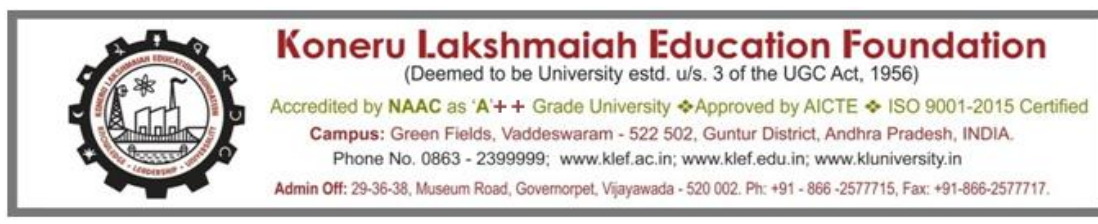




**KONERU LAKSHMAIAH EDUCATION FOUNDATION**  
**KL BUSINESS SCHOOL**  
**MBA PROGRAMME**  
**PROGRAM DESIGN AND DEVELOPMENT DOCUMENT**  
**2024-25**





**KL Business School**  
**PROGRAM DEVELOPMENT DOCUMENT**  
**MASTER OF BUSINESS ADMINISTRATION**  
**2024-25**

**KLEF Vision**

To be a globally renowned university

**KLEF Mission:**

To impart quality higher education and to undertake research and extension with emphasis on application and innovation that cater to the emerging societal needs through all-round development of students of all sections enabling them to be globally competitive and socially responsible citizens with intrinsic values.

**Vision of the Department**

To be a Centre of excellence for value based management education.

**Mission of the Department**

To attain leadership in management education, research and consultancy and to nurture the students industry ready and make them responsible citizens of nation.

**Mission Statements**

- M1: To attain leadership in management education,
- M2: To attain leadership in management research
- M3: To attain leadership in consultancy in the field of management
- M4: To nurture the students industry ready and
- M5: To make the students as responsible citizens of the nation.

### **Academic Goals:**

- G1: To offer academic flexibility by means of Choice based credit systems and the like.
- G2: To identify and introduce new specializations and offer programs in emerging areas therein
- G3: To incorporate into the curriculum the Application orientation and use high standards of competence for academic delivery
- G4: To design and implement educational system adhering to outcome based International models.
- G5: To introduce and implement innovation in teaching and learning process to strengthen academic delivery
- G6: To offer academic programs at UG, PG, doctoral, Post-Doctoral which are industry focused, and incorporates Trans-discipline, inter-discipline aspects of the education system
- G7: To deliver higher education that includes technologies and meeting the global requirements

### **Program Educational Objectives (PEOS):**

To be a globally renowned university, as per our vision, we need to produce quality products (graduates) into the market who have potential strengths to meet all the professional and personal challenges prevailing at global levels and who can serve in all the possible positions of their respective job domains and contribute towards holistic growth of their respective employment providers as well as the nation, world. The graduates must also possess cutting edge R&D skills in their domain areas.

This, is exactly what has been framed into the University's Mission and thereby the Mission has converged into the following **Program Educational Objectives (PEOs)** which are best suited to Post-graduate Management program, and are those that compliment the university vision, mission. The PEOs of the department are listed below

1. Make students to apply techniques of business analysis, data management and problem-solving skills in order to support business management decision-making in the field of relevance.
2. Inculcate leadership skills needed for implementing and coordinating organizational activities and managing change to explore business problems in depth for developing their functional knowledge to think strategically and to lead, motivate and manage teams across borders.
3. Nurture with abilities to integrate business knowledge and management techniques to aid planning and control in a changing environment and to enhance better career paths.

These PEOs are designed to be attained by all the post-graduates within two years of their education.

### Program Outcomes (PO's)

PO Number	Description
<b>1.Core Business Knowledge</b>	Able to synthesize the knowledge, management skills, and tools acquired in the program, which will be helpful to shape the organizations effectively.
<b>2.Career Planning and Decision Making</b>	Able to excel in their chosen career paths, by learning on how to live, adapt and manage business environmental change through decision making.
<b>3.Critical Thinking and Leadership</b>	Able to reflect upon and explore business and research problems in depth, to demonstrate leadership skills and to demonstrate ability to pursue new knowledge necessary to succeed in dynamic domestic and international business environments.
<b>4. Manager &amp; Society</b>	Able to emerge as efficient managers equipped with innovation, rationality and application oriented decision-making in the context of the ever-changing business environment.
<b>5. Team Building &amp;Business Communication</b>	Able to communicate effectively and to perform different roles efficiently as an individual or in a team in multi-disciplinary streams with entrepreneurial edge.
<b>6. Application of Statistical and Analytical tools</b>	Able to gain knowledge of contemporary issues and develops an art of using current techniques, skills and necessary analytical tools for managerial practice.
<b>7.Business perspective and Sustainability</b>	Able to gain an understanding of professional, legal, financial, marketing, production & operational activities, logistics, ethical, social issues and responsibilities

### MAPPING OF ACADEMIC GOALS WITH MISSION:

Academic Goals	Mission Statements				
	M1	M2	M3	M4	M5
G1	√				
G2		√			√
G3	√		√		
G4				√	
G5	√				
G6				√	
G7				√	

### MAPPING OF PEOS WITH ACADEMIC GOALS:

PEOs	Academic Goals						
	G1	G2	G3	G4	G5	G6	G7
PEO1	√	√	√		√		
PEO2		√	√				√
PEO3			√	√		√	√

### Mapping of PEOs with Mission Statements of the Department:

S.NO	Description of PEOs	Key Components of Mission				
		M 1	M 2	M 3	M 4	M5
PEO 1	Make students to apply techniques of business analysis, data management and problem-solving skills in order to support business management decision-making in the field of relevance.	√	√	√	√	
PEO 2	Inculcate leadership skills needed for implementing and coordinating organizational activities and managing change to explore business problems in depth for developing their functional knowledge to think strategically and to lead, motivate and manage teams across borders.	√	√	√		√
PEO 3	Nurture with abilities to integrate business knowledge and management techniques to aid planning and control in a changing environment and to enhance better career paths.	√			√	√

### MAPPING OF POs/PSOs with PEOs

S.NO	Key Components of POs and PSOs	Description of PEO		
		Make students to apply techniques of business analysis, data management and problem-solving skills in order to support business management decision-making in the field of relevance.	Inculcate leadership skills needed for implementing and coordinating organizational activities and managing change to explore business problems in depth for developing their functional knowledge to think strategically and to lead, motivate and manage teams across borders.	Nurture with abilities to integrate business knowledge and management techniques to aid planning and control in a changing environment and to enhance better career paths.
		PEO1	PEO2	PEO3
PO 1	Core Business Knowledge	√		
PO 2	Career Planning and Decision Making	√	√	
PO 3	Critical Thinking and Leadership	√	√	
PO 4	Manager & Society			√
PO 5	Team Building & Business Communication		√	
PO 6	Application of Statistical and Analytical tools	√		
PO7	Business perspective and Sustainability		√	√

### Thrust areas of Master of Business Administration

Local Needs identified as per policy document of APIIC from 2020		Regional Needs as per policy documents of APIIC & Telangana Industrial policy upto 2020		National Needs as per policy documents of NITI Ayog CII, NSDC, Planning commission, UGC from 2020		Global Needs as per policy documents of US O*NET), World Economic Forum, UNESCO from 2020	
L1	Skill Development	R1	Business regulatory environment	N1	To Bridge The Skills Gap In India ( India skills 2019)	G1	Technology Skills
L2	Skilled Manpower,	R2	Corporate Social Responsibility	N2	Bring innovation, technology, enterprise and efficient Management.	G2	Knowledge In English Communication Skills
L3	Industrial policy	R3	Entrepreneurs	N3	Nurture capabilities and sustain competencies in enterprises	G3	Administration And Management
L4	Ease of Doing Business with good Governance	R4	Research to Innovation	N4	Ensure proper resource allocation and adoption of IT to encourage SME's	G4	Communicate with Stake holders
	<a href="https://bit.ly/3otFgSp">https://bit.ly/3otFgSp</a>		<a href="https://bit.ly/3oauCQm">https://bit.ly/3oauCQm</a> <a href="https://bit.ly/3H01cgq">https://bit.ly/3H01cgq</a>		<a href="https://www.niti.gov.in/sites/default/files/1919-01/Strategy_for_New_India_2.pdf">https://www.niti.gov.in/sites/default/files/1919-01/Strategy_for_New_India_2.pdf</a> <a href="https://bit.ly/3mSyLJi">https://bit.ly/3mSyLJi</a> <a href="https://www.cii.in/competitive-solutions.apx">https://www.cii.in/competitive-solutions.apx</a>		<a href="https://www.onetonline.org/link/summary/13-1199.04">https://www.onetonline.org/link/summary/13-1199.04</a> <a href="https://bit.ly/2Yo9wVR">https://bit.ly/2Yo9wVR</a>

## Mapping of Needs with Mission

Local, Regional, National, GlobalNeeds		M1	M2	M3	M4	M5
Local	Skill Development	√		√		
	Skilled Manpower	√	√			
	Industrial Policy			√		√
	Ease of Doing Business with good Governance			√		
Regional	Business regulatory environment		√		√	
	Corporate Social Responsibility		√	√		
	Entrepreneurs				√	
	Research to Innovation				√	
National	To Bridge The Skills Gap In India ( India skills 1919)	√		√		
	Bring innovation, technology, enterprise and efficient Management.	√	√			
	Nurture capabilities and sustain competencies in enterprises			√		
	Ensure proper resource allocation and adoptin of IT to encourage SME's					√
Global	Technology Skills		√		√	
	Knowledge in English Communication Skills		√	√		
	Administration And Management					√
	Communicate with Stake holders				√	



**Distribution of Credits**

**Master of Business Administration 2024-25**

<b>Sl No</b>	<b>Course Category</b>	<b>Short Name</b>	<b>No. of courses</b>	<b>Minimum Credits</b>	<b>Contact Hours</b>
1	Humanities & Social Sciences	HSS	2	5	8
2	Basic Sciences	BS	2	6	6
3	Skill Development Courses	SDC	3	7	20
4	Professional Core	PC	14	40	55
5	Professional Electives	PE	10	30	30
6	Project Courses	PR	3	17	52
<b>Total</b>			<b>34</b>	<b>105</b>	

### Program Structure - MBA Y24

Code	Course Title	Category	L	T	P	S	CR	CH	Pre-Requisite	New/Revised/Retained	Stakeholder feedback based on which change was proposed	Focused on Employability/Entrepreneurship/Skill Development or Career Advancement	Justification
22MB5101	Applied Quantitative Methods for Business Management	BSC	2	1	0	0	3	3	NIL	Retained	--	Skill Development	Impart quantitative skills
22MB5209	Business Research Methodology	BSC	3	0	0	0	3	3	AQM	Retained	--	Skill Development	Impart research skills
24UC1203	Design Thinking And Innovation	HAS	2	0	2	0	3	4	NIL	Updated	--	Entrepreneurship	Inculcate design thinking mind set
22UC2107	Professional Skills for Managers	HAS	0	0	4	0	2	4	PMOB	Retained	--	Skill Development	Impart professional communication skills
22SDMB01	Logic Building & Reasoning Skills for Managers	SDC	0	0	0	8	2	8	NIL	Retained	--	Skill Development	Impart logical thinking ability
22MB5102	Principles of Management and Organizational Behaviour	PCC	3	0	0	0	3	3	NIL	Retained	--	Entrepreneurship	Impart managerial ability
22MB5103	Business Economics	PCC	3	0	0	0	3	3	NIL	Retained	--	Entrepreneurship	Impart decision making ability
22MB5104	Financial and Management Accounting	PCC	2	1	0	0	3	3	NIL	Retained	--	Skill Development	Impart accounting skills

22MB5105	Marketing Management	PCC	3	0	0	0	3	3	NIL	Retained	--	Employability	Provide marketing skills
24MB5106	Business Environment And Law	PCC	3	0	0	0	3	3	NIL	Updated	--	Entrepreneurs hip	Impart decisionmaking ability
24SDMB02	IT Skills For Managers	SDC	0	0	2	4	2	6	NIL	New Course	--	Skill Development	Inculcate IT skills
22MB5208	Business Analytics for Decision Making	PCC	2	0	2	0	3	4	AQM	Retained	--	Skill Development	Impart data analytical ability
22MB5210	Human Resource Management	PCC	3	0	0	0	3	3	PMOB	Retained	--	Entrepreneurs hip	Impart people handling ability
22MB5211	Financial Management	PCC	2	1	0	0	3	3	FMA	Retained	--	Skill Development	Provide finance management skills
22MB5212	Operations Management	PCC	3	0	0	0	3	3	AQM	Retained	--	Employability	Provide employability skills
24SDMB03	Enterprise Resource Planning	SDC	2	0	0	4	3	6	PMOB	Updated	--	Skill Development	Provide employability skills
22MB5214M	Project Management	PCC	2	0	0	0	2	2	NIL	Retained	--	Employability	Provide employability skills
24MB6115	Strategic Management	PCC	3	0	0	0	3	3	BEL	Updated	--	Employability	Provide employability skills
24MB6116M	Innovation, Business Models	PCC	2	0	0	0	2	2	PMOB	Updated	--	Entrepreneurs	Inculcate

	And Entrepreneurship											hip	entrepreneurial ability
24MB6117	Business Ethics And Corporate Governance	PCC	3	0	0	0	3	3	PMOB	Updated	--	Employability	Provide employability skills
24MB6216M	Leadership in Organizations	PCC	3	0	0	0	3	3	HRM	Updated	--	Employability	Provide employability skills
22MB61XX	FM/HR/MM/BA/SCM	PEC	3	0	0	0	3	3			--		
22MB61XX	FM/HR/MM/BA/SCM	PEC	3	0	0	0	3	3			--		
22MB61XX	FM/HR/MM/BA/SCM	PEC	3	0	0	0	3	3			--		
22MB61XX	FM/HR/MM/BA/SCM	PEC	3	0	0	0	3	3			--		
22MB61XX	Sectoral Specialization I	PEC	3	0	0	0	3	3			--		
22MB62XX	FM/HR/MM/BA/SCM	PEC	3	0	0	0	3	3			--		
22MB62XX	FM/HR/MM/BA/SCM	PEC	3	0	0	0	3	3			--		
22MB62XX	FM/HR/MM/BA/SCM	PEC	3	0	0	0	3	3			--		
22MB62XX	FM/HR/MM/BA/SCM	PEC	3	0	0	0	3	3			--		
22MB62XX	Sectoral Specialization II	PEC	3	0	0	0	3	3			--		
24MB50N0	Summer Internship Program	PRI	0	0	0	36	9	36	NIL	Updated	--	Skill Development	Impart managerial skills
24IE61E1	Management Research Term Paper	PRI	0	0	4	0	2	4	NIL	Updated	--	Skill Development	Inculcate research skills
24IE62E2	Management Research Project	PRI	0	0	12	0	6	12	NIL	Updated	--	Skill Development	Inculcate research skills
	Total Credits						105						

### Professional Elective Courses

### Operations & Supply Chain Management

Code	Course Title	Category	L	T	P	S	CR	CH	Pre-Requisite	New/Revised/Retained	Stakeholder feedback based on which change was proposed	Focused on Employability/Entrepreneurship/Skill Development or Career Advancement	Justification
22MB61L1	Materials Management	PEC	3	0	0	0	3	3	OM	Retained	--	Employability	Provide employability skills
22MB61L2	Fundamentals of Supply Chain Management	PEC	3	0	0	0	3	3	OM	Retained	--	Employability	Provide employability skills
22MB61L3	Operations Strategy	PEC	3	0	0	0	3	3	OM	Retained	--	Employability	Provide employability skills
22MB61L4	Total Quality Management	PEC	3	0	0	0	3	3	OM	Retained	--	Employability	Provide employability skills
22MB62L5	Lean Management	PEC	3	0	0	0	3	3	OM	Retained	--	Employability	Provide employability skills
22MB62L6	Warehouse Management	PEC	3	0	0	0	3	3	OM	Retained	--	Employability	Provide employability skills
22MB62L7	Supply Chain Analytics	PEC	2	0	2	0	3	4	OM	Retained	--	Skill Development	Impart analytical skills
22MB62L8	International Logistics Management	PEC	3	0	0	0	3	3	OM	Retained	--	Employability	Provide employability skills
	<b>Marketing Management</b>												
22MB61M1	Product and Brand Management	PEC	3	0	0	0	3	3	MKM	Retained	--	Employability	Provide employability skills
22MB61M3	Global Marketing Management	PEC	3	0	0	0	3	3	MKM	Retained	--	Employability	Provide employability skills
22MB61M5	Consumer Behaviour	PEC	3	0	0	0	3	3	MKM	Retained	--	Employability	Provide employability skills

24MB61M6	Digital Marketing	PEC	2	0	0	4	3	3	MKM	Updated	--	Skill Development	Provide digital marketing skills
24MB62M7	Marketing Of Services And Relationship Management	PEC	3	0	0	0	3	3	MKM	Updated	--	Employability	Provide employability skills
22MB62M9	Rural and Agricultural Marketing	PEC	3	0	0	0	3	3	MKM	Retained	--	Employability	Provide employability skills
22MB62M10	Event and Entertainment Management	PEC	3	0	0	0	3	3	MKM	Retained	--	Employability	Provide employability skills
24MB61M2	Sales and Promotion Management	PEC	2	0	0	4	3	6	MKM	Updated	--	Skill Development	Provide selling and promoting skills
	<b>Financial Management</b>												
24MB61F1	Financial Modeling And Valuation	PEC	2	0	0	4	3	6	FM	Updated	--	Skill Development	Provide analytical skills
24MB61F2	Fintech Services	PEC	3	0	0	0	3	3	FM	New Course	--	Employability	Impart employability skills
22MB61F3	Security Analysis and Portfolio Management	PEC	2	1	0	0	3	3	FM	Retained	--	Employability	Provide employability skills
22MB61F4	Behavioural Finance	PEC	3	0	0	0	3	3	FM	Retained	--	Employability	Inculcate entrepreneurial ability
24MB62F5	Investment Banking	PEC	2	1	0	0	3	3	FM	New Course	--	Employability	Provide employability skills
22MB62F6	Financial Risk Management	PEC	2	1	0	0	3	3	FM	Retained	--	Employability	Provide employability skills
24MB62F7	Taxation	PEC	2	1	0	0	3	3	FM	New Course	--	Employability	Provide employability skills
24MB62F8	Blockchain Technology	PEC	2	0	0	4	3	6	FM	Updated	--	Skill Development	Provide analytical skills
	<b>Human Resource Management</b>												
22MB61H1	Talent and Competency Management	PEC	3	0	0	0	3	3	HRM	Retained	--	Employability	Impart employability skills

24MB62H5	Performance Management and Reward Systems	PEC	3	0	0	0	3	3	HRM	Updated	--	Employability	Impart employability skills
22MB61H4	Labour Legislation	PEC	3	0	0	0	3	3	HRM	Retained	--	Employability	Impart employability skills
22MB62H6	International Human Resource Management	PEC	3	0	0	0	3	3	HRM	Retained	--	Employability	Impart employability skills
24MB61H3	Organizational Change and Change Management	PEC	3	0	0	0	3	3	HRM	Updated	--	Employability	Impart employability skills
22MB62H8	Strategic Human Resource Management	PEC	3	0	0	0	3	3	HRM	Retained	--	Employability	Impart employability skills
24MB61H2	Compensation Management	PEC	2	0	0	4	3	6	HRM	Updated	--	Skill Development	Impart compensation-related skills
24MB62H10	Training and Development	PEC	2	0	0	4	3	6	HRM	Updated	--	Skill Development	Impart T&D skills
	<b>Business Analytics</b>												
22MB61U2	Data Visualization using Tableau	PEC	2	0	2	0	3	4	NIL	Retained	--	Employability	Impart analytical ability
22MB61U3	Econometrics with Business Applications Using R	PEC	2	0	2	0	3	4	BADM	Retained	--	Employability	Impart analytical ability
24MB61U4	SQL For Data Analytics	PEC	2	0	2	0	3	4	BADM	New Course	--	Employability	Impart analytical ability
22MB61U5	Advanced Business Analytics using R and PYTHON	PEC	2	0	2	0	3	4	BADM	Retained	--	Employability	Impart analytical ability
24MB62U6	Qualitative Analytics Using NLP	PEC	2	0	2	0	3	4	BADM	New Course	--	Employability	Impart analytical ability
22MB62U7	People Analytics	PEC	2	0	2	0	3	4	HRM	Retained	--	Skill Development	Impart people analytical skills
22MB62U8	Business Analytics in Marketing	PEC	2	0	2	0	3	4	MKM	Retained	--	Skill Development	Impart marketing analytical skills
22MB62U9	Business Analytics in Finance	PEC	2	0	2	0	3	4	FM	Retained	--	Skill Development	Impart finance

														analytical skills
22MB62U1 1	Big Data Analytics and Its Application	PEC	2	0	2	0	3	4	BADM	Retained	--	Skill Development	Impart big data handling skills	
22MB62U1 2	Machine Learning with Business Applications (with R and Python)	PEC	2	0	2	0	3	4	BADM	Retained	--	Skill Development	Impart analytical skills	
	<b>SECTORAL ELECTIVES</b>													
	<b>BANKING</b>													
22MB61B0	Overview of Banking	PEC	3	0	0	0	3	3	NIL	Retained	--	Employability	Impart employability skills	
22MB62B1	Banking Service Operations	PEC	3	0	0	0	3	3	NIL	Retained	--	Employability	Impart employability skills	
	<b>HEALTHCARE &amp; HOSPITAL MANAGEMENT</b>													
22MB61D0	Overview of Healthcare Management	PEC	3	0	0	0	3	3	NIL	Retained	--	Employability	Impart employability skills	
22MB62D1	Management of Healthcare Operations	PEC	3	0	0	0	3	3	NIL	Retained	--	Employability	Impart employability skills	
	<b>RETAIL MANAGEMENT</b>													
22MB61R0	Overview of Retailing	PEC	3	0	0	0	3	3	NIL	Retained	--	Employability	Impart employability skills	
22MB62R1	Management of Retail Operations	PEC	3	0	0	0	3	3	NIL	Retained	--	Employability	Impart employability skills	
	<b>INFORMATION TECHNOLOGY AND ANALYTICS</b>													
24MB61I0	Data Visualization Using POWER BI	PEC	3	0	0	0	3	3	NIL	New Course	--	Skill Development	Impart application of Power BI skills	
24MB62I1	Business Analytics For IT Enabled Services	PEC	3	0	0	0	3	3	NIL	New Course	--	Employability	Impart employability skills	
	<b>RURAL &amp; AGRICULTURAL MARKETING</b>													
22MB61G0	Overview of Agriculture and Rural Sectors in India	PEC	3	0	0	0	3	3	NIL	Retained	--	Employability	Impart employability skills	
22MB62G1	Management of Agricultural and	PEC	3	0	0	0	3	3	NIL	Retained	--	Employability	Impart employability	



	Rural Development in India												skills
	<b>PHARMACEUTICAL MARKETING</b>												
22MB61P0	Pharmaceutical Marketing Management	PEC	3	0	0	0	3	3	NIL	Retained	--	Employability	Impart employability skills
22MB62P1	Advanced Pharmaceutical Marketing Management	PEC	3	0	0	0	3	3	NIL	Retained	--	Employability	Impart employability skills

**Percentage of Courses focusing on Employability= 60%**

**Percentage of Courses focusing on Entrepreneurship= 8%**

**Percentage of Courses focusing on Skill Development or Career advancement=32%.**

# Program Articulation Matrix

[illegible]

7	HAS	24UC1203 - DTI	CO3	Develop ideation and test the prototypes made						2			
8	HAS	24UC1203 - DTI	CO4	Explore the fundamentals of entrepreneurship skills for transforming the challenge into an opportunity								1	
9	BSC	22MB5101 AQM	CO1	Application of Probability, Probability Distributions and R- Programming in managerial Decision Making	3					3		2	
10	BSC	22MB5101 AQM	CO2	Analysing the sample data by applying sampling and hypothesis testing in solving various managerial Problems	3					3			

S#	Cat	Course	CO	CO Description	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
11	BSC	22MB5101 AQM	CO3	Analysing data using Correlation and Regression Concepts	3					3			2
12	BSC	22MB5101 AQM	CO4	Analysing different managerial data sets using Time series and Index Numbers	3					3			
13	BSC	22MB5209 BRM	CO1	Understand Social science research processes to identify business problems.	1			1					

14	BSC	22MB5209 BRM	-CO2	Apply the research process to business problems.				2					
15	BSC	22MB5209 BRM	-CO3	Analyze the process of creating an appropriate research tool or instrument tailored for addressing the identified business problem.				2					
16	BSC	22MB5209 BRM	-CO4	Analyze the data systematically to derive relevant and actionable recommendations.				3				2	
17	PCC	22MB5102 PMOB	-CO1	Apply the concepts, principles and functions of management and planning process to develop plans and improve organizational performance, apply organizing concepts in designing organizational structures	2								
18	PCC	22MB5102 PMOB	-CO2	Apply the knowledge of Personality, Perceptions and Values to manage the individuals in the organizations.		2							
19	PCC	22MB5102 PMOB	-CO3	Apply the knowledge of Learning, Motivation and Attitudes to manage the individuals in the organizations.						2			
20	PCC	22MB5102 PMOB	-CO4	Apply the knowledge of group/organizational behavior of the people to manage the teams in the organization.					2				

[illegible]

27	PCC	22MB5104 FMA	CO3	Able to gain knowledge of contemporary issues and develops an art of using current techniques, skills and necessary analytical tools for managerial practice.						2			2
28	PCC	22MB5104 FMA	CO4	Able to gain knowledge of contemporary issues and develops an art of using current techniques, skills and necessary analytical tools for managerial practice.							3		3

S#	Cat	Course	CO	CO Description	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
29	PCC	22MB5105 MKM	CO1	Understanding the key terms, definitions, and concepts used in the study of Marketing Management and understand the changing. Marketing Environment and analyzing the impact of marketing environment on the firm\'s growth and development		3							3
30	PCC	22MB5105 MKM	CO2	Apply the knowledge of marketing concepts to strategize the marketing programs about product and price and evaluating the impact of strategic decisions on product and pricing policies				3	2				

31	PCC	22MB5105 MKM	CO3	Apply the knowledge of marketing concepts to strategize the marketing program regarding promotion and distribution		2							
32	PCC	22MB5105 MKM	CO4	Analyze the marketing strategies and analyze the role of social, green and digital marketing strategies on firm's performance				2	3				3
33	PCC	22MB5208 BADM	CO1	Apply the concept and types of Business analytics.	1							2	
34	PCC	22MB5208 BADM	CO2	Analyze the data using descriptive statistical tools and nominal tests.						3		2	
35	PCC	22MB5208 BADM	CO3	Analyze the data using ordinal and scale tests.						3			3
36	PCC	22MB5208 BADM	CO4	Analyze the data using data visualization tools and understanding python too.						3			3
37	PCC	22MB5208 BADM	CO5	Analyze real-time data using learned tools like R and Python.						3			3
38	PCC	22MB5210 HRM	CO1	Apply perspective role of HRM in modern business, Ability to plan human resources and implement techniques of job design				2	2				2

S#	Cat	Course	CO	CO Description	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
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57	PCC	24MB5106 BEL	CO4	Outline the resolution for the legal challenges.				1				2		1
58	PCC	24MB6117 BECG	CO1	Apply the knowledge of the concept of ethics, its nature and importance to resolve the situations of ethical dilemma	3									3
59	PCC	24MB6117 BECG	CO2	Apply the knowledge of ethical theories and indian ethos to examine the ethical practices and implement ethical processes in the corporates			3							3
60	PCC	24MB6117 BECG	CO3	Apply the knowledge of CSR and Corporate Governance to assess the practices of corporates							2			3
61	PCC	24MB6117 BECG	CO4	Apply the knowledge of ethical issues in Human Resource Management, Marketing and Advertising to assess the practices of corporates						3				3
62	PRI	24IE50N0 - SIP	CO1	Provide an opportunity to Interns to practice in real-life situations the concepts learnt in a classroom.								3	2	2

S#	Cat	Course	CO	CO Description	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
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63	PRI	24IE50N0 - SIP	CO2	Sensitize the Interns to the nuances of workplace by assigning time-bound projects in a company,								3	2	2
64	PRI	24IE50N0 - SIP	CO3	Create awareness among the Interns about their strengths and weaknesses in the work environment.								3	3	2
65	PRI	24IE50N0 - SIP	CO4	Provide the Interns a platform to take up on-the-job Executive Training and develop a network which will be useful in enhancing their career prospects.								3	3	3
66	PRI	24IE61E1 MRTPT	CO1	Identify and formulate problem statements			2							2
67	PRI	24IE61E1 MRTPT	CO2	Analyze existing literature to find out research gap and formulate the title			2							2
68	PRI	24IE62E2 MRP	CO1	Analyze the select problem with appropriate statistical tools			2							2
69	PRI	24IE62E2 MRP	CO2	Evaluate the selected research problem and suggest measures			2							2
					2.1	2.3	2	2.2	2.6	2.7	2.7	2	2.5	



(DEEMED TO BE UNIVERSITY)

**Y24: Master of Business Administration**

**Category: Humanities Arts And Social Sciences (HAS)**

**22UC2107 - PROFESSIONAL SKILLS FOR MANAGERS (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22UC2107	PROFESSIONAL SKILLS FOR MANAGERS	PSM	R	0	0	4	0	2

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Demonstrate the concepts of communication, syntax, and semantics while listening and speaking.	3	PO5, PSO2
CO2	Apply time management skills and demonstrate team spirit in various tasks and projects. Utilize techniques for managing stress and implement strategies to become an effective leader.	3	PO4, PSO1
CO3	Apply the principles of writing and preparing business documents, such as reports and emails, in practical scenarios.	3	PO6, PSO2
CO4	Apply the principles of empathy and assertiveness in real-life interactions. Prepare an effective CV using best practices and tailoring it to specific job opportunities.	3	PO2, PSO2

**Syllabus**

Concepts of Communications: Definition, Objectives of Communication, Characteristics of Communication, Process of Communication, Forms of Communication, Roles of a Manager, Communication Roadblocks and Overcoming them, Overcoming Communication Barriers, Effectiveness in Managerial Communication. Syntax and Semantics of Communication. Listening Skills: Definition, Types of Listening Skills, strategies, Barriers to Effective Listening. Speaking Skills: Clarity in speaking, Conversations, Role plays, 10 steps in Pitching, Elevator Pitching

Introduction of the course - The introduction of the course sets the stage by outlining its objectives, scope, and relevance. SWOT- stands for Strengths, Weaknesses, Opportunities, and Threats. Attitude - Attitude formation and theories. Character vs Personality, Assertiveness- styles of communication and techniques to develop Assertiveness. Building Confidence.

Paragraph Writing-Paragraph writing involves organizing ideas into coherent units of thought within a larger piece of writing. E-mail writing- Importance and the structure. Report writing - different types and its structure and Memo writing

Goal Setting- types of goals and action plan. Time management - importance and the rubrics of Eisen hower matrix and its application. Presentation skills - stypes of presentation. Group Discussion- Dos and donts of GD. Leadership- traits and Theories. problem-solving, and decision-making

**Reference Books**

- 1 Business Communication Today , Bovee, Thill & Schatzman., 7th edition - 2022, Prentice Hall.
- 2 Effective Business Communication., Murphy, Hildebrandt & Thomas,, 7th edition - 2018, Tata McGraw-Hill.
- 3 Essentials of Business Communication., Mary Ellen Guffey, & Dana Loewy, 11th Edition 2021, South-Western .
- 4 Personality Development and Soft skills tomorrow, Shikha Kapoor, 1st Jan 2020, Dreamtech Press.

**24UC1203 - DESIGN THINKING AND INNOVATION (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24UC1203	DESIGN THINKING AND INNOVATION	DTI	R	2	0	2	0	3

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understand the importance of Design thinking mindset for identifying contextualized problems	2	PO3
CO2	Analyze the problem statement by empathizing with user	4	PO7
CO3	Develop ideation and test the prototypes made	3	PO6
CO4	Explore the fundamentals of entrepreneurship skills for transforming the challenge into an opportunity	2	, PSO1

**Syllabus**

Introduction to Design Thinking and Innovation: Introduction to design thinking and its principles, Design definitions and stories, desirability, feasibility, viability, mystery, heuristics, algorithm, requirements, patterns, connect, blind spots; Laws of Design Thinking: less is more, last 2% equals 200%, theory of prioritization; Design mind: definitions, 5 forces of growth (SEPIA), 5 frictional forces (DCAFE), 3 capacity levers (VAL), Design thinking for contextualized problem-solving, Incorporating sustainable development goals into design thinking,

Design Thinking Process: Overview of the design thinking process, Design framework (L0); Empathy research: understanding user needs and perspectives, Persona development: creating user profiles; Customer journey mapping: visualizing user experiences, Define phase: asking the right questions and problem statement formulation.

Ideation, Prototyping and Testing: Ideation techniques, brainstorming and generating creative ideas, Identifying patterns and anti-patterns in ideation, Evaluation of ideas using different criteria (10/100/1000 gm): Prototyping and testing: translating ideas into tangible prototypes.

Entrepreneurial Innovation: Introduction to innovation management, Basics of business models and their role in innovation, Financial estimation for innovation projects: Pitch decks: creating persuasive presentations for innovation, Considerations for intellectual property rights (IPR) in innovation.

**Reference Books**

- 1 Design Thinking in the Classroom, David Lee, Kindle, Ulysses Press.
- 2 The Art of Innovation: Lessons in Creativity from IDEO, America, Tom Kelley , Jonathan Littman , Tom Peters, 2001, Doubleday Broadway Publishing, USA.
- 3 Unmukt- Science and Art of Design Thinking, Arun Jain, 2019, School of Design Thinking.
- 4 The Design Thinking Play Book, Michael Lewrick, Patrick Link & Larry Leifer, 2018, Wiley Press.



(DEEMED TO BE U N I V E R S I T Y)

**Y24: Master of Business Administration**

**Category: Basic Science Courses (BSC)**

**22MB5101 - APPLIED QUANTITATIVE METHODS FOR BUSINESS MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5101	APPLIED QUANTITATIVE METHODS FOR BUSINESS MANAGEMENT	AQM	R	2	1	0	0	3

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Application of Probability, Probability Distributions and R- Programming in managerial Decision Making	3	PO1, PO6, PS01
CO2	Analysing the sample data by applying sampling and hypothesis testing in solving various managerial Problems	4	PO1, PO6
CO3	Analysing data using Correlation and Regression Concepts	4	PO1, PO6, PS02
CO4	Analysing different managerial data sets using Time series and Index Numbers	4	PO1, PO6

**Syllabus**

Probability and Sampling, Definitions and rules for probability, conditional probability independence of events, Bayes theorem, and random variables. Probability distributions, Binomial, Poisson and Normal distributions. Introduction to R Programming

Sampling, Introduction to sampling, Basic Concepts, Types of Sampling. Sampling distributions, sampling distribution of mean and proportion, application of Central Limit Theorem. Determining the sample size. Estimation Point and Interval estimates for population parameters of large sample and small samples. Hypothesis testing, one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way. Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test and Rank Test

Correlation and Regression: Meaning, Types of Correlation, measurement, graphic and algebraic, Scatter Plot, Pearson Correlation Coefficient, and Rank Correlation, Spearman's Rank Correlation. Testing the significance of correlation coefficient. Regression, Meaning, Types. Estimating the regression coefficients. Testing the significance of regression coefficients.

Index Numbers and Time Series Analysis, Time series analysis, Meaning and Components of Time Series. Variations in time series, Smoothing Methods, trend analysis, cyclical variations, seasonal variations and irregular variations. Index Numbers, Unweight and Weighted Index numbers

**Reference Books**

- 1 Statistics for Management, Levin R.I. and Rubin D.S, 8, Pearson Education.
- 2 Business Statistics for Contemporary Decision Making, Ken Black, 6, Wiley Publishers.
- 3 Statistics for Business and Economics., Anderson, Sweeny, Williams, 2005, South-Western Pub.
- 4 Introduction to R Programming, Venables, W.N, 2015, CRAN.



**22MB5209 - BUSINESS RESEARCH METHODOLOGY (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5209	BUSINESS RESEARCH METHODOLOGY	BRM	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	APPLIED QUANTITATIVE METHODS FOR BUSINESS MANAGEMENT	AQM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understand Social science research processes to identify business problems.	2	PO1, PO4
CO2	Apply the research process to business problems.	3	PO4
CO3	Analyze the process of creating an appropriate research tool or instrument tailored for addressing the identified business problem.	4	PO4
CO4	Analyze the data systematically to derive relevant and actionable recommendations.	4	PO4, PSO1

**Syllabus**

Introduction: Definition and Objectives of Research of Business Research- Research Process-Defining research problem and Sources of Research Problem, review of the literature. Ethics in research

Identifying the variable, Developing the conceptual framework- hypothesis formulation, Research questions -Framing the objectives, Research Design-Types- Sampling designs: Concepts, types and their applicability. Sampling Process-

Scaling Methods and Scaling of Techniques: Turnstone, Likert, and semantic differentials. Methods of collection of Primary data and secondary data: Observation Method Interview method, Questionnaire design, periodicals and newspapers, Characteristics of good questionnaire/schedule-Pilot Study-Reliability and validity of data

Data processing Editing Coding and Tabulation of data Data analysis interpretation and forecasting meaning of data analysis and its types descriptive and inferential statistics And predictive statistics Report Writing Significance of report writing Types of reports Steps in report writing Layout of the research reports Mechanics of report writing precautions in research reporting

**Reference Books**

- 1 Business research methods, William Zikmund, Babincarr, 13th, Cengage.
- 2 Statistical Methods for Practice and Research: A Guide to Data Analysis Using SPSS (Response Books), Ajay S Gaur and Sanjaya Singh Gaur, 2009, Sage Publication.
- 3 Methodology and Techniques of Social Research,, Dipak Kumar. Bhattacharya, Himalaya, , 2004.
- 4 Research Methodology - Methods & Techniques , C.R Kothari , 2009, VishwaPrakashan, .



(DEEMED TO BE UNIVERSITY)

**Y24: Master of Business Administration**

**Category: Professional Core Courses (PCC)**

**22MB5102 - PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5102	PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	PMOB	R	3	0	0	0	3

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply the concepts, principles and functions of management and planning process to develop plans and improve organizational performance, apply organizing concepts in designing organizational structures	3	PO1
CO2	Apply the knowledge of Personality, Perceptions and Values to manage the individuals in the organizations.	3	PO2
CO3	Apply the knowledge of Learning, Motivation and Attitudes to manage the individuals in the organizations.	3	PO6
CO4	Apply the knowledge of group/organizational behavior of the people to manage the teams in the organization.	3	PO5

**Syllabus**

Introduction to Management: Importance of Management, Evolution of Management Thought, Principles of Management, Management Process/Functions. Planning: Types, Steps in Planning, Organizing and Staffing: Introduction, Organizational Division and Span of Control, Types of Departmentation, Staffing function, Controlling: Types of Control and Process.

Organizational Behaviour: Introduction, Importance of Organizational Behaviour, Evolution of OB, Interpersonal Relations, Transactional Analysis, Johari Window, Foundations of Individual Behaviour, Personality: Concept, Personality determinants, Personality theories, Personality traits, MBTI, The Big Five Model, Values: Concept, Types of Values, Perception: Concept, Perceptual process, Factors influencing Perception, Perceptual distortion.

Motivation: Concept, Theories of Motivation: Hierarchy Needs Theory: Two-Factor Theory, Applications of Motivation, Attitudes: Concept, Source of attitudes, Types of Attitudes, Learning: Concept, Theories of learning, Principles of learning.

Foundations of Group Behaviour: Definition of Groups, Nature of groups, Types of groups, Stages of Group Development, Group Cohesiveness, Leadership: Definitions, Nature, Leadership Styles, Leadership theories: Trait theory, Behavioural and Situational theories. Conflict Management: Definition, Techniques, Organizational Change Management: Definition, Forces for change, Resistance to change, Approaches to Managing Organizational Change; Organizational Development: Definition, Techniques of organizational development.

**Reference Books**

- 1 Essentials of Management, Harold Koontz, Heinz Weihrich, Mark V. Cannice, 11th Edition, 2020, Mc Graw Hill.
- 2 Organizational Behaviour, Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, 18th Edition, 2022, Pearson.
- 3 PRINCIPLES AND PRACTICE OF MANAGEMENT, Prasad L M, Edition, 2019, SULTAN CHAND & SONS-NEW DELHI.
- 4 Organisational Behaviour, K. Aswathappa, 2nd Edition, 2010, HPH.

**22MB5103 - BUSINESS ECONOMICS (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5103	BUSINESS ECONOMICS	BE	R	3	0	0	0	3

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply the intuition for analyzing economic problems from a Managerial perspective in an organizational & business context. use the basic tools that structure the microeconomic problems for optimal decision making.	3	PO2
CO2	Analyze the theory of demand, forecast and estimation of demand for managerial decision-making.	4	PO3
CO3	Analyze different types of competition that existing external Environment.	4	PO4
CO4	Analyze the Macro Economic Environment of the Organization	4	PO4

**Syllabus**

Introduction: Economics and managerial decision making; Managerial Economics, nature and scope of Managerial Economics; Tools of Managerial Economics; Risk, Uncertainty and Probability Analysis. Optimization techniques: Firm Theory: Objectives of the firm; Theory of the growth of the firm : Marris and Penrose; Role of a Managerial Economist.

Demand and Advertisement Analysis: Concept of demand; Determinants of demand, Law of Demand; Elasticity of demand; Demand estimation and demand forecasting, Demand forecasting for consumer durables and capital goods.

Production and Cost Analysis: Production functions, Long Run and Short Run Production Functions, The Cobb- Douglas Production function, Optimum input combination; Cost concepts, Short- run and Long- run cost functions, Cost curves, Economies of Scale; Introduction to pricing and pricing practices. Market analysis: Markets, Kinds of Competition; Features of different types of market structures, Price & Output determination under Perfect competition,

Macro economic concepts: National Income, Measurement of National Income, Uses of National Income Statistics; Business Cycles, Stages of business cycles; Inflation, Types of Inflation, Impact of inflation, Measures to overcome Inflation.

**Reference Books**

- 1 Managerial Economics, Dominick Salvatore, 2007, Oxford publications.
- 2 Managerial Economics, H.L.Ahuja, 2008, McGraw Hill.
- 3 Managerial Economics, Paul G.Keat, Philip K.Y.Young and Sreejata Banerjee, 2009, Pearson education.
- 4 Managerial Economics, P.L. Mehta, 2007, S.Chand& Sons.

**22MB5104 - FINANCIAL AND MANAGEMENT ACCOUNTING (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5104	FINANCIAL AND MANAGEMENT ACCOUNTING	FMA	R	2	1	0	0	3

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Able to synthesize the knowledge, management skills, and tools acquired in the program, which will be helpful to shape the organizations effectively.	2	PO1, PSO1
CO2	Able to gain an understanding of professional, legal, financial, marketing, production & operational activities, logistics, ethical, social issues and responsibilities.	3	PO7, PSO1
CO3	Able to gain knowledge of contemporary issues and develops an art of using current techniques, skills and necessary analytical tools for managerial practice.	3	PO6, PSO2
CO4	Able to gain knowledge of contemporary issues and develops an art of using current techniques, skills and necessary analytical tools for managerial practice.	3	PO7, PSO2

**Syllabus**

Financial Accounting, Accounting Book keeping, Users of Accounting information, Classification of Accounting, Accounting concepts and conventions, Accounting standards , GAAP and IFRS

Double entry system, Journal, Ledger. Trial Balance, Subsidiary Books, Cash Book. Trading and Profit & Loss Account, Balance Sheet with Adjustments (Problems).

Methods of Depreciation; Issue of shares (entries) Companies Financial Accounts as per schedule 6 part I & Part II Management Accounting, Ratio Analysis (problems) & Financial Distress

Budgeting, Types of Budgets Marginal Costing (Problems), Break-even Analysis (Problems)

**Reference Books**

- 1 Accounting for Management, S N Maheshwari, 2012, Vikas Publishing House.
- 2 Financial and Managerial -Accounting, Horngren / Harrison / Oliver, 2018, PHI.
- 3 Cost and Management Accounting, Colin Drury, 2017, Cengage Publishing.
- 4 Accounting For Management, M Sakthivel Murugan and N P Srinivasan, 2011, S. Chand.

**22MB5105 - MARKETING MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5105	MARKETING MANAGEMENT	MKM	R	3	0	0	0	3

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understanding the key terms, definitions, and concepts used in the study of Marketing Management and understand the changing. Marketing Environment and analyzing the impact of marketing. environment on the firm's growth and development	2	PO2, PSO2
CO2	Apply the knowledge of marketing concepts to strategize the marketing programs about product and price and evaluating the impact of strategic decisions on product and pricing policies	3	PO4, PO5
CO3	Apply the knowledge of marketing concepts to strategize the marketing program regarding promotion and distribution	3	PO2
CO4	Analyze the marketing strategies and analyze the role of social, green and digital marketing strategies on firm's performance	4	PO4, PO5, PSO2

**Syllabus**

Overview of Marketing Core concepts of Marketing; Marketing Orientations & Philosophies Marketing Environment Buyer Behavior Marketing Planning Process Consumer value and satisfaction Identification and Analysis of Competitors. Market Segmentation, Targeting and Positioning strategies

Marketing Mix The product New Product Development Product Life Cycle Product Mix decisions Branding Packaging and Labeling. Brand Management Process Brand Hierarchy Brand personality, Brand image Brand Identity, Brand loyalty, Brand equity

Pricing Decisions Factors influencing Price. five Cs. Pricing Techniques, Tactics & Strategies, Distribution Decisions Channel alternatives Choice of Channel Channel Management, Channel Dynamics, Managing promotion Mix

Advertising, Personal selling, Sales Promotion and publicity, Integrated Marketing Communication Marketing Control techniques Marketing Audit Social Marketing Green Marketing Web Marketing, Digital Marketing, Viral Marketing, Neuroscience Marketing

**Reference Books**

- 1 Marketing Management,, V. S. Ramaswamy and S. Namakumari, 2018, Prentice Hall.
- 2 Marketing: Concepts and Cases, Etzel, walker, Stanton and Pandit, 2017, TMH.
- 3 Marketing Management, Philip Kotler & Gary Armstrong, 2021, Prentice Hall.
- 4 . Case Studies in Marketing - Indian context, R. Srinivas, 2018, PHI Learning Pvt. Ltd..

**22MB5208 - BUSINESS ANALYTICS FOR DECISION MAKING (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5208	BUSINESS ANALYTICS FOR DECISION MAKING	BADM	R	2	0	2	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	APPLIED QUANTITATIVE METHODS FOR BUSINESS MANAGEMENT	AQM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply the concept and types of Business analytics.	3	PO1, PSO1
CO2	Analyze the data using descriptive statistical tools and nominal tests.	4	PO6, PSO1
CO3	Analyze the data using ordinal and scale tests.	4	PO6, PSO2
CO4	Analyze the data using data visualization tools and understanding python too.	4	PO6, PSO2
CO5	Analyze real-time data using learned tools like R and Python.	4	PO6, PSO2

**Syllabus**

Understanding Business Analytics, Types of Business Analytics, Descriptive, Diagnostic, Predictive, Prescriptive and Cognitive Analytics, Overview of R and R Studio, Data Structures, Functions, Statements and Looping in R. Choose your Test for Data Analysis.

Descriptive Analytics, Introduction, Measures of Central Tendency, Measures of Dispersion, Measures of Skewness and Measures of Kurtosis Diagnostic Analytics, Parametric Vs NonParametric Tests, Nominal Tests, Binomial Test, Mc Nemars Test, Cochran's Q test, post.hoc test, Chi-square test, Phi Coefficient of Correlation.

Ordinal Tests, Wilcoxon Signed Rank Test, Mann-Whitney U Test, Kruskal-Wallis Test, Friedman Tests and related Post.hoc Tests, Spearman Rank Correlation Scale Tests, T tests, one Sample, Two Sample, Paired Sample, ANOVA, One way and Two Way with Posthoc tests, Repeated Measures ANOVA, Karl Pearson's Coefficient of Correlation.

Data Visualization, Types of Presentation of Data, Graphical Presentation, Scatter plot, Histogram, Diagrammatic Presentation, One Dimensional are Bar Charts including Simple, SubDivided and Multiple, Two Dimensional includes Pie charts 2D and 3D, Other Charts include Box plots, Line plots Using R Graphics and R Commander and R Deducer. Understanding python Data types, operators, numpy, pandas, scipy, Pingouin.

**Reference Books**

- 1 R in Action Data Analysis and Graphics with R, Robert Kabacoff, 2, Manning Publications.
- 2 Practical Business Analytics Using R and Python, Umesh R Hodeghatta, Umesh Nayak, 1, APress.
- 3 Practical Statistics for Data Scientists, Peter Bruce, Andrew Bruce, and Peter Gedeck, 2, O'Reilly Media.
- 4 Numerical Python Scientific Computing and Data Science Applications with Numpy, SciPy and Matplotlib, Robert Johansson, 2, Apress.

**22MB5210 - HUMAN RESOURCE MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5210	HUMAN RESOURCE MANAGEMENT	HRM	R	3	0	0	0	3

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply perspective role of HRM in modern business, Ability to plan human resources and implement techniques of job design	3	PO4, PO5, PSO2
CO2	Articulate competency levels for recruit, train, and appraise the performance of employees	3	PO3, PO5, PSO2
CO3	Analyse the rationality in designing compensation and ability to handle employee issues	4	PO4, PO5, PSO2
CO4	Analyse the matters of employee integration and separation and New Trends in HRM	4	PO4, PO5, PSO2

**Syllabus**

Introduction To HRM, Importance, Scope, and Functions Of HRM, Human Resource Management in a Changing Environment; Manpower Planning: Manpower Planning Process; Job Analysis, Job Description and Job Specification; Job Design and Techniques of Job Design.

HR Processes; Employee Selection and Development: Recruitment, Selection and Induction, Training and Development; Performance Appraisal.

Compensation Planning: Employee Compensation, Job evaluation; Employee Benefits and Welfare Compensation and Salary Administration; Employee Discipline.

Integration and Separation: Suspension, Dismissal and Retrenchment; Employee Grievance Handling; Trade Unionism, Collective Bargaining, Industrial Democracy; New Trends in HRM: HRM in India; HRM in International Firms; Talent management; HR Accounting; HR Audit; HRIS.

**Reference Books**

- 1 Human Resource Management, G Dessler, 13th edition (2023), Mc Graw Hill.
- 2 Human Resource Management: Gaining a Competitive Advantage, Raymond Noe, John Hollenbeck, Barry Gerhart and Patrick Wright, 9th edition (2020), Pearson Publications.
- 3 Managing Human Resources, Luis R. Gomez- Mejia, David B. Balkin, Kenneth P. Carson, 10th edition (2023), Mc Graw Hill.
- 4 Human Resource Management: Text and Cases, K Aswathappa, 1st edition (2019), Wiley.



**22MB5211 - FINANCIAL MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5211	FINANCIAL MANAGEMENT	FM	R	2	1	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	FINANCIAL AND MANAGEMENT ACCOUNTING	FMA	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	To gain a knowledge on availability of various sources of finance and markets for raising of funds.	2	PO1
CO2	To apply the long term and short term investment decisions,	3	PO2
CO3	To apply the financing decisions by using different techniques of valuation.	3	PO4
CO4	To apply the dividend Decisions in relation to wealth maximization.	3	PO2

**Syllabus**

Introduction to Finance: Nature and Scope of Financial Management, Goals& Objectives of Financial Management, Emerging Role of Financial Manager , organization of finance function, Sources of Finance, Long Term and Short Term Financing ,Time Value of Money.

Capital Budgeting Decisions: Payback Period, Average Rate of Return, Net Present value, Internal Rate of Return, Profitability Index and Discounted Payback Period.

Cost of Capital and Capital Structure: Capital Structure Theories, EBIT& EPS Analysis, Financial Leverage, Operating Leverage, Specific Cost of Capital and Weighted Average Cost of Capital.

Dividend Decisions: Dividend Theories, Forms of Dividend. Working Capital Management: Working Capital Management Determinants, Working Capital Financing approaches, Estimation of working Capital, Cash Management, Receivables Management, Inventory Management.

**Reference Books**

- 1 Corporate Finance, Jonathan Berk and Peter DeMarzo, 3, Pearson.
- 2 Principles of Corporate Finance, Richard A. Brealey, Stewart C. Myers, and Franklin Allen, 2, Pearson.
- 3 Financial Management: Principles and Practice, Timothy Gallagher, Joseph D. Andrew, and Anne Marie Ward, 4, Cengage Learning.
- 4 Financial Management: Theory & Practice, Eugene F. Brigham and Michael C. Ehrhardt, 2, Cengage Learning.

**22MB5212 - OPERATIONS MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5212	OPERATIONS MANAGEMENT	OM	R	2	1	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	APPLIED QUANTITATIVE METHODS FOR BUSINESS MANAGEMENT	AQM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply the concepts of Operations Strategy to real time	3	PO6, PSO1
CO2	Analyse the data using Project Management techniques	4	PO7, PSO2
CO3	Evaluate the production data by using statistical quality	4	PO7, PSO2
CO4	Analyse the operations data using OR Techniques	4	PO7, PSO1

**Syllabus**

Introduction and Overview: Historical Evolution of Operations Management- Operations Management Strategy framework: Product development: Operations strategy- Product Strategy and Integrated Product Development- Process Strategy.

Capacity Planning Decisions- Facilities Location Strategies. System Design- Facilities Layout and Material Handling Strategy- Group Technology- Flexible Manufacturing System. Project Management: Network Diagram, CPM vs PERT, CPM: Types of Floats, Critical Path, and Project Crashing. PERT: Types of Slack, Critical Path, Probability of Completion.

Productivity & Quality Tools: Productivity Concepts-Quality Circle - Kaizen-Value Analysis and Value Engineering, Statistical Quality Control- Work Study-Method Study & Work Measurement-Learning Curves-Work Sampling-control charts for Variables and Attributes. Planning and Managing Operations -Supply Chain Management-Purchasing - Demand forecasting

Job Sequencing-Transportation problems-Assignment problems, Advanced Operations Management-Constraint management (TOC-Theory of Constraints), Computer Integrated Manufacturing, Six Sigma

**Reference Books**

- 1 Production and Operations Management, O.P.Khanna, Work Study Chase et al, 2003, Dhanpat Rai Publications.
- 2 Production and Operations Management: Concepts, models and behavior, Everett Adam and Ronald Ebert, 5, Tata McGraw Hill Company, New Delhi.
- 3 Operations Management, William Stevenson Nigel Slack, Stuart Chambers, Tata McGraw Hill Company, New Delhi., 2018.
- 4 Operations Management, Norman Gaither and Greg Frazier, 2008, South Western, Thomson Learning Inc.

**22MB5214 - PROJECT MANAGEMENT (M)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB5214	PROJECT MANAGEMENT	PM	M	2	0	0	0	2

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understand tools and considerations used in assessing and selecting suitable projects.	2	, PSO1
CO2	Understand the usefulness of planning, monitoring and control techniques as means of achieving business improvement and change	2	PO4, PSO2
CO3	Analyse a project to provide cost estimates and to plan the various activities	3	PO5
CO4	Analyse the issues and challenges in project execution	3	PO5

**Syllabus**

Project Management Concepts: Concept and characteristics of a project, types of projects, importance of project management, project organizational structure .Project life cycle,Statement of Work, Work Breakdown Structure. Project Planning: Project feasibility studies, Components of project feasibility studies

Project Planning and Scheduling techniques, project planning to project completion: Pre-investment phase, Investment Phase and operational phase Developing the project network using CPM/PERT, Crashing of Project Networks

Managing Project resources flow. Project Quality and Cost Management: Steps in Project appraisal process - Concept of project quality - TQM in projects Project control process - Monitor and assess project performance, schedule, and cost

Performance measurement:Methods to monitor, evaluate, and control planned cost, Cost and time overruns. Project Closure: Meaning of closure or termination, project audit process: termination steps, final closure. Managing Project Teams: Team development process

**Reference Books**

- 1 Project Management for Business and Technology, John M Nicholas & Herman Steyn, 2016, Elsevier.
- 2 Project Management, K Nagarajan, 2017, New Age International Publishers.
- 3 Project Management, R. Panneerselvam& P. Senthilkumar, 2009, PHI Learning Pvt. Ltd.
- 4 Project Management-The Managerial Process, Clifford F Gray, Erik W Larson, 2013, Tata Mcgraw-Hill Publishing Co Ltd.

**22MB6115 - STRATEGIC MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB6115	STRATEGIC MANAGEMENT	SMG	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	BUSINESS ENVIRONMENT AND LAW	BEL	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply the concepts Strategic Management to changing business landscape	3	PO1, PSO1
CO2	Analyse the internal and external tools in executing a strategic decision.	4	PO3, PSO1
CO3	Analyse the various forms of strategies and corporate restructuring in strategic evaluation	4	PO3, PSO1
CO4	Analyse the strategies in implementing and evaluating strategies and strategic control.	4	PO3, PSO1

**Syllabus**

Introduction to Strategic Management, Evolution of the concept of strategic management Components of strategic management, The three levels of strategic planning, making strategic decisions. Strategic Management Process, Benefits and limitations of Strategic Management. Company Vision, Mission statements

External Analysis: The Identification of Opportunities and Threats, the five forces framework, industry dynamics and forces driving the change, strategic group analysis, competitor analysis and the SOAR framework. Internal Analysis: Evaluating company resources, capabilities and competitiveness, SWOT analysis, Types of company resources, Four tests for competitive power.

Building Competitive Advantage: Functional Level Strategy, Building Competitive Advantage Through Business-Level Strategy, Cost leadership, differentiation, focus; other strategic issues -Corporate-Level Strategy: Horizontal Integration, Vertical Integration, and Strategic Outsourcing, Corporate-Level Strategy: Related and Unrelated Diversification Corporate Restructuring: Forms of Corporate Restructuring: Expansion, Sell offs, Turnaround Management, Joint Ventures and Strategic Alliances, Mergers & Acquisitions, Divestitures and Spin Offs. Takeover Strategies and Defenses: Kinds of Takeovers.

Implementing strategy: corporate Performance, Governance, and Business Ethics, implementing Strategy in Companies that Compete in a Single Industry, Implementing Strategy in Companies that Compete Across Industries and Countries- Strategy Evaluation and control, Establishing strategic controls for measuring performance, appropriate measures.

**Reference Books**

- 1 Strategic Management: A South Asian Perspective, Hitt & Ireland et al., 2013 (12e), Cengage Learning.
- 2 Strategic Management , Fred R. David, 2022 (18e), Pearson.
- 3 Strategic Management, Concepts and Cases, Thompson & Strickland, 2013(13e), Mc Graw Hill.
- 4 Strategic Management : An Integrated Approach, Charles Hill & Gareth Jones, 2020(12e), Cengage India Private Limited.

**24MB5106 - BUSINESS ENVIRONMENT AND LAW (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB5106	BUSINESS ENVIRONMENT AND LAW	BEL	R	3	0	0	0	3

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understand the concepts, significance, and nature of the business environment.	2	PO1, PO4, PSO1
CO2	Illustrate the significance of the economic environment of business.	3	PO1, PO4, PSO1
CO3	Understand the key legal requirements that applies to commercial organisations.	2	PO1, PO7, PSO2
CO4	Outline the resolution for the legal challenges.	2	PO4, PO7, PSO2

**Syllabus**

Business Environment Introduction: Concepts Significance and Nature of Business Environment Elements of business environment Internal and External. Influence of Socio Cultural, Political and Legal and Technological factors on business decisions Techniques for Environmental Scanning and Monitoring

Economic Environment of Business: Significance and Elements of Economic Environment Economic Systems Economic Planning in India NITI AYOOG and its importance Government Policies Industrial Policy Monetary Policy Fiscal Policy Foreign Trade Policy Demonetization

Law of Contract: Importance of Contract Act Meaning and kinds of Contract Essentials of a Contract Performance of contract Discharge of contract Quasi Contracts Special Contracts Indemnity and Guarantee Bailment and Pledge Agency Sale of Goods Act 1930: Sale and Agreement to Sell Conditions and Warranties Transfer of Property Rights of Unpaid Seller

Company Law Definition and characteristics of a company Kinds of companies Formation and advantages of incorporation of a company Memorandum of Association Articles of Association Prospects Directors powers and liabilities Kinds of meetings Winding up of a company

**Reference Books**

- 1 Business Environment Text and Cases, Justin Paul, 4th Edition, 2018, Mc Graw Hill.
- 2 Business Environment, Shaik Saleem, 1st Edition, 2008, Pearson.
- 3 Business Environment And Law, A Mustafa , 7th edition , 2008, A.I.T.B.S Publishers.
- 4 Business Law and the Legal Environment (The Dryden business law series), Jethro K. Lieberman ,George J. Siedel , 3rd edition, 1992, Excel Books.

**24MB6116 - INNOVATION, BUSINESS MODELS AND ENTREPRENEURSHIP (M)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB6116	INNOVATION, BUSINESS MODELS AND ENTREPRENEURSHIP	IBME	M	2	0	0	0	2

**Prerequisite**

S#	Course Title	Acronym	Rule
1	PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	PMOB	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understand aspects of innovation, creativity, evolving business models, incubation and entrepreneurship	2	PO1, PSO1
CO2	Apply concept of the Blue Ocean Strategy in today's competitive scenario	3	PO2
CO3	Apply the concept of sustainability innovation and Entrepreneurship	3	PO3
CO4	Application of management practices for in innovation management	3	PO3

**Syllabus**

Analysing the Current Business Scenario, Innovation and Creativity- An Introduction, Innovation in Current Environment, Types of Innovation, School of Innovation. Challenges of Innovation, Steps of Innovation Management, Idea Management System, Divergent V/s Convergent Thinking, Design Thinking and Entrepreneurship

Experimentation in Innovation Management, Idea Championship, Participation for Innovation, Co-creation for Innovation, Proto typing to Incubation. What is a Business Model, Who is an Entrepreneur, Social Entrepreneurship, Blue Ocean Strategy-I, Blue Ocean Strategy-II

Marketing of Innovation, Technology Innovation Process, Technological Innovation Management Planning, Technological Innovation Management Strategies, Technology Forecasting. Sustainability Innovation and Entrepreneurship, Innovation Sustainable Conditions, Innovation: Context and Pattern, SMEs strategic involvement in sustainable development, Exploration of business models for material efficiency services.

Management of Innovation, creation of IPR ,Management of Innovation, creation of IPR, Types of IPR, Patents and Copyrights, Patents in India. Business Models and value proposition, Business Model Failure: Reasons and Remedies, Incubators: Business Vs Technology, Managing Investor for Innovation, Future markets and Innovation needs for India.

**Reference Books**

1. Innovation and Entrepreneurship , Peter Drucker, 1 2002, Tata.
2. Entrepreneurship, Robert Hisrich, 2 2005, Himalaya.
2. HBS series on Innovation and Entrepreneurship, HBS, 3 2017, jaico.
4. The Business Model Book, Adam J Bock, 1 2021, Pearson.
5. On Business Model Innovation, Clayton M. Christensen, 1 2022, Harvard Business Review.

**24MB6117 - BUSINESS ETHICS AND CORPORATE GOVERNANCE (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB6117	BUSINESS ETHICS AND CORPORATE GOVERNANCE	BECG	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	PMOB	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply the knowledge of the concept of ethics, its nature and importance to resolve the situations of ethical dilemma	3	PO1, PSO2
CO2	Apply the knowledge of ethical theories and indian ethos to examine the ethical practices and implement ethical processes in the corporates	3	PO3, PSO2
CO3	Apply the knowledge of CSR and Corporate Governance to assess the practices of corporates	3	PO6, PSO2
CO4	Apply the knowledge of ethical issues in Human Resource Management, Marketing and Advertising to assess the practices of corporates	3	PO5, PSO2

**Syllabus**

Introduction to Ethics: Definition of Ethics. Objectives, nature, and sources of ethics, Business Ethics, Nature, Importance and Factors influencing Business Ethics, Ethical Leadership and Courage

Values, Norms, Morals and Beliefs: Ethical theories; Teleological, Deontological, Natural and Kantian; Indian Ethos and Values for Managers; Ethical Codes; Ethical Dilemma

Corporate Social Responsibility: Ethical issues in Corporate Governance; The role of Insider Trading; The problem of whistle blowing, Recent case studies. Nature and significance; arguments for and against CSR; the conflicting interests of various stakeholders; Nestle India: Creating a New CSR Strategy

Employees and Business Ethics, Ethical issues in employer and employee relation, discrimination at workplace, Sexual and racial harassment, working conditions, employee privacy. Consumer and Business Ethics, the limits of doctrine of caveat emptor, Ethical issues in marketing, advertising, the ethical challenges under globalization.

**Reference Books**

- 1 Business Ethics, M.G. Velasquez, 8 (2021), Prentice Hall India Limited, New Delhi.
- 2 Business Ethics, Andrew Crane and Diark Matten, 4 (2016), Oxford Publication, New Delhi.
- 3 Corporate Governance in India: An Evaluation, DAS, SUBHASH CHANDRA, 5 (2009), PHI Learning Pvt. Ltd..
- 4 Ethics in Management- Vedantic Perspectives, S.K. Chakraborty, 12 (1999), Oxford India paper backs, New Delhi.

**24MB6218 - LEADERSHIP IN ORGANISATIONS (M)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB6218	LEADERSHIP IN ORGANISATIONS	LO	M	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	HUMAN RESOURCE MANAGEMENT	HRM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	To Identify leadership in a dynamic business environment	2	PO3, PO7, PSO2
CO2	To interpret effective leaders by teaching them the necessary techniques and behaviours.	2	PO5, PO7, PSO2
CO3	To categorize how to use leadership in organisations.	4	PO5, PO7, PSO2
CO4	To discriminate the capacity of leaders for organisations.	4	PO6, PO7, PSO2

**Syllabus**

From Management to Leadership, Nature and Importance of Leadership, Difference between Leadership and Management, Leadership Theories, Trait Theories, Behavioral Theories, Scandinavian Studies, Contingency Approaches, Situational Theories, Servant Leadership, Adaptive Leadership.

Leadership Skills and Leadership Styles, Leadership Skills and Tactics, Social Skills Persuasion Skills, Motivational Skills, Communication and Conflict Resolution Skills, Role Models, Story Telling, Leadership Styles, The Impact of Leadership Styles on Work Climate.

Strategic Leadership by Executives, The Nature of Strategic Leadership, How leaders influence organizational performance, Constraints on Executives, Conditions Affecting the Need for Strategic Leadership, Political Power and Strategic Leadership, Research on Effects of CEO Leadership, Strategic Leadership by Executive Teams, Women CEOs.

Leadership Development and Succession, Development through Self-Awareness and Self-Discipline, Development through Education, Experience and Mentoring, Leadership Development Programs. Developing next Generation Leaders, Leadership Development and Organizational Goals, Coaching Leaders, Leadership Succession, Choosing the Right CEO.

**Reference Books**

- 1 Leadership in Organizations, Yulk, Gary, Edition 7th, 2013, Pearson.
- 2 Leadership Principles, Du Brin, Andrew J, Edition. 2009, Cengage Learning, New Delhi.
- 3 Leadership: Theory and Practice, Peter G. Northouse, 6th 2018, Sage.
- 4 Transformational Leadership, Bernard M. Bass, Ronald E. Riggio, 2nd 2006, Lawrence Erlbaum Associates.





(DEEMED TO BE U N I V E R S I T Y)

**Y24: Master of Business Administration**

**Category: Skill Development Courses (SDC)**

**22SDMB01 - LOGIC BUILDING AND REASONING SKILLS FOR MANAGERS (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22SDMB01	LOGIC BUILDING AND REASONING SKILLS FOR MANAGERS	LBRS	R	0	0	0	8	2

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply the concepts of mathematical principles besides logic and basic mathematical formulae to solve word based situational challenges.	2	, PSO2
CO2	Formulate the particulars of commercial math with logical tricks.	2	PO3
CO3	Estimate inductive reasoning, to categorize the rules-set from a given list of observations and relate them to predict the conclusions according to the given conditions.	2	PO3
CO4	Differentiate assumptions and arguments in critical reasoning.	2	PO2

**Syllabus**

Numbers- Divisibility Rules, Units Digit, Remainders, LCM & HCF, Simplification, Square roots & Cube Roots, Decimals & Fractions, Problems On Ages, Ratio & Proportion, Partnership, Problems on Averages & Alligations

Basic definition and utility of percentage, concept of percentage change, problems on percentages, Problems on Profit & Loss, Discounts, Problems on Simple & Compound Interest,, Problems on Time & work, Problems on Chain Rule Problems on Pipes, Speed, Distance & Time, Problems on Trains, Boats & Streams,

Problems on Clocks,, Problems on Calendars, Problems on same Calendar Year, Number & Letter Series and Analogy, Coding-Decoding, Odd Man Out, Blood Relations, Direction Sense, Puzzle Test. Syllogisms,

Problems on Logical Venn Diagrams, Problems, Number, ranking and time sequence test,, Problems on Data Sufficiency, Critical Reasoning - Statement & Conclusions, Statements & Assumption

**Reference Books**

- 1 Quantitative Aptitude, R S Aggarwal, 12TH (2023), SCHAND.
- 2 A Modern Approach to Verbal Reasoning, R S Aggarwal, 12TH (2023), SCHAND.
- 3 Quantitative Aptitude, Abhijit Guha, 8th(2022), Tata McGraw Hills.
- 4 Logical Reasoning, Arun Sharma, 7th (2021), Mc Graw Hill.
- 5 Analytical & Logical Reasoning, Peeyush Bhardwa, 6th (2020), Arihant Publications.

**24SDMB02 - IT SKILLS FOR MANAGERS (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24SDMB02	IT SKILLS FOR MANAGERS	ITSM	R	0	0	2	4	2

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply the options of word on data.	3	PO3
CO2	Apply different options of Power-Point in presenting the data	3	PO3
CO3	Analyze the data using Excel functions	4	PO4
CO4	Analyze the data using Advanced Excel functions in excel	4	PO4
CO5	Draft present and analyze data using suitable MS Office tools	4	PO4

**Syllabus**

Getting Started with Word: Navigating the Word interface, Creating new documents and opening existing ones, Saving and managing documents Creating and Formatting Documents: Working with text boxes, fonts, and styles, Paragraph formatting and alignment, Page layout and margins Working with Text and Styles: Editing and proofreading tools (spell check, grammar check), Applying character and paragraph styles, Creating and managing custom styles Inserting Images and Tables: Adding and formatting images, shapes, and clip art, Creating and modifying tables, Working with rows, columns, and cell formatting Printing and Sharing Documents: Setting up printing options (margins, orientation), Sharing documents electronically (email, cloud storage)

Module 2 Creating Effective Presentations: Planning and organizing presentations, Choosing presentation content and structure, Using templates and themes Using Slides and Layouts: Working with different slide layouts, Adding and arranging slides, Creating master slides Adding Text, Images, and Multimedia: Inserting and formatting text on slides, Adding and formatting images, graphics, and videos, Working with hyperlinks and action buttons Applying Design Themes and Animations: Choosing and customizing design themes, Applying animations and transitions to slides and objects. Delivering Powerful Presentations: Using the presenter tools (speaker notes, slideshow view), Delivering confident and engaging presentations.

Module 3 Introduction to Spreadsheets: Understanding spreadsheet concepts (rows, columns, cells), Entering and formatting data in cells, Working with data types (numbers, text, dates) Working with Formulas and Functions: Introduction to formulas and functions, Using basic arithmetic, logical, and text functions, Creating simple formulas and applying them to cells .Creating Charts and Graphs: Choosing appropriate chart types (bar, pie, line), Customizing charts and graphs with formatting options, Using charts to present data visually Managing and Analyzing Data: Sorting and filtering data Creating data tables and using what-if analysis, Using conditional formatting to highlight data.

Using Lookup and Reference Functions: VLOOKUP, HLOOKUP, INDEX MATCH for retrieving data, Using relative and absolute cell references, Working with Logical and Text Functions: IF, AND, OR functions for making conditional decisions, Using text functions (CLEAN, CONCATENATE, LEFT, RIGHT) to manipulate text data. Financial and Statistical Functions: Using functions for common financial calculations (PMT, FV, IRR), Using statistical functions (AVERAGE, COUNT, SUMIF) to analyze data. Data Analysis Tools and PivotTables: Creating pivot tables to summarize and analyze large datasets, Using pivot tables to create charts and reports Automating Tasks with Macros: Recording and editing macros to automate repetitive tasks.

**Reference Books**

- 1 Microsoft Word 2021 Inside Out & Microsoft 365 Apps for Windows, Mary Foley, 2021 (Edition 1), Pearson Education.
- 2 Microsoft Excel 2021 Step by Step, Bryan Bates, 2021 (Edition 1), Microsoft Press.
- 3 PowerPoint 2019 for Dummies, Doug Lowe, 2019 (Edition 1), John Wiley & Sons.

- 4 Microsoft Office 2019 Step by Step, Joan Lambert and Curtis Frye, 2019 (Edition 1), Microsoft Press.

**24SDMB03 - ENTERPRISE RESOURCE PLANNING (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24SDMB03	ENTERPRISE RESOURCE PLANNING	ERP	R	2	0	0	4	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	PMOB	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understanding the Foundational concepts of ERP	2	PO2
CO2	Identify various modules within an ERP system	3	PO3
CO3	Apply the ERP Implementation Processes and Methodologies	3	PO4
CO4	Apply the ERP selection which suits business applications	3	PO4
CO5	Demonstrate the ERP system's user interface, navigation, and basic functionalities.	3	PO4

**Syllabus**

Introduction to ERP: - Definition, objectives and benefits of ERP- Evolution and growth of ERP- Role of ERP in an organization- ERP system architecture. Business modelling; Integrated data model: Benefits of ERP: Quantifiable, Intangible; Risks: People, process, Technology, Implementation, Operational and Managerial risks.

ERP Modules:- Finance and accounting- Sales and marketing- Materials management- Production planning and control- Human resource management.

ERP Implementation:- Planning and preparation for ERP implementation- Phases of ERP implementation - ERP implementation strategies- Risks and challenges of ERP implementation.

ERP Evaluation and Selection: - Evaluation criteria for ERP selection- Selection of ERP vendor and software- Request for proposal (RFP) and response management- ERP evaluation.

**Reference Books**

- 1 Introduction to Information Systems, R. Kelly Rainer Jr. and Casey G. Cegielski, 2011, John Wiley and Sons, Inc. 2011.
- 2 Enterprise Resource Planning, Alexis Leon, 2011, TMH publishing company.
- 3 Enterprise Resource Planning Systems, Enterprise Resource Planning Systems, 2002, Cambridge University Press..
- 4 Management Information Systems, Laudon&Laudon, 2011, Tata Mc-Graw Hill.



(DEEMED TO BE U N I V E R S I T Y)

**Y24: Master of Business Administration**

**Category: Professional Elective Courses (PEC)**

**22MB61B0 - OVERVIEW OF BANKING (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61B0	OVERVIEW OF BANKING	OB	R	3	0	0	0	3

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understand India's financial sector evolution, including banking history, the RBI's role, and bank categorizations.	2	PO1
CO2	Understand the key operations and services of commercial banks in India and the fundamental aspects of bank accounting.	2	PO1, PO2
CO3	Understand the essential principles of credit scoring, credit management, and the monitoring of lending activities and the role of various banking services and mechanisms in both urban and rural financial contexts.	2	PO2, PO3
CO4	Understand the key roles and impact of specialized financial institutions supporting agriculture and rural development and the fundamental banking regulations.	2	PO3

**Syllabus**

The Financial Services - An overview, Origin and Growth of Indian Banking System, Reserve Bank of India Structure, Role of RBI, Types of Banks

Commercial Banking in India Functions of Banks primary and Ancillary functions of commercial banks Deposit products Fee based and fund based activities Principles of lending loan products bank assurance Types of charges Types of securities letters of Credit Bank guarantees off balance Sheet Activities Basic accounting for Banking Statement of Sources and uses of Funds bank Profit and loss Account Books of Accounts in Bank

Credit Scoring Credit appraisal techniques Credit management and credit monitoring Priority sector lending Credit Information bureau limited Banking Codes and Standards Board of India Banking Ombudsman Service Loan Syndication The Syndication process Non-Performing Assets Prudential Norms securitization Retail Banking Corporate Banking Developments in Corporate banking Issues/problems Consortium finance multiple banking Arrangements Rural Banking Sources of Rural Finance Credit delivery Mechanism in Rural finance Multi Agency Approach Regional rural banks

National Bank for Agriculture and rural Development (NABARD) Banking Regulation Monetary policy Money laundering and prevention of Money laundering Act Negotiable Instruments Act Banking Regulation Act Recent developments and future challenges in banking sector

**Reference Books**

- 1 Banking Law and Practice in India,, P.N. Varshney, 2021, Sultan Chand & Sons,.
- 2 Financial Institutions and Markets- Structure Growth and Innovations,, L.M. Bhole Jitendra Mahakud, 2018, Tata McGraw Hill.
- 3 Bank Management and Financial Services, Peters S. Rose and Sylvia C. Hudgins, 2014, Tata McGraw Hill.
- 4 Banking Law and Practice, Sukhavinder Mishra, 2017, Sultan Chand & Sons,.

**22MB61D0 - OVERVIEW OF HEALTHCARE MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61D0	OVERVIEW OF HEALTHCARE MANAGEMENT	OHM	R	3	0	0	0	3

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understand the best practices of the healthcare services	2	PO1
CO2	Apply knowledge of different types of hospitals and functions of hospitals in the corporate world	3	PO2, PO4, PSO1
CO3	Apply knowledge of different types of hospitals and functions of hospitals in the corporate world	3	PO1, PSO1
CO4	Analyze the lifelong learning and professional development to enrich the healthcare services by implementing healthcare information system	4	PO2

**Syllabus**

A Conceptual Approach to Understanding the Healthcare Systems Evolution Institutional Settings. Overview of Healthcare Sector in India Understanding the Hospital Management Health Policy levels of healthcare primary, secondary and tertiary systems of medicine Ayurveda, Siddha, Unani, Homeopathy, Yoga, Naturopathy, etc. Preventive and Curative medical care

medicine, cardiothoracic, gastroenterology, urology, nephrology, radiology, psychiatry, endocrinology, neurology, ophthalmology, medical services, surgical services, operation theatre, maternity services, dental services. Hospital code of ethics, medical ethics, standards for hospitals accreditation, accreditation standards for extended care facilities. Clinical & Diagnostic Services

Outpatient Services Accident and Emergency Services Inpatient Services Operation Theatre Services Intensive Care Unit Services, Nursing Services. Diagnostic and Therapeutic Services Laboratory Services, Radio Diagnosis and Imaging Services, Radiation Hazards, Blood Transfusion Services, infection control, mortuary services, Pharmacy Services: Role of pharmacy manager, analyzer for pharmacy, drugs management. Hospital operations management productive systems in a hospital, Facility Location and Layout, importance of location, factors, Productivity measures, value addition, capacity utilization, productivity, capital operations, front office, billing, staffing, housekeeping, transportation, dietary services, emergency services

Medical Records Admission, Billing, Nursing Records, Diagnostic Records, Infection Control Records, Maintenance of Operation Theatres Records, Maintenance of Intensive Care Units Records Clinical Records, Housekeeping Records, Food Records, Engineering Records, Maintenance Records, Security Records, Fatal Documents, Mortuary Maintenance Records, Transportation, Medico Legal Records

**Reference Books**

- 1 Hospital Administration & Planning,, A G Chandorkar, 2022, Paras Medical Publishers.
- 2 Managing a Modern Hospital,, Srinivasan, A.V., 2008, Response Books.
- 3 Essentials for hospital support services and physical infrastructure, Madhuri Sharma, 2017, jaypee.
- 4 Essentials of Healthcare Management: Cases, Concepts, and Skills, Leigh W. Cellucci, Carla Wiggins, Traci Sullivan, 2014, Health Administration Press.
- 5 Introduction to Health Care Management, Sharon B. Buchbinder, Nancy H. Shanks, Dale Buchbinder, 2020, Jones & Bartlett Learning.



**22MB61F3 - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61F3	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	SAPM	R	2	1	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	FINANCIAL MANAGEMENT	FM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Explore different avenues of investment.	2	PO1, PSO2
CO2	Demonstrate with the knowledge of security analysis.	2	PO6, PSO1
CO3	Apply the concept of portfolio management for the better investment.	3	PO7
CO4	Analyse the Invest in less risk and more return securities.	4	PO7

**Syllabus**

Investment Meaning and Nature of Investment, Objectives and Process of Investment, Investment Environment- Securities trading, types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets. Risk and Return: Concepts of risk and return, measuring risk and returns, mean, variance approach, business risk and financial risk and treatment in portfolio management. Bond Analysis: Bond Pricing Theorems, Convexity, duration, bond immunization, active bond management and passive bond management.

Fundamental and Technical Analysis, Economy analysis, Industry analysis, Company analysis, Technical Analysis, Dow Theory, Elliot Wave theory, Moving Averages, Breadth of Market Momentum, Market Indicators- Technical vs Fundamental Analysis, Efficient Market Hypothesis (EMH).

Portfolio Management and Portfolio analysis Meaning of Portfolio Management- Phases of Portfolio Management Evolution of Portfolio Management, Role of Portfolio Manager. portfolio analysis- Risk and Return of Portfolio-diversification- Markowitz portfolio theory and Sharpe single index model, Portfolio selection Capital market theory: Introduction of risk-free asset, Capital Market Line (CML), Security Market line (SML). Capital asset pricing model (CAPM), over pricing and under pricing securities. Arbitrage pricing theory (APT) The Law of one price, two factor arbitrage pricing, Equilibrium risk return relations. A synthesis of CAPM and APT

Portfolio Evaluation, Measuring portfolio Return Risk Adjusted Returns, Differential Return, Sharpe's, Treynor's and Jensen's Measure for Portfolios Performance, FAMA's Decomposition, Portfolio Revision Need for Revision, Meaning of portfolio Revision, Portfolio Revision strategies.

**Reference Books**

- 1 Investment Management, Bhalla. V.K., 2008, Sultan Chand.
- 2 Investment Analysis and Portfolio Management, Prasanna Chandra, 2021, TMH, New Delhi, 2013.
- 3 Security Analysis and Portfolio Management, Punithavathy Pandian, 2012, Vikas Publishing House.
- 4 Security analysis and Portfolio Management,, S. Kevin, 2022, PHI.

**22MB61F4 - BEHAVIOURAL FINANCE (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61F4	BEHAVIOURAL FINANCE	BF	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	FINANCIAL MANAGEMENT	FM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	To Examine how the insights of behavioural finance theories shed light on the behaviour of individual investors	2	PO2
CO2	To examine finance professionals in investment decision-making and corporate financial decision-making.	2	PO3
CO3	To explore the possibility to improve investment performance and corporate performance by recognizing the cognitive biases and applying appropriate 'debiasing' techniques.	3	PO3
CO4	To investigate the implications of behavioral finance for the construction of good corporate governance mechanism	3	PO4

**Syllabus**

Information Perception and Intertemporal Choice: Cognitive information perception, peculiarities (biases) of quantitative and numerical information perception, Weber law, subjective probability, overconfidence, representativeness, anchoring, asymmetric perception of gains and losses, framing and other behavioral effects.

Investment Decision Cycle: Judgment under Uncertainty, Utility/ Preference Functions: Expected Utility Theory [EUT], Brief History of Rational Thought: Pascal-Fermat to Friedman-Savage Paradoxes (Allais and Others) Prospect Theory, Human Preferences and Market efficiency:

ultimatum and public goods games, experiments in isolated societies, bounded rationality, investor rationality and market efficiency. Behavioral Factors and Financial Markets:

sunshine, geomagnetic activity, Mechanisms of the external factor influence on risk perception and attitudes, Connection to human psychophysiology and emotional regulation, Misattribution as a mechanism for external factors influence

**Reference Books**

- 1 Behavioural Finance, M. M. Sulphey, 2014, PHI Learning.
- 2 Understanding Behavioural Finance, Lucy Ackert and R.Deaves, 2011, Cengage Learning.
- 3 Behavioural Corporate Finance, Shefrin,H., 2007, TMH.
- 4 Behavioral Finance and Wealth Management, Pompian, Michael M, 2006, Wiley: New Jersey.

**22MB61G0 - OVERVIEW OF AGRICULTURE AND RURAL SECTORS IN INDIA (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61G0	OVERVIEW OF AGRICULTURE AND RURAL SECTORS IN INDIA	OARS	R	3	0	0	0	3

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understand and explain the concepts of agriculture and rural sectors	2	PO1, PSO1
CO2	Apply the contribution of Agriculture and Rural sectors for the development of Indian economy	3	PO3
CO3	Apply the knowledge of developmental theories to discuss the degree of development of Economy	3	PO2
CO4	Analyse the determinants of rural development in India	4	PO2

**Syllabus**

Elements of Rural Development Growth versus Development Why Rural Development Rising Expectations and Development and Change Human beings as the Cause and Consequence of Development Some Dilemmas in Development Introduction to Agricultural Sector in India Pre Independence Agrarian System Agriculture in the Constitution of India land Resources in India Small sized holdings reasons and disadvantages Cropping patterns of Agricultural Crops Low Productivity of Indian Agriculture Causes for Low Productivity

Rural Economy of India Size and Structure of the Rural Economy The Characteristics of the Rural Sector The Role of the Agricultural Subsector The Role of the Non Agricultural Subsector Challenges and Opportunities

Measures and Paradigms of Rural Development Measures of Level of Rural Development Measures of Income Distribution Measures of Development Simplified Concepts and Measures of Rural Poverty The Modernization Theory RosensteinRodans Theory of the Big Push Leibensteins Critical Minimum Effort Thesis Gunnar Myrdals Thesis of Spread and Backwash Effects The Gandhian Model of Rural Development

Determinants of Rural Development: Changes in Output; Natural Resources; Human Resources Capital; Technology; Organizational and Institutional Framework; Relation between Rural Development and Its Determinants

**Reference Books**

- 1 Rural Development Principles Policies and Management, Katar Singh, 1 1984, Sage Texts.
- 2 Agriculture and Rural Development in India since 1947, Chnadra Sekhar Prasad, 2 1992, New Century Publication.
- 3 Rural Management (Edited Book, S B Verma, 1 2020, Deep & Deep Publications Pvt. Ltd.
- 4 Agriculture at a Glance: An Enhanced Competition Explorer 25th Revised Edition, R K SHARMA B B SINGH, 25 2000, AMAZON.
- 5 A Competitive Book Of Agriculture For Upsc, Pscs Ars/srf/jrf, Pre Pg & Ph.d. Entrance, Nem Raj Sunda, 1 2012, SURAHEE PUPBLICATIONS.

**22MB61H1 - TALENT AND COMPETENCY MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61H1	TALENT AND COMPETENCY MANAGEMENT	TCM	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	HUMAN RESOURCE MANAGEMENT	HRM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Describe talent management system that aligns with business strategy and ensures the organization has the right people with the right skills to achieve its goals.	2	PO1
CO2	Demonstrate key elements of talent management system, talent management process.	3	PO2, PO3
CO3	Compute the use of information technology for effectively management of talent.	3	PO2, PO3
CO4	Apprise the Integration of competency with other HR functions to ensure a consistent and cohesive approach to employee management.	4	PO3, PO4

**Syllabus**

Introduction to Talent Management: Introduction, Talent Management: Overview, Talent Management: History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent.

Building Blocks for Talent Management: Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System, Factors of unique talent management approach, Key Elements of Talent Management System, Talent Management Process: Essentials and Stages, Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management.

Talent Management and Organizational Environment, Role of Information Technology in effective talent Management, Talent Management Information System, Contemporary Talent Management Issues, Organizational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India.

Competency: Meaning and Characteristics, Behaviour indicators, Types of competencies, Competencies Applications, Competency Frameworks, Competency Maps, and Competency Profiles. Competency management framework / competency model: Lancaster Model of managerial competencies Competency modelling framework, developing a competency model, Understanding job positions, Data collection instruments for job descriptions, Preparation of job descriptions, Stages in design and implementation of competency model, General competency framework, competency identification, Competency assessment and competency development, competency mapping, integration of HR function.

**Reference Books**

- 1 The Talent Management Handbook, Lance A. Berger, Dorothy Berger, Edition 3rd, 2018, Mc Graw Hill.
- 2 Talent Management: A Critical Approach, Edward E. Lawler III, 16pt Large Print Edition, 2017, Berrett-Koehler Publishers, Inc..
- 3 Talent and Competency Management: Strategies for Success, William J. Rothwell, Diane Spokus, 2018, Society for Human Resource Management (SHRM).
- 4 Competence at Work: Models for Superior Performance, Lyle M. Spencer Jr., & Signe M. Spencer, 1993, John Wiley & Sons.

- 5 The Future of Work: Attract New Talent, Build Better Leaders, and Create a Competitive Organization, Jacob Morgan, 2014, Willy.

**22MB61H4 - LABOUR LEGISLATION (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61H4	LABOUR LEGISLATION	LL	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	HUMAN RESOURCE MANAGEMENT	HRM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understand the evolution of labor law in India through analyzing the Industrial Disputes Act, Factories Act, and Industrial Employment (Standing Orders) Act.	2	PO1, PO3
CO2	Apply legislations concerning wages by interpreting the Employees Compensation Act, Payment of Wages Act, Minimum Wages Act, Child Labour Prevention and Regulation Act, and Maternity Benefit Act.	3	PO1, PO3
CO3	Analyze the concept of social security and its application to industrial workers by examining the Employees State Insurance Act, Employees Provident Fund and Misc. Act, Payment of Bonus Act, and Payment of Gratuity Act.	4	PO2
CO4	Examine compliance with labor legislations through the preparation of returns and forms, while addressing challenges and providing guidelines for HR professionals.	4	PO1, PO3, PO7

**Syllabus**

Introduction & Overview of Labour legislation in India: The present-day Industrial worker, Evolution and Growth of Labour law in India, The Industrial Disputes Act 1947, The Factories Act 1948, The Industrial Employment (Standing Orders) Act, 1946.

Legislations related to Wages: The Employees Compensation Act, 1923, The Payment of Wages Act, 1936, The Minimum Wages Act 1948, The Child Labour Prevention and Regulation Act 1986, The Maternity Benefit Act 1961.

Legislations related to Social Security: The Concept of Social Security, Various laws for Provision of Social Security for Industrial workers, The Employees State Insurance Act 1948, The Employees Provident Fund and Misc. Act 1952, The Payment of Bonus Act 1965, The Payment of Gratuity Act 1972.

Compliances: Returns and Forms for all Labour Legislations, Challenges and Issues for HR in Implementing Labour law, Guidelines for Young Professionals

**Reference Books**

- 1 Labour and Industrial Laws, P.K.Padhi, 2019, PHI Publication.
- 2 Commercial and Labour Laws, Garg, K.C., Sharma Mukesh; Sareen, V.K., 2022, Kalyani Publishers.
- 3 Practical Guide to Labour Management, Kumar H.L, 2016, Universal Law Publishing.
- 4 Taxmann's Labour Laws, Taxmann's Editorial Board, 2024, Taxmann Publications Private Limited.

**22MB61L1 - MATERIALS MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61L1	MATERIALS MANAGEMENT	MTM	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	OPERATIONS MANAGEMENT	OM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply the impact of materials management on various aspects of the organization, such as cost, quality, customer service, and sustainability.	3	PO1, PSO1
CO2	Apply the key components of materials management, including procurement, inventory management, storage and handling, and transportation.	3	PO1, PSO1
CO3	Analyse various techniques and tools used in materials management, such as ABC analysis, just-in-time (JIT) inventory, and material requirements planning (MRP).	4	PO6, PSO1
CO4	Analyse the effectiveness of materials management systems and recommend improvements.	4	PO6, PSO1

**Syllabus**

Materials management: Importance of materials management Organization for materials management, Transportation management, Warehousing, Organization & control for logistic management. Classification of materials: Classification and coding systems, Specification of materials Standardization, Elements of value analysis/engineering & quality control, Estimation of demand: concepts of dependent and independent demands: ABC, VED, FSN analysis, Materials audit.

Purchasing: Purchasing Process , purchase order, purchasing policies and procedures, Purchase Cost Analysis. INCOTERMS, Source location, supplier evaluation, Supplier rating, Methodology of rating . Legal aspects of purchase procedures, Bid evaluation criteria, e-Procurement, Import procedures.

Inventory control : Objectives of inventory control , Organization of inventory . Concept of operating cycle: Levels of inventory , Classification of inventory, Optimum inventory , Basic EOQ formula, EOQ computation with shortages and discounts. Sales and operations planning (S&OP) , Barcoding and RFID technology

Material requirement planning : Inputs and outputs, Manufacturing resource planning, Production planning , Bill of materials, Zero inventory system , WIP inventory. GANTT charts, Concept of project inventory

**Reference Books**

- 1 Essentials of Inventory Management, Max Miller, 2019, American Management Association.
- 2 Materials Management: An Executive, Stan C. McDonald, 2009, John Wiley & Sons.
- 3 Introduction To Materials Management , Tony Arnold, Stephen N. Chapman, and Lloyd Clive, 2017, Pearson Ed. India.
- 4 MATERIALS MANAGEMENT: AN INTEGRATED APPROACH, P. GopalaKrishnan, 2000, PHI.

**22MB61L2 - FUNDAMENTALS OF SUPPLY CHAIN MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61L2	FUNDAMENTALS OF SUPPLY CHAIN MANAGEMENT	FSCM	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	OPERATIONS MANAGEMENT	OM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understanding the concepts of Supply chain	2	
CO2	Apply knowledge in designing networks in different sectors	3	PO3
CO3	Analyze using forecasting methods	4	PO5, PSO2
CO4	Analzing the need and importance of sourcing in SCM	4	PO5, PO6, PSO2

**Syllabus**

Understanding the Supply Chain. What is supply chain; objectives and importance of supply chain, decision phases in supply chain, process views of s supply chain; examples of supply chain. Supply chain performance achieving strategic fit and scope, Supply chain drivers and metrics. Designing Distribution Networks. The role of distribution in the supply chain, factors influencing distribution network design; design options for distribution network

e-business and the distribution network; distribution channels for FMCG sector, commodities, and agricultural produce, factors influencing network design decisions, models for facility location and capacity allocation. Demand Forecasting and Aggregate Planning: Methods and Characteristics of demand forecasting, forecasting in practice, the role of aggregate planning in SCM, aggregate planning strategies, aggregate planning; the role of IT in aggregate planning; implementing aggregate planning in practice.

Transportation and Sourcing in SCM, role of transportation in SCM, transportation infrastructure and policies, design options for transportation network and trade-offs, tailored transportation system, risk management, transportation decisions in practice, IT in supply chain

in-house or outsource; third- and fourth-party logistics; contracts, risk sharing and supply chain performance, vendor analysis, the procurement process. Lack of coordination and the Bullwhip Effect, obstacles to coordination in a supply chain, building strategic partnership and trust within a supply chain.

**Reference Books**

- 1 Logistics and Supply Chain Management, Raghuram, G. and N. Rangaraj,, 2000, Macmillan.
- 2 Designing and Managing the Supply Chain: Concepts, Simchi-Levi, D., P. Kaminski and E. Simchi-Levi, 2003, McGraw-Hill.
- 3 Modelling the Supply Chain, Shapiro, J, 2001, Thomson Learning..
- 4 Operations and Supply Chain Management: The Core, F. Robert Jacobs, Richard Chase, 5th Edition (2019)., McGraw-Hill Education.
- 5 Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies, David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, 4th Edition (2021)., McGraw-Hill Education.



**22MB61L3 - OPERATIONS STRATEGY (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61L3	OPERATIONS STRATEGY	OS	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	OPERATIONS MANAGEMENT	OM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply the world of operations and evaluate the role of Operations Management within the organizational chart.	3	PO1, PSO1
CO2	Apply the concept of operations as a service and analyze the historical role of Operations Management, while considering current perspectives in the field	3	PO3, PSO1
CO3	Apply the strategic dimensions of operations and their impact on competitiveness.	3	PO3, PSO1
CO4	Analyse the relationship between operations and corporate strategy, ensuring strategic fit within the organization.	4	PO1, PSO1

**Syllabus**

Introduction to Operations Management: World of operations in 2020-Operations Management in the organizational chart-Operations as a service-Historical role of Operations Management-Relationship between operations strategy and organizational goals-Process Analysis and Design-Process mapping and flowcharting-Process performance metrics. Capacity Planning and Management-Forecasting demand and capacity requirements-Strategies for matching capacity and demand-Managing capacity constraints.

Operations Strategy and Competitive Dimensions: Operations Strategy and Competitive dimensions-Operations and Corporate Strategy-Strategic Fit-A framework for Operations Strategy in Manufacturing and Services-Role of manufacturing/operations in business strategy-Value as a business concept-Strategic issues in manufacturing-Sustainable operations and corporate social responsibility

Methodology for Developing Operations Strategy: Checking markets-Outcome of Market debate-Linking manufacturing to Markets-Strategic integration-Why products sell in the markets-Order Winners, Order Qualifiers-Dynamic Markets and Generic Strategies-Technology strategy-Issues in New Product development-Time to market-Strategic nature of the process-Business implication of Process choice-Hybrid Process-Product/service profiling-Company or plant-based profiles-Decisions for product reallocation-Emerging Trends in Operations Strategy: Digital transformation and Industry 4.0-Artificial Intelligence (AI) and automation-Sustainable operations and circular economy

Redefining Operations Strategy :Operations Redefining and Restructuring, Demand and Revenue Management. Operations Strategy Process. Substitutes: BPR, TQM, Lean, Six Sigma. Business Process Focused Strategies and Organization Development: Quality Planning and Controlling System, Improving Response Time with IT. Operations Audit Approach, Risk Management and Hedging. Accounting and Financial Perspectives and Operations System, Business Continuity Planning, Disaster Recovery strategy

**Reference Books**

- 1 Operations Strategy: Principles and Practice, Richard B. Chase, F. Robert Jacobs, and Nicholas J. Aquilano, 2001, Pearson Education Limited.
- 2 "Operations Strategy", Nigel Slack and Michael Lewis, 2017, Pearson.
- 3 Operations Strategy: competing in the 21st Century, Brown / Lamming Beckman / Barry, 2008, McGraw-Hill Higher Ed.,.

- 4 Strategic Operations Management , Bessant / Jones , 2005, Elsevier-India (Butterworth-Heinemann) 2005.

**22MB61L4 - TOTAL QUALITY MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61L4	TOTAL QUALITY MANAGEMENT	TQM	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	OPERATIONS MANAGEMENT	OM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Remember basic concepts associated with Quality competitiveness and customers	1	PO2, PSO1
CO2	Understand Models Frameworks and Approach For TQM	2	PO3, PSO1
CO3	Understanding Quality Design the students about Management Partnership Performance	2	PO7, PSO2
CO4	Provide a basic understanding about the Processes Redesign Re Engineering	2	PO5, PSO2

**Syllabus**

Understanding Quality Quality competitiveness and customers understanding and building quality chains managing quality quality starts with understanding the needs quality in all functions

Models, Frameworks and Approach For TQM Early TQM frameworks the 4Ps and 3Cs of TQM a new model TQM approach creating or changing the culture effective leadership integrating TQM into policy and strategy

Quality Design Partnership Performance The quality design process quality design for services quality function deployment partnering and JIT. Processes

Redesign ReEngineering Process classification framework and process modelling Business process reengineering and methodology Quality management systems design and models management benchmarking and performance measurement framework choosing benchmarking driven activities wisely

**Reference Books**

- 1 Total Quality Management, Abemathy W J Utterback J M , 4,1996, Pearson.
- 2 TQM in health care industry, Mohammed R Twati, 2,2019, Lambert Academic Publishing.
- 3 Total Quality management, Besterfield Carol, 5,1994, Pearson Education.
- 4 Total Quality Management, Poornima Charantimath, 4,2022, Pearson.

**22MB61M1 - PRODUCT AND BRAND MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61M1	PRODUCT AND BRAND MANAGEMENT	PBM	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	MARKETING MANAGEMENT	MKM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understand the components of Product Management.	2	PO1
CO2	Apply the Concepts of Brand Management Process involved in Brand personality, Brand image; Brand Identity and Brand positioning.	3	PO4, PSO2
CO3	Apply Branding Strategies and Brand Portfolio for competitive advantage	3	PO2
CO4	Apply strategies that build brand equity and branding strategies in different sectors.	3	PO4

**Syllabus**

Introduction to Product Management, Product Management Process: Product Vision, Techniques for Creating the Product Vision, Designing MVP Prioritized backlog, UX Design Process: Sketching Wire-framing / Mock-up / Prototyping; Iteration. Product Achievement Process. Product Matrix.

Understanding the Brands; Brand Management Process; Brand Hierarchy; Brand personality, Brand image; Brand Identity, Brand positioning, Brand loyalty and Consumer loyalty, Brand Architecture.

Brand leadership. Managing Brands: Brand creation, Brand extensions, Brand product matrix; Brand portfolio and Multi Brand portfolio, Brand Revitalization, Techno branding. Ingredient Branding.

Measuring Brand equity, Brand Assessment and Financial Aspects. Sustaining brand in long term. Branding in different sectors: Branding in customer, industrial, retail and service sectors; Digital Branding.

**Reference Books**

- 1 Product and Brand Management, Tapan K. Panda, 2016, 1st Edition, Oxford University Press.
- 2 Strategic Brand Management, Kevin Lane Keller, 2020, 5th Edition, Pearson education.
- 3 Product Strategy, Mastering the Basics and dominating the competition, Gary Metcalfe, 2018, 1st Edition, , Independently published.
- 4 Strategic Brand Management, Kapferer, Jean .Noel , 2012, 4th Edition, Kogan Page.

**22MB61M3 - GLOBAL MARKETING MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61M3	GLOBAL MARKETING MANAGEMENT	GM	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	MARKETING MANAGEMENT	MKM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understand the concepts relating to the global market.	2	PO4
CO2	Learning and applying marketing strategies for global markets	3	PO4
CO3	Analyze global marketing decisions.	4	PO4
CO4	Analyze various management concepts for betterment of global marketing	4	PO4, PSO1

**Syllabus**

Introduction to Globalization Scope and Objectives Major Decisions in Global Business Environmental Factors Effecting global Business ;Economic Environment Cultural Environment Political Environment Legal Environment Regional Integration and Global Trade Protectionism.

The Perspective of Global Markets: Global Marketing Research and Information Information Requirements of Global Markets Organization for Global Market Research Global Marketing Information System Segmenting the Global Market Segmentation Basis and Process Global Markets and Criteria for Grouping Countries

Global Marketing Decisions: Product Policy and Planning Global Pricing Strategies Global Channels of Distribution. Global Advertising Multinational Sales Management and Foreign Sales Promotion Export Procedure & Documentation Special Economic Zones

Planning and Control of Global Marketing Operations Organization and Control in global Marketing marketing Planning and Strategy for Global Business

**Reference Books**

- 1 GlobalMarketing Management, Keifer Lee, Steve Carter, 2014, Oxford University Press..
- 2 Global Marketing Management, WareenJ.Keegan, 1720, pearson.
- 3 International Marketing, Gillispe , 2015, Cengage.
- 4 Global Marketing Strategies, , ND JeanPierre Jennet H David Hennessey , 2001, Wiley India, Delhi.

**22MB61M5 - CONSUMER BEHAVIOUR (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61M5	CONSUMER BEHAVIOUR	CB	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	MARKETING MANAGEMENT	MKM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply the concepts of Consumer Behaviour to discuss the factors influencing the behaviour of consumers with respect to different consumer profiles	3	PO1, PSO2
CO2	Apply the knowledge of different psychological concepts viz personality, perception, motivation to study the behaviour of different consumers	3	PO2, PSO2
CO3	Apply the knowledge of social, cultural, and family factors influencing the consumers to study their behaviour	3	PO4, PSO2
CO4	Apply the knowledge of current trends and consumer purchase decision models to discuss the marketing strategie	3	PO6, PSO2

**Syllabus**

Introduction to Consumer Behaviour: Introduction, Need for understanding Consumer Behaviour, Customer Value, Satisfaction and Retention, Nature and Characteristics of Indian Consumer, Changing Patterns of Indian Consumer Behaviour, Factors Influencing Consumer Behaviour, Basic Model of Consumer Decision Making Process.

Basic Model of Consumer Decision Making Process, The Consumer as an Individual: Consumer Motivation, Personality and Consumer Behaviour, Consumer Perception, Consumer Learning, Consumer attitude formation and Change, Communication and Consumer Behaviour.

Consumers in their Social and Cultural settings: Culture, Subculture, Family buying decision, Family Life Cycle, Roles of Family members, Social Class, Lifestyle Profiles, Reference Groups.

Consumer Cocreation, Online Consumer Behaviour, Models of Consumer Behaviour, Nicosia Model, Howard and Sheth Model, Engel, Kollat, Blackwell Model, Sheth, Newman, Gross Model.

**Reference Books**

- 1 Consumer Behaviour, Leon G. Schiffman, Joe Wisenblit, S. Ramesh Kumar, 2018, Pearson.
- 2 Consumer Behavior; Concepts and Applications, Loudon and Bitta, 2017, TMH.
- 3 Consumer Behavior: Insights from Indian Market, Ramanuj Majumdar, 2021, PHI.
- 4 Consumer Behavior, Michael R. Solomon/ Tapan Kumar Panda, 2020, Pearson.

**22MB61P0 - PHARMACEUTICAL MARKETING MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61P0	PHARMACEUTICAL MARKETING MANAGEMENT	PMM	R	3	0	0	0	3

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply key marketing concepts, theories and techniques for analysing a variety of marketing situations in pharmaceutical Industry.	3	, PSO1
CO2	Implement marketing planning for STP, product related strategie for Pharmaceutical products	3	PO6, PSO1
CO3	Impart the implications for marketing strategy determination and implementation of price, distribution and promotion.	3	PO3, PO4
CO4	Impart the implications for marketing strategy determination and implementation of promotion strategies	3	PO3, PO6

**Syllabus**

Marketing Meaning, concepts, importance and emerging trends Marketing environment Industry and competitive analysis, Indian Pharmaceutical Industry; Analysing consumer buying behaviour industrial buying behaviour, pharmaceutical market segmentation & targeting

Product Decision Meaning, Classification, product line and product mix decisions, product life cycle, product portfolio analysis; product positioning new product decisions Product branding packaging and labelling decisions, Product management in pharmaceutical industry. Pricing Meaning, importance, objectives, determinants of price pricing methods and strategies, issues in price management in pharmaceutical industry

An overview of DPCO (Drug Price Control Order) and NPPA (National Pharmaceutical Pricing Authority).Pharmaceutical marketing channels Designing channel, channel members, selecting the appropriate channel, conflict in channels, physical distribution management Strategic importance, tasks in physical distribution management.

Promotion meaning and methods, determinants of promotional mix, promotional budget an overview - personal selling, Strategic marketing planning Marketing implementation and evaluation

**Reference Books**

- 1 Pharmaceutical Marketing in India, Subba Rao Changanti, 2005, Excel Publications.
- 2 Marketing Strategy- Planning and Implementation, Walker, Boyd and Larreche, 2005, Tata MC Graw Hill.
- 3 Marketing Management, Dhruv Grewal and Michael Levy, 2006, Tata MC Graw Hill .
- 4 Marketing Management, Arun Kumar and N Menakshi, 2005, Vikas Publishing, India.

**22MB61R0 - OVERVIEW OF RETAILING (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61R0	OVERVIEW OF RETAILING	OR	R	3	0	0	0	3

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Excel in the functions of a retailer Student will be aware of the role of a retailer in global economy career opportunities in retail retail theories and various retail	2	PO4
CO2	Gain practical expertise in designing of retail marketing strategies including Retail communication mix and pricing strategies And understand role of consumer shopping and accordingly designing strategies to give a robust experience to consumers	3	PO4
CO3	Analyze HR programs and identify initiatives to improve operations and Employee retentions	4	PO4
CO4	Analyze measures of financial performance including strategic profit model	4	PO4, PSO1

**Syllabus**

Retailing Meaning Nature and Classification Emergence of Organized Retailing Indian vs. Global Scenario Factors Influencing Retailing Functions of Retailing Retail as a career Types of Retailing Store & Non-Store Retail Formats Multichannel Retailing Issues & Challenges in Multichannel Retailing Servicing the Retail Customers Customer service-customer complaints

Retail marketing and branding mix Retail consumer and factors influencing buying behavior Segmentation Targeting-Positioning Retail Strategies Developing and applying Retail Strategy- Strategic Retail Planning Process.Retail Organization- The changing Structure of Retail Concept of Life cycle Retail Retail pricing strategies.CRM in retailing process planning and implementing loyalty programs- Social Marketing in retailing Impact of Technology E-tailing Issues and Challenges

Human Resource Management in Retailing Human Resource Planning Role of Human Resources in Retail Organizations Recruitment Selection Training needs for Employees Motivation and Performance Appraisal Compensation and rewarding store Employees

Importance of Financial Management in Retailing Financial Performances and Financial Strategy Accounting Methods Strategic Cost Management Strategic Profit Model Managing Diversity Legal and Regulatory issues

**Reference Books**

- 1 Retailing Management - A Strategic Approach,, Barry Berman Joel &R Evans, Pearson Education, 2009.
- 2 Retailing Management Texts & Cases, Swapna Pradhan, 2009, .3/e-McGraw Hill,.
- 3 Retailing Management,, Michael Levy, Burton A Weitz, Ajay Pundit-, 2008, 6/e, The McGraw -Hill Companies.
- 4 Retail Management,, Chetan Bajaj, Rajnish Tuli, Srivastava, N.V, , 2005, Oxford University Press, .



**22MB61U2 - DATA VISUALIZATION USING TABLEAU (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61U2	DATA VISUALIZATION USING TABLEAU	DVT	R	2	0	2	0	3

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply the significance, advantages, components, installation, usage, sorting, and filters of Tableau compared to R and Excel.	3	PO1
CO2	Analyze data extraction, editing, joining, and blending; worksheet management ; various chart types; and dashboard creation in Tableau.	4	PO2
CO3	Analyze data cleaning techniques using Tableau Prep, including handling missing values, outliers, special characters, reshaping data, sample extraction, and data preparation methods.	4	PO3
CO4	Analyze the data using advanced statistical tools	4	PO4
CO5	Analyze the real-time data using learned tableau tools	4	PO5

**Syllabus**

Data Visualization Using Tableau: Significance of Tableau, Advantages of Tableau over R and Excel, Components and Applications, Installation and Usage, File types and Data types, show me button (Brain of Tableau), Data Sorting. Introduction, Types of Sorting Manual Sorting and Computer Sorting, Filters, Types of filters.

Data Sources Extracting data, Editing data, Joining and Blending; Data Worksheets Add, Rename, Save and Delete; Chart types Text table, Heat Map, Symbol vs Filled Map, Types of Bar chart, Area chart, Circle View, scatter plot, Gantt chart, Bullet graph Creating Dashboards.

Data Cleaning Using Tableau Prep Cleaning of Missing Values, Outliers treatment, Handling Special Characters, Reshaping data-Long to Wide and Viseversa, Sample Extraction, Data preparation techniques.

Advanced Data Visualization Applications Simple calculations using Calculated Fields-LOD Expressions, Groupings, Sets, Parameters, Advanced techniques in Data Visualization Correlation, Regression, Time-Series analysis, Cluster Analysis, Advantages Competitive tools to Tableau, Exercise on Real-time Examples.

**Reference Books**

- 1 Practical Tableau , Ryan Sleeper , 2018(1st Edition), OReilly .
- 2 Tableau Dashboard Cook Book , Jen Stirrup , 2014(2nd ed.), PACKT Publishing .
- 3 Tableau Prep Help , Tableau , 2023 (1st edition), Tableau .
- 4 Learning Tableau 2020: Create effective data visualizations, build interactive visual analytics, and transform your organization, Joshua N. Milligan, 2020 (5th Edition), Packt Publishing.

**22MB61U3 - ECONOMETRICS WITH BUSINESS APPLICATIONS USING R AND GRETL (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61U3	ECONOMETRICS WITH BUSINESS APPLICATIONS USING R AND GRETL	EBA	R	2	0	2	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	BUSINESS ANALYTICS FOR DECISION MAKING	BADM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply the basics of TimeSeries Analysis.	3	PO1, PSO1
CO2	Analyze the data by Applying the regression types and its application.	4	PO6, PSO1
CO3	Analyze the Univariate TimeSeries data.	4	PO6, PSO2
CO4	Analyze the Multivariate TimeSeries data.	4	PO6, PSO2
CO5	Analyze the data by applying different tools of timeseries.	4	PO6, PSO2

**Syllabus**

Introduction to Econometrics, Methodology of Econometrics, Applications of Econometrics in Business in all functional departments, Evaluation metrics for TimeSeries includes ME, MAE, MSE, RMSE, MAPE and MASE. TimeSeries Analysis, Trend Analysis includes Freehand Moving Curve Method, SemiAverages, Moving Averages, LeastSquares method, Exponential Smoothing, Holts, Winters, HoltWinters methods using Excel and R.

Introduction to Gretl and EViews, Ordinary Least Squares (OLS) method, Limited Dependent Variables with Logit includes Binary, Ordinal and Multinomial, Probit and Tobit Models.

Univariate Time-Series: AutoRegressive Integrated Moving Average (ARIMA), Seasonal ARIMA (SARIMA) AutoRegressive Conditional Heteroscedasticity (ARCH), Generalized ARCH (GARCH), Standard GARCH, Exponential GARCH, AP GARCH, GJR GARCH, Mixed Data Sampling (MIDAS) models using relevant tools.

Multivariate Time Series with Stationarity using ADF, KPSS, Correlation, Granger Causality test, Cointegration Tests includes Engle Granger test, Johansen test, Vector AutoRegressive (VAR), Vector Error Correction Model (VECM), Panel Regression- Fixed Effects and Random Effects, Hausman test, Assumptions. ARDL model Diagnostics (Advanced) using relevant tools.

**Reference Books**

- 1 Basic Econometrics, Prof. Damodar N Gujarati and Prof. Porter, 5, The McGraw Hill Series.
- 2 A little book of R for Time-Series, Avril Coghlan, 1, Creative Common Attribution.
- 3 Introductory Econometrics with R: A Practical Guide, Florian Heiss, Tobias Kretschmer, and Christoph Baum, 1, Self publishing.
- 4 Using R for Principles of Econometrics, Constantin Colonescu, 1, Wiley.

**22MB61U5 - ADVANCED BUSINESS ANALYTICS USING R AND PYTHON (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB61U5	ADVANCED BUSINESS ANALYTICS USING R AND PYTHON	ABA	R	2	0	2	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	BUSINESS ANALYTICS FOR DECISION MAKING	BADM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply tools for understanding, cleaning and normalizing the data.	3	PO1
CO2	Analyze data by performing Exploratory and Confirmatory Data Analysis along with Univariate Bivariate and multivariate tools.	4	PO6
CO3	Analyze the data using basic and advanced predictive modeling techniques.	4	PO6
CO4	Analyze the data using Prescriptive Analytics tools	4	PO6
CO5	Analyze the data using suitable Descriptive, Diagnostic, Predictive and Prescriptive analytical tools using R.	4	PO6

**Syllabus**

Data: Meaning and Types , Basic concepts related to data; structured, semiStructured and unstructured data, Data in organizations, Big Data , Role of Data in Decision Making, Data types by levels of measurement. Data Analysis: Meaning and Rationale, Data Preparation: cleaning, munging, normalization and transformation.

Data Analysis Types includes Descriptive, Explorative and Confirmative, Introduction to Univariate and Bivariate Data analysis with R, Multivariate Data Analysis with Tools.

Predictive Analytics: Methods I: Multiple Regression, Logistic Regression, Mediation and Moderation Analysis, Implementation of Methods with R. Multivariate Data Analysis. Methods II includes Factor Analysis Cluster Analysis, Implementation of Advance Methods with R.

Prescriptive Analytics: Linear Programming, Integer Programming, Network Optimization, Simulation Modelling(Optional).

**Reference Books**

- 1 R in action, Robert I Kabacoff, 3, Manning.
- 2 Business Analytics, James.R.Evans, 2, Pearson ed.
- 3 Business Analytics: The Science of Data - Driven Decision Making, U Dinesh Kumar, 1, Wiley.
- 4 Practical Business Analytics Using R and Python, Umesh R. Hodeghatta, Umesha Nayak, 1, Apress.

**22MB62B1 - BANKING SERVICE OPERATIONS (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62B1	BANKING SERVICE OPERATIONS	BSO	R	3	0	0	0	3

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Analyze nature of Banking service operations and role of technology in banking	4	PO1, PSO1
CO2	Analyze e-banking mechanism	4	PO1, PSO1
CO3	Analyze Service Quality Metrics and CRM Practices	4	PO4, PSO2
CO4	Analyze marketing of banking services and risk management strategies	4	PO4, PSO2

**Syllabus**

Introduction to Banking Operations Changing Nature of Banking Operations Computerization in Banks Communication Net work and security considerations Risk Management in Banks loan review mechanism Capital Adequacy Basel norms Mergers and Acquisitions in the Indian banking scenario Role and Impact of Technology on banks

E banking E Products and Services offered to Customers Plastic money Parties to the transaction Salient Features Distinction between Credit card Charge Card Debit card and Operational aspects Credit card business in India Payment and settlement systems Payment Methods Types Financial networks in India Electronic Funds Transfers Automatic Teller Machines Electronic Clearing Service Electronic Data Interchange Real Time Gross Settlement System and Clearing House Risks in E Banking Security Public Key Infrastructure Digital certificate

Customer Relationship Management Types of Customers Financial situation Vs Banking needs Banker and Customer Relationship Role and impact of Customer Relationship Management Stages in Customer Relationship Management Regulations relating to Know Your Customer Service Quality Technical Quality and Functional Quality Gap analysis ISO 9000 Certification in Banking Services

Marketing of Services importance of marketing for Indian banks, characteristics of service product marketing of financial services and banking services Implications of service characteristics for marketing services marketing mix Product Life Cycle New Product development banking product mix Bank pricing Channels for Banking Services Delivery Strategies in a Bank Promotion mix Role of direct selling agent direct marketing agent in a bank Designing of Service Quality Marketing Issues

**Reference Books**

- 1 Banking Operation Management, Bimal Jaiswal, 1st edition, 2015, Vikas Publishing.
- 2 Banking Services Operations, C M Chaudhary, 1st edition, 2012, RBSA Publishers.
- 3 AI and the Future of Banking, Tony Boobier, 1st edition, 2020, Wiley.
- 4 Managing Indian Banks: Challenges ahead, 3. Vasant C Joshi and Vinay V Joshi, 3rd edition, 2009, Response, Business Books from Sage.

**22MB62D1 - MANAGEMENT OF HEALTHCARE OPERATIONS (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62D1	MANAGEMENT OF HEALTHCARE OPERATIONS	MHO	R	3	0	0	0	3

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understand the best practices of the health care services and analyze the impact of best practices on service delivery	2	, PSO1
CO2	Applying the knowledge of financial management techniques in corporate hospitals	3	PO3
CO3	Analyzing the need for and importance of applying different laws pertaining to HR and, interpret and solve HR related issues in the hospitals.	4	PO4, PSO1
CO4	Analyzing the need for and importance of biomedical waste management practices, medical ethics and calibration of equipment's	4	PO5

**Syllabus**

Marketing of Health care Services Over view of services sector, healthcare services marketing, Socio-economic factors, choices and preferences of the customers of health services and the factors influencing them in the selection of hospitals. Healthcare Products and Services, Seven Ps of Health care services; Service quality in selected hospitals with a quantitative approach. Customer Relations management, Marketing practices of the selected corporate hospitals Escorts, Apollo, Bhatia

Financial Management in Hospitals Over view of managing finance in Hospitals. Techniques of Financial analysis Funds flow analysis, break-even analysis and ratio analysis. Investment Decision Criteria for investment evaluation Pay-back period Discounted cash flow techniques, NPV, P I and I R R Working Capital Management Concept of working capital and operating cycle Determinants of working, capital in Hospitals Estimating working capital requirements financing of working capital Management of inventories Inventory control systems Receivables Management, Cash Management in Hospitals

Role of HRM in hospitals Human Resource Planning process Recruitment Selection Recruitment policy Sources methods Selection Process Training of Employees in hospitals Wage and Salary Administration developing wage and salary structure

Production and Costs functions Introduction to Productivity and Work Measurement Hospital layout setting work standards techniques of work measurement time and motion study standard time, PMT work sampling calibration of hospital equipment, Ancillary services Store management, Bio-medical waste management, Critical care services, Media management during the crisis, Ethics in Health care Business, Medical Insurance, Healthcare Marketing in the Twenty First Century

**Reference Books**

- 1 Hospital Administration & Planning, A G Chandorkar, 2022, Paras Medical Publishers.
- 2 Paras Medical Publishers, Srinivasan, A.V, 2008, Response Books,.
- 3 Healthcare Management and Administration,, S.L. GOEL, 2014, Deep & Deep publications pvt. Ltd.,.
- 4 Healthcare Managemen, Keiran Walshe & Judith Smith,, 2014, TMH.

**22MB62F6 - FINANCIAL RISK MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62F6	FINANCIAL RISK MANAGEMENT	FRM	R	2	1	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	FINANCIAL MANAGEMENT	FM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understand the different types of risks and its impact on financial institutions	2	PO1, PO2
CO2	Understand the role and importance of financial derivatives.	2	PO4
CO3	Acquire the ability to selection of various options and then can apply them to specific markets.	3	PO3, PO5
CO4	Student will be able to strategically manage the risk of financial institutions by using Swaps.	3	PO2

**Syllabus**

Introduction to Financial Risk: Concept, nature and scope of risk. Risk Management Process, Types of risk, Comprehensive view of Risk in Financial Institutions. Risk reporting process, internal and external. Value at risk VaR, Cash flow at risk CaR to make investment decisions. Non, Insurance methods of Risk management, Asset, Liability Management ALM.

Introduction to Financial Derivatives, Products and Participants in Derivative Markets , Types of derivatives , Forward Contracts , Futures Contracts, Types of Futures, Forward Contracts Vs. Future Contracts.

Options Contracts: Call and Put Options, Determinants of Option Price, Stock and Index Option Properties and Mechanics, Options Trading in India, Derivatives Trading Regulations in India. Option Trading Strategies: Basic of Option Positions, Strategies involving Options, Covered Call, Protective Put, Spread, Combinations and Other Strategies. Options Valuation: Binomial Options Pricing Model with one step and two step models, The Black, Scholes Options Pricing Model, Log normal Property of Stock Prices .Volatility, Causes of Volatility.

Financial Swaps: Currency Swaps, The Structure of Swaps, Interest Rate Swaps, Equity Swap, Valuation of Financial Swaps, Credit Derivatives, Caps and Floors:Hedging & speculation in Futures, Index futures.

**Reference Books**

- 1 Financial Derivatives:Theory, Concepts and Problems, Gupta S L, 3, Prentice Hall of India.
- 2 Fundamentals of Financial Derivatives, Prafulla Kumar Swain, 3, Himalaya Publishing House.
- 3 Options, Futures and Other Derivatives, John C Hull, 2, Prentice Hall of India.
- 4 Financial Derivatives, Bishnu Priya Mishra, 2, Excel Books.

**22MB62G1 - MANAGEMENT OF AGRICULTURAL AND RURAL DEVELOPMENT IN INDIA (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62G1	MANAGEMENT OF AGRICULTURAL AND RURAL DEVELOPMENT IN INDIA	MARDI	R	3	0	0	0	3

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understand and explain the important areas of management for the development of Agricultural sector in India	2	PO3, PSO1
CO2	Understand and explain the important areas of management for the development of Rural sector in India	2	PO5, PSO2
CO3	Apply the knowledge of managerial function like planning, organizing, controlling to discuss the management model for the development of agriculture and rural sector	3	PO2, PO7, PSO1
CO4	Analyse the role of Government in Agriculture and Rural development	5	PO7, PSO1

**Syllabus**

Management of Agricultural Development in India: Agricultural Inputs and Services Agricultural Workers Agricultural Rural Credit New Agricultural Strategy Green Revolution Agricultural Marketing and Trade Agricultural Price Policy Food Subsidy and Public Distribution System Plantation Horticulture Animal Husbandry Dairy Farming and Fisheries Agriculture Rural Insurance Taxation of Agricultural Income Indian Agriculture and Information Technology Indian Agriculture and WTO Government role in policy making and implementation

Mechanism for Agricultural Development. Management of Rural Development in India Rural Employment Rural Industries Education and Training in Rural Areas Rural Health Rural Electrification Rural Transport and Communications Empowerment of Women Scheduled Castes SCs Scheduled Tribes STs Disabled and Older Persons in Rural Areas E-governance in Rural Area Government role in policy making and implementation

Mechanism for Rural Development. Planning and organizing for Rural Development Levels and Functions of Planning Decentralization of Planning Methodology of Micro level Planning Methodology for Block and District-level Planning Organising for Rural Development Criteria for Designing an Appropriate Organisation Government Organisations Panchayati Raj Institutions Cooperatives Voluntary Agencies Non-governmental Organisations

Corporations and Rural Development; Financing Rural Development Domestic Institutional Sources The Role of Non institutional Agencies Deficit Financing or Controlled Inflation Foreign Sources of Funds Implementation Monitoring and Evaluation Project Implementation Project Control Integration and Coordination Peoples Participation in Implementation Project Monitoring Project Evaluation

**Reference Books**

- 1 Rural Development Principles Policies and Management, Katar Singh, 3, 2012, SAGE.
- 2 Agriculture and Rural Development in India since 1947, Chandra Sekhar, 4, 2009, New Century Publications.
- 3 New Perspectives in Rural and Agricultural Marketing, Partha Senapati, 2, 2013, Educreation.
- 4 Agricultural Communication Process and Methods, AS Sandhu, 1, 2019, Science and Technology.

**22MB62H6 - INTERNATIONAL HUMAN RESOURCE MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62H6	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	IHRM	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	HUMAN RESOURCE MANAGEMENT	HRM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Illustrate the legal, cultural, and ethical dimensions of International Human Resource Management (IHRM) and their impact on global business operations.	3	, PSO1
CO2	Evaluate the effectiveness of global workforce planning and talent acquisition strategies in attracting and retaining a diverse international workforce	4	PO1, PO3, PO4, PSO1
CO3	Develop a comprehensive compensation and benefits framework that considers international tax and legal regulations, as well as the need for equity and fairness across different countries.	4	PO4, PO5, PSO2
CO4	Examine the challenges and opportunities of managing cross- cultural employee relations in a global context, and propose strategies to foster diversity, inclusion, employee engagement, and compliance with international labour laws.	4	PO5, PSO2

**Syllabus**

Introduction to International Human Resource Management: Overview of International Human Resource Management  
IHRM Cultural legal and ethical dimensions of IHRM Global HRM challenges and trends International HRM strategies and their alignment with organizational goals Comparative HRM approaches in different countries

International Staffing and Talent Management: Global workforce planning and talent acquisition strategies Recruitment and selection practices for international assignments Cross-cultural training and development for expatriates Managing global talent pools and succession planning Performance management of international employees

Compensation and Benefits in International Context: Compensation systems and structures in different countries Expatriate compensation and allowances international tax and legal issues related to compensation Benefits and incentives for global employees Managing compensation equity and fairness in a global context

Employee Relations and International HRM Practices: Cross-cultural employee relations and communication Managing diversity and inclusion in global organizations Global employee engagement and motivation strategies international labour laws and compliance Ethical considerations in global HRM

**Reference Books**

- 1 International Human Resource Management, Peter J. Dowling, Marion Festing, and Allen D. Engle Sr., 6th edition, 2013, Cengage Learning.
- 2 Global HR Management: A Cross-Cultural Perspective, Lbrai Tarique and Dennis R. Briscoe, 6th Edition, 2022, Routledge.
- 3 International Human Resource Management The Transformation of Work in a Global Context, Miguel Mart?nez Lucio, Robert MacKenzie, 2nd edition, 2022, SAGE Publications Ltd.
- 4 International Human Resource Management: A Multinational Company Perspective, Monir H. Tayeb, 11th edition, 2005, Oxford University Press.



**22MB62H8 - STRATEGIC HUMAN RESOURCE MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62H8	STRATEGIC HUMAN RESOURCE MANAGEMENT	SHRM	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	HUMAN RESOURCE MANAGEMENT	HRM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Identify the key factors that contribute to a successful strategic HR function.	2	PO1
CO2	Interpret the key trends in the human resource environment, such as demographic changes, technological advances, and globalization.	3	PO2
CO3	Categorize strategies for managing the workforce to meet the organization's goals.	4	PO4
CO4	Contrast metrics for measuring the effectiveness of strategic HR practices.	4	PO6

**Syllabus**

Introduction to Strategic HRM, An Investment Perspective of Human Resource Management, Introduction to business and corporate strategies, Designing Human Resource Systems for Sustained Competitive Advantage , Integrating HR strategies with business strategies, Human Resource Environment, Technology and structure.

Management Trends, Demographic trends, Trends in the utilization of human resources. Integrating Strategy and Human Resource Planning, The strategic role of Human Resource Planning, selecting forecasting techniques, forecasting the supply of human resources, forecasting the demand for human resources, workforce utilization and employment practices, Strategic Issues in Managing Workers and Industrial Relations, Corporate Strategy and HRM, Strategy and Career Systems, Corporate Ethics, Values and SHRM.

Managing Professionals, Strategic Challenges Strategy for Employee Development, Planning and strategizing training, Integrating training with performance management systems and compensation, Developing management training and development for competitive advantage, The strategic training of employees model.

Performance Management, Strategically oriented performance measurement systems, strategically oriented compensation systems, High performance practices, Human resource evaluation, Strategic choices in performance management systems. Employee Separation, Strategic management of turnover and retention, Strategies for responsible restructuring, Strategic HR Issues in High Growth, Mature and Declining Industries, Retirement, Global HRM, Strategic HR Issues in global assignments.

**Reference Books**

- 1 Strategic Human Resource Management, Catherine Truss, David Mankin, Clare Kelliher, 2017, Pearson education .
- 2 Strategic HRM, Michael Armstrong, 2002, Kogan page.
- 3 The Routledge Companion to Strategic Human Resource Management, London John Storey, Patrick M. Wright and Dave Ulrich, 2009, Routledge Jeffery Mell.
- 4 Strategic Human Resource Management: A General Managerial Approach, Jeffrey A. Mello, 2022, Cengage Learning.

**22MB62L5 - LEAN MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62L5	LEAN MANAGEMENT	LM	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	OPERATIONS MANAGEMENT	OM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply the key principles of lean management, including waste reduction, continuous improvement, and customer focus	3	PO1, PSO1
CO2	Apply the skills in problem-solving, process improvement, and teamwork required for lean management.	3	PO1, PSO1
CO3	Apply lean management principles to various industries and processes, such as manufacturing, healthcare, and service operations	3	PO5, PSO1
CO4	Analyse the effectiveness of lean management systems and recommend	4	PO1, PSO1

**Syllabus**

Introduction: The mass production system , Origin of lean production system: Necessity, Lean revolution in Toyota , Systems and systems thinking . Basic image of lean production, Customer focus, Muda, Stability of Lean System, Standards in the lean system

5S system, Total Productive Maintenance. Standardized work: Elements of standardized work, Charts to define standardized work. Man power reduction, Overall efficiency: standardized work and Kaizen Common layouts. Just In Time, Principles of JIT, JIT system, Kanban Sytems: Kanban & Agile Methodologies.

Heijunka Production leveling . Kanban Pull systems, Value stream mapping, Case study analysis of VSM in different industries, Jidoka (Automation with a Human Touch Jidoka concept), Poka, Yoke (mistake proofing) systems : Inspection systems and zone control ,Types and use of Poka, Yoke systems, Implementation of Jidoka. Worker Involvement and Systematic Planning Methodology .

Lean Six Sigma: Integrating Lean and Six Sigma, Quality circle activity, Kaizen training, A3 problem solving process. Suggestion Programmes. Hoshin Planning System (systematic planning methodology), Phases of Hoshin Planning Lean culture.

**Reference Books**

- 1 The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Eric Ries, 2011, Crown Business.
- 2 Lean Production Simplified: A Plain-Language Guide to the World, Pascal Dennis, 2017, Productivity Press.
- 3 Lean Six Sigma: Combining Six Sigma with Lean Speed, Michael L. George, 2002, McGraw-Hill.
- 4 The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer, Jeffrey K. Liker, 2003, McGraw-Hill Education.

**22MB62L6 - WAREHOUSE MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62L6	WAREHOUSE MANAGEMENT	WM	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	OPERATIONS MANAGEMENT	OM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	To understand various warehouse operations	2	PO3
CO2	To understand warehouse management system	2	PO4, PO7, PSO2
CO3	Illustrate various costs involved	3	PO3
CO4	analyzing the impact of warehouse waste management concepts	4	PO4, PO7, PSO2

**Syllabus**

The role of the warehouse Types of warehouse operation Warehouse location Supply chain trends affecting warehouses e-fulfilment and its effect on the warehouse Specialized warehousing Warehouse processes receiving and put-away

pick preparation Picking strategies and equipment Types of automated picking Handling equipment Storage equipment Order-picking methods Comparisons Cost of errors. Warehouse processes from replenishment to dispatch and beyond Replenishment Value-adding services Indirect activities Stock management Warehouse management systems The process Selecting the right WMS Selecting a partner

Implementation Software as a service Cloud computing Storage and handling equipment Vertical and horizontal movement Automated storage and retrieval systems (AS/RS) . Resourcing a warehouse Processing activities Warehouse costs Types of costs Return on investment (ROI) Traditional versus activity-based costing systems

Charging for shared-user warehouse services Logistics charging methods Health and safety Risk assessments - Layout and design Fire safety slips and trips Manual handling Warehouse equipment legislation First aid. The warehouse waste management Product waste Waste disposal Hazardous waste The warehouse of the future Views of the future: the warehouse Other advances

**Reference Books**

- 1 Warehouse Management Handbook, James A. Tompkins, 2013, Tompkins Press,.
- 3 World-Class Warehousing and Material Handling, Edward Frazelle, 2004, McGraw Hill.
- 4 Warehouse Management: Automation and Organisation of Warehouse and Order Picking Systems, Michael Hompel and Thorsten Schmidt, 2015, Springer.
- 5 Warehouse & Distribution Science, John Bartholdi and Steven Hackman, 2010, LeanCor Supply Chain Group.

**22MB62L7 - SUPPLY CHAIN ANALYTICS (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62L7	SUPPLY CHAIN ANALYTICS	SCA	R	2	0	2	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	OPERATIONS MANAGEMENT	OM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply the knowledge of the fundamentals of supply chain management	3	PO1, PSO1
CO2	Apply descriptive analytics techniques to identify patterns, trends, and relationships in supply chain data.	3	PO1, PSO1
CO3	Analyse the data mining techniques, such as cluster analysis and market basket analysis, to identify valuable insights in supply chain data.	4	PO6, PSO1
CO4	Analyse optimization techniques for inventory & transportation optimization in the supply chain.	4	PO6, PSO1
CO5	Analyse and Apply the optimization techniques in the supply chain	4	, PSO1

**Syllabus**

Introduction to Analytics and Supply Chain Management: Introduction to analytics and its applications in supply chain management-Types of analytics: Descriptive, diagnostic, predictive, and prescriptive analytics-Fundamentals of supply chain management-Significance of supply chain analytics (SCA)-Components of SCA-Supply Chain Operations Reference (SCOR) Framework: Source, make, deliver, return, and plan

Descriptive Analytics in Supply Chain: Supply chain mapping and visualization- Understanding and analyzing supply chain data-Techniques for descriptive analytics in supply chain management

Predictive Analytics in Supply Chain: Bullwhip effect and its impact on supply chain management-Time series methods for demand forecasting: Moving averages, exponential smoothing, autoregressive models-Analytical causal forecasting models: Linear, non-linear, and logistic regression models-Data mining techniques in supply chain analytics: Cluster analysis, market basket analysis

Prescriptive Analytics in Supply Chain: Multi-criteria decision-making techniques, particularly AHP (Analytical Hierarchical Process), for supplier selection-Game theory for pricing decisions in supply chain management-Optimization techniques: Mixed-integer linear programming (MILP), inventory optimization using multi-echelon inventory theory-Transportation optimization using the traveling salesman problem-Network optimization using Excel Solver-Simulation techniques: Discrete event simulation using Arena and Monte Carlo simulation-Emerging technologies in supply chain analytics: Internet of Things (IoT), sensor data, artificial intelligence, machine learning, and block chain applications in supply chain management

**Reference Books**

- 1 "Supply Chain Management: Strategy, Planning, and Operation", Sunil Chopra and Peter Meindl , 2021, Pearson Education.
- 2 "Supply Chain Management: A Logistics Perspective" , "John J. Coyle, Edward J. Bardi, C. John Langley Jr., and Brian J. Gibson , 2020, Cengage Learning.
- 3 Supply Chain Analytics , T. A. S. Vijayaraghavan , 2021, Wiley 2021.
- 4 Supply Chain Analytics: Concepts, Techniques and Applications , Kurt Y. Liu , 2022, Springer 2022.

**22MB62L8 - INTERNATIONAL LOGISTICS MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62L8	INTERNATIONAL LOGISTICS MANAGEMENT	ILM	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	OPERATIONS MANAGEMENT	OM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understand and analyse the various components of International Logistics management	2	PO2
CO2	Analyse different modes of transportation in international trade	3	PO3
CO3	Analyse Containerization and Chartering in the present scenario	3	PO3, PSO2
CO4	Examine and analyse the importance of Packing in Logistics	3	PO6

**Syllabus**

Overview Logistics: Definition, Evolution, Concept, Components, Importance, Objectives; Logistic Subsystem; The work of Logistics; Integrated Logistics; Barrier to Internal Integration, International Trade, Process, Importance; International Marketing Channel: Role of Clearing Agent, Various Modes of Transport, Choice and Issues for Each Mode,

Various Modes of Transport, Choice and Issues for Each Mode, Transport Cost Characteristics .Basics of Transportation: Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice

Containerization and Chartering Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR; Chartering: Kinds of Charter, Charter Party, and Arbitration

Packaging and Packing: Labels, Functions of Packaging, Designs, Kinds of Packaging; Packing for Transportation and Marking: Types of Boxes, Container, Procedure, Cost, Types of Marking, Features of Marking

**Reference Books**

- 1 Supply Chain Logistics Management, Donald J. Bowersox, 2009, McGraw-Hill.
- 2 Logistic Management and World Sea Borne Trade , Mutiah Krishnaveni, 2011, Himalaya Publication.
- 3 Supply Chain Management: A Logistics Perspective, Coyle, J.C., C.J. Langley, Jr., R.A. Novack, and B.J. Gibson, 2016, Pearson.
- 4 Supply Chain Logistics Management, Bowersox, D.J., D.J. Closs, M.B. Cooper, and J.C. Bowersox, 2013, McGraw-Hill.

**22MB62M10 - EVENT AND ENTERTAINMENT MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62M10	EVENT AND ENTERTAINMENT MANAGEMENT	EEM	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	MARKETING MANAGEMENT	MKM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understand the concept & significance of event tourism and event management.	2	PO1, PSO2
CO2	Apply various dimensions of event and entertainment services & their impact.	3	PO3
CO3	Understand and Comprehend the linkages of event tourism industry.	2	PO4, PSO2
CO4	Employ appropriate strategy for the marketing of event and entertainment services to core levels of customer satisfaction.	3	PO4

**Syllabus**

Planning, Concept, Nature and Practices in Event Management: Organizing and planning events, Customer relationship management, Starting and managing events business, Event coordination, Post-Event Evaluation.

Site Management, Selection, Planning and Development, Infrastructure management, Management of logistics, Crowd Management, Technology Integration. Event Hospitality and Sponsorship, Attendee care and comfort, Control, Participants, Management, Risk Preparedness, Legal Aspects of Event Management.

Financial Management: Raising Funds, Investment, Fund Flow Management and Working Capital Decisions. Pricing strategies. Human resources planning for event: man power planning, job analysis in event operation, recruitment sources, methods, skills testing and selection of people for specific event.

Event Promotion: Trends and Challenges, Marketing Communication: image, Branding, advertisement, Publicity, Public Relations, The five W's of Event Marketing, Marketing equipments and tools.

**Reference Books**

- 1 Human Resource Management for events: managing the event workforce (Events Management), Lynn van Der Wagen, 2006, Butterworth Heinemann publication.
- 2 (EDS) tourism distribution channels: Practices, issues and transformation, BUHALIS & e. Laws, 2001, London: continuum.
- 3 Congress, convention & exhibition facilities: Planning, Design & Management, Lawson, F, 2000, Oxford: Architectural press.
- 4 Entertainment management: towards best practice, Moss S, Walmsley B, 2014, CABI Digital Library.

**22MB62M9 - RURAL AND AGRICULTURAL MARKETING (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62M9	RURAL AND AGRICULTURAL MARKETING	RAM	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	MARKETING MANAGEMENT	MKM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understand various facets of rural marketing, potential of rural markets and insights of rural marketing practices.	2	PO1, PSO2
CO2	Understand the challenges and opportunities in the field of rural marketing , the environment, and also expose the consumer behaviour.	2	PO3
CO3	Apply Marketing Strategies for Rural and Agricultural Products	3	PO1
CO4	Apply Agricultural Product Promotion and Communication strategies.	3	PO2

**Syllabus**

Introduction to Rural Market and Scope of Rural Marketing. Rural Market, Rural development as a core area, Efforts put for Rural development by the government. Emerging Profile of Rural Markets in India. Problems of rural market. Constraints in Rural Marketing and strategies to overcome.

Rural Consumer Vs Urban Consumers-comparison. Characteristics of Rural Consumers. Rural Market Environment- Demographics-Population, Occupation Pattern, Literacy Level. Economic Factors-Income Generation, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Market Index. Consumer Behaviour- Factors affecting Rural Consumer-Social factors, Cultural factors, Technological factors.

Relevance of Marketing mix- Product Strategies, Rural Product Categories-FMCGs, Consumer Durables, Agriculture Goods and Services. Importance of Branding, Packaging and Labelling. Agricultural Marketing-Concept-Nature and Types of Agriculture produce. Types of Agricultural Markets-Marketing channels-Methods of Sales-Market functions. Distribution Strategies for Rural Consumers-Channels of Distribution-HAATS, Mandis, Public Distribution System, Co-operative Society, Distribution Models of FMCG Companies HUL, ITC, etc. Distribution networks, Ideal distribution model for rural markets.

Communication Strategy-Developing Effective Communication, Determining Communication Objectives, Designing the Message, and Selecting the Communication Channels. Creating Advertisements for Rural Audiences. Rural Media-Mass media, Non-Conventional Media, Personalized media. Challenges in Rural Communication.

**Reference Books**

- 1 Rural Marketing, R V Badi and N VBadi, 2017, Himalaya Publishing House.
- 2 Rural Marketing, Pradeep Kashyap, 2016, 3rd edition, , Pearson Education.
- 3 Rural Marketing-Text and Cases, Krishnamacharyulu C.S.G. and Ramakrishnan Lalitha, 2010, 2nd Edition, Pearson Education.
- 4 Rural Development-Principles, Policies and Management, Katar Singh, 2012, SAGE Publications India Pvt Ltd.
- 5 The Fortune at The Bottom of The Pyramid, C.K. Prahlad, 2019, Pearson Education.

**22MB62P1 - ADVANCED PHARMACEUTICAL MARKETING MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62P1	ADVANCED PHARMACEUTICAL MARKETING MANAGEMENT	APMM	R	3	0	0	0	3

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply advanced marketing practices to physicians in pharmaceutical industry.	3	
CO2	Apply advanced marketing practices to patients in pharmaceutical industry	3	PO1, PO5, PSO2
CO3	Apply the demand forecasting techniques for pharmaceutical products based on marketing research	3	PO3
CO4	Apply Ethical considerations in the marketing of pharmaceutical Products.	3	PO5, PSO2

**Syllabus**

Marketing to physicians Sales force, including call plan development Journal ads Medical education Speaking and consulting fees Marketing to patients Historical development Positioning and messaging

Legal and regulatory considerations and principals Acquisition Retention Public relations Marketing to physicians Sales force including call plan development Journal ads Medical education Speaking and consulting fees. Marketing to patients Historical development Positioning and messaging of Legal and regulatory considerations and principals

Market research Quick review of traditional market research The difficulties in market research in the pharmaceutical industry Non-traditional market research. The changing media landscape and its effect on pharmaceutical marketing

Ethical considerations in the marketing of pharmaceutical products, Time permitting very brief overview of other topics Competition from generics other influencers! Payors including HMOs, PBMs, government! Advocacy groups

**Reference Books**

- 1 Pharmaceutical Marketing in India, Subba Rao Changanti, 2005 , Excel Publications.
- 2 Marketing Strategy- Planning and Implementation, Walker, Boyd and Larreche, 2005, Tata MC Graw Hill.
- 3 Marketing Management, Dhruv Grewal and Michael Levy, 2006, ata MC Graw Hill.
- 4 Marketing Management, Arun Kumar and N Menakshi, 2005, Vikas Publishing, India.



**22MB62R1 - MANAGEMENT OF RETAIL OPERATIONS (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62R1	MANAGEMENT OF RETAIL OPERATIONS	MRO	R	3	0	0	0	3

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply the retail store location strategies including store layout, space planning and store Image.	3	PO1
CO2	Apply the retail store environment strategies to enhance customer shopping experience and store loyalty and Inventory Management.	3	PO2
CO3	Apply the promotional strategies, Demand Forecasting techniques and Merchandise Management to manage a Retail Store.	3	PO4, PSO2
CO4	Apply the supply chain management techniques in retail sector	3	PO4

**Syllabus**

Setting up Retail Store-Size and space allocation- location strategy, factors affecting the retail location. Store layout and space planning. Store Management. Responsibilities of Store Manager. Retail Store Image.

Store Environment-Exteriors, Interiors-Store Ambience-Store Atmospherics-Visual Merchandising -Store Security- Retail Inventory Management- Techniques.

Sales Promotion Importance Types and Impact of Sales Promotions. Sales Forecasting. Forecasting Techniques in Estimating Demand. Retail Merchandising. Role and responsibilities of merchandiser. The process of Merchandise Planning, Merchandise Procurement, Sourcing, Vender selection. Category management. Manufacturer brands and Private label brands.

Supply chain management Definition, Scope, Need and Challenges. Role of Logistics in SCM. Differences in SCM and Logistics. Integrated supply chain planning and supply chain management. Supply chain Drivers and Obstacles. Supply chain Network. Cross Docking, Collaborative Planning and Bull Whip Effect. Innovations in Supply chain management.

**Reference Books**

- 1 Retailing Management, Michael Levy, Barton Weitz, Ajay Pandit, 2021, 11th Edition, Tata McGraw Hill Education.
- 2 Retailing Management : Text and Cases, Swapna Pradhan, 2020, 6th Edition, McGraw Hill.
- 3 Retailing Management, Barry Berman, Ritu Srivastava, Patrali Chatterjee and Joel R. Evans, 2017, 13th Edition, Pearson Education.
- 4 Supply Chain Management for Retailing, Rajesh Ray, 2009, 1st Edition , Tata McGraw Hill Education.

**22MB62U10 - BIG DATA ANALYTICS AND ITS APPLICATIONS (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62U10	BIG DATA ANALYTICS AND ITS APPLICATIONS	BDAAIA	R	2	0	2	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	BUSINESS ANALYTICS FOR DECISION MAKING	BADM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Able to apply big data analytics techniques to real-world datasets to derive meaningful insights and make data-driven decisions in various domains such as healthcare, finance, and marketing.	3	PO1, PSO1
CO2	Demonstrate proficiency in implementing data preprocessing techniques to clean, transform, and integrate large datasets, effectively preparing them for analysis using big data tools and technologies.	3	PO6, PSO1
CO3	Evaluate the ethical implications and privacy concerns associated with the collection, storage, and analysis of big data, and propose solutions to address these issues in different contexts.	4	PO6, PSO2
CO4	Synthesize their knowledge of big data analytics techniques and methodologies to design and execute a comprehensive analytics strategy for a given real-world problem, showcasing their ability to integrate various tools and technologies to solve complex data challenges.	4	PO6, PSO2
CO5	Analysing real-time data to better understand the real-world problems.	4	PO6, PSO2

**Syllabus**

Understanding Big Data: Definition, Characteristics, and Challenges Evolution of Big Data Technologies Big Data Analytics Architecture Introduction to Hadoop Ecosystem: HDFS, MapReduce, YARN Overview of Data Warehousing and Data Collection Techniques: Web Scraping, APIs, Sensors Data Preprocessing: Cleaning, Transformation, Integration Exploratory Data Analysis (EDA) Handling Missing Data and Outliers Data Sampling Techniques.

Introduction to Machine Learning for Big Data Supervised Learning: Regression, Classification Unsupervised Learning: Clustering, Dimensionality Reduction Ensemble Learning Techniques Deep Learning for Big Data: Neural Networks, Convolutional Neural Networks (CNNs), Recurrent Neural Networks (RNNs)

Big Data Applications in Different Domains: Healthcare, Finance, Marketing, etc. Real-world Case Studies of Big Data Analytics Implementation Ethical and Privacy Concerns in Big Data Analytics Future Trends in Big Data Analytics.

**Reference Books**

- 1 Big Data: Principles and Best Practices of Scalable Realtime Data Systems", Nathan Marz and James Warren., 1, Manning Publications.
- 2 "Big Data Analytics: Turning Big Data into Big Money", Frank J. Ohlhorst , 1, Wiley.
- 3 Hadoop: The Definitive Guide, Tom White, 4, O'Reilly Media.
- 4 Analytics in a Big Data World The Essential Guide to Data Science and Its Applications, Bart Baesens, 1, Wiley.

**22MB62U11 - MACHINE LEARNING WITH BUSINESS APPLICATIONS (WITH R AND PYTHON) (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62U11	MACHINE LEARNING WITH BUSINESS APPLICATIONS (WITH R AND PYTHON)	ML	R	2	0	2	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	BUSINESS ANALYTICS FOR DECISION MAKING	BADM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply ML concepts to data by acquiring basic ideas and intuitions behind them.	3	PO1
CO2	Analyze data using Feature Engineering methods	4	PO6
CO3	Analyze the data using the Supervised ML algorithms using Rand Python.	4	PO6
CO4	Analyze business data using Unsupervised machine learning and Neural Networks methods to solve its issues.	4	PO6
CO5	Analyze different business problems using suitable ML algorithms.	4	PO6

**Syllabus**

Introduction to Machine Learning: Human Learning and Machine Learning; types of machine learning; Applications of machine learning in business. Languages and tools in Machine Learning. Framework for Developing Machine Learning Models; Preparing to model; Modeling and evaluation. Brief Overview of Probability and Bayesian Statistics.

Basics of Features of Feature Engineering: Feature Transformation ,Feature scaling, Feature Selection, Feature Construction and Feature reduction.

Supervised Learning: Introduction; Classification: common classification algorithms: na?ve Bayes, KNN, Decision trees, Random Forest, Support Vector Machines. Regression: Common Regression Algorithms: Simple Linear Regression and Multiple Linear Regression, Polynomial Regression; Logistic Regression. Business Applications of Supervised Learning Models.

Unsupervised Learning: Introduction, Unsupervised Vs Supervised Learning; Unsupervised Learning Models: Dimensionality Reduction, Clustering; Association Rule Mining. Applications of Unsupervised Learning. Basics of Neural Network. Forecasting Overview.

**Reference Books**

- 1 Machine Learning Using R, Karthik RamaSubramanyam & Abhishek Singh, 1, Apress.
- 2 Data Analysis From Scratch with Python, Peters Morgan, 1, AI Sciences.
- 3 Practical Machine Learning with Python , Dipanjan Sakar, Raghav Bali, Tushar Sharma, 1, Apress.
- 4 Practical Machine Learning with R and Python, Tinniam V. Ganesh, 3, Self.

**22MB62U7 - PEOPLE ANALYTICS (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62U7	PEOPLE ANALYTICS	PA	R	2	0	2	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	HUMAN RESOURCE MANAGEMENT	HRM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply the concepts of Analytics to HRM subfunctions	3	PO1, PSO1
CO2	Analyze the data using Descriptive Analytics	4	PO6, PSO1
CO3	Analyze the data using Diagnostic Analytics	4	PO6, PSO1
CO4	Analyze the data using Predictive Analytics	4	PO6, PSO1
CO5	Analyze the data using suitable Analytics	4	PO6, PSO1

**Syllabus**

Understanding HR analytics HR analytics defined, Migrate from Business Analytics to People Analytics Need for mastering and utilizing predictive Human capital data storage Current state of HR analytic professional and academic training, HR analytics and HR people strategy, becoming a persuasive HR function. HR information systems and data Information sources, Analysis software options, Using SPSS/R, Preparing the data and Big data

Understanding HR analytics HR analytics defined, Migrate from Business Analytics to People Analytics Need for mastering and utilizing predictive Human capital data storage Current state of HR analytic professional and academic training, HR analytics and HR people strategy, becoming a persuasive HR function. HR information systems and data Information sources, Analysis software options, Using SPSS/R, Preparing the data and Big data

Inferential Analytics in HR: Sampling Concepts, techniques of sampling, sample size significance, Hypothesis, errors in hypothesis testing, formation of null and alternate hypothesis, related concepts, Tests of inferential statistics One sample t-test, two sample t-test, paired t test ANNOVA etc. Applications of Inferential analytics in HR People Analytics in Talent Acquisition: Talent acquisition metrics (cost-per-hire, time-to-fill), Using analytics to improve sourcing, screening, and selection processes, Key Factors in Selection that Determine Quality of Hire, using analytics to test their effectiveness. People Analytics in Training Management: Using analytics to identify and address skills gaps, Designing data-driven development programs Effectiveness of Employee Training and Development programs

Predictive Analytics in HR: Corelation, simple linear regression and multiple linear regression with assumptions. People Analytics in Talent Engagement: Major Drivers of Employee Engagement, Employee engagement and retention metrics, Employee Engagement Surveys, predicting engagement levels of employees. People Analytics in Performance Management: Performance management frameworks and metrics, Using analytics to identify performance drivers and set fair goals, Identifying high performers and potential for development. People Analytics employee retention: Predicting the employee turnover, identifying most influencing factors.

**Reference Books**

- 1 Predictive HR Analytics: Mastering the HR Metrics, Martin R. Edwards, 2, Kogan Page Limited.
- 2 An Introduction to Human Resource Analytics Using R, David E. Caughlin, 2, Creative Commons.
- 3 People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent, Jean Paul Isson and Jesse S. Harriott, 9, John Wiley Sons.

- 4 The Power of People-Learn How Successful Organizations Use Workforce Analytics To Improve Business Performance, Nigel Guenole, Jonathan Ferrar, Sheri Feinzig, 2, FT Press.

**22MB62U8 - BUSINESS ANALYTICS IN MARKETING (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62U8	BUSINESS ANALYTICS IN MARKETING	BAM	R	2	0	2	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	MARKETING MANAGEMENT	MKM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply R for Marketing Data by understanding the basic Concepts of Marketing and R	3	PO7, PSO1
CO2	Examine the Product and Sales Performance of a firm by developing a model	4	PO7, PSO2
CO3	Analyse the effectiveness of pricing Strategies adopted by retailers by designing a model	4	PO7, PSO1
CO4	Analyze the impact of location, promotion strategies and Other areas of Marketing by developing and designing a model for solving the practical issues	4	PO7
CO5	Examine the implications of statistical tools in practice.	4	PO7, PSO2

**Syllabus**

Introduction to Business Analytics & R: Introduction to Business Analytics, Business Analytics Vs Marketing Analytics, Types of Business Analytics; Recap of Marketing Concepts, Evolution of Marketing and Marketing Mix. Introduction to R, Operators in R, Basic Data types in R, Descriptive Analytics Using Marketing Data

Product and Sales Analytics: Define Product, Product Mix, Analyzing Sales of a Company(One Sample T-test), Comparing Sales of two Companies(Independent Sample T-test), Effect of Training on Sales Performance of a Company(Paired T-test), Comparing Sales Performance of more than two Companies(ANOVA-One Way), Impact of Customer demographics on the Sales of a Product(Gender, Age, Income, Education background etc.,)for targeting, Developing a New Product Using Conjoint Analysis

Opinion of Customers on the New Product using logistic Regression, Impact of Private labels on Store Sales Using Linear Regression, Sales Forecasting Using Time-Series Analysis. Price and Promotion Analytics: What is Price? Price vs Cost, Pricing Strategies by retailers, evaluating a pricing Strategy using ANOVA, Price Elasticity of Demand Using Linear Regression, Price Optimization. Significance of location, Channels of Distribution, Promotion Mix, Affect of location on the sales of a Product Using ANOVA, Impact of Adv Cost on the Sales of a Company Using Correlation and Linear Regression Analysis, Impact of location and AdvCost on the Company Sales Using Multiple Regression Analysis, Impact of Sales Promotions on Sales of a Company Using ANOVA

Impact of Brand Equity on Sales of a Company. Marketing Mix on Customer Satisfaction Using SERVQUAL scale Using Factor Analysis and Regression Models, Market Segmentation Using Cluster Analysis, Customer Analytics-Evaluating Customer life time value, Market-Basket Analysis in Retailing, Web Analytics using Text mining.

**Reference Books**

- 1 R for Marketing Research and Analytics., Chapman, C., & Feit, E. M., 2025, Springer International Publishing.
- 2 Marketing Analytics : Data -Driven Techniques with Microsoft Excel. Indiana, Winston, W. L., 2014, John Wiley & Sons..
- 3 R For Business Analytics, Ohri, A, 2012, Springer.
- 4 R for Every One Advanced Analytics and Graphics, Lander, P. Jared, 2014, Pearson Education.

**22MB62U9 - BUSINESS ANALYTICS IN FINANCE (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
22MB62U9	BUSINESS ANALYTICS IN FINANCE	BAF	R	2	0	2	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	FINANCIAL MANAGEMENT	FM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply the time series data using R	3	PO3
CO2	Apply the Technical Analysis in R to predict the stock market movements	3	PO3
CO3	Analyse portfolio optimization models and the pricing of fixed income securities using R	4	PO7
CO4	Analyse credit Risk Modelling using Logistic Regression in R	4	PO7
CO5	Analyse Financial Data using financial models	4	PO7

**Syllabus**

Data Types of financial data .Time Series Analysis in R Importing stock price Data, Converting of data in to time series data Decomposition of Time series data in R. Calculation of Returns in R Daily, Weekly, Monthly & Annual, Graphing techniques, Descriptive Statistics of Returns.

Technical Analysis in R: Importing Stock Price Data, Technical Indicators like Support Resistance Levels, Momentum Indicators, Volume Indicators, trend Indicators .Data Analysis using R Technical Analysis using Quant mod package in R.

Portfolio model Sharpe Model CAPM model. Fixed Income Securities in R Measuring market risk for fixed Income securities Immunization of Fixed income Portfolio Pricing a Convertible Bond.

Credit Risk Modelling using Logistic Regression in R Credit Default Data Analysis, Fitting Model & predicting the probabilities, checking accuracy. Segmentation of the Financial Customer Data using Cluster Analysis. Factor Analysis of Bank Data.

**Reference Books**

- 1 Introduction to R for Quantitative Finance, George Daroczi , Michael Puhle , MartonMichaletsky ,ZsoltTulassay, Kata Varadi and Agnes VidovicsDancs, 2013 ( 1 st Editon ), Packt Publishing.
- 2 Financial Analytics with R: Building a Laptop Laboratory for Data Science, Mark Bennett and Dirk Hugen, 2016 (1st Edition), Cambridge University Press.
- 3 Python for Finance: Mastering Data-Driven Finance , Yves Hilpisch, 2019( 2nd Edition), O'Reilly Media.
- 4 Analysis of Financial Time Series, Ruey S. Tsay, 2014( 3rd Edition), Wiley.

**24MB61F1 - FINANCIAL MODELING AND VALUATION (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB61F1	FINANCIAL MODELING AND VALUATION	FMV	R	2	0	0	4	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	FINANCIAL MANAGEMENT	FM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understanding Excel	2	PO1, PO3, PO5, PO6
CO2	Applying the Application of Investment Decision Techniques	3	PO1, PO3, PO4, PO5, PO6
CO3	Analyzing Financial Statement Analysis	4	PO1, PO3, PO4, PO5, PO6
CO4	Analyzing Financial Modeling & Valuation	4	PO1, PO3, PO4, PO5, PO6
CO5	Analyzing Capital Budgeting techniques using Financial Modelling	4	

**Syllabus**

Understanding Excel for financial Modelling: Formatting of Excel Sheets, Use of Excel Formula Function, Advanced Modeling Techniques- Extrapolation, Histogram, Data Filter and Sort, Charts and Graphs, Table formula and Scenario building, Lookups: Vlookup Match & offset, pivot tables.

Investment Decision Techniques: Time Value of Money, Future Value and Compounding, Present Value, Net Present Value (NPV) and Discount Rate Internal Rate of Return (IRR), Payback Period. Application of Decision Techniques: Make vs Buy, Invest in a New Plant or Not, Personal Finance

Financial Statement Analysis: Introduction to Financial Statements, Introduction to Income Statement, Introduction to Balance Sheet, Introduction to Cash Flow Statement, Coffee Shop Example, Case Study - Hero MotoCorp, Financial Statement Analysis, Financial Statement Irregularities

Valuation: Introduction to Valuation, Absolute Valuation (DCF Method), Case Study - Hero MotoCorp, Relative Valuation

Analyzing Capital Budgeting techniques using Financial Modelling

**Reference Books**

- 1 Financial Modelling, Simon Benninga, 2014, MIT PRESS.
- 2 Financial Modelling, Paul Pignataro, 2013, Wiley france.
- 3 Mastering Financial Modelling in Microsoft Excel, Alastair Day, 2011, Kindle edition.
- 4 Financial Modeling in Practice, Michael Rees, 2008, Wiley france.



**24MB61F2 - FINTECH SERVICES (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB61F2	FINTECH SERVICES	FFMS	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	FINANCIAL MANAGEMENT	FM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understand the Financial Technology typology	2	PO1, PSO1
CO2	Apply Digital Financial Services in real life scenario	3	PO1, PSO1
CO3	Analyze the Financial Innovations	4	PO4, PSO2
CO4	Analyze the RegTech Ecosystem	4	PO4, PSO2

**Syllabus**

FinTech Introduction Transformation FinTech Evolution Infrastructure Banks Startups and Emerging Markets Collaboration between Financial Institutions and Startups FinTech Typology Emerging Economics Opportunities and Challenges From too Small To Care to Too Big To Fail Introduction to Regulation Industry The Future of RegTech and other Technologies Impacting it

Payments Crypto currencies and Blockchain Introduction Individual Payments Digital Financial Services Mobile Money Regulation of Mobile Money SFMS RTGS NEFT NDS Systems Crypto currencies Legal and Regulatory Implications of Crypto currencies What is Blockchain The Benefits from New Payment Stacks

Digital Finance and Alternative Finance Introduction Brief History of Financial Innovation Digitization of Financial Services FinTech & Funds Crowd funding Regards Charity and Equity P2P and Marketplace Lending New Models and New Products What is an ICO

FinTech Regulation and RegTech Introduction FinTech Regulations Evolution of RegTech RegTech Ecosystem Financial Institutions RegTech Ecosystem Ensuring Compliance from the Start Suitability and Funds RegTech Startups Challenges RegTech Ecosystem Regulators Industry Use Case of AI in Smart Regulation and Fraud Detection Regulatory Sandboxes Smart Regulation Redesigning Better Financial Infrastructure

**Reference Books**

- 1 The Future of FinTech: Integrating Finance and Technology in Financial Services, Bernardo Nicoletti , 1st , 2017, Palgrave Macmillan.
- 2 Fintech in a Flash: Financial Technology Made Easy, Agustin Rubini, 3rd, 2018, Zaccheus.
- 3 The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries, Susanne Chishti and Janos Barberis, 1st, 2016, John Wiley.
- 4 Disrupting Finance: FinTech and Strategy in the 21st Century, Theo Lynn, John G. Mooney, Pierangelo Rosati, Mark Cummins, 1st, 2019, Palgrave.
- 5 FinTech as a Disruptive Technology for Financial Institutions, Abdul Rafay, 1st, 2019, IGI Global.

**24MB61H2 - COMPENSATION MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB61H2	COMPENSATION MANAGEMENT	CM	R	2	0	0	4	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	HUMAN RESOURCE MANAGEMENT	HRM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Outline the importance of compensation in organizations and its role in attracting, retaining, and motivating employees.	2	PO4
CO2	Identify the criteria for wage fixation, institutional and cultural factors influencing compensation practices.	3	PO3, PO4
CO3	Examine various aspects of variable pay and employee benefits.	4	PO5, PSO1
CO4	Analyse the role of executive compensation, wage determination and international compensation.	4	PO4, PO5
CO5	Analyse the emerging trends in compensation management, including the impact of technology, changing workforce demographics, and global practices on compensation strategies.	4	

**Syllabus**

Introduction to Compensation Management: Overview of compensation management, Importance of compensation in organizations, the role of compensation in attracting, retaining, and motivating employees, Types of compensation, Conceptual framework of compensation management, Theories of wages

Designing Compensation Systems: Criteria for wage fixation, Institutional and cultural factors influencing compensation practices, National differences in compensation, Compensation philosophies and approaches, Strategic compensation planning for competitive advantage, Job evaluation systems and compensation structure, Wage and salary surveys, wage curve, pay grades, rate ranges, salary matrix, and fixing pay

Variable Pay and Employee Benefits: Strategic reasons for incentive plans, Administering incentive plans, individual, group, and team compensation, Employee Stock Ownership Plans (ESOPs), Performance measurement issues, incentive application, and globalization, Nature and types of employee benefits, Security benefits, retirement security benefits, healthcare benefits, time-off benefits, benefits administration, Employee benefits required by law, discretionary major employee benefits, employee services, designing a benefits package

Executive Compensation, Wage Determination and International compensation: Elements of executive compensation and its management, Executive compensation in an international context, Principles of wage and salary administration, Methods of wage determination in India, Internal and external equity in compensation systems, Wage administration in India, wage policy, wage boards, Pay commissions, International compensation, global convergence of compensation practices, Pay for performance for global employees, Employee benefits around the world, CEO pay in a global context, Beyond compensation: Future trends in compensation management.

Emerging Trends and Future Directions in Compensation Management Impact of technology on compensation management, Automation, AI, and data analytics in compensation, Influence of changing workforce demographics, Global practices and trends in compensation, Sustainable and ethical compensation strategies, Future challenges and innovative compensation models.

**Reference Books**

- 1 Compensation, Milkovich, Newman & Gerhart, 2011, TMH.

- 2 Strategic Compensation: A Human Resource Management Approach, Joseph Martocchio, 2013, Pearson.
- 3 The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design, Lance A. Berger and Dorothy R. Berger, 2016, McGraw-Hill Education.
- 4 Compensation Management: Rewarding Performance, Richard I. Henderson and Laura M. Henderson, 2005, Prentice Hall.

**24MB61H3 - ORGANIZATIONAL CHANGE AND CHANGE MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB61H3	ORGANIZATIONAL CHANGE AND CHANGE MANAGEMENT	OCCM	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	HUMAN RESOURCE MANAGEMENT	HRM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understand the concept of organization change	2	PO1, PSO1
CO2	Apply the knowledge of change management process and related models. to construct a model of change based on factors involved.	3	PO1, PSO1
CO3	Analysing the role of change agents in change management process.	4	PO2, PSO1
CO4	Analysing the key considerations and issues in the changing future landscape	4	PO2, PSO1

**Syllabus**

Organizational Change, The concept of Organizational Change, Classification of Change, Levels of change, change models, Kurt Lewin, John Kotter, ADKAR and Weisbord Six Box Model, resistance to change, overcoming resistance to change, Change Management techniques

Change Management Process, Implementing Change, Organizational Transformation through Visioning and Strategy for Change, Understanding and Changing Organizational Culture, Mental Models

Change Agents, The concept of Change Agent and types of Change Agents, Middle level Managers as Change Agents, HR Personnel as Change Agents, CEOs as Change Agents, Consultants as Change Agents, Change Leadership

Key Considerations and Issues, A changing future, factors for effective change, general trends, demographic changes, changing lifestyles, occupational changes, operating virtually, multiple paths to change

**Reference Books**

- 1 Change Management and Organizational Transformation, Radha R Sharma, 2, McGraw Hill Education Private Limited.
- 2 Organizational Change, Barbara Senior and Jocelyne Fleming, 3, Prentice Hall.
- 3 Change Management, Nilkanth.V and Ramnarayan.S, 4, Response Books, London/New Delhi.
- 4 Organizational Behaviour, Strphen P Robbins, Neharika Vohra, 14, Prentice Hall.

**24MB6110 - DATA VISUALIZATION USING POWER BI (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB6110	DATA VISUALIZATION USING POWER BI	DVPBI	R	3	0	0	0	3

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Able to Apply Power BI on sample datasets.	3	PO1, PSO1
CO2	Able to Apply Power BI to build reports and dashboards.fc	3	PO6, PSO1
CO3	Able to analyze the data using DAX and Advanced Data Visualizations.	4	PO6, PSO2
CO4	Able to publish your analyzed work on online platform.	4	PO6, PSO2

**Syllabus**

Data Introduction to Power BI: Understand what Power BI is and its core functionalities. Installing and Configuring Power BI Desktop: Learn how to download, install, and configure Power BI Desktop. Connecting to Data Sources: Explore how to connect to various data sources (Excel, databases, etc.) within Power BI. Transformation & Cleaning: Grasp the concepts of data transformation and cleaning techniques in Power BI. Creating Basic Visualizations: Discover how to build basic visualizations (charts, graphs) in Power BI reports.

Working with the Power BI Interface: Become familiar with the Power BI Desktop interface and its functionalities. Data Modeling: Understand the fundamentals of data modeling concepts in Power BI. Creating Reports: Learn how to design and build reports using visualizations and data manipulation techniques. Formatting & Interactivity: Explore formatting options and techniques to enhance report aesthetics and interactivity. Sharing Reports & Dashboards: Discover different ways to share reports and dashboards with colleagues.

DAX Fundamentals: Learn the basics of DAX (Data Analysis Expressions) for advanced calculations and data manipulation. Creating Calculated Columns & Measures: Understand how to create calculated columns and measures to extend data analysis capabilities. Advanced Visualizations: Explore advanced visualizations (maps, funnels, etc.) available in Power BI. Filters & Slicers: Grasp the concepts and usage of filters and slicers for interactive data exploration. Drilldowns & Cross-Filtering: Learn how to implement drilldowns and cross-filtering for deeper data Power BI Service Overview: Get introduced to the Power BI Service (online platform) and its functionalities. Publishing & Sharing Reports & Dashboards: Explore how to publish reports and dashboards to the Power BI Service. Collaboration & Access Control: Understand how to collaborate with others and manage access control within the Power BI Service. Embedding Reports & Dashboards: Learn about embedding reports and dashboards in external applications. Consuming Content & Q&A: Discover how to consume shared content and use the Q&A feature for data exploration in the Power BI Service.

**Reference Books**

- 1 Microsoft Power BI: A Comprehensive Guide, Reza Rad , 1, Microsoft Press.
- 2 Power BI: Data Analysis and Visualization with Microsoft Power BI , Mazen Chmait , 1, McGraw-Hill Education.
- 3 The Complete Guide to Power BI, Curt Frye, 1, Apress.
- 4 Mastering Microsoft Power BI, Leon Gordon, 2, Packt .

**24MB61M2 - SALES AND DISTRIBUTION MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB61M2	SALES AND DISTRIBUTION MANAGEMENT	SDM	R	2	0	0	4	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	MARKETING MANAGEMENT	MKM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understand basic concepts of sales management	2	PO1
CO2	Apply personnel management strategies in sales function and develop ability for control sales related activities.	3	PO5
CO3	Apply strategies in channel design and selecting channel partners.	3	PO2
CO4	Apply strategies for managing distribution channels	3	PO2, PSO2
CO5	Analyse the market for segmentation and implement the sales and distribution strategies.	4	PO5

**Syllabus**

Nature and importance of sales management-Sales Manager duties and Responsibilities- Managing the sales force. Sales Management and formulation of sales strategies-Different sales strategies. Selling process-Methods of selling-objectives and functions of personal selling-Theories of personal selling.

Changing face of personal selling-Internet as an emerging selling technique. Planning and promotion of sales force-Preparing sales job description and specifications-Sales force motivation and performance appraisal-Sales forecasting-Methods of sales forecasting-Sales Quotas-Territory Management-Sales budget-Sales Audit-Budget control.

Distribution Management-Role and functions of channels of distribution-Distribution Systems. Distribution cost control and customer service. Channel design, and selection of channels, selecting suitable channel partners.

Motivation and control of channel members-conflict resolution-rising costs and need for control-complexities of physical distribution. Transport organization-Functions-structure-hierarchy- Transport and Logistics organizations.

Skilling on analysis of market for segmentation and applying the sales management and distribution strategies to achieve marketing objectives

**Reference Books**

- 1 Sales and Distribution Management, Krishna K. Havaladar and Vasant M. Cavale, 3rd Edition 2017, McGraw Hill India.
- 2 Sales and Distribution Management: Text and Cases with SAP Applications, S.L. Gupta, 2nd Edition, 2010, Excel Books.
- 3 Sales and Distribution Management, Richard R. Still, Edward W. Cundiff, and Norman A.P. Govoni, 6th Edition, 2017, Pearson.
- 4 Sales and Distribution Management, Tapan K. Panda and Sunil Sahadev, 2nd Edition, 2011, Oxford University Press.

**24MB61U4 - SQL FOR DATA ANALYTICS (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB61U4	SQL FOR DATA ANALYTICS	SDA	R	2	0	2	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	BUSINESS ANALYTICS FOR DECISION MAKING	BADM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply the fundamentals of SQL and its role in data Analytics.	3	PO1, PSO1
CO2	Apply SQL commands to manipulate data.	4	PO6, PSO1
CO3	Learn advanced techniques for data analysis and transformation using SQL.	4	PO6, PSO2
CO4	Apply SQL skills to real-world data Analytics scenarios.	4	PO6, PSO2
CO5	Analysing data from database using python by extracting it using SQL commands	4	PO6, PSO2

**Syllabus**

Introduction to SQL: Overview of SQL and its importance in data Analytics, Basic SQL syntax and commands, Retrieving data from a single table using SELECT statements.

Data Manipulation with SQL: Filtering and sorting data using WHERE and ORDER BY clauses, Joining multiple tables using INNER JOIN, LEFT JOIN, and RIGHT JOIN, Aggregating data using GROUP BY and HAVING clauses.

Advanced SQL Techniques: Sub-queries and nested queries, Common table expressions (CTEs), Window functions for advanced data analysis.

SQL for Data Analysis: Analyzing data using SQL functions and expressions, Creating views and stored procedures for data analysis, Optimizing SQL queries for performance, Use python to access data from database using SQL.

**Reference Books**

- 1 SQL for Data Analytics: Perform fast and efficient data analysis with the power of SQL, Upom Malik, Matt Goldwasser, and Benjamin Johnston,, 1, Packt Publishing,.
- 2 SQL Practice Problems: 57 beginning, intermediate, and advanced challenges for you to solve using a "learn-by-doing" approach, Sylvia Moestl Vasilik, 1, Self.
- 3 Learning SQL: Master SQL Fundamentals, Alan Beaulieu, 1, O'Reilly Media.
- 4 Sams Teach Yourself SQL in 24hrs, Ryan Stephens, Ron Plew, Arie D. Jones, 4, Sams Publishing.

**24MB62F5 - INVESTMENT BANKING (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB62F5	INVESTMENT BANKING	IB	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	FINANCIAL MANAGEMENT	FM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understand the historical development and key functions of investment banking.	2	PO1, PO2
CO2	Apply the process of initial public offerings (IPOs) and secondary offerings in the capital markets.	3	PO2, PO4
CO3	Apply corporate finance concepts such as capital structure and cost of capital.	3	PO4, PO5
CO4	Applying the emerging trends such as fintech, block chain, and artificial intelligence (AI) in investment banking.	3	PO6

**Syllabus**

Introduction to Investment Banking: Overview of Investment Banking: History, Evolution, and Importance, Roles and Functions of Investment Banks, Investment Banking vs Commercial Banking, Regulatory Framework and Compliance in Investment Banking, Overview of Capital Markets and Money Markets, Understanding Financial Intermediaries.

Investment Banking Transactions: Initial Public Offerings (IPOs): Process and Strategies, Due Diligence in IPOs, Types of Debt Instruments, Structuring Debt Offerings, Types of Equity Offerings, Underwriting Agreement and Syndication

Advanced Topics and Emerging Trends: Financial Modeling and Excel Skills for Investment Banking, Emerging Trends in Investment Banking: Fintech, Blockchain, AI, Impact of Technology on Investment Banking, Opportunities and Challenges, Investment Banking Pitching and Presentation Skills.

Advanced Topics and Emerging Trends: Financial Modeling and Excel Skills for Investment Banking, Emerging Trends in Investment Banking: Fintech, Blockchain, AI, Impact of Technology on Investment Banking, Opportunities and Challenges, Investment Banking Pitching and Presentation Skills.

**Reference Books**

- 1 Investment Banking, Rosenbaum, Joshua, and Joshua Pearl, 3, Wiley.
- 2 Corporate Finance: Theory Practice, Vernimmen, Pierre, Pascal Quiry, Yann Le Fur, and Antonio Salvi, 2, Wiley.
- 3 Global Banking, Smith, Roy C., Ingo Walter, and Gayle DeLong, 2, Oxford University Press.
- 4 Options, Futures, and Other Derivatives, Hull, John C, 3, Pearson.



**24MB62F7 - TAXATION (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB62F7	TAXATION	TXT	R	2	1	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	FINANCIAL MANAGEMENT	FM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understand the fundamental concepts of taxation and its role in government revenue generation.	2	PO1, PSO1
CO2	Identify different types of taxes and the taxation of individuals and various business structures (sole proprietorships, partnerships, corporations).	2	PO7, PSO1
CO3	Evaluate Tax compliance requirements and Documentation.	3	PO6, PO7, PSO2
CO4	Evaluate the impact of tax policy on personal financial planning and business decisions.	3	PO3, PO7, PSO2

**Syllabus**

Taxation-Differentiate between various types of taxes (direct vs. indirect, income-based vs. consumption-based).- Analyze the concept of tax incidence and tax burden-Tax avoidance- Tax planning-Explain the role of different tax systems (progressive, flat tax, etc.) in revenue generation.-Impact of taxes on economic activity and income distribution-Identify the major sources of government revenue through taxation.

Identify and classify different types of taxes levied by governments -analyze the taxation of individuals, including income tax brackets, deductions, and credits. Taxable income for individuals and how it's calculated-Differentiate between the tax treatment of sole proprietorships, partnerships, and corporations-Analyze the advantages and disadvantages of each business structure from a tax perspective-Develop strategies for minimizing tax liability within the legal framework.

Concept of tax compliance and its importance for individuals and businesses-Identify different types of tax returns that need to be filed (individual, corporate, sales tax, etc.)- Understand tax filing deadlines and penalties for late filing- Analyze the importance of accurate recordkeeping for tax purposes-Identify the types of documents individuals and businesses need to maintain for tax compliance-Evaluate the potential consequences of non-compliance, including audits and penalties-Explore strategies for efficient tax recordkeeping and filing.

Tax policy considerations impact personal financial planning.-Impact of tax-advantaged retirement accounts on savings and investment decisions. Tax implications of different investment options (stocks, bonds, real estate).Tax laws influence homeownership -Tax policy on business decisions (capital expenditures, mergers and acquisitions, dividend payouts) and Financial planning strategies.

**Reference Books**

- 1 Essentials of Managerial Finance with Tax Applications , Weston & Brigham, 5th Revised edition, Holt,Rinehart & Winston of Canada Ltd.
- 2 Personal Financial Planning -The Tax Institute, Jonathan Guyton & Charles E. Irvin, 1, J.K. Lasser's Pro Guide to Tax Planning .
- 3 Corporate Tax Planning & Business Tax Procedures with Case Studies, Vinod K. Singhania, Monica Singhania, 27th Edition, Taxmann's.

- 4 Corporate Tax Planning & Management, Dr. H. C. Mehrotra and Dr. S.P. Goyal , 21st Edition, SAHITYA BHAVAN PUBLICATIONS.

**24MB62F8 - BLOCKCHAIN TECHNOLOGY (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB62F8	BLOCKCHAIN TECHNOLOGY	BT	R	2	0	0	4	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	FINANCIAL MANAGEMENT	FM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Understand and apply the core concepts of block chain technology, including distributed ledgers, consensus mechanisms, cryptography, and smart contracts.	3	PO1
CO2	Analyze the potential impact of block chain on traditional financial services and processes across payments, trade finance, asset management, and investment banking.	4	PO7
CO3	Analyse the benefits and risks associated with Decentralized Finance (DeFi) and its components like DEXs	4	PO7
CO4	Analyse the potential of block chain for tokenizing traditional assets like securities real estate, and commodities and their impact on financial system.	4	PO7

**Syllabus**

Block chain Introduction core concepts of block chain technology, including distributed ledgers, consensus mechanisms, and cryptography- block chain operates and its key security features. smart contracts need and automated financial processes, enabling innovations like tokenization and decentralized exchanges and self-executing agreements on the block chain cryptographic principles hash functions, digital signatures, and public key cryptography.

Revolutionizing Financial Services Block chain challenges -traditional financial institutions and processes in payments, trade finance, asset management, and investment banking. Block chain impact on cross border payments. Case studies of existing block chain based payment solutions. Trade finance processes- transparency, traceability, and reducing fraud risks in global supply chains. Case studies of block chain-based trade finance platforms.

DeFi Ecosystem Unveiled: Decentralized Finance (DeFi) components like decentralized exchanges (DEXs), lending protocols, and yield farming opportunities, potential benefits of DeFi, risks associated with DeFi. Regulatory landscape for DeFi- challenges regulators face in balancing innovation with consumer protection and financial stability.

Tokenization of traditional assets: Tokenization of Securities, real estate, and commodities. Trends in block chain technology like stable coins and Central Bank Digital Currencies (CBDCs)-potential impact of CBDCs on the global financial system. sustainable finance and impact- potential applications in areas like green bonds and carbon credit trading.

**Reference Books**

- 1 The CryptoassetsThe Innovative Investors Guide to Bitcoin and Beyond , Chris Burniske and Jack Tatar , 2017, CFA Institute .
- 2 Blockchain Revolution: Hyperledger Fabric for Business and Development , Don Tapscott and Alex Tapscott , 2016, McGraw-Hill Education .
- 3 Mastering Blockchain: Distributed Ledger Technology, Decentralized Applications, and Smart Contracts , Andreas M. Antonopoulos , 2017, O'Reilly Media.
- 4 Blockchain Basics: A Non-Technical Introduction in 25 Steps, Daniel Drescher, 2017, Apress.

**24MB62H5 - PERFORMANCE MANAGEMENT AND REWARD SYSTEMS (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB62H5	PERFORMANCE MANAGEMENT AND REWARD SYSTEMS	PMRS	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	HUMAN RESOURCE MANAGEMENT	HRM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Explain the purpose of a performance management system	2	PO2, PSO1
CO2	Identify the process of designing and implementing a performance management system	3	PO2, PSO1
CO3	Analyze various demands of PMS and its factors	4	PO4, PSO2
CO4	Analyze different types of rewards and interpret the relationship between performance and rewards	4	PO4, PSO2

**Syllabus**

Introduction Understanding Performance Management, Process Performance Management Vs Performance Appraisal Methods of Performance appraisal Performance Planning and Agreement on Goals Key Result Areas KRAs Key Performance Indicators KPIs and Performance Metrics Measuring Behaviors and Results Gathering performance information implementing performance management system

Performance management techniques Competency mapping, Balanced Scorecard 360° feedback, Assessment centers Performance Management Skills Counseling Coaching and Mentoring Performance Consulting The Need for Performance Consulting Designing and Using Performance Relationship Maps Mapping the Components of Performance Identifying Business Needs in Operational Terms Developing Models of Performance Required to achieve Business Goals

Organizational Demands and Performance Management Organizational Strategy and Performance Management Organizational Culture & Performance Management Employee concerns perceptions of procedural and distributive justice employees responsiveness to performance feedback achieving work/life balance

Reward Systems Definition Aims of reward management achieving the aims, reward system elements of reward system factors affecting reward system policy and practice Traditional vs Contingent Pay Plans Pay for Performance Pay Structures Job Evaluation its Methods and Broad-banding Legal Principles affecting PMS and rewards

**Reference Books**

- 1 Performance Management, Herman Aguinis, 3rd edition, 2023, SAGE Publications.
- 2 Compensation, Milkovich, Newman & Gerhart, 12th Edition, 2020, Mc Graw Hill.
- 3 Performance Consulting: Moving Beyond Training, Robinson, Dana Gaines.; Robinson, James C, 7th edition, 1996, Berrett Koehler.
- 4 Performance Management and Appraisal Systems, Rao, T.V, 5th edition, 2004, Sage Publishers.

**24MB62H7 - TRAINING AND DEVELOPMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB62H7	TRAINING AND DEVELOPMENT	TD	R	2	0	0	4	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	HUMAN RESOURCE MANAGEMENT	HRM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Analysis of training needs, every stage of training processes and training methods	4	PO1, PSO2
CO2	Analyse the relation of learning and with training and development, its role in developing training program	4	PO1, PSO2
CO3	Designing training programs as per the requirements of the organization	6	PO2, PSO2
CO4	Assess the impact of emerging trends on training and development	5	PO2, PSO2
CO5	Analysing and resolving corporatel world problmes using the knwoledge of theoritical concepts	4	

**Syllabus**

Introduction to Training: Meaning, Scope, Objectives, beneficiaries, stakeholders in training and development, role of trainee in transfer of training, problems and future trends in training. Training Process, Training Needs Assessment, Components of Training Needs Analysis, Sources of Data for Training Needs Analysis, Needs Assessment Process, Competency Models, Scope of Needs Assessment

Learning Theories: Principles of Learning, Learning Theories, Learning Process, Instructional Emphasis for Learning Outcomes, Considerations for Designing Effective Training Programs, Conditions for Effective Learning, Learning Cycle, Learning Curve. Design of Training Program, Principles of Training Design, Training Design Process, Outlining Programmed Sequences and Themes, Approaches to Programmed Design, Implementation of Training Program

Training Delivery Competencies, Trainers and Training Styles, Trainers Role, Trainers Skills, Post training Support for Improved Performance at Work, Training Methods: On the job training, Off the job training, Training Methods Compared with Objectives; Training Aids. Training Evaluation: Stages of Evaluation, Different Evaluation Models, Donald Kirkpatrick Evaluation Model, Determining Return on Investment, Measuring Human Capital and Training Activity

Development: Introduction, need and importance, techniques of management development, on the job techniques, Off the job techniques, Key areas of organizational training, Orientation Training, Diversity Training, Sexual Harassment Training, Team Training, Cross-Cultural Training. The Future of Training and Development: Use of new Technologies for Training Delivery

Real world excercises on Training related topics

**Reference Books**

- 1 Employee Training and Development, Noe. A. Raymond, 8, Tata McGraw Hill Publications.
- 2 Training for Development, Lynton P. Rolf & Pareek, Udai, 3, Vistara Publications.
- 3 Management Development and Training Hand Book, Taylor B. & Lippitt G., 3, McGraw-Hill, London.
- 4 Training and Development: Concepts and Applications, Deb, Tapomoy, 2, Ane Books.

**24MB62I1 - BUSINESS ANALYTICS FOR IT ENABLED SERVICES (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB62I1	BUSINESS ANALYTICS FOR IT ENABLED SERVICES	BAITES	R	3	0	0	0	3

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply data collection methods to gather relevant information for a specific ITES function	3	PO1, PSO1
CO2	Apply basic SQL queries to retrieve and filter ITES-related data from a relational database and to perform data cleaning and pre-processing in RapidMiner to address issues in an ITES dataset.	3	PO6, PSO1
CO3	Analyze the data by developing models using RapidMiner.	4	PO6, PSO2
CO4	Analyze the results of a text analytics project (e.g., sentiment analysis) and identify insights for ITES customer feedback.	4	PO6, PSO2

**Syllabus**

Introduction to Business Analytics and ITES Definition and Importance of Business Analytics in ITES, Understanding the ITES landscape (Voice & Non-Voice Services, BPO, KPO), Data in ITES: types, sources, and collection methods (including an introduction to SQL queries), Introduction to Data Management for ITES.

Data Preparation and Exploration for ITES Introduction to SQL: Writing basic SELECT queries to retrieve data from relational databases (focusing on ITES relevant data), Joining tables and filtering data using WHERE clause, Simple data aggregation (COUNT, SUM, AVG), Data Cleaning and Preprocessing Techniques in RapidMiner: Handling missing values, Identifying and correcting outliers, Data transformation techniques, Descriptive Statistics and Measures of Central Tendency & Dispersion.

Predictive Analytics and Text Analytics for ITES Introduction to Predictive Modeling Techniques (Regression, Classification), Using RapidMiner for Predictive Analytics in ITES: Importing data from various sources (including databases), Building and evaluating predictive models (e.g., churn prediction, customer loyalty), Text Analytics and Sentiment Analysis for ITES (e.g., Social Media Monitoring, Customer Feedback Analysis), Introduction to text mining techniques (using RapidMiner)

Big Data Analytics for ITES and Business Intelligence Introduction to Big Data and its relevance in ITES, Data Warehousing concepts and its role in ITES analytics, Business Intelligence (BI) for ITES: Creating dashboards and reports for data-driven decision making. Storytelling. Case Studies: Big Data Applications in ITES (e.g., Fraud Detection, Real-time Customer Analytics)

**Reference Books**

- 1 Business Analytics for Customer Intelligence in the ITES Industry, Shweta Banerjee & Seema Gupta, 1, Springer, .
- 2 RapidMiner: Mastering Data Mining for Rapid Knowledge Discovery, Ingo Mierswa, Ingo Mierswa, Willi Klösgen, and Michael Scholz, 1, Chapman and Hall CRC.
- 3 SQL in 10 Minutes, Sams Teach Yourself in 10 Minutes, Ben Forta, 1, Sams Publishing.
- 4 Business Analytics for Beginners and Dummies, Lisa H Gregory, 1, Amazon Digital Services.

**24MB62M6 - DIGITAL MARKETING (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB62M6	DIGITAL MARKETING	DM	R	2	0	0	4	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	MARKETING MANAGEMENT	MKM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Outline the key concepts of digital marketing.	2	PO1
CO2	Apply SEO to a website.	3	PO1
CO3	Use the key PPC concepts to draw visitors to a business websites	3	PO2
CO4	Analyze Campaign Management to manage the marketing concepts	4	PO2, PSO2
CO5	Analyze digital marketing strategies	4	PO2

**Syllabus**

Key Concepts of Digital Marketing Fundamental Need Scope of Digital marketing Traditional v Digital Marketing the Opportunity of Digital Marketing Characteristics of Digital Marketing Implications of Digital Marketing Market Research v Market Reality Principles and Drivers of New Marketing Environment

Online Marketing Environment Dotcom Evolution Key SEO Concepts Keyword Research Selection Search Results & Positioning Content Updates & Layout Benefits of Search Position Meta Tags Stakeholders in Search SEO Site Map Mechanics of Search SEO Webmaster Tools On-Page Optimization Off-Page Optimization

he SEO Process: Inbound Links & Link Building Customer Insights Ranking Analysis Review Laws Guidelines Key PPC Concepts Budgets Strengths of Pay per click Scheduling Keyword Research Display Networks Google PPC Ad Centre Research Tools

Campaign Management Search Campaign Process Conversion Tracking Keyword Selection Conversion Metrics CPA, CTR Ad Copy Bidding Landing Pages Analytics Targeting Laws Guidelines

Analyze digital marketing strategies of various companies

**Reference Books**

- 1 Social Media Marketing , Michael Solomon and Tracy Tuten, , Aug 2013,, Pearson .
- 2 Social Media Marketing Successfully for Beginners: Create Successful Campaigns, Gain More Fans, And Boost Sales., F.R. Media, 2013, pearson.
- 3 Digital Marketing Combo A Modern Marketers GoTo, Kavita Kamath, 2023, Vibrant Publishers .
- 4 Digital Marketing| , Seema Gupta , 2022, Megrahill.

**24MB62M7 - MARKETING OF SERVICES AND RELATIONSHIP MANAGEMENT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB62M7	MARKETING OF SERVICES AND RELATIONSHIP MANAGEMENT	MSRM	R	3	0	0	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	MARKETING MANAGEMENT	MKM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply the Strategies for managing the Service Gaps and service recovery strategies to meet customer expectations.	3	PO6, PSO1
CO2	Applying the concept of service blueprint and managing Supply and Demand.	3	PO4, PSO1
CO3	Explain the context and evolution of customer relationship management and Apply the conceptual framework of CRM to real-world scenarios.	3	PO5, PSO2
CO4	Analyze customer behaviour from individual and group perspectives in a relationship context.	4	PO6, PSO2

**Syllabus**

Marketing of Services Growth of the Service Sector Characteristics and Classification of Services Challenges in Marketing of Services Marketing of Goods Vs Services Services Marketing Mix Additional Dimensions in Services Marketing Consumer Service Expectations Service Encounters Service Quality Dimensions Gaps model of service Quality

Service Recovery Customer Responses to Service Failures Service Recovery Strategies Service Guarantees Service Blueprinting Physical Evidence Servicescape effects on behavior Managing the demand and supply mismatch in services

Customer Relationship Management: Evolution of CRM and its relevance in the digital era Customer Bonds and Ladder of Loyalty CRM Framework Models of CRM CRM Tools and Technologies Operational CRM Analytical CRM Collaborative CRM Customer Centricity and Customer Profiling: Customer Touchpoints Customer Profiling and Segmentation Techniques Customer Perception and Expectations Analysis Customer Lifetime Value

Customer Experience Management Customer Interaction Cycle Customer Defection and Churn Management Data Analysis & Data Mining in CRM Market Basket Analysis (MBA) Clickstream Analysis Personalization and Collaborative Filtering Sales Force Automation CRM Software Platforms and Functionalities Emerging Technologies Impacting CRM Artificial Intelligence

**Reference Books**

- 1 Services Marketing, Valarie Zeithaml, 4, 2006, TMG.
- 2 Services Marketing, 1. Rajendra Nargundkar, 3, 2006, TMG.
- 3 Services Marketing, Ram Mohan Rao, 1, 2011, Pearson.
- 4 Services Management Operations Strategy Information Technology, Sanjeev Bordoloi James, 1, 2022, McGrawHill.



**24MB62U6 - QUALITATIVE ANALYTICS USING NLP (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24MB62U6	QUALITATIVE ANALYTICS USING NLP	QANLP	R	2	0	2	0	3

**Prerequisite**

S#	Course Title	Acronym	Rule
1	BUSINESS ANALYTICS FOR DECISION MAKING	BADM	-

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Apply basic Natural Language Processing (NLP) techniques to pre-processing and clean textual data for analysis.	3	PO1, PSO1
CO2	Utilize NLP tools to perform sentiment analysis on qualitative data, identifying positive, negative, and neutral sentiment.	3	PO6, PSO1
CO3	Analyze qualitative data using topic modeling to uncover latent themes and topics.	4	PO6, PSO2
CO4	Interpret and effectively communicate NLP analysis results to gain deeper understanding from qualitative research.	4	PO6, PSO2
CO5	Analysing different data using NLP methods	4	PO6, PSO2

**Syllabus**

Introduction to NLP and Qualitative Data Analysis: Introduction to Qualitative Research using Nvivo, Understanding Textual Data ,NLP Fundamentals: Language Processing Techniques (Tokenization, Stemming, Lemmatization),Text Representation: Bag of Words, TF IDF.

Sentiment Analysis: Lexicon-Based and Machine Learning Approaches,Identifying Emotions in Text Aspect-Based Sentiment Analysis (ABSA),Applications of Sentiment Analysis in Qualitative Research.

Introduction to Topic Modeling: Latent Dirichlet Allocation - LDA, Identifying Latent Topics in Qualitative Data, Text Classification for Categorizing Qualitative Data, Applications of Topic Modeling and Text Classification.

Named Entity Recognition (NER): Introduction to NER and Relation Extraction, Text Summarization Techniques, Applications of Advanced NLP in Qualitative Research, Ethical Considerations of NLP in Qualitative Analysis.

**Reference Books**

- 1 Qualitative Data Analysis with NVivo" , Patricia Bazeley and Lyn Richards, 3, SAGE Publications Ltd.
- 2 Sentiment Analysis: From Opinion Mining to Sentiment Theory, Bing Liu, 1, Morgan & Claypool Publishers.
- 3 Speech and Language Processing, Dan Jurafsky and James H. Martin , 1, Pearson,.
- 4 Qualitative Text Analytics , Udo Kakartz, 1, Sage Publications Ltd.



(DEEMED TO BE UNIVERSITY)

**Y24: Master of Business Administration**

**Category: Project Research And Internship (PRI)**

**24IE50N0 - SUMMER INTERNSHIP PROGRAM (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24IE50N0	SUMMER INTERNSHIP PROGRAM	SIP	R	0	0	0	36	9

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Provide an opportunity to Interns to practice in real-life situations the concepts learnt in a classroom.	4	PO7, PSO1, PSO2
CO2	Sensitize the Interns to the nuances of workplace by assigning time-bound projects in a company,	4	PO7, PSO1, PSO2
CO3	Create awareness among the Interns about their strengths and weaknesses in the work environment.	4	PO7, PSO1, PSO2
CO4	Provide the Interns a platform to take up on-the-job Executive Training and develop a network which will be useful in enhancing their career prospects.	4	PO7, PSO1, PSO2

**Syllabus**

Identification of relevant academic concepts in workplace projects, Case studies: Translating theory into practice, Problem-solving and decision-making in a business context  
Tools and techniques for effective project execution.

Setting goals and managing time in project execution, Workflow management and deadlines, Cross-functional team coordination, Handling workplace challenges and conflict resolution, Real-world scenarios: Adapting to corporate culture.

Strengths and weaknesses analysis in workplace tasks, Feedback mechanisms: Receiving and implementing feedback, Professional development strategies, Self-assessment through reflective journals and performance reviews, Personal development plans: Goal-setting for career growth

Basics of executive decision-making and leadership, Supervising small teams and project management, Business communication skills: Reports, presentations, and negotiations

Ethical practices in professional environments, Leadership styles and adaptive leadership in diverse teams.

**Reference Books**

- 1 Project Management: A Systems Approach to Planning, Scheduling, and Controlling, Harold Kerzner, 2017, John Wiley & Sons.
- 2 Leadership: Theory and Practice, Peter G. Northouse, 2021, SAGE Publications.
- 3 Technical Writing for Engineers & Scientists, Leo Finkelstein, 2014, McGraw-Hill Education.

**24IE61E1 - MANAGEMENT RESEARCH-TERM PAPER (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24IE61E1	MANAGEMENT RESEARCH-TERM PAPER	M RTP	R	0	0	4	0	2

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Identify and formulate problem statements	3	PO3, PSO2
CO2	Analyze existing literature to find out research gap and formulate the title	4	PO3, PSO2

**Syllabus**

Introduction: Research topic, problem statement, and main objectives, Literature review: Summarize existing research on the topic, highlighting key findings and gaps in knowledge

Forms of literature review: Systematic Literature Review, Meta Analysis, Scoping Reviews, Narrative synthesis, Annotated Bibliography

**Reference Books**

- 1 Business Research Methods, Alan Bryman and Emma Bell, 3, Oxford University Press.
- 2 Research methods for business students, Mark Saunders, Philip Lewis, Adrian Thornhill, M. N. K. Saunders, 3, Pearson.
- 3 Research Design and Methods: A Process Approach, Kathryn S. Bordens and Bruce B. Abbott, 8, Mc Graw Hill.
- 4 Essentials of Social Research, Linda Kalof, Amy Dan and Thomas Dietz, 2, Mc Graw Hill.

**24IE62E2 - MANAGEMENT RESEARCH PROJECT (R)**

CourseCode	Course Title	Acronym	Mode	L	T	P	S	CR
24IE62E2	MANAGEMENT RESEARCH PROJECT	MRP	R	0	0	12	0	6

**Course Outcomes**

CO#	CO Description	BTL	PO/PSO
CO1	Analyze the select problem with appropriate statistical tools	4	PO3, PSO2
CO2	Evaluate the selected research problem and suggest measures	5	PO3, PSO2

**Syllabus**

Research design, data collection methods, sample characteristics, and data analysis strategies, Results: Findings of your research, including key data, observations, and statistical analyses

Interpreting the results, explain their significance, and address limitations of the study, Conclusion: Summarizing the main findings, draw overall conclusions, and suggest future research directions. References: List all sources cited in the thesis.

**Reference Books**

- 1 Business Research Methods, Alan Bryman and Emma Bell, 3, Oxword University Press.
- 2 Research methods for business students, Mark Saunders, Philip Lewis, Adrian Thornhill, M. N. K. Saunders, 3, Pearson.
- 3 Research Design and Methods: A Process Approach, Kathryn S. Bordens and Bruce B. Abbott, 8, Mc Graw Hill.
- 4 Essentials of Social Research, Linda Kalof, Amy Dan and Thomas Dietz, 2, Mc Graw Hill.