **eight weeks** immediately after the completion of third semester end exams but before the commencement of fourth semester classes. Students either on their own or in consultant with their Guides identify the problem for his/her study according to their interest.

On Finalization of the topic/problem, synopsis has to be prepared and submitted to the guide.

Synopsis should have problem statement, importance of the problem, objectives, research design and expected outcome.

Students can take up their project after getting their synopsis approved either by guide or the expert team. Periodical review of the project undertaken to be reported to the Guide and/or to Head of the department in person at the stated interval as given below.

ACTIVITY CHART

Week	Activity to be done
1	Knowing about the company mission, vision, policies, culture, organization structure, products and services profile, functioning, important people with designation, knowing the problems of the organization / research problem. Discussing the research problem with the guide and finalization of the topic of study.
2	Designing the research plan Discussion with the guide and finalizing the data collection tool.
3	Discussion with the guide and finalizing the tools of data analysis.
4	Collection of data, tabulation and interpretation of data.
5	Submitting the first draft of the project report.
6	Submitting the final draft of the project report.

GUIDELINES

General:

1. Continuous review with Respective guides is mandatory.
2. No two students shall work on the same research problem.
3. Choice of title / Research problem is completely open [In terms of choice and area] and freelance by nature.

Report:

1. Preliminary pages and the chapter separators [if any] and annexure (s) should not have page numbers.
2. Preliminary pages should be strictly as per the formats attached or informed by the department from time to time.
3. No header and footer [Project title, College name, Logo or pictures] are allowed.
4. Items given Italics within square brackets {i.e., [Student Name]}in the format(s) should be replaced by the appropriate aspects.
5. Questionnaire(s), financial statement(s) or any other data collection instrument [Whichever is applicable] used in the report should be given under Annexure(s).
6. Report should not exceed 70 pages.
7. Report should be printed in the A4 size sheet by allowing 1" margin on top and bottom 0.5''gutter margin and 0.5'' margin from right.
8. Two copies of Hard Bound & CD to be submitted [One for Department and to student] as per the format attached. **[No spiral Binding allowed]**

Evaluation:

1. Internally the report would be evaluated by the panel of experts where internal guide would be part of evaluation.

2. External evaluation would be executed by the expert from the other institution/college/ industry proposed by the college in the form of viva-voce.
3. Viva-voce is mainly concerned with the understanding of research process and the appropriate use of the research methods in the real life business problem(s).
4. Data analysis part and the conclusion of the project carries more weight age in evaluation of the report.
5. Students may present their research findings in Seminars /Conference/ Technical/ Management Fests or publish their research work in Journals in association with their Internal Guide and appropriate weight age would be given in internal evaluation.

FONT AND ALIGNMENT SPECIFICATION(S)

SL. NO.	ITEM(S)	SPECIFICATION(S)
1	Font [All the contents]	Times New Roman *[Strictly No mix of fonts]*
2	Text	Body of the report: Times new Roman 12 pts, Justified. Space: 1.15 line spacing, before paragraph - 0 pts, after the paragraph – 6 pts.
3	Chapter name	All Caps, Centered, Bold and Sized to 16 pts.
4	Title of the chapter	All Caps, Centered, Bold and Sized to 15 pts.
5	Sub Heading Level – I	All Caps Left aligned Bold and Sized to 14 pts. To be numbered with chapter number. [For Ex, 1.1, 1.2, etc.]
6	Sub Heading Level – II	All Caps Left aligned Bold and Sized to 13 pts. To be numbered with chapter and sub heading number. [For Ex, 1.1.1, 1.1.2, 1.1.3 etc.]
7	Table(s)	[1] Tables name should be given on top with unit of measurement if any and numbered according to the chapter and should be given in a single line. [Ex. Table 1.1 – Exploration of Respondents Occupation] [2] Table should be centered [3] Text content of table should be left aligned. [4] Number content of table should be Right aligned [5] Stubs to be Aligned left and bold. [6] Captions to be aligned Center and bold. [7] Total [Row, Column and Grand] to be bold faced. [8] Source note is compulsory.
8	Chart(s), Graph(s), Diagram(s), Flow-Chart(s), Picture(s)	Name should be given on top along with unit of measurement, if any [**Should be part of graph/Chart – not as the part of your word document**] numbered according to the chapter and should be given in a single line. [Ex. Chat/Graph/Picture 1.1 – Exploration of Respondents Age]

CONTENTS OF THE PROJECT REPORT
- Cover page *[To be prepared strictly as per the format given by the department]*
- Inside page
- Certificate from the college / Institution. *[To get from the Department]*
- Declaration by the student *[To be prepared strictly as per the format given by the department]*
- Certificate of the company

- Acknowledgement
- List of contents *[Follow the format – from the department]*
- List of tables *[Follow the format –from the department]*
- List of Diagrams
- Executive Summary : It is a one/two page write-up of the entire project work of the student. The reader of the project report should get a complete idea about the project report at a glance. It should talk about the most important aspects of the research work like the title of the project report work, objective, scope, data collection tools, data analysis tools, major findings and suggestions.

- **Chapter 1:- Theoretical Background of the study:** This chapter should bring the background of the study based on the title of the study and the objectives. This chapter should introduce the topic of study.

- **Chapter 2:- Industry Profile& Company Profile:** This chapter should introduce the industry to which the company belongs. For example: Infosys is a company and IT is the industry to which Infosys belongs to.

- **Chapter 3:- Research Methodology: This chapter should talk about how the research study was undertaken.**
    - Literature survey (At least 10 research studies in the related areas)
    - Research gap
    - Statement of the Problem
    - Need for the study
    - Objective of the study
    - Hypothesis
    - Scope of the study
    - Sampling size
    - Sample Technique
    - Data collection tools
    - Statistical tools used
    - Limitation of the study
    - Chapter scheme.

- **Chapter 4:- Data Analysis and Interpretation:**

   This chapter should mention the way in which the data was analyzed and interpreted.
   This chapter should include arrangement of data in the form of tables with rows and columns, table no., table title, table and analysis.

- **Chapter 5:- Summary of findings, Suggestions and Conclusion:** Findings are the achievements of the objectives. It should be based on data analysis and data interpretation.
- Suggestions should state what can be done to solve the problem and how the solution can be further improved.
- Conclusion is summing up of the entire research project in a paragraph or two.

- ❖ Bibliography *[To be prepared strictly as advised by the department]*
- ❖ This should contain all the references done during the course of project report preparation. It should be done in the following sequence.
- ❖ *Books:* Name of the Author, Title of the Book, Name of the Publisher, Edition, Year of Publication.
- ❖ *Articles:* Name of the Author, Title of the Article, Name of the Journal, Volume Number, Issue Number, Year, Page Number (PP)
- ❖ *Webliography:* Name of the Author, Title of the article, retrieved on mm/dd/yy, from URL
- ❖ **Annexure:** This is the concluding part of the report and should include, the Data collection tool, Technical details of the report, Complex tables, Glossary of new terms used in the report
- ❖ Questionnaire, if applicable.
- ❖ Statement(s), if any

Other General Guidelines:

- ▸ The project work should undergo plagiarism check before submission.
- ▸ The Project work will be of 8 weeks duration.
- ▸ The project report should be between 80-100 pages.
- ▸ The Project report shall be prepared using MS word using Times New Roman font sized 12 on a page layout of A4 size with 1" margin on all the sides and 1.5 line spacing.
- ▸ 2 Hard bound copies and 1 soft copy of the project report in a CD should be submitted to the department.

The student is required to appear for the Viva-voce exam and present their project report in front of external faculty.
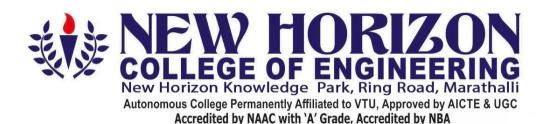
MARKS ALLOCATION FOR PROJECT REPORT

Evaluation by Internal Guide

SL. NO.	ASPECTS	MARKS
1	Review Meeting – I & II [Synopsis Submission]	10
2	Review Meeting – III & IV [Finalization of Data Collection tools & Data Analysis Mapping]	10
3	Review Meeting – V & VI [Data analysis]	10
4	Review Meeting –VII & VIII [Report Preparation & Draft copy Report]	20
	Total	**50**

External Evaluation: - [Viva voce]

SL. NO.	ASPECTS	MARKS
1	Presentation skill	5
2	Communication skills	5
3	Subject knowledge	10
4	Objective of the study or methodology	10
5	Analysis using statistical tools and statistical Packages	10
6	Finding and appropriate suggestions	10
	Total	**50**

NEW HORIZON COLLEGE OF ENGINEERING

New Horizon Knowledge Park, Ring Road, Marathalli

Autonomous College Permanently Affiliated to VTU, Approved by AICTE & UGC

Accredited by NAAC with 'A' Grade, Accredited by NBA

PROJECT REPORT

On

PROJECT TITLE

By

Name of the student

USN

Submitted to

DEPARTMENT OF MANAGEMENT STUDIES

NEW HORIZON COLLEGE OF ENGINEERING, OUTER

RING ROAD, MARATHALLI, BANGALORE

In partial fulfilment of the requirement for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

Internal Guide

Designation

2022-2024

CERTIFICATE

This is to certify that Name of the student bearing USN_____, is a bonafide student of Master of Business Administration course of the institute 2021-23, autonomous program, affiliated to Visvesvaraya Technological University, Belgaum.

The project report on "Title of the project" is prepared by him under the guidance of Name of the Internal Guide, in partial fulfilment of requirements for the award of the degree of Master of Business Administration of Visvesvaraya Technological University, Belgaum Karnataka.

Signature of Internal Guide   **Signature of HOD**   **Signature of Principal**

Name of the Examiners with affiliation   **Signature with date**

1. **External Examiner**

2. **Internal Examiner**

DECLARATION

I, <u>Name of student</u>, hereby declare that the project report titled **"_____"** with reference to "**Company Name**" prepared by me under the guidance of **Internal Guide <u>with designation</u>** faculty of M.B.A Department, New Horizon College of Engineering.

I also declare that this Internship is towards the partial fulfillment of the university regulations for the award of the degree of Master of Business Administration by Visvesvaraya Technological University, Belgaum.

I have undergone an internship for a period of eight weeks. I further declare that this report is based on the original study undertaken by me and has not been submitted for the award of a degree/diploma from any other University/Institution.

Signature of Student

Place:

Date:

STRATEGIC MANAGEMENT

Course Code :	:22MBA42	Credits	02
L:T:P:S :	:2:0:0:0	CIE Marks	50
Exam Hours :	:03	SEE Marks	50

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Learn the fundamentals of strategic management using the case method.
CO2	Understand the fundamental principles of and relationships among business functions such as: finance, human resources, marketing, and operations.
CO3	Understand the relationships of business to individuals, other organizations, government and society.
CO4	Weigh the integrative nature of strategic management.
CO5	Construct strategy -implementation plans.
CO6	Evaluate strategic control

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	3	1	2	2	3	2	2	1
CO2	3	3	2	2	2	3	3	3	1
CO3	3	3	1	2	1	3	2	3	2
CO4	3	3	2	2	2	2	3	2	2
CO5	3	3	2	2	3	3	2	3	1
CO6	2	2	2	2	1	2	2	1	3

Sl No	Contents of Module	Hrs	Cos
1	**Introduction:** meaning and Nature of Strategic Management, Importance and relevance, Characteristics of Strategic Management, strategic Management Process. Strategy Formulation, developing Strategic Vision and Mission for a Company, Setting Objectives, strategic Objectives and Financial Objectives, balanced Scorecard, company Goals and Company Philosophy, hierarchy of Strategic Intent, merging the Strategic Vision, Objectives and Strategy into a Strategic Plan.	6	CO1, CO2
2	**Environmental scanning:** Analyzing a Company's External Environment – The Strategically relevant components of a Company's External Environment – Industry Analysis – Industry Analysis – Porter's dominant economic features – Competitive Environment Analysis – Porter's Five Forces model – Industry driving forces – Key Success Factors – RBV, analyzing a company's resources and competitive position, analysis of a Company's present strategies, SWOT analysis, Value Chain Analysis, benchmarking.	6	CO6
3	**Types of strategies:** Generic Competitive Strategies, Low cost provider Strategy, differentiation Strategy, best cost provider Strategy, Focused Strategy, Strategic Alliances and Collaborative Partnerships mergers and acquisition Strategies, outsourcing Strategies, planning for large and diversified companies – brief overview of Innovation, integration, Diversification, Turnaround Strategies - GE nine cell planning grid and BCG matrix. International Business level Strategies.	6	CO4
4	**Strategy Implementation:** Operational strategy, Annual Objectives, Developing Functional Strategies, Developing and communicating concise policies, institutionalizing the strategy.	6	CO5
5	**Strategic control:** Establishing Strategic Controls, Leadership and Culture, ethical Process and Corporate Social Responsibility, Strategic Control, guiding and evaluating strategies, operational Control Systems, monitoring performance and evaluating deviations, challenges of Strategy Implementation.	6	CO1, CO3, CO6

TEXT BOOKS:

1) Crafting and Executing Strategy - Arthur A. Thompson Jr., AJ Strickland III, John E Gamble, 18/e, Tata McGraw Hill, 2012.
2) Strategic Management- Alex Miller, Irwin; TMH
3) Strategic Management- Analysis, Implementation, Control, Nag A, Vikas, 1/e, 2011.
4) Business Policy and Strategic Management – Subba Rao P, HPH.
5) Strategic Management - Kachru U, Excel Books, 2009.

REFERENCE BOOKS:

1) Strategic Management: An Integrated Approach - Charles W.L. Hill, Gareth R. Jones, Cengage Learning.
2) Strategic Management: Concepts and cases, David R, 14/e, PHI.

3) Competitive advantage, Michael Porter, Free Press NY.
4) Essentials of Strategic Management, Hunger, J. David, 5/e, Pearson.
5) Business Environment for Strategic Management, Ashwathappa, HPH.

Assessment Pattern

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category	Tests	Assign Ments	Quizz es	Self Study	Mini Project	Seminar
Marks (out of 50)	**25**	**10**	**05**	**10**	**Nil**	**Nil**
Remember			5			
Understand						
Apply	**10**					
Analyze	**10**					
Evaluate	**05**					
Create	**25**	**10**	**05**	**10**	**Nil**	**Nil**

SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	
Understand	
Apply	10
Analyze	10
Evaluate	30
Create	

DIGITAL MARKETING

Course Code	22MBAMM411	Credits	03
L:T:P:S	3:0:0:0	CIE Marks	50
Exam Hours	03	SEE Marks	50

COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

CO1	Understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy.
CO2	Analyze the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, email and social media.
CO3	Develop, evaluate, and execute a comprehensive social media strategies to solve business problem.
CO4	Understand the concepts of Remarketing strategies
CO5	Analyze the latest digital technologies and marketing strategies.
CO6	Understand the usage of various payment and billing gateways in digital marketing.

MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	2	3	3	3	3	3	3
CO2	2	2	2	3	3	3	3	2	3
CO3	2	2	2	3	3	3	3	1	2
CO4	2	2	2	3	3	3	3	2	2
CO5	2	3	3	3	3	3	3	3	3
CO6	2	3	3	3	3	3	3	1	2

MODULE	CONTENTS OF MODULE	HRS	COS
1	**Overview of Digital Marketing** Digital marketing overview and meaning- benefits – platform & strategies- comparing digital with traditional marketing- latest digital marketing trends- case studies of digital marketing trends. Content Marketing, Handling Traffic. Digital advertising market in India.	8	CO1
2	**Online Advertising And SEO** Internet and Search Engine Basics, online Advertising, Importance of online Advertising, Types of online Marketing and advertising Methods. Importance of Search Engines, How the search engine works, Understanding the SERP, Using Search Operators, Search Engine Algorithms. On page optimization- webmaster tools, domain name in SEO, optimization of- URL, Title Tags, Meta Tags, and Content. Off page optimization- Link Building, Types of Linking Methods, Link building Guidelines & Methodology, off page optimization strategies- Social Bookmarking, Using Classifieds for Inbound traffic, Blogging & Commenting, Link Building Resources.	8	CO2
3	**Social Media and Email Marketing** What is Social Media, SMM Vs. SMO, Benefits of using SMM, Social Media Strategy, and Impact of Social Media on SEO. Marketing strategy, Benefits, Promotional tools for- Facebook, YouTube, Twitter, Google, Linkedin, hashtags, Instagram. Email Marketing- Email Marketing concept, Importance, Popular Email Marketing Software's, Email Marketing Goals and strategies, Types of Email marketing campaigns, Creating an Email Campaign, What is Newsletter, Design a Newsletter. Micro Blogging.	8	CO3 CO5
4	**Ecommerce and Re-Marketing Strategy** Ecommerce Business Planning, e-Commerce Website, Product Placements, Product Grouping, Promoting E-Commerce Website, Remarketing Products: Re-Marketing Flow, Email, Facebook Re-Marketing. Understanding Coupon System, Appointing Affiliates for Products, Cross/Up/Down Selling, Introduction to payment gateway- Application and Documentation. QR codes, Augmented Reality.	8	CO4 CO6
5	**Mobile Marketing and Mobile Analytics** Overview of the B2B and B2C Mobile Marketing, Mobile Sites, Apps (Applications) and Widgets and their relevant to marketing, opportunities and pitfalls of Mobile Marketing, user interfaces and architectures. Trends in Mobile Social Media, Mobile Commerce, Mobile Payments and Billing, integration of mobile marketing into marketing plan, Mobile analytics.	8	CO4

TEXT BOOKS:

1. Digital Marketing, Seema Gupta, Publisher: McGraw Hill; Second edition, 2020.
2. Digital Marketing: Strategy, Implementation & Practice, Dave Chaffey & Fiona Ellis-Chadwick, Publisher: Pearson; 6th edition, ISBN-13: 978-12920776, 2015.
3. Convert! Designing Websites For Traffic and Conversions, Ben Hunt, Publisher : Wiley; 1st edition, 2011.

REFERENCE BOOKS

2. Digital Marketing: Strategy & Tactics, Jeremy Kagan, Publisher : Wiley, 2020.
2. The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns, Ian Dodson, Publisher : Wiley; 1st edition, 2016.

ASSESSMENT PATTERN:

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Practical Component
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

SEE SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Test
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5

INTEGRATED MARKETING COMMUNICATION

Course Code	:22MBAMM412	Credits	03
L:T:P:S	:3:0:0:0	CIE Marks	50
Exam Hours	:03	SEE Marks	50

COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

CO1	Understand the role of IMC in marketing and create an IMC plan. To evaluate the roles and importance of the advertisement agencies.
CO2	Evaluate the various aspects of advertising objectives & Budgeting and apply the advertising concepts professionally.
CO3	Analyze media strategies and its applications.
CO4	Understand and evaluate the effectiveness of advertising and other promotional activities.
CO5	Understand the impact of global environment on Advertising and the influence of technology in advertising.
CO6	Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.

MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	2	3	3	3	3	2	3
CO2	2	2	2	3	3	3	3	1	2
CO3	2	2	2	3	3	3	3	1	2
CO4	2	2	2	3	3	3	3	3	1
CO5	2	3	3	3	3	3	3	2	3
CO6	2	3	3	3	3	3	3	2	3

Sl No.	CONTENTS OF MODULE	HRS	Cos
1	**Introduction To IMC** Role of IMC in marketing process, IMC planning model, Communication process, steps involved in developing IMC program, Advertising vs. Marketing mix, Advertising appeal in various stages of PLC, Damage control and communication, Type of advertising agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation, point of purchase advertising.	8	CO1
2	**Advertising** Advertising objectives and budgeting, DAGMAR approach, various budgeting methods used Support media in advertising, Measurement in advertising, Co-operative advertising, Role of advertising agency in advertisement planning, TRP impressions.	8	CO2 CO6
3	**Media Strategy** Developing Media plan, Problems encountered, Media Evaluation, print, broadcast media, Media strategy and creativity, Elements of creative strategies and its implementation, Importance of headline and body copy. Art direction and production - Illustration, design and layout Production in print advertising, Art direction and production in television advertising, mobile & App Advertising.	8	CO3
4	**Public Relations, Publicity and Direct Marketing** Public relation: Objectives, tools of public relations, Public relation strategies, various methods used for evaluation. Promotion and its Importance, tools used, push pull strategies, Publicity, Integration with advertising and publicity, Direct Marketing- Features, Functions, Growth, Advantages/Disadvantages, and Direct Marketing Strategies.	8	CO4
5	**International, Industrial and Internet Advertising** Advertisement planning: An international perspective, Global environment in advertising, Decision areas in international advertising, Industrial advertising. Glimpse of Online and social Marketing, internet advertising advantages and disadvantages.	8	CO5

Suggested case studies:
1. Integrated Marketing Communication Case Study– Microsoft:https://www.paperflite.com/blogs/integrated-marketing-communication- case-studies
2. Case Study: Coca Cola Integrated Marketing Communications: https://printtek.com/case-study-coca-cola-integrated-marketing-communications/
3. Integrated Marketing Communication Case Study – Emirates: https://www.paperflite.com/blogs/integrated-marketing-communication-case-studies
4. Case study of Titan integrated Marketing communication Strategies: https://www.scribd.com/doc/51372739/Case-study-of-Titan-

5. Integrated Marketing Communication Case Study #3 - Wells Fargo: https://www.paperflite.com/blogs/integrated-marketing-communication-case-studies

TEXT BOOKS:

1. Advertising & IMC: Principles & Practice, Nancy Mitchell, Publisher : Pearson Education India; Tenth edition, 2016.

2. Advertising & IMC: Principles and Practice, Lincoln William D, Publisher : Pearson Education; Pearson Education, 11th Ed., 2021.

REFERENCE BOOKS:

1. Integrated Advertising, Promotion and Marketing Communications, Kenneth E. Clow and Donald E. Baack's, Pearson, 2014.

2. Advertising Promotion, and Other Aspects of Integrated Marketing Communications, Shimp Terence A, Cengage Learning, Inc, 8th edition.

ASSESSMENT PATTERN:

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Self-Study Assessment
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Test
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5

INTERNATIONAL FINANCIAL MANAGEMENT

Course Code : 22MBAFM421		Credits	: 03
L: T: P:S : 3:0:0:0		CIE Marks	: 50
Exam Hours : 03		SEE Marks	: 50

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Recognize the importance of International Financial system and its impact on international business
CO2	Summarize the Balance of Payment Statement and its impact on inflow and outflow of funds
CO3	Interpret the type of foreign exchange transactions and differentiate them in foreign exchange markets
CO4	Analyze the various sources of finance in International Financial Market
CO5	Appraise the various foreign exchange rate forecasting techniques
CO6	Design international parity relationships

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2	2	1	3	1	2	2	3	2
CO2	2	3	1	3	1	1	2	3	2
CO3	2	2	2	2	1	2	2	2	3
CO4	1	2	1	2	1	2	2	3	2
CO5	2	2	2	2	1	1	2	3	2
CO6	2	2	1	2	1	1	1	2	2

MODULE NO.	Contents of Module	Hrs	Cos
1	**International Financial System:** Importance, rewards and risk of international finance, Goals of MNC-International business methods, Exposure to international risk, International monetary system- The Exchange Rate Regimes, International Liquidity, The Adjustment Process the Currency blocks and unions like the Economic and Monetary Union (EMU) and European Currency Union (ECU), Multilateral financial institutions: International Monetary Fund (IMF), World Bank, European Bank for Reconstruction and Development (EBRD), European Investment Bank (EIB), Global Environmental Fund (GEF).(Only Theory)	8	CO1
2	**International Flow of funds:** Balance of Payments (BOP), Fundamentals of Balance of Payments (BOP), Accounting components of BOP, Factors affects international trade and capital flows, agencies that facilitate international flows, BOP equilibrium and disequilibrium, Trade deficits, capital account convertibility. (Theory and Problems)	8	CO2 CO6
3	**Foreign Exchange Markets:** Functions and Structure of foreign exchange markets, foreign exchange market participants, types of transactions and settlement dates. Exchange rate quotations, Nominal and Real and effective exchange rates (NEER, REER), Determination of exchange rates in spot market, in forward market, Cross rates, Arbitrage profit in foreign exchange markets, Exchange Rate behavior, SWIFT mechanism. (Theory and Problems)	8	CO3 CO6
4	**International Financial Markets and Instruments:** Foreign portfolio investment, International Bond and equity market, GDR, ADR, Global registered shares, cross listing of shares, international financial instruments- Foreign bonds and euro bonds, global bonds, floating rate notes, zero coupon bonds, International money market, International banking services, correspondent bank, representative offices, foreign branches, forward rate agreements.(Only Theory)	8	CO4
5	**International Parity Relationship and fore casting of exchange rates:** Measuring exchange rate movements, exchange rate equilibrium, factors effecting foreign exchange rate, forecasting foreign exchange rates, interest rate parity, purchasing power parity and international fisher effects, covered interest arbitrage.(Theory and Problems)	8	CO5 CO6

Suggested Case Studies:

- The Great Depression in the US:
  https://courses.lumenlearning.com/boundless-
  ushistory/chapter/the-great-depression/
- Indian Economic Crisis:
  https://en.wikipedia.org/wiki/1991_Indian_economic_crisis#:~:text=
  India's%20ec
  onomic%20problems%20started%20worsening,on%20a%20large%2
  0fiscal%20deficit
- Exchange Rate Regimes:
  https://books.google.co.in/books?id=9UgibWFSCSIC&pg=PA88&lpg=
  PA88&dq
  =exchange+rate#v=onepage&q=exchange%20rate&f=false
- Indian Rupee Finally Managed Float:
  https://www.extravelmoney.com/blog/how-are- foreign-
  exchange-rates-in-india-determined/
- Indian Rupee against USD over different Time Frames:
  https://www.bookmyforex.com/blog/1-usd-to-inr-in-
  1947-2019/
- Currency Fluctuations and Its Impacts-A case of RIL and Facebook :
  https://www.financialexpress.com/industry/deal-in-local-currency-a-win- win-for-
  jio-facebook/1936998/

TEXTBOOKS/REFERENCE BOOKS

1. International Financial Management, P G Apte , Sanjeevan Kapshe, McGraw Hill, 8th Edition, 2020.
2. International Financial Management, Apte, McGraw Hill Education, 7th edition, 2017.
3. International Financial Management, Cheol S. Eun, Bruce G. Resnick, Mcgraw Higher Ed, 7th Edition, 2017.
4. International Financial Management, Alan C. Shapiro, Peter Moles, Jayanta Kumar Seal, WILEY, 2016.
5. International Financial Management, V. K. Bhalla, Anmol Publications Pvt. Ltd, 11th Edition, 2012.
6. International Financial Management, Jeff Madura, Roland Fox, Cengage Learning, 2012.

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Co-Curricular Participation
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

FINANCIAL DERIVATIVES & RISK MANAGEMENT

Course Code : 22MBAFM422		Credits	: 03
L: T: P: S : 3:0:0 :0		CIE Marks	: 50
Exam Hours : 03		SEE Marks	: 50

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Understand the basic risk management principles, the conceptual and practical framework of the functioning of the derivative markets.
CO2	Apply Risk management techniques by using futures and Forwards
CO3	Apply Risk management techniques by using Options
CO4	Apply Risk management techniques by using Swaps
CO5	Understand the concept of Credit risk and Value at Risk
CO6	Create different strategies using derivative instruments

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	3	2	2	3	3	1	2	3
CO2	3	3	3	3	3	3	2	3	2
CO3	2	2	3	3	3	3	1	3	2
CO4	2	2	3	3	3	3	3	2	3
CO5	3	3	3	2	3	3	1	3	2
CO6	3	2	3	2	3	2	1	2	2

MODULE NO.	CONTENTS OF MODULE	HRS	COS
1	**Introduction to Risk**: Risk Vs uncertainty, types of risk, Risk management process **Derivatives**: Derivatives Products -Classification of Derivatives- Participants in Derivative Markets- Evolution of Derivatives- Functions of Derivatives Markets- Misuse and Criticism of Derivatives.	8	CO1
2	**Risk Management using futures & forwards:** Introduction- Forward Contract-Futures Contract- Differences - Specifications of Futures Contract- Commodity futures, Index futures interest rate futures, Forward rate agreement, Forward Market Commission Mechanics of buying &selling futures, Margins, valuation of futures, valuation of long and short forward contract. Hedging using futures, arbitrage opportunities	8	CO2 CO6
3	**Risk Management using Options**: Types of options, option pricing, factors affecting option pricing, mechanics of options- stock options- options on stock index- options on futures – interest rate options. Concept of exotic option, call and put options on dividend and non-dividend paying stocks put-call parity- Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes analysis, option Greeks. Arbitrage profits in options.	8	CO3 CO6
4	**Swap Interest Rate and Currency Swap:** Introduction- Interest Rate Swaps- Features of Swap- Need of Swap Intermediary- Types of Interest Rate Swaps, valuation of interest rate swap	8	CO4 CO6
5	**Credit risk**: Bond prices and the probability of default, Historical default experience, ways to mitigate Credit risk, Credit default swaps, Total return swaps, Credit spread options, Collateralized debt obligation. Value at Risk (VAR)-Measure, Historical simulation, Model building approach, linear approach, Quadratic model, Monte Carlo simulation, Stress testing and Back Testing	8	CO5 CO6

Text Books:

1. Options Futures & Other Derivatives - John C. Hull, 10/e, Pearson Education, 2018.
2. Options & Futures- Vohra& Bagri, 2/e, TMH, 2017.
3. Derivatives- Valuation & Risk Management – Dubofsky & Miller, Oxford University Press, 2006.

Reference books:

1. Financial Derivatives – Mishra V, Excel Books.
2. Derivative and Risk management, Sundaram Janakiram, Pearson, 2011.
3. Financial Derivatives – S L Gupta, Prentice Hall India Learning Private Limited, 2017.

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Term Paper 10
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

ORGANIZATION DESIGN AND DEVELOPMENT

Course Code	: 22MBAHR431	Credits	: 03
L: T: P: S	: 3:0:0:0	CIE Marks	: 50
Exam Hours	: 03	SEE Marks	: 50

Course Outcomes: At the end of the Course, the Student will be able to:

CO1	Understand and apply insights of planned change using the theoretical principles of organization development.
CO2	Analyze the relationship between contracting and diagnosing the problem behind OD process.
CO3	Classify and evaluate, and create models of change Management.
CO4	Apply OD and HR Interventions principles in a variety of contexts, and in an ethical manner.
CO5	Understand the various components and constraints involved in change management, Special applications of OD in the organization.
CO6	Analyze the role of OD practitioners.

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	P07	PSO1	PSO2
CO1	3	3	3	2	2	2	1	3	1
CO2	3	3	3	3	2	2	1	2	2
CO3	2	3	3	3	3	0	2	2	3
CO4	3	2	3	2	2	1	3	2	3
CO5	3	3	3	2	2	1	1	3	2
CO6	3	3	2	2	1	2	2	2	2

MODULE NO.	CONTENTS OF MODULE	HRS	COs
1	**Introduction to organizational Design & Development**: Definition, growth and relevance. General model of planned change, different types of planned change and critique of planned change. Types of organization structure. OD practitioner role, competencies and professional ethics.	8	CO1 CO6
2	**OD process**: Initiating OD relationship, contracting and diagnosing the problem. Diagnosing models, open systems, individual level group level and organizational level diagnosis; Designing OD interventions: Techno structural interventions:- Structural design, downsizing, reengineering, employee involvement.	8	CO2 CO4
3	**Change Management :**Introduction to organizational change: Nature of change, forces of change, reinventing Kurt Levin, organizational routines and mental models, change need analysis, content of change, building capability for change, providing leadership to change, action research and dialogue, types of change, organizational vision, cultural change, strategic planning, creating support systems and managing transition, process oriented strategies and competitor oriented strategies and customer oriented strategies.	8	CO3 CO4
4	**HR and Strategic interventions:** HRM Interventions: - performance management, goal setting, performance coaching, appraising and rewarding. Career planning, workforce diversity interventions, wellness and work-life balance, Strategic interventions: Competitive strategies, collaborative strategies, organizational transformation, culture change.	8	CO4
5	**Special applications of OD:** OD in IT & ITES organizations, service sector, and public sector and future directions in OD. Case study on OD interventions.	8	CO5

Suggested case studies:

1. Organizing for Success, pg no 321, Managing Organization, Shridhar Bhat, Himalaya Publishing house.
2. Pitfalls of Micro-Managing Model of Business: Tutorial Point
3. Managing Change: Open Your Organization to Honest Conversations, HBR Review, Dina Gerdeman, 2020.
4. Goal Setting, Managing Organization, Shridhar Bhat, Himalaya Publishing house.
5. Strategic Interventions, MC Graw Hill, Raymond Noe
6. Case Studies in Different sectors: Employee Training, MC Graw Hill, Raymond Noe

TEXT BOOKS:
1. The Roles of Organization Development, Annamaria Garden , Routledge; 1st edition, 2020.
2. Organization Development: Behavioral Science Interventions For Organizational Improvement , French Wendell L . Pearson Education; Sixth edition, 2017.
3. Organizational Theory, Design and Change, Gareth R. Jones, Pearson Education; Seventh edition, 2017.

REFERENCE BOOKS:
1. Organization Development: A Practitioner's Guide for OD and HR, Linda Holbeche , Kogan Page; 3rd edition 2021.
2. Organization Development: The Process of Leading Organizational Change, Donald L. Anderson, SAGE Publications India Pvt Ltd (15 September 2021)

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (Out Of 50)	Test	Assignment	Quizzes	Term Paper
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

SEE- Semester End Examination (50 Marks)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

PEOPLE AND PERFORMANCE MANAGEMENT IN ORGANIZATIONS

Course Code	22MBAHR432	Credits	03
L:P:T:S	3:0:0:0	CIE Marks	50
Exam Hours	03	SEE Marks	50

COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

CO1	Understand and apply insights of Personal Growth and personal development plan.
CO2	Analyze Johari Window, Transactional analysis concepts and Individuals interpersonal needs through FIRO-B
CO3	Understand performance appraisal and how Performance counselling helps individual growth.
CO4	Understand and apply theoretical principles of Performance Appraisal system
CO5	Analyze traditional and modern methods of performance appraisal and apply the concepts of Career planning.
CO6	Understand Succession Planning and apply live projects based on activities and exercises in succession planning

MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	3	2	2	2	3	3	3	2
CO2	3	3	1	2	2	2	-	3	3
CO3	3	3	3	2	2	3	-	2	2
CO4	3	3	-	2	2	3	-	2	2
CO5	3	3	-	2	2	3	-	3	2
CO6	3	3	1	2	3	2	-	2	3

MODULE NO.	MODULE CONTENTS	HRS	COS
1	**Personal growth**: Meaning, nature and scope of personal growth. Self-awareness and self-esteem, life roles, social roles and organizational roles, role clarity and role boundaries. Ego states-Id, ego and super ego and defense mechanisms, developing a self-improvement plan.	8	CO1
2	**Interpersonal Trust:** Discovering facets of interpersonal trust through Johari Window (Openness, confidentiality, blind spot and unknown part of personality); Self disclosure, seeking feedback, self-reflection and practicing new behaviors. **Transactional Analysis**: Ego states, types of transactions and time structuring. Life position, scripts and games; strokes **Interpersonal relations:** Interpersonal needs for inclusion, control, and affection. Discovering the interpersonal orientation through FIRO-B. Conflict resolution and negotiation, Time management and honoring the commitments.	8	CO2
3	**Introduction to Performance Appraisal system**-Evolution performance appraisal ,Concept and definition of Performance appraisal; Benefits of performance appraisal; Process of Performance Appraisal , PM in action, feedback management in Performance Appraisal. **Performance Counselling :** Objectives; Process; Conditions for Effective Performance Counselling and Planning of Performance Managing in Organizations.	8	CO3 CO6
4	**Methods of Performance Appraisal**- Traditional & Modern methods, 7 rules of excellence -7 sins of HR professionals - Balance Score Card Method. **Career and Succession Planning:** Meaning, significance and process of career planning, career stages- Career Development Plan - Employees and Employers Role, Career Anchors, Nature of Careers, Career Problems – Low ceiling Careers, Career Mapping, Career Counseling.	8	CO4, CO5
5	**Succession Planning**: Meaning, Significance and process of succession planning, continuity of leadership and its impact on Business and Case studies. **Live Projects:** Live projects based on activities and Exercises towards the end of chapter or as decided by the subject faculty/ Live experience Industry-defined projects. Projects on designing Industry-specif competencies and its implications on Performance Management Eg. BPO IT-ERP Companies/ Retail Companies/ Hospitals/ NGOs/ and Education Institutions.	8	CO5

SUGGESTED CASE STUDIES:

1.Turbulence of the Taciturn source cases in OB, Mathew J Manimala, Vijaya, Ajit Page No.2-30.
2.Different Strokes for Different People Source Cases in OB, Mathew J Manimala, Vijaya, Ajit
Page No.398-401.
3.At the cross roads Source Cases in OB, Mathew J Manimala, Vijaya, Ajit Page No.312-317.
4.Developing a Performance Appraisal & Case Study 2 : Is a Satisfactory rating satisfactory?
Source : HRM A managerial tool for competitive advantage, Lawrence S Kleiman, Biztantra, Pg. 260 3rd Edition.
5.Misfit for the New Role Source Cases in OB, Mathew J Manimala, Vijaya, Ajit Page No.280-284.
6.Algorithm for career success Source Cases in OB, Mathew J Manimala, Vijaya, Ajit Page No.229 – 234.

TEXT BOOKS:

1. *Essentials of Human Resource Management and Industrial Relations-P Subba Rao, HPH-2012.*
2. Performance Appraisal and Compensation Management: A Modern Approach, GoelDewkar, PHI, 2nd Edition, 2012.
3. Organization Behaviour: Human Behaviour at work – John W. Newstrom and Keith Davis, 12/e , TMH, 2017.
4. Transaction analysis in psychotherapy – 2009. https://www.google.com/search?gs_ssp=eJzj4tTP1TcwLKmyzDVg9OJKLcpMVkhKLcpLBQBQTgco&q=er +berne&rlz=1C1SQJL_enIN980IN980&oq=eric+ber&aqs=chrome.1.69i57j46i67i131i433j0i67i131i433j0i67 6i131i433i512j0i67j69i60l2.5782j0j7&sourceid=chrome&ie=UTF-8

REFERENCE BOOKS:

1. Training in Interpersonal Skills- Stephen Robbins, Pearson Education – 2011.
2. Human Relations in organizations- Robert N Lussier, 11/e, Mc Graw Hill Publication-2019.

ASSESSMENT PATTERN:
CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (out of 50)	Tests	Assignments	Quizzes	Self Study Assessment 10
	25	**10**	**5**	
Remember			5	
Understand		5		
Apply	8			10
Analyse	9			
Evaluate	8			
Create		5		

SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyse	10
Evaluate	10
Create	5

BUSINESS PROCESS IMPROVEMENT

Course Code	:22MBAOM441	Credits	03
L:T:P:S	:3:0:0:0	CIE Marks	50
Exam Hours	:03	SEE Marks	50

COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

CO1	Understand BPM as a technique in Business decision making.
CO2	Analyze Process Discovery Models and Industry Practices to support a company's strategic objectives.
CO3	Understand new or improved innovative business processes from gap analysis through process design in support of a company's strategic objectives in a socially responsible manner.
CO4	Analyze the key business processes that drive the value chain of an organization throughout the entire product life cycle.
CO5	Evaluate appropriate information and other technologies, both existing and emerging, in developing business processes and business models.
CO6	Understand modeling tools and their capabilities

MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	1	1	1	3	3	2	3	2
CO2	3	2	2	2	2	3	2	2	2
CO3	3	2	2	2	2	3	2	2	2
CO4	3	2	2	2	2	3	2	2	2
CO5	3	2	2	2	2	3	2	2	2
CO6	3	0	1	2	3	3	2	2	2

MODULE NO.	CONTENTS OF MODULE	HRS	COs
1	**Introduction:** Background, history, concepts of BPM. BPM as a management Discipline versus a methodology. Possible benefits while practicing BPM. Organizational performance. BPM Process, BPM life cycle-Process identification, Process architecture.	8	CO1
2	**Process Discovery and Modeling:** Process discovery – Objectives, Approaches, techniques, strength and weakness of various techniques, Process Modeling -Process, Principles, Process modeling technique and tools, identifying value chain, value stream, Process classification framework, Different ways to express process knowledge, Maps Vs Models, Different types of diagram, Modeling Pitfall.	8	CO2
3	**Process Improvement (Analysis & Design):** Process analysis - Concept, stages, Techniques qualitative and quantitative analysis, Process design principles. Characteristics of a well- designed process. Different tools, techniques of process improvement.	8	CO3
4	**Process Measurement:** Process measurement, Concepts, Principles, Dimensions process performance measurement. Validation of measurement data. Manage by measurement. Definition a tops-down measurement system. Defining organizational, process and activity level measures. Measurement techniques, tools, Different methods of process measurement. Different methods to define specific metrics	8	CO4
5	**Business Process Technologies:** Capabilities of modeling tools and support for different notations. Standalone process modeling tool versus an enterprise modeling tool. Capabilities and use of process simulation. The concepts, design and capabilities of BPMN. (Business Process Model and Notation). The concepts, design and functional capabilities of a BPMS. analytical and executable models creation.	8	CO5 CO6

SUGGESTED CASE STUDIES:
1. Implementation of BPI by Infosys (https://www.infosysbpm.com/)
2. Implementation of BPR by NIKE (https://www.studocu.com/en-us/document/kennesaw-state-university/business-process-management/assignments/nike-case-study/6788430/view)
3. BPM practices in IBM (https://www.ibm.com/inen/services/process?p1=Search&p4=43700052661433460&p5=b&cm_mmc=Search_Google-_-1S_1S-_-AS_IN-_-%2Bibm%20%2Bbusiness%20%2Bprocess_b&cm_mmca7=71700000065177164&cm_mmca8=aud-309367918490:kwd-370454796363&cm_mmca9=Cj0KCQjw3ZX4BRDmARIsAFYh7ZKT9LWlojZQ60i1jmqNGoaTy-WEF1HOKiVi_U1gnvWcVXRLCtdv5x0aAiXPEALw_wcB&cm_mmca10=428171961962&c

m_mmca11=b&gclid=Cj0KCQjw3ZX4BRDmARIsAFYh7ZKT9LWlojZQ60i1jmqNGoaTy-WEF1HOKiVi_U1gnvWcVXRLCtdv5x0aAiXPEALw_wcB&gclsrc=aw.ds)

4. BPM practices in Amazon.(http://www.jasminemina.com/wp-content/uploads/2016/01/Amazon-Presentation.pdf)
5. BPI practices in Manufacture sector(http://businessknowledgesource.com/manufacturing/the_principles_of_bpi_029925.html)

TEXT BOOKS:

1. Marlon Dums, Marcello la rosa ; Fundamentals of Business process management; Springer 2018.
2. Franz and Kirchner; Value-Driven Business Process Management; McGraw-Hill; 2014.
3. Jeston and Nelis; Business Process Management: Practical Guidelines to Successful Implementations; Routledge, 2011.
4. Silver, Bruce; BPMN Method & Style, 2nd Edition; Cody-Cassidy Press; 2011.
5. Smith and Fingar; Business Process Management: The Third Wave; Meghan-Kiffer Press; 2015.
6. Spanyi, Andrew; More for Less: The Power of Process Management; Meghan-Kiffer Press, 2015.
7. Burlton, Roger; Business Process Management: Profiting From Process; SAMS, 2011.
8. Mathias Weske, "Business Process Management – Concept Language and Architecture", Springer, 2019.
9. Poires & Charles, "Business Process Management Applied", Cengage 2011.
10. The Basics of Process Improvement", Productivity Press, 2016.

REFERENCE PAPERS:
1. Fingar, Peter; Systems Thinking: The "Core" Core Competency for BPM, BP Trends, September 2015.
2. Silver, Bruce; Three Levels of Process Modeling with BPMN, BPMS Watch, April 2008.
3. Madison, Daniel J.; Becoming A Process-Focused Organization, BPM Institute, 2007.

OMG SPECIFICATIONS
1. Business Process Maturity Model Specification, V1.0
2. Business Process Modeling Notation (BPMN), V1.1
3. Business Process Modeling Notation (BPMN), V2.0

INDUSTRY FRAMEWORKS
BPM practitioners should be aware of these frameworks.
1. APQC Process Classification Framework
   http://www.apqc.org
2. Supply Chain Council's Supply-Chain Operations Reference model (SCOR), v9.0
   http://supply-chain.org
3. Introduction to the Value Reference Model (VRM)
   http://www.value-chain.org/en/cms/1960/

ASSESSMENT PATTERN:

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (out of 50)	Tests	Assignments	Quizzes	Term Paper
	25	**10**	**5**	**10**
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	15
Analyze	10
Evaluate	10
Create	5

PROJECT MANAGEMENT

Course Code	22MBAOM442	Credits	03
L:T:P:S	3:0:0:0	CIE Marks	50
Exam Hours	03	SEE Marks	50

COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

CO1	Understand the importance of PM in most industries and businesses and to apply specific tools, models and processes
CO2	Understand project identification process and evaluation using feasibility study
CO3	Apply concept of project planning to manage cost, quality and delivery
CO4	Understand the importance of Leadership specifically in heterogeneous and virtual teams as well as governance and approaches to conflict resolutions
CO5	Evaluate projects using statistical techniques like PERT & CPM
CO6	Develop Project Management Techniques

MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	2	2	2	3	2	2	2
CO2	2	2	2	2	1	3	1	2	1
CO3	3	2	1	0	2	2	2	1	1
CO4	3	2	2	2	2	1	0	3	2
CO5	2	1	2	2	1	3	2	2	1
CO6	3	2	1	2	1	3	2	1	2

MODULE NO.	CONTENTS OF MODULE	HRS	COs
1	**Introduction to Project Management:** Definition, Need, Contribution of Knowledge area, Project management Life cycle, Project management process, Principles of project management, Impact of delay on projects, phases of PMLC.	8	CO1
2	**Project Identification and Selection:** Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point.	8	CO2
3	**Project Planning:** Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibilities of project manager, Project Planning Process, Work Breakdown Structure (WBS), Project Planning Template (Numerical Problem).	8	CO3
4	**Organizational Structure and Organizational Issues:** Introduction, Types of organizational Structure, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management.	8	CO4 CO5
5	**PERT and CPM:** Introduction, Development of Project Network, Time Estimation, Determination of the Critical Path, (Numerical Problems), PERT Model, Measures of variability, CPM Model. Crashing time cost trade off.	8	CO6

(Theory 80%, Numerical Problems 20%)

SUGGESTED CASE STUDIES:

CASE STUDY:
1. Project management a study on Delhi metro, Metro Rail Projects in India: A Study in Project Planning Hardcover – 21 October 2011, M. Ramachandran, Pg.248.
2. Project management a study on GMR Shamshabad airport, https://www.arup.com/projects/rajiv-gandhi-international-airport
3. PPP projects in India https://www.managementstudyguide.com/public-private-partnership-projects-in-india.htm
4. A study on Bengaluru Metro https://www.railway-technology.com/projects/bangalore_metro/
5. India Infrastructure https://indianinfrastructure.com/2018/08/23/20-landmark-projects/#:~:text=Commissioned%20in%20February%202001%2C%20the,a%20PPP%20basis%20in%20India.&text=In%202016%2C%20the%20Allahabad%20High,already%20recovered%20its%20reasonable%20dues.

TEXT BOOKS:
1. Prasanna Chandra - Project Planning: Analysis, Selection, Implementation and Review - TMH, 8/e.
2. Narendra Singh - Project Management and Control - HPH, 2019
3. Ahuja, G K & Gupta, Ravi. Systematic Approach to Income Tax, Allahabad, Bharat Law House.
4. Bhalla, V.K.Modern Working Capital Management, New Delhi, Anmol.

5. Bhalla, V.K. Financial Management and Policy, New Delhi, Anmol.
6. Dhankar, Raj S. Financial Management of Public Sector Undertakings. New Delhi, Westville.

REFERENCE BOOKS:
1. Clifford Gray, Erik Larson and Gautam Desai, "Project Management, The Managerial Process", 4th edition, Tata McGraw Hill 2016.
2. Prasanna Chandra, "Projects, Planning, Analysis, Selection, Financing, Implementation and Review", 7th edition, Tata McGraw Hill, 2014.
3. Clifford Gray, Erik Larson and Gautam Desai, "Project Management, The Managerial Process", 4th edition, Tata McGraw Hill 2015.
4. Project management Institute, "The Guide to the Project Management Body of Knowledge" (PMBOK Guide), 5th Edition, PMI Publication, 2014.
5. Harold Kerzner, Project Management, "A Systems approach to Planning, Scheduling and Controlling", 10th edition, Wiley India, 2016.
6. John Nicholas, Herman Steyn, "Project Management for Business, Engineering and Technology", 4th edition, Routledge or CRC India, 2014.
7. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, "Project Management, Core Textbook", 7th Indian edition, Wiley India, 2015.

ASSESSMENT PATTERN:

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (out of 50)	Tests	Assignments	Quizzes	Co-Curricular Participation
	25	10	5	10
Remember			5	
Understand		5		
Apply	8			10
Analyze	9			
Evaluate	8			
Create		5		

SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Tests
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5

PREDICTIVE ANALYTICS

Course Code	22MBABA451	Credits	03
L:T:P:S	3:0:0:0	CIE Marks	50
Exam Hours	03	SEE Marks	50

COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

CO1	Understand the different strategic tools used for predictive analysis.
CO2	Apply quantitative & qualitative methods used in Linear Regression
CO3	Analyze Linear regression models with suitable performance metrics & model diagnostics
CO4	Apply various tools and techniques which help in predicting the future decision-making w.r.t classification
CO5	Analyze the importance of predictive analysis through forecasting techniques like time series analysis.
CO6	Evaluate the ability of students to build the predictive analytics models in different business scenarios through example projects.

MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	2	3	2	3	-	1	-	2	3
CO2	2	3	2	3	-	1	-	2	2
CO3	2	3	2	3	-	1	-	2	2
CO4	2	3	2	3	-	1	-	3	2
CO5	2	3	2	3	-	1	-	2	3
CO6	2	3	2	3	-	1	-	3	2

SL. NO.	CONTENTS OF MODULE	HRS	COS
1	**Introduction to Predictive Analysis:** Need for Predictive analytics, game changers, Analytics in marketing, Gradient Descent, Bias Variance tradeoff, Regularization, Bagging and Boosting, Correlation analysis. **CASE STUDY**: Exploratory Data Analysis and usage of Optimization in prediction.	8	CO1
2	**Simple Linear Regression**: Introduction, Simple Linear Regression Model Building, Interpretation of Model parameters, Estimation of Parameters Using Ordinary Least Squares, Validation of the Simple Linear Regression Model, Residual Analysis. **CASE STUDY**: Simple Linear Regression Model Development and Validation using Python for a given dataset.	8	CO2 CO3
3	**Multiple Linear Regression**: Introduction, Ordinary Least Squares Estimation for Multiple Linear Regression, Model Building, Part (Semi-Partial) Correlation and Regression Model Building, Interpretation of MLR Coefficients, Standardized Regression Co-efficient, Regression Models with Qualitative Variables, Validation of Multiple Regression Model, R-Square and Adjusted R-Square, Hypothesis testing, Residual analysis. **CASE STUDY**: Multiple Linear Regression Model Development and Validation using Python for a given dataset.	8	CO2 CO3
4	**Classification**: Naiive bayes, Random forest, KNN classifier, Support Vector machines, Kernel functions, Support Vector Machines. **CASE STUDY**: Classification Model Development and Validation using Python for a given dataset.	8	CO3 CO4
5	**Forecasting and Time series Analysis**: Forecasting, Time Series Analysis, Additive & Multiplicative models, Exponential smoothing techniques, Forecasting Accuracy, Auto-regressive and Moving average models, Demo using Python Programming. **CASE STUDY**: Forecasting Model Development and Validation using Python for a given dataset.	8	CO5 CO6

TEXT BOOKS:
1. U Dinesh Kumar, "Business Analytics: The Science of Data Driven decision making", First Edition, Wiley Publishers, 2017
2. Manaranjan Pradhan, U Dinesh Kumar, "Machine Learning using Python", First Edition, Wiley Publishers, 2019

REFERENCE BOOKS:
1. "Predictive Analytics: The Power to Predict Who Will Click", Buy, Lie, or Die by Eric Siegel, 2016.
2. "Predictive Analytics for Dummies" by Anasse Bari, Mohamed Chaouchi and Jung J, John Wiley & Sons', 2016.
3. "Modeling Techniques in Predictive Analytics with Python and R: A Guide to Data   Science (FT Press Analytics)" by Thomas W. Miller, 2014.

ASSESSMENT PATTERN:

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (out of 50)	Tests	Assignments	Quizzes
	25	**15**	**5**
Remember			
Understand	8	5	5
Apply	8	5	5
Analyze	9	5	
Evaluate			
Create			

SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Tests
Remember	5
Understand	10
Apply	15
Analyze	10
Evaluate	5
Create	5

DATA VISUALIZATION

Course Code	:22MBABA452	Credits	03
L:T:P:S	:3:0:0:0	CIE Marks	50
Exam Hours	:03	SEE Marks	50

COURSE OUTCOMES: AT THE END OF THE COURSE, THE STUDENT WILL BE ABLE TO:

CO1	Understand the need of Exploratory Data Analysis using Data Visualization
CO2	Apply MapPlotLib and Seaborn library to various datasets and infer the insights through visualizations
CO3	Analyze the various visualizations for a dataset using seaborn library
CO4	Apply Visual analytics techniques using tableau for Multidimensional datasets
CO5	Identify and explore the concept and application of interaction techniques, colour, animation and mapping and cartography in Visualization of data.
CO6	Create the Interactive data related applications using Bokeh

MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	2	1	-	2	-	2	2
CO2	3	2	2	1	-	2	-	2	2
CO3	3	2	2	1	-	2	-	2	3
CO4	3	2	2	1	-	2	-	2	3
CO5	3	2	2	1	-	2	-	3	2
CO6	3	2	2	1	-	2	-	3	2

SL. NO	CONTENTS OF MODULE	HRS	CO'S
1.	Introduction to Data Visualization, Introduction to NumPy, Data organization with pandas and Basic Plotting with MatPlotLib **CASE STUDY:** Creating suitable Visualization for a given data using NumPy,Pandas and Matplotlib / Seaborn	8	CO1
2	Exploratory Data Analysis: data cleaning, transformation, feature selection, Waffle Charts, Word Clouds, Introduction to Folium and Map Styles, Maps with Markers, Choropleth Maps **CASE STUDY**: Development of word clouds for a given dataset to understand the trends in the market	8	CO2
3	Seaborn: Strip plot,pair grid plot, violin plots, cluster map, heat map, facet grid, KDE plot, join plot, Seaborn and Regression Plots, pair plots. Visualizing data using Altair, Pygal and plotly **CASE STUDY:** Development of Visualizations for a given dataset to understand the correlation of the variable	8	CO3
4	Visual analytics using Tableau: Understanding the basics, connecting to data, data transformation, Calculations in tableau, more calculations **CASE STUDY:** Usage of Tableau for data transformation & calculations	8	CO4
5	Visual analytics using Tableau: Filters and parameters, sorting, groups & sets, formatting, creating maps, Creating visualizations, Dashboards & Visual story, server deployment, Interactive Data Visualization With Bokeh **CASE STUDY :** Interactive dashboard building using Tableau/ Bokeh library	9	CO5, CO6

TEXT BOOKS:
1. Python Data Visualization: An Easy Introduction to Data Visualization in Python with Matplotlip, Pandas, and Seaborn: Samuel Burns, Kindle Edition , 2019.
2. Hands-On Data Visualization with Bokeh: Interactive web plotting for Python using Bokeh, Kevin Jolly, Packt Publications, 2018.
3. Mastering Tableau: Smart Business Intelligence techniques to get maximum insights from your data , David Baldwin, Packt Publications, 2016.
4. Tableau 10 for Beginers version 10.x,Chandraish sinha, Ohio computer academy, 2017.

REFERENCES
1. Efraim Turban , Jay E. Aronson , Ting-Peng Liang, "Decision Support Systems & Intelligent Systems", 9th edition, Prentice Hall, 2016.
2. Data, data everywhere, "Special report on managing information, Economist", February 27th, 2016.

ASSESSMENT PATTERN:

CIE- Continuous Internal Evaluation (50 Marks)

Bloom's Category Marks (out of 50)	Tests	Assignment	Quiz	Case study (Mini Project)
	25	**10**	**5**	**10**
Remember				
Understand	5	5		
Apply	10	5	5	
Analyze	5			
Evaluate				
Create	5			10

SEE- SEMESTER END EXAMINATION (50 MARKS)

Bloom's Category	Tests
Remember	5
Understand	5
Apply	20
Analyze	5
Evaluate	5
Create	10

APPENDIX A

OUTCOME BASED EDUCATION

Outcome-based education (OBE) is an educational theory that bases each part of an educational system around goals (outcomes). By the end of the educational experience each student should have achieved the goal. There is no specified style of teaching or assessment in OBE; instead classes, opportunities, and assessments should all help students achieve the specified outcomes.

There are three educational Outcomes as defined by the National Board of Accreditation:

Program Educational Objectives: The Educational objectives of an engineering degree program are the statements that describe the expected achievements of graduate in their career and also in particular what the graduates are expected to perform and achieve during the first few years after graduation. [nbaindia.org]

Program Outcomes: What the student would demonstrate upon graduation. Graduate attributes are separately listed in Appendix C

Course Outcome: The specific outcome/s of each course/subject that is a part of the program curriculum. Each subject/course is expected to have a set of Course Outcomes

MAPPING OF OUTCOMES

COURSE OUTCOME

PROGRAM OUTCOME

PROGRAM EDUCATIONAL OBJECTIVES

DEPARTMENTAL MISSION

DEPARTMENTAL VISION

APPENDIX-B

GRADUATE PARAMETERS

Management Knowledge: Apply knowledge of management theories and practices to solve business problems for long term business sustainability.
Analytical: Foster analytical and critical thinking abilities for data-based decision making.
Value Based Leadership: Develop value-based leadership in management students.
Ethics: Ability to understand, analyze and communicate global, legal and ethical aspects of business.
Team work: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to team environment.
Entrepreneurship & Lifelong Learning: Ability to develop entrepreneurship spirit among management graduates with the essence of lifelong learning.
Multidisciplinary: Promote multidisciplinary approach for problem solving by developing a sense of business acumen.

APPENDIX C

BLOOM'S TAXONOMY

Bloom's taxonomy is a classification system used to define and distinguish different levels of human cognition—i.e., thinking, learning, and understanding. Educators have typically used Bloom's taxonomy to inform or guide the development of assessments (tests and other evaluations of student learning), curriculum (units, lessons, projects, and other learning activities), and instructional methods such as questioning strategies. [eduglosarry.org]

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