



RAMAIAH
Institute of Technology

CURRICULUM

for the Academic year 2023 - 2024

DEPARTMENT OF MANAGEMENT STUDIES

I & II SEMESTER MBA

RAMAIAH INSTITUTE OF TECHNOLOGY
(Autonomous Institute, Affiliated to VTU)
Bangalore – 560054.

About the Institute:

Dr. M. S. Ramaiah a philanthropist, founded 'Gokula Education Foundation' in 1962 with an objective of serving the society. M S Ramaiah Institute of Technology (MSRIT) was established under the aegis of this foundation in the same year, creating a landmark in technical education in India. MSRIT offers 17 UG programs and 11 PG programs. All these programs are approved by AICTE. All eligible UG and PG programs are accredited by National Board of Accreditation (NBA). The institute is accredited with 'A⁺ grade by NAAC in March 2021 for 5 years. University Grants Commission (UGC) & Visvesvaraya Technological University (VTU) have conferred Autonomous Status to MSRIT for both UG and PG Programs since 2007. The institute has also been conferred autonomous status for Ph.D. program since 2021. The institute is a participant to the Technical Education Quality Improvement Program (TEQIP), an initiative of the Government of India. The institute has 380 competent faculty out of which 67% are doctorates. Some of the distinguished features of MSRIT are: State of the art laboratories, individual computing facility for all faculty members, all research departments active with sponsored funded projects and more than 300 scholars pursuing Ph.D. To promote research culture, the institute has established Centre of Excellence for Imaging Technologies, Centre for Advanced Materials Technology, Centre for Antennas and Radio Frequency systems (CARFS), Center for Cyber Physical Systems, Schneider Centre of Excellence & Centre for Bio and Energy Materials Innovation. **Ramaiah Institute of Technology has obtained "Scimago Institutions Rankings" All India Rank 107 & world ranking 600 for the year 2022.**

The Entrepreneurship Development Cell (EDC) and Section 8 company "Ramaiah Evolute" have been set up on campus to incubate startups. **M S Ramaiah Institute of Technology is recognized by Atal Ranking of Institutions on Innovation Achievements (ARIIA), MoE, Govt. of India.** MSRIT has a strong Placement and Training department with a committed team, a good Mentoring/Proctorial system, a fully equipped Sports department, large air-conditioned library with good collection of book volumes and subscription to International and National Journals. The Digital Library subscribes to online e-journals from Elsevier Science Direct, IEEE, Taylor & Francis, Springer Link, etc. The Institute is a member of DELNET, CMTI and VTU E-Library Consortium. The Institute has a modern auditorium, recording studio, and several hi-tech conference halls with video conferencing facilities. The institute has excellent hostel facilities for boys and girls. MSRIT Alumni have distinguished themselves by occupying high positions in India and abroad and are in touch with the institute through an active Alumni Association.

As per the National Institutional Ranking Framework (NIRF), MoE, Government of India, Ramaiah Institute of Technology has achieved 78th rank among 1314 top Engineering Institutions & 23rd Rank for School of Architecture in India for the year 2023.

About the Department:

The Department of Management Studies was established in the year 1998 with an objective of bringing out high-quality professional managers to meet the emerging and ever growing demands and challenges of the industry in an ethical and socially responsible manner. Since inception, the Department has shown remarkable growth in the direction of achievement of its objectives. The faculty of the department is well experienced both in industry and in the academic field. All the faculties are involved in research and technical paper publications in reputed technical journals, conferences across the world. The department believes in continually enhancing the expertise of the faculty by deputing them to various workshops and faculty development programs. The department is accredited by National Board of Accreditation.

VISION OF THE INSTITUTE

To be an Institution of International Eminence, renowned for imparting quality technical education, cutting edge research and innovation to meet global socio-economic needs.

MISSION OF THE INSTITUTE

MSRIT shall meet the global socio-economic needs through:

1. Imparting quality technical education by nurturing a conducive learning environment through continuous improvement and customization
2. Establishing research clusters in emerging areas in collaboration with globally reputed organizations
3. Establishing innovative skills development, techno-entrepreneurial activities and consultancy for socio-economic needs.

QUALITY POLICY

We at Ramaiah Institute of Technology, Bangalore strive to deliver comprehensive, continually enhanced, global quality technical and management education through an established Quality Management System complemented by the synergistic interaction of the stakeholders concerned.

THE VISION OF THE DEPARTMENT

To become a globally trusted and influential management education institution that is equipped to, built on the twin pillars of theory and practice and designed to foster academic, research excellence and professional skill development through learning and knowledge sharing.

MISSION OF THE DEPARTMENT

The Department commits itself to achieve the above vision through

- Imparting a sustained Quality and Value based Management education by blending theory and practice in creative ways.
- Fostering a conducive environment for research and consultancy in Management domains.
- Promoting entrepreneurship and skill development activities for socio-economic need

PEOs of the Programme

PEO1: Analyse, design, develop and manage integrated system of funds, people, information technology, material, equipment, methods and markets by taking into consideration economic, technical, social, legal, moral and ethical considerations.

PEO2: Acquire necessary managerial skills for conducting business, entrepreneurship, research and higher education to provide service to community.

PEO3: Engage in lifelong learning for professional enrichment and advancement.

Program Outcomes (POs)

The Post Graduate Students will be able to:

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster analytical and critical thinking abilities for data-based decision making.
3. Develop value based leadership abilities
4. Understand, analyse and communicate global, economic, legal and ethical aspects of business
5. Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
6. Demonstrate ability to understand financial aspects of business enterprises and derive meaningful inferences about their performance
7. Identify customers' needs and to participate in the process of developing products and services to meet their requirements
8. Develop confidence for self-education and ability for career planning and development

Curriculum breakdown structure:

The curriculum of MBA is so structured to include all the courses and subjects to satisfy the requirements of a comparable MBA programme at the National and International level. The course code, course title, the number of contact hours and number of credit for each course are given in the following table. The courses are grouped in the major components of the curriculum namely professional core courses, electives and specialization courses, Industry exposure and project work, seminar and soft skills for employability.

BREAK UP OF CREDITS FOR THE MBA DEGREE CURRICULUM 2023-2024

Sl. No	Semester	Total No. of subjects	Core /Elective / Seminar/ Project Work Cum Internship	Credit Distribution	Total Credits	Total credits for semester
				Credits		
1	I	8	7 core Soft Skills for Employability	3 & 4	24	25
				1	1	
2	II	8	7 Core	3 & 4	23	25
			1 Seminar	2	2	
3	III	7	1 Core	4	4	26
			6 Electives	3 & 4	22	
4	IV	5	4 Electives	3	12	24
			Project Work cum Internship	12	12	

Note: The student must earn a total of 100 credits for the award of MBA Degree. Hence, the student must choose electives for a total of 34 credits spread over semesters III and IV.

* Specialization will be offered only when the minimum strength is atleast 20.

Scheme of Teaching (I SEMESTER)

Subjectcode	Name of the subjects	Category	Credits				Contact Hours per week
			L	T	P	TOTAL	
MBA231C1	MANAGEMENT & BEHAVIORAL PROCESS	Core	4	0	0	4	4
MBA231C2	BUSINESS ECONOMICS	Core	3	0	0	3	3
MBA231C3	COMPUTER APPLICATIONS IN MANAGEMENT	Core	2	0	1	3	4
MBA231C4	ACCOUNTING FOR MANAGERS	Core	4	0	0	4	4
MBA231C5	SOFT SKILLS FOR EMPLOYABILITY	Core	0	0	1	1	2
MBA231C6	MARKETING MANAGEMENT	Core	4	0	0	4	4
MBA231C7	BUSINESS STATISTICS	Core	3	0	0	3	3
MBA231C8	BUSINESS COMMUNICATION	Core	3	0	0	3	3

Scheme of Teaching (II SEMESTER)

Subjectcode	Name of the subjects	Category	Credits				Contact Hours perweek
			L	T	P	TOTAL	
MBA232C1	PRODUCTION AND OPERATIONS RESEARCH	Core	4	0	0	4	4
MBA232C2	BUSINESS LAW	Core	3	0	0	3	3
MBA232C3	SEMINAR	Core	0	0	2	2	4
MBA232C4	FINANCIAL MANAGEMENT	Core	4	0	0	4	4
MBA232C5	HUMAN RESOURCE MANAGEMENT	Core	3	0	0	3	3
MBA232C6	BUSINESS ANALYTICS	Core	2	0	1	3	4
MBA232C7	PRINCIPLES OF BANKING AND INSURANCE	Core	3	0	0	3	3
MBA232C8	STRATEGIC ENTREPRENEURSHIP AND STARTUP MANAGEMENT	Core	3	0	0	3	3

MANAGEMENT & BEHAVIORAL PROCESS	
Course Code: MBA231C1	Credits: 4:0:0
Prerequisite: Nil	Contact Hours: 56L
Course Coordinator: Dr. P V Raveendra	

Course Content

Course Objectives

1. To provide a fundamental understanding of management, functions of a manager, process of planning and the concept of MBO
2. To provide an insight into the organizational structure and departmentation and directing processes
3. To provide a basic understanding of dynamics of OB, the concept of personality and perception, values and attitude.
4. To create awareness about group dynamics at workplace and leadership.
5. To appraise the students on the application oriented case studies on functions of management and behavioral processes

Unit I

13 hours

Introduction- Meaning and nature of management purpose and functions. Approaches to management- Behavioral, scientific, systems and contingency. Contribution of management thinkers – Taylor, Fayol, Elton Mayo.

Planning- Steps in Planning Process –Importance and Limitations – types of plans - Management by Objectives (MBO). **Decision making-** Techniques, process, modern approaches to decision making.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation.

Unit II

12 hours

Organizing- Organization Structure and Design – Formal and informal, Line and staff, functional, product, matrix, geographical, customer, virtual. Centralized and decentralized, Delegation of authority.

Directing- Principles and process, importance. Motivation- theories: X&Y, Maslow hierarchy, hygiene theory. **Controlling:** Nature, importance, process, techniques.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit III

13 hours

Fundamentals Organizational behavior: Definition, importance, scope of OB.

Personality- Definition, determinants, traits, types-Big5, Type A&B, and personality attributes influencing OB

Perception- Meaning, nature, process, Common shortcuts in judging people. **Attitude-** Definition, importance. Types of attitude – How to develop positive attitude

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit IV

12 hours

Job satisfaction –determinants, effect of job satisfaction on employee performance.

Group and team building- Defining and classifying group, stages of group development, types of groups, types of work teams.

Leadership- Meaning, theories of leadership, Blake and Mouton managerial grid, Likert's four systems of management leadership styles.

Crisis Management-Introduction, Leader's role in Crisis Management

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Weblinks.

Unit V

6 hours

Case Study Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Weblinks.

Practical Components:

- Studying organizational structures of any 5 companies and classifying them into different types of organizations which are studied in Unit 2 and justifying why such structures are chosen by those organizations.
- Preparing the leadership profiles of any 5 business leaders, studying their leadership qualities and behaviors with respects to the trait, behavioral and contingency theories studied.
- Identifying any five job profiles, listing the various types of abilities required for those jobs and also the personality traits/attributes required for the jobs identified.

Recommended Books:

1. Organizational Behavior – Stephen Robbins, Sangi, Judge – Pearson Education, 13/e 2. Organizational Behavior, Fred Luthans, McGraw Hill, 10/e
2. Management Principles and applications – V.S.P. Rao – Excel Books, 2022 ed
3. Principles and practice of management, Prasad L , 2019, Sultan Chand & Sons
4. Management and Organizational Behavior: Text, Cases & Games- P. Subba Rao

Reference Books:

1. Management and Behavioral Processes – K Shridhar Bhat – Himalaya Publications, 1/e, 2018
2. Essentials for Management: An International Perspective – Harold Koontz, Heinz Weihrich – 2020, McGraw Hill.
3. Understanding Organizational Behavior, Udai Pareek – Oxford, 4/e, 2020

Course Outcomes (COs):

The student will be able to

1. Demonstrate their conceptual skills, understanding and application of principles and functions of management, managerial actions of planning.
2. Evaluate the global context for Organizing, directing and controlling.
3. Demonstrate understanding and application of Concepts and principles of Organization behavior, perception and personality.

4. Develop skills and ability to work in groups to achieve organizational goals and ability to lead teams.
5. Demonstrate their ability in applying the managerial and behavioral concepts in realtime problems

Course Assessment and Evaluation:

Continuous Internal Evaluation (CIE): 50 Marks		
Assessment Tool	Marks	Course Outcomes addressed
Internal Test-I	30	CO1, CO2, CO5
Internal Test –II	30	CO3, CO4, CO5
Average of the two Internal test will be taken for 30 marks		
Other Components:		
Assignment/Presentation/Mini Project	10	CO1, CO2, CO3, CO4
Quiz	10	CO1, CO2, CO3, CO4
Semester End Examinations (SEE)		
Course end examinations (Answer one question from each unit-internal choice)	100	CO1, CO2, CO3, CO4, CO5

BUSINESS ECONOMICS	
Course Code: MBA231C2	Credits: 3:0:0
Prerequisite: Nil	Contact Hours: 42L
Course Coordinator: Dr. T. Mohanasundaram	

Course Content

Course Objectives

1. To enable students to understand concepts of managerial economics, its scope, fundamental principles of managerial economics and demand analysis.
2. To develop basic understanding of production function, law of diminishing returns, costs and revenue functions, economies of scale, break even analysis and market structures.
3. To make students understand Macroeconomic environment factors affecting business.
4. To make students understand the macroeconomic policies and impact of globalization on Indian Economy.
5. To appraise the students on the application oriented case studies in business economics.

Syllabus

Unit I

10 hours

Introduction to Business Economics and Demand Analysis: Managerial Economics- Nature, Scope and Significance, Role of Managerial Economist in decision making. Fundamental Principles of Managerial Economics: Opportunity Costs, Incremental, Time perspective, Discounting and Equi-marginal principles.

Demand analysis: Law of Demand, Exceptions to law of demand, Elasticity of demand, Meaning- Price, Income & Cross elasticity. Uses of elasticity of demand. Demand Forecasting: Meaning and methods or techniques.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit II

10 hours

Production analysis and Market structures: Concepts, Production function: Single Variable & Two variable Function. Law of diminishing returns, Returns to scale. Costs & Revenue functions, Short-run and long-run cost curves, Economies and Diseconomies of scale. **Market Structure:** Perfect Competition: Features. Monopoly: Features, Types of monopoly. Oligopoly: Features. Monopolistic Competition: Meaning and Features.

Break Even Analysis- Meaning, Assumptions, Determination of BEA, Limitations and Uses of BEA in Managerial Economics. (Problems on BEP).

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit III

10 hours

Economic Environment: Business Environment: Meaning, features and types of business environment.

Business cycle: Features and Phases.

Inflation: Meaning and its sources, Demand pull inflation, Cost push inflation, control of inflation.

Measurement of National Income: Circular flow of Income: Basic Concepts. Components of GDP- Measuring GDP and GNP, Measurement Problems in National Income.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation.

Unit IV

09 hours

Economic Policies: Monetary Policy: Meaning, Objectives, Instruments of Monetary policy.

Fiscal policy: Meaning, Objectives, Instruments and Union Budget 2022-23, New Industrial Policy 1991: features.

Globalization and Indian Business Environment: Meaning and Implications, Phases, Impact of Globalization on Indian Economy across Sectors.

Foreign Trade: Foreign Trade Policy (2021-26): Features, Trends in India's Foreign Trade, Impact of WTO on India's Foreign Trade.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, RBI Reports, Economic policy reports

Unit V

03 hours

Case Study: Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, discussion of real time problems in the form of case studies.

Recommended Books:

- Managerial Economics- Theory and Applications, Dr. D.M Mithani, 8th ed., Himalaya Publications 2020.
- Managerial Economics, D.N Dwivedi, 8th ed., Vikas Publication, 2015

Reference Books:

1. Managerial Economics, Geetika Piyali Ghosh and Purba Roy Choudhury, 3rd ed., McGraw Hill Education, 2017.
2. Managerial Economics- Analysis of Managerial Decision Making, H L Ahuja, 9th edition, S. Chand & Company Ltd, 2017.
3. Indian Economy, Ramesh Singh, 14th Edition, McGraw Hill Education (India) Private Limited., 2022.
4. Business Environment Text and Cases, Justin Paul, 4th Edition, McGraw-Hill Education, 2018.
5. Managerial Economics: Principles and worldwide applications, Dominick Salvatore, Oxford Publication, 9e (Adaptation), 2020

Course Outcomes (COs):

1. The Students will be able to understand Concepts of managerial economics, its scope, fundamental principles of managerial economics and demand analysis.
2. The Students will develop the basic understanding of production function, law of diminishing returns, costs and revenue functions, economies of scale, break even analysis and market structure.

3. The Students will be able to understand Macroeconomic environment factors affecting business.
4. The Students will be able to understand the Macroeconomic policies and impact of globalization on Indian economy.
5. The Students will be able to appraise on the application-oriented case studies in business economies.

Course Assessment and Evaluation:

Continuous Internal Evaluation (CIE): 50 Marks		
Assessment Tool	Marks	Course Outcomes addressed
Internal Test-I	30	CO1, CO2, CO5
Internal Test –II	30	CO3, CO4, CO5
Average of the two Internal test will be taken for 30 marks		
Other Components:		
Assignment/Presentation/Mini Project	10	CO1, CO2, CO3, CO4, CO5
Quiz	10	CO1, CO2, CO3, CO4
Semester End Examinations (SEE)		
Course end examinations (Answer one question from each unit-internal choice)	100	CO1, CO2, CO3, CO4, CO5

COMPUTER APPLICATIONS IN MANAGEMENT	
Course Code: MBA231C3	Credits: 2:0:1
Prerequisite: Nil	Contact Hours: 28L + 28P
Course Coordinator: Dr. Deepak R	

Course Content

Course Objectives: The objective of the course is to familiarize the students with the information systems and business softwares, which will enable the student in using the tools in internship and at job.

In detail:

1. To provide basic understanding of information system.
2. To provide basic understanding of components of information system and managing data.
3. To provide basic understanding of ERP and reporting standards.
4. To provide basic understanding of Business Intelligence and solutions.
5. To provide basic understanding of E Commerce and its applications.

Syllabus

Unit I

6 hours

Introduction to Information systems: Concepts and definitions – Data, Information, Knowledge, Value and characteristics of information, System concepts, system performance and standards, information system, the role of IS department, Information technology jobs. Types of Information Systems: Types of organizational Information systems.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit II

5 hours

Data information System: An overview of Management Information systems, Functional aspects of MIS; database approach, DBMS, Data warehousing, Data Mart, Data Mining, Data Governance, Big Data; Digital Data and its various format: Structured and Unstructured- Managing, storing, Extracting and usage

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit III

7 hours

Enterprise Resource Planning Systems: Information systems that support organizations and Network system: Transaction processing systems, Functional area information systems, Customer Relationship Management Systems, Electronic data interchange.

ETL and Data Integration; Report Standardization and Presentation practices: Common Report and Delivery Formats; Dashboards: Introduction, Need and Types; Scorecards and Dashboards, BI and Cloud computing

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit IV**5 hours**

Business Intelligence: Introduction, Definition, Usage and application, BI component Framework, BI for various domains, BI Users and applications: Technology solutions and Business Solutions; BI Roles and

Responsibilities; Best practices; Popular BI Tools Multidimensional Data Analysis, Data Mining, Digital Dashboards, Data Visualization Technologies, Intelligent systems.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit V**5 hours**

Electronic commerce; Applications and issues, overview of E-business and E-commerce, B2B, B2C, Electronic payment, Ethical and legal issues in E-Business, wireless technologies and modern organizations: Wireless technologies, wireless computer networks and internet access, mobile computing and mobile commerce.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Practical Components**28 hours**

- Introduction to excel, the user interface and views, creating and saving workbooks and worksheets, managing cells and ranges. Applying formulae and basic functions (auto sum, text and logical) creating charts and objects. Range Names, text functions, three dimensional formulas.
- Introduction to Word: the user interface and views, creating and saving a word document, formatting a document, using styles, tables and lists, functions, charts and illustrations, using references, TOC and TOF.
- Introduction to power point, the user interface and views, creating and saving a presentation, configuring and presenting slideshow, inserting and formatting slides and shapes, applying transitions and animations.

Recommended Books:

1. Fundamentals of Business Analytics- 2nd Edition, R.N.Prasad, Seema Acharya, 2016
2. Introduction to Information Technology – Turban, Rainer, Potter- Wiley- Second Edn,2014

Reference Books:

1. Principles of Information Systems a managerial approach – Ralph Stair, George Reynolds – Cengage learning- 2015
2. Principles of Information Systems– Ralph Stair, George Reynolds – Cengage learning.2018
3. Microsoft Office 2013 Bible, Lisa A. Bucki, John Walkenbach , Michael Alexander, Dick Kusleika, FaitheWempen EdBott, Woody Leonard, John Wiley & Sons, 1st edition 2013.

Course Outcomes (COs):

The student will be able to

1. The student will be able to demonstrate their conceptual skills in understanding the benefits of information systems in the Organization.
2. The student will be able to demonstrate their conceptual skills in understanding the components of information system and managing data
3. The student will be able to demonstrate their conceptual skills in ERP and reporting standards.
4. The student will be able to demonstrate their conceptual skills in Business Intelligence and solutions.
5. The students will be able to demonstrate their conceptual skills in E Commerce and its applications.

Course Delivery Tools:

- Chalk and Talk
- PPT
- Videos.
- Application of software.
- Web Links/websites

Course Assessment and Evaluation:

Continuous Internal Evaluation (CIE): 50 Marks		
Assessment Tool	Marks	Course Outcomes addressed
Internal Test-I	30	CO1, CO2
Internal Test –II	30	CO3, CO4, CO5
Average of the two Internal test will be taken for 30 marks		
Other Components:		
Lab Assignment 1	10	CO1, CO4, CO5
Lab Assignment 2	10	CO1, CO4, CO5
Semester End Examinations (SEE)		
Course end examinations (Answer one question from each unit-internal choice)	100	CO1, CO2, CO3, CO4, CO5

ACCOUNTING FOR MANAGERS	
Course Code: MBA231C4	Credits: 4:0:0
Prerequisite: Nil	Contact Hours: 56L
Course Coordinator: Dr. Vaijanath Babshetti	

Course Content

Course Objectives: The objective of this course is to impart students the knowledge of accounting mechanics involved in the preparation, analysis and interpretation of financial statements of sole trading concern and joint stock companies.

In detail:

1. To make students understand the principles of double entry book keeping
2. To make students understand Depreciation accounting and inventory valuation
3. To help students understand the mechanisms involved in preparation of final accounts of sole trading concern and companies.
4. To expose students to the tools and techniques of analyzing financial reports of sole trading concern and companies.
5. To help students in application of theoretical concepts to practical situations involving several cases.

Unit I

12 hours

Principle of double entry bookkeeping: Importance of accounting, GAAPS & accounting standards – (only meaning) Accounting equation, Users of accounting statements, Preparation of books of original records: Journal, ledger and subsidiary books (only three column cash book). Bank Reconciliation Statement.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Impartus Recordings.

Unit II

12 hours

Depreciation & Inventory valuation: Concepts & methods of depreciation, Problems on straight line & WDV methods, Inventory-concepts & methods, Problems on LIFO, FIFO & Weighted average.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Impartus Recordings.

Unit III

12 hours

Preparation of final accounts/statement: sole trading concern and companies, Provisions of the Companies Act 2013 affecting preparation, presentation of Financial statements. Audit reports & director's reports. Cash Flow Statement. Ethics in Accounting.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Impartus Recordings, Case study.

Unit IV

12 hours

Analysis of financial performance of a firm: Types of analysis- comparative and common size statements, Ratio analysis- Different types of ratios, Du-Pont analysis, Window dressing, Determination of EBDIT, EBIT, EBT, EAT, EPS, DPS, P/E Ratio, ROCE, RONW, BV & Entity Value, IFRS, Forensic accounting.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Impartus Recordings, Case study.

Unit V

8 hours

Case Study: Compulsory question for 20 Marks. Review and recap of case studies discussed from unit 1 to unit 4.

- Pedagogy/Course delivery tools: Chalk and Talk, Impartus Recordings, Case study.

Practical Components:

1. Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
2. Exposing the students to usage of accounting software (Tally).
3. Analyse the sustainability report of a company and present.
4. Students are expected to read and analyse the director's report of selected companies.

Recommended Books:

1. Financial Accounting: A Managerial Perspective –Narayanswamy –PHI publication, 6/e, 2021.
2. Accounting for Management –Jawahar lal –HPH Publication, 6/e, 2021.

Reference Books:

1. A Text book of Accounting for Management, Maheswari S. N, Maheswari Sharad K. Maheswari, 3/e, Vikas Publishinghouse (P) Ltd.
2. Financial Accounting, Tulsian P. C, 7/e, 2020, Pearson Education.
3. Financial accounting for managers – Ambrish Gupta- PHI publication, 4/e, 2021
4. Advanced Accountancy, Gupta R. L & Radhaswamy M, Sultan Chand Publications 2021
5. IFRS: A Practical approach, Jasmine Kaur, McGraw Hill
6. Accountancy volume – I by B S Raman

Course Outcomes (COs):

1. The student will be able to prepare books of account such as journal, ledger, and subsidiary books for a set of business transactions.
2. The student will be able to calculate depreciation by applying suitable method on different assets used by the business.
3. The student will be able to prepare Trading and profit & loss account, Balance sheet of sole trading concern and Joint stock companies.
4. The student will be able to use Ratio analysis, cash flow analysis in interpreting the financial reports of sole trading concern, companies and IFRS.

5. The student will be able to apply concepts learnt to demonstrate the understanding of the published reports of business firms and companies and also demonstrate the ability to draw meaningful conclusions about the financial performance of business firms and companies.

Course Assessment and Evaluation:

Continuous Internal Evaluation (CIE): 50 Marks		
Assessment Tool	Marks	Course Outcomes addressed
Internal Test-I	30	CO1, CO2, CO5
Internal Test –II	30	CO3, CO4, CO5
Average of the two Internal test will be taken for 30 marks		
Other Components:		
Assignment/Presentation/Mini Project	10	CO1, CO2, CO3, CO4, CO5
Quiz	10	CO1, CO2, CO3, CO4
Semester End Examinations (SEE)		
Course end examinations (Answer one question from each unit-internal choice)	100	CO1, CO2, CO3, CO4, CO5

SOFT SKILLS FOR EMPLOYABILITY	
Course Code: MBA231C5	Credits: 0:0:1
Prerequisite: Nil	Contact Hours: 28L
Course Coordinator: Dr. P V Raveendra	

Course Content

Course Objectives

The objective of the course is to develop an understanding about the role of soft skills and employability skills in achieving success in career and help the students to have a holistic approach to employment. This will be achieved through the following objectives.

1. To provide basic understanding of Soft skills and its importance and to apprise the student on the development of Soft skills for growth.
2. To provide basic understanding of employability skills and their importance
3. To apprise the student on the handling group discussion
4. To apprise the student on the handling interview
5. To make students aware of professional ethics, Work life balance and Time Management.

Syllabus

Unit I

6 hours

Soft skills and the preparation: what is a soft skill, why it is important, Classification of soft skills, Do's and Don'ts in the pursuit. Goal setting and self-esteem, presentation and public speaking skills, personal, SWOT analysis.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit II

6 hours

Career planning: definition and process of career planning **Career planning in new normal..** Searching and selecting a job, searching and selecting a job using social media and other network. Resume writing: Bio data, Resume and CV, Types of resumes, essentials of an effective resume, resume writing practice, creating personal webpage.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Guest Lectures

Unit III

6 hours

Group Discussion and interview: Differentiating from others in GD, scoring strategies in GD. GD practice sessions.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation and Mock GD

Unit IV

6 hours

Interview: Ground work before interview, Tips on power dressing, exhibiting appropriate body language, difficult questions and skillfully handling them. Telephone skills and phone etiquette. Interview practice sessions, Virtual interview, digital skills.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation and Mock Interview

Unit V**4 hours**

Professional ethics and code of conduct- Work life balance: definition and various strategies to maintain proper work life balance, Time management: importance of time management: various steps for better time management process

Evaluation Criteria:**Group Discussion:**

1. The students will be evaluated based on Group Discussion for 30 marks
2. The course coordinator randomly selects the students for GD and evaluates the performance based on the following criteria:

S.No	Skill to be observed	Mark
1	Initiative and Involvement	5
2	Leadership Skills	5
3	Knowledge of the topic	5
4	Communication skills	5
5	Convincing arguments	5
6	Listening skills	5
	Total	30

Presentation: The students will be evaluated based on their presentation skills. Allocation of marks for presentation

S.No	Skill to be observed	Mark
1	Appearance of the candidate, coherence and organization of the topic	5
2	Non verbal Skills-Eye contact, Body language, poise	5
3	Verbal skills- Speaking skills –audibility, liveliness, enthusiasm and delivery	5
4	Effective usage of visual aids	5
	Total	20

Interview:

1. Interview will be conducted by industry expert for 50 marks.

Allocation of marks for Interview:

S.No	Skill to be observed	Mark
1	Self Introduction	10
2	Positive attitude and confidence	10
3	Professional approach	10
4	Communication	10
5	Knowledge	10
	Total	50

Recommended Books:

1. Skills for your career success: Touch your tipping point -M.Ganesh Sai and M. Ramakrishna Sayee -, Shroff publishers & Distributors Pvt. Ltd -2018
2. Developing management skills - David.A.Whetten, & Kim S.Cameron, PHI, 8th Edition, 2019
3. I am not afraid of GD and PI ,T.A.Varshney , Pearson 1/e, 2018.

Reference Books:

1. Enhancing employability at soft skills -Shalini Varma, Pearson 1/e, 2018.
2. Skills Development for Business and Management Students - Kevin Gallagher, Oxford University Press.
3. “Business Ethics – An Indian Perspective”, - Prof. (Col) P S Bajaj and Dr. Raj Agrawal, Biztantra, New Delhi, 2018.
4. “Ethics and the Conduct of Business”, - John R Boatright, Pearson Education, 2018

Course Outcomes (COs):

The student will be able to:

1. Demonstrate an understanding of soft skills and apply some of them for his personality development.
2. Demonstrate an understanding of employability skills and will be able to prepare a structured resume
3. Handle group discussions effectively
4. Handle interviews effectively
5. Exhibit an awareness and importance of professional ethics

MARKETING MANAGEMENT	
Course Code: MBA231C6	Credits: 4:0:0
Prerequisite: Nil	Contact Hours: 56L
Course Coordinator: Dr. Adarsha K	

Course Content

Course Objectives:

The objective of this course is to give conceptual knowledge about marketing and its techniques, to provide the rationale for making marketing decisions from a managerial perspective and to build on foundation of consumer behaviour and marketing mix decisions.

In detail:

1. To provide basic understanding of marketing concepts, marketing mix, marketing environment, services marketing and digital marketing.
2. To provide basic understanding of behavioral aspects of marketing and the bases of market segmentation.
3. To provide a basic understanding of pricing strategies and channel of distribution
4. To provide practical framework for planning and controlling of marketing communication programs.
5. To help the students on the application oriented case analysis in the field of marketing management.

Unit I

12 hours

Introduction: Nature and scope of Marketing. importance of marketing; Marketing concept and its evolution; Societal marketing, Marketing mix, The Dynamic Marketing environment, Marketing Environment, Services Marketing-Introduction, Services marketing mix, characteristics. Types of Services like Educational services, Health care Services, Hospitality Services.

Introduction to Digital marketing: Digital marketing definition, scope and importance, Various forms of Digital Marketing, Ethics in Digital Marketing.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit II

14 hours

Consumer Markets and Buying Behaviour - the consumer Market, Consumer decision making, consumer versus organizational buyers; Market segmentation, Segmenting the consumer market, Target market strategies. positioning, Product planning and development: meaning, classifications, product mix strategies, new product development, product life cycle, branding strategies, packaging and labelling

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit III

12 hours

Pricing and Distribution: meaning of Price, Importance of price, objectives, factors influencing price Determination, Pricing strategies Distribution: Channel of distribution, meaning, middlemen and Distribution Channels, Designing distribution Channel, factors influencing channel selection, Channel Conflict and types.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit IV

12 hours

Integrated Marketing Communication: The Role of Promotion in marketing, Promotion methods, Integrated Marketing Communication, the communication Process and promotion, Determining the Promotion mix, Personal selling and sales management, Nature of Personal Selling, The personal selling Process, advertising –Nature and Scope of Advertising, Developing an Advertising Campaign, Sales Promotion, Public Relations.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit V

6 hours

Case study compulsory question for 20 marks. Review and recap of case studies discussed from Unit 1 to 5.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Weblink.

Practical Components:

1. Analyze Product Life Cycle of few successful and failed product.
2. Analyze branding and Packaging strategies used by FMCG companies
3. An exercise of new product/services development with unique ideas.
4. Role play related to personal selling.

Recommended Books:

1. Marketing Management :the Indian context, Ramaswamy & Namakumari-, 4/e, Sage Publications Pvt. Ltd
2. Marketing Management: Philip Kotler, Kevin Lane Keller, Abraham koshy, Mithileshwar jha, Pearson Kotler,14/e, 2016

Reference Books:

1. Marketing by Lamb, Hair, McDaniel – Thomson, 2013 edition
2. Marketing Management by Rajan Saxena – TMH, 2010 edition
3. Marketing in the New Era by J S Panvar, Sage Publications, 2007
4. Strategic Digital Marketing, Eric Greenberg, Alexander Kates, 1/e, 2013, McGraw-Hill Education.

Course Outcomes (COs):

The student will be able to

1. Demonstrate the basic concepts about marketing management and the marketing process and describe the environmental forces that affect the company's ability to serve its customers.
2. Demonstrate the factors that influence consumer and describe the various decision points that a marketing manager makes in relation to product management.
3. Demonstrate the major approaches in pricing products and identify the major channel alternatives open to a company.
4. Demonstrate the various promotion tools and identify and explain the key elements of a marketing plan.
5. Analyze the given case based on various marketing concepts.

Course Assessment and Evaluation:

Continuous Internal Evaluation (CIE): 50 Marks		
Assessment Tool	Marks	Course Outcomes addressed
Internal Test-I	30	CO1, CO2, CO5
Internal Test –II	30	CO3, CO4, CO5
Average of the two Internal test will be taken for 30 marks		
Other Components:		
Assignment/Presentation/Mini Project	10	CO1, CO2, CO3, CO4
Quiz	10	CO1, CO2, CO3, CO4
Semester End Examinations (SEE)		
Course end examinations (Answer one question from each unit-internal choice)	100	CO1, CO2, CO3, CO4, CO5

BUSINESS STATISTICS	
Course Code: MBA231C7	Credits: 3:0:0
Prerequisite: Nil	Contact Hours: 42L
Course Coordinator: Dr. Pallavi B	

Course Content:

Course Objectives

1. To make students aware of the fundamental concepts of data collection, classification and tabulation
2. To make students proficient in the use of basic charts, graphs and tables to aid presentation of data and central tendency
3. To make students proficient in the use of descriptive statistical tools such as dispersion and correlation.
4. To develop students skills in the use of techniques of regression and time series analysis.
5. To make students aware of concepts of probability and Theoretical Probability Distributions.

Unit I

(8 Hours)

Introduction to Statistics: Definition of Statistics – Importance and Scope of Statistics – Functions of Statistics - Statistical Investigation - Limitations of Statistics – Distrust of Statistics

Statistical Data: Primary and Secondary data – Sources of Data – Types of Classification of data- Frequency Distribution: Discrete or Ungrouped Frequency Distribution, Grouped Frequency Distribution, Continuous Frequency Distribution.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Impartus Recordings

Unit II

(9 Hours)

Diagrammatic and Graphic Representation: Line Diagram, Bar Diagram, Rectangle Diagram, and Pie Diagram -Choice of a suitable Diagram – Graphs: Histograms, Frequency Polygon, Cumulative Frequency Curves or Ogives – Advantages and Limitations of Diagrams and Graphs

Measures of Central Tendency: Average: Concept, Types – Mathematical Averages: Arithmetic Mean, Geometric Mean, Harmonic Mean – Position or Locational Averages: Median, Mode - Partition Values: Quartiles, Deciles and Percentiles - Comparison of the Various Measures of Central Tendencies

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Impartus Recordings

Unit III

(9 Hours)

Measures of Dispersion: Range – Quartile Deviation – Mean Deviation – Standard Deviation – Variance – Coefficient of Variance – Comparison of various measures of Dispersion.

Skewness and kurtosis (Theory only)

Correlation: Scatter Diagram, Karl Pearson's coefficient of Correlation, Rank Correlation, Concurrent Deviation

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Impartus Recordings

Unit IV

(8 Hours)

Regression: Method of Least Squares, Curve Fitting

Time Series Analysis: Introduction, Objectives of Time Series, Identification of Trend - Variations in Time Series: Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation —Methods of Estimating Trend

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Impartus Recordings

Unit V

(8 Hours)

Probability: Concept and Definition - Relevance to Management Decisions - Sample Space and Events - Relevance of Permutations and Combinations to Probability - Rules of Probability, Random Variables and Concept of Probability Distribution.

Theoretical Probability Distributions: Binomial, Poisson and Normal.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Impartus Recordings

Recommended Books:

1. Fundamentals of Statistics 7/e, S. C. Gupta, Himalaya Publishing House, 2019
2. Statistical Methods 46/e, S. P. Gupta, Sultan Chand & Sons, 2023

Reference Books:

1. Statistics – Concepts and Applications, Nabendu Pal and Sahadeb Sarkar, PHI, 2/e, 2015
2. Business Statistics –R S Bhardwaj, Excel Books, 2018
3. Statistics for Management, Richard I Levin, Pearson Education / PHI, 7/E,2017
4. Complete Business Statistics 7/e, Aczel and Sounderpandian, Tata-McGraw Hill, 2017
5. Fundamentals of Business Statistics, J.K.Sharma, Pearson, 2018
6. Business Statistics for Contemporary decision-making, Ken Black, John Wiley, 2017

Course Outcomes (COs):

1. The student will be able to collect, classify and tabulate data (PO1)
2. The student will be able to present data using charts, graphs and tables (PO1)
3. The student will be able to demonstrate the use of descriptive statistical tools such as dispersion & Correlation (PO1,PO2,PO6)
4. The student will be able to demonstrate the use of regression and time series techniques (PO1,PO2,PO6)
5. The student will be able to determine the probability using probability distribution. (PO1,PO2)

Course Assessment and Evaluation:

Continuous Internal Evaluation (CIE): 50 Marks		
Assessment Tool	Marks	Course Outcomes addressed
Internal Test-I	30	CO1, CO2
Internal Test –II	30	CO3, CO4, CO5
Average of the two Internal test will be taken for 30 marks		
Other Components:		
Assignment/Presentation/Mini Project	10	CO1, CO2, CO3, CO4, CO5
Quiz	10	CO1, CO2, CO3, CO4, CO5
Semester End Examinations (SEE)		
Course end examinations (Answer one question from each unit-internal choice	100	

BUSINESS COMMUNICATION	
Course Code: MBA231C8	Credits: 3:0:0
Prerequisite: Nil	Contact Hours: 42L
Course Coordinator: Dr. A Mahalakshmi	

Course Content

Course Objectives:

This course will help to

1. learn the importance and fundamentals of business communication.
2. prepare business letters and emails, reports and practice case method of learning.
3. prepare presentation using advanced visual support and basics of negotiation.
4. learn planning and conducting meetings both offline and online and media management.
5. increase hands on experience in analyzing practical application oriented cases to arrive at possible business decisions.

Unit I

8 hours

Introduction: Communication – Definition, classification, purpose, characteristics of successful communication, barriers, communication structure in organization Oral Communication: Conversation Control, two sides of effective oral communication Written communication: Principles of effective writing, 3x3 writing process, coherence, characteristics and constraints in online communication.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit II

12 hours

Business Letters and Reports: Types of business letters-writing routine and persuasive letters and emails, writing memos; Report writing- objectives, purpose and kinds; Case method of Learning: Types of cases, case analysis–process, dos and don'ts for case preparation-reading a case properly, case analysis approaches, Email writing skills, advantages and disadvantages of online case analysis.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, websites

Unit III

10 hours

Presentation: What is a presentation, elements, designing a presentation, Visual Support for business presentations: PowerPoint Presentation (PPT), Types of visuals- advantages and disadvantages Negotiation: What is negotiation, need, factors affecting negotiation, stages, and negotiation strategies.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit IV

9 hours

Group Communication: purpose of meeting, Planning and conducting meetings – Notice, Agenda and Minutes of the Meeting, common complaints about meetings, leadership skills, online meeting apps, advantages and disadvantages of online meetings; Seminars and Workshops – definition, differences, advantages and disadvantages of webinars; Media management: Press

release, Press conference, Media Interviews; intranet and internet, video conferencing;; Social media, advantages and disadvantages

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, websites

Unit V

3 hours

Case Study: Compulsory question for 20 marks

Review and recap of case studies discussed from Unit 1 to Unit 4

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, websites

Recommended Books:

1. Business Communication : Concepts, Cases And Applications –Chaturvedi P. D, & Mukesh Chaturvedi,3/e, Pearson Education, 2013
2. Advanced Business Communication – Penrose, Rasberry, Myers, 5/e, Cengage Learning, 2004

Reference Books:

1. Lesikar's Business Communication –Connecting in a Digital World, Rentz & Pande, 13/e,TMH,2013
2. Basic Business Communication- Lesikar, Faltley, TataMcGrawHill, Eleventh Edition
3. Media and Communication Management –C.S.Rayadu, Himalaya Publishing, 2011

Course Outcomes (COs):

On completion of this course, students will have improved ability to

1. describe basics of written and oral communication
2. prepare business letters and emails, reports and adopt case method of learning
3. prepare PowerPoint presentations use advanced visual aids and also demonstrate business negotiations
4. plan and conduct meetings both offline and online and effectively manage communication media
5. Exhibit understanding by analyzing any given business situations

Course Assessment and Evaluation:

Continuous Internal Evaluation (CIE): 50 Marks		
Assessment Tool	Marks	Course Outcomes addressed
Internal Test-I	30	CO1, CO2, CO5
Internal Test –II	30	CO3, CO4, CO5
Average of the two Internal test will be taken for 30 marks		
Other Components:		
Assignment/Presentation/Mini Project	10	CO1, CO2, CO3, CO4
Seminar	10	CO1, CO2, CO3, CO4, CO5
Semester End Examinations (SEE)		
Course end examinations (Answer one question from each unit-internal choice)	100	

PRODUCTION AND OPERATIONS RESEARCH	
Course Code: MBA232C1	Credits: 4:0:0
Prerequisite: Nil	Contact Hours: 56 L
Course Coordinator: Dr. P V Raveendra	

Course Content

Course Objectives: The objective of this course is to provide conceptual understanding of business application of Quantitative Techniques and to provide a basic understanding of Quantitative tools in accomplishing predetermined objectives of business like profit maximization, cost minimization, or efficient and effective use of resource allocation.

In detail:

1. To make students understand the fundamentals of production/operating system, location planning and facility layouts.
2. To make students aware of the production planning & control, materials, stores and inventory management.
3. To introduce the basic concepts of Operations Research and Linear Programming Problem
4. To bring out the concept of transportation and assignment models and their utility in business and simulation.
5. To introduce network analysis and their application in management

Unit I

(10 Hours)

Introduction to Production & Operations Management (POM): Meaning, Nature of production & Operations, objectives of production/operations management, Responsibilities of production/operations manager, Types of production systems, factors affecting pom today and Productivity: definition

Facility Location decision: meaning, need for location decision, nature of location decision, factors affecting, and scope and function of pom.

Facility Layout: Meaning, objectives of a good plant layout, types of layout (meaning, advantages and disadvantages): Process layout, product layout, fixed position layout, cellular manufacturing layout, combination or hybrid layout; service facility layout, criteria for selection and design of layouts.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit II

(10 Hours)

Production Planning and control, MRP I and MRP II

Materials Management: Definition, objectives, scope, purchase management: meaning, functions of purchasing department, Inventory management: classification of inventories, inventory costs, inventory decisions ,inventory control systems for independent demand items, problems on purchase decisions in case of discount offers. Selective inventory control techniques, vendor rating

Store management and waste disposal.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit III

(12 Hours)

Introduction to Operations Research: Origin, Development, Meaning and Definition of Operation Research; Scope, Techniques, Characteristics and Limitations of Operation Research; Methodology and Models in OR (only theory)

Linear Programming Problem (LPP) Application of LPP in Management, Advantages of LPP (only theory) Formulation of LPP Solution of LPP by Graphical method: Infeasible and Unbounded Solution

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit IV

(12 Hours)

Transportation Models: General Structure; Various methods for finding initial solution: Maximization and Minimisation problems North West Corner Method, Least Cost Method, Vogel's Approximation Method; Unbalanced Transportation Problem, Degenerate Solution (Theory only); Theory on optimality.

Assignment problems; General Structure; Finding Optimal Solution; Variations: Non square matrix, Maximization problem, Restrictions on Assignments, Alternate Optimal solutions.

Simulation: Monto Carlo simulation and numerical problems.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit V

(12 Hours)

Network Analysis: Terminology; Networking Concepts; Rules for drawing network diagram; CPM Computations: CPM Terminology, Finding critical path - Different Floats; PERT Computations: Computation of earliest and latest allowable times, Probability of meeting the scheduled dates; difference between PERT and CPM, Crashing of a Project (Theory only)

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Recommended Books:

1. Production and Operation Management, K. Aswathappa, K. ShridharaBhat, 2/e, 2012, Himalaya Publishing House Pvt Ltd
2. Operations Research by V.K .Kapoor – Sultan Chand Publications

Reference Books:

1. Production And Operations Management, R. Panneerselvam, 3/e, 2012, PHI (Pearson)
2. Operations Management, William J Stevenson, 9/e, 2012, McGraw-Hill Education India Pvt. Ltd.
3. Operations Management, Jay Heizer, Barry Render, Jagadeesh Rajashekhar, 9/e, 2009, Pearson Education India.
4. Operations Management : Processes and Supply Chains, Lee J. Krajewski, Manoj K. Malhotra, Larry P. Ritzman and Samir K. Srivastava, 9/e, 2011, Pearson Education India.
5. Quantitative Techniques for Management – ND Vohra, TMH, 4th ed, 2010.
6. Operations Research With C Programs – R Kalavathy, Vikas Publication, 2012.
7. Methods of Operations Research, Philip M Morse, George.K.Kimball, John wiley & sons.

8. “Operations Research”- S. D. Sharma, Kedar Nath and Ram Nath & Co. Ltd. 2010.
9. Introduction to Operations Research, Fedrick, Gerald, Bodhibrata, Pream, McGrawHill.
10. Production and Operations Management, S N Chary, 5/e, 2012, McGraw-Hill Education India Pvt. Ltd.

Course Outcome (COs):

1. The student will be able to help in the design of production/operating system, choose a location and facility layout (PO1, PO2)
2. The student will be able to explain production planning, materials management and inventory management (PO1)
3. The student will be able to demonstrate ability to use LPP which are helpful in decision making (PO1)
4. The student will be able to demonstrate ability to use transportation and assignment models (PO1, PO2)
5. The student will be able to demonstrate ability to build a project network (PO1, PO2)

Course Assessment and Evaluation:

Continuous Internal Evaluation (CIE): 50 Marks		
Assessment Tool	Marks	Course Outcomes addressed
Internal Test-I	30	CO1, CO2
Internal Test –II	30	CO3, CO4, CO5
Average of the two Internal test will be taken for 30 marks		
Other Components:		
Assignment/Presentation/Mini Project	10	CO1, CO2, CO3, CO4
Quiz	10	CO1, CO2, CO3, CO4
Semester End Examinations (SEE)		
Course end examinations (Answer one question from each unit-internal choice	100	CO1, CO2, CO3, CO4, CO5

BUSINESS LAW	
Course Code: MBA232C2	Credits: 3:0:0
Prerequisite: Nil	Contact Hours: 42L
Course Coordinator: Dr. G Vijaya Kumar	

Course Content:

Course Objectives

This course will help to

1. Obtain basic understanding of law of contract, Law of agency, Bailment and Pledge
2. Understand requirements of the Negotiable Instruments Act 1881, Law of Partnership for the purpose of conducting business
3. Learn basic provisions of the Companies Act 2013 concerning incorporation and regulation of business organizations
4. Gain awareness about important legislations namely Sale of Goods Act, Consumer Protection Act and Information Technology Act 2000
5. Acquire knowledge on the leading case laws and apply relevant case laws in arriving at conclusions facilitating business decisions

Syllabus

Unit I

10 hours

Law of Contract: Definition, essentials and types of contracts, offer-definition, types, acceptance-definition, essentials, consideration –definition, essentials, exceptions to the rule, capacity to contract-meaning, parties competent to contract, free consent-meaning, elements constituting free consent (meaning only), performance of contract-meaning, Types of performance, Discharge of contract-meaning and modes, remedies for breach of contract.

Law of Agency: Essentials, kinds of agents, rights and duties of agent and principal **Bailment** - definition, essential elements, rights and duties of bailer and bailee. **Pledge** – Definition, essentials, rights and duties of pledger and pledgee

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit II

9 hours

Negotiable Instruments Act 1881: Negotiable Instruments-Definition, salient features, kinds of negotiable instruments – definition, essentials and differences; Parties to negotiable instruments, Negotiation, presentment, dishonour of negotiable instruments-meaning Dishonour by non-payment and Non-Acceptance, Noting and Protest, discharge of negotiable instruments

Law of partnership: Definition, essentials of partnership, formation of partnerships, kinds of partners, rights and liabilities of partners, registration of partnership, dissolution of partnership firm **meaning and modes.**

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit III

10 hours

Companies Act 2013: definition, characteristics and kinds of companies, steps in formation of company- Memorandum of Association, Articles of Association

Directors: Appointment, power, duties and liabilities; Meeting and resolutions – meaning and types

Auditors: Appointment, rights and liabilities. Modes of winding up of a company.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit IV

10 hours

Sale of Goods Act: Essentials, sale v/s agreement to sell. Condition v/s warranties, rights of unpaid seller.

Consumer Protection Act: Basic concepts, Objectives, Central and State consumer protection council and District forum.

Information Technology Act 2000 and– Definition, cybercrimes, Electronic Governance: electronic records –use and retention, electronic signature, validity of contracts formed through electronic means.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Web links.

Unit V

3 hours

Case Study: Compulsory question for 20 Marks. Review and recap of case studies discussed from unit 1 to unit 4.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Weblink.

Recommended Books:

1. Elements of Mercantile Law - Sultan Chand - N D Kapoor, 38th Revised Edn.2019
2. Business Law for Management - Saravanavel & Sumathi - HPH-2008
3. Cyber Laws - Yatindra Singh Justice, 5th edition (Reprint), 2015

Reference Books:

1. Dr Avatar Singh- Principles of Mercantile Law, Eastern Book Company 2012
2. Nandan Kamath- Law relating to Computer, Internet and E-Commerce (A Guide to cyber Laws), Universal Law Publishing Co. Ltd. New Delhi, 2000
3. Parag Diwan, Shammi Kapoor, – Cyber & E-Commerce Laws: Individual Rights, Computer Hacking Remedies and e-Commerce Laws, 2001 Bharat Publishing House, New Delhi.

Course Outcomes (COs):

1. The student will able to demonstrate understanding of
2. Basic provisions of law of contract, Law of Agency and bailment and pledge.
3. Basic legal provisions of Negotiable Instruments Act, Law of insurance and Law of partnership
4. Understanding of the Companies Act 2013 regarding incorporation and regulations of business organizations.
5. Awareness about legislation provision of Sale of Goods Act, Consumer Protection Act and Information Technology Act
6. Analyze a given business context using basic understanding of the applicable Acts and develop a suitable operational framework.

Course Assessment and Evaluation:

Continuous Internal Evaluation (CIE): 50 Marks		
Assessment Tool	Marks	Course Outcomes addressed
Internal Test-I	30	CO1, CO2, CO5
Internal Test –II	30	CO3, CO4, CO5
Average of the two Internal test will be taken for 30 marks		
Other Components:		
Assignment/Presentation/Mini Project	10	CO1, CO2, CO3, CO4, CO5
Quiz	10	CO1, CO2, CO3, CO4
Semester End Examinations (SEE)		
Course end examinations (Answer one question from each unit-internal choice)	100	CO1, CO2, CO3, CO4, CO5

SEMINAR	
Course Code: MBA232C3	Credits: 0:0:2
Prerequisite: Basic knowledge on Business Communication	Contact Hours: 56L
Course Coordinator: Dr. G Vijaya Kumar	

Course Content

Course Objectives

1. To enable the students in pooling knowledge and enhancing their oral communication skills, presentation skills, and leadership skills.
2. To make them confident to access to skills needed to accomplish goals more effectively and efficiently
3. To make them understand extensively with the methodology of their chosen topic and also to allow them to interact with examples of the practical problems that always occur during research work.
4. To make them aware about the creative approaches in designing and delivering the contents.
5. To help them in managing the time in their topic presentation.

Seminar Guidelines:

1. A panel consisting of 2 faculty members drawn from the faculty lists on a specified date.
2. The faculty member in the panel will value the seminar for a maximum of 50 marks each individually and the total will be taken for 100.
3. One of the panel members will be the Guide.
4. A faculty may not be required to guide more than 10 students for the purpose of seminar.

CIE & SEE Components:

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

Criteria for allotting marks:

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

Course Outcomes (COs):

The student will be able to locate, gather, organize, summarize and present a body of work and gain practice in the art of presentation skills.

1. The Student will be able to demonstrate their conceptual understanding of the subject knowledge and their presentation skills and leadership skills.
2. Demonstrate their skills needed to accomplish goals more effectively and efficiently.
3. The students will be able to demonstrate the methodology of their chosen topic and also to allow them to interact with examples of the practical problems that always occur during research work.
4. The students will demonstrate the creative approaches in designing and delivering the content.
5. Students will be able to manage the time in their topic presentation.

Course Delivery Tools:

- PPT.
- Videos

Course Assessment and Evaluation:

Assessment Tool		
Continuous Internal Evaluation (CIE)	Marks	Course Outcomes addressed
Guide Evaluation	50	CO1, CO2, CO3, CO4, CO5
Semester End Examinations (SEE)		
Examiner Evaluation	50	CO1, CO2, CO3, CO4, CO5

FINANCIAL MANAGEMENT	
Course Code: MBA232C4	Credits: 4:0:0
Prerequisite: Basic knowledge on Accounting for Managers	Contact Hours: 56L
Course Coordinator: Dr. Y M Satish	

Course Content

Course Objectives: The objective of the course is to provide the students with the conceptual knowledge of time value of money and the activities involved in raising, allocation and distribution of finance associated with business organization.

In detail:

1. To make students understand the nature of financial management, financial markets and sources of finance.
2. To make students understand the importance of time value of money and determining the cost of capital.
3. To make students understand the significance of investment decision, project evaluation techniques and estimation of cash flows.
4. To apprise the students about the conceptual knowledge about capital structure, leverages, working capital and dividend policy.
5. To appraise the students on the leading practical application oriented case studies - relevant and updated and doing case study analysis & arriving at conclusions facilitating business decisions

Unit I

12 hours

Introduction to Financial Management: Objectives of financial management – profit maximization and wealth maximization, Interface of Financial Management with other functional areas. Emerging trends in financial management

Indian Financial System: Capital Market, Money Market, Forex Market, Commodity market.

Sources of Long Term Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing and private equity, Warrants and convertibles.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Impartus Recordings.

Unit II

12 hours

Time value of money: Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest, Loan amortization.

Cost of Capital: Basic concepts. Cost of debenture capital, cost of preferential capital, cost of equity capital, Cost of retained earnings. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Impartus Recordings.

Unit III**12 hours**

Capital budgeting Decisions: Importance, Capital Budgeting techniques: Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return.

Estimation of cash flows – estimation of cash flow for new and replacement projects

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Impartus Recordings. Case study

Unit IV**12 hours**

Capital Structure and Leverages: Difference between capital structure and financial structure, EBIT – EPS Analysis, ROI – ROE Analysis, leverages: Operating leverage, financial leverage and combined leverage.

Working capital management – Factors influencing working capital requirements. Current asset policy and current asset finance policy. Determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm (Does not include Cash, Inventory & Receivables Management)

Dividend Policy: Dimensions of dividend policy, legal procedural aspects, Bonus shares and stock splits, share buybacks.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Impartus Recordings, Case study.

Unit V**8 hours**

Case analysis compulsory for 20 marks. Review and recap of case study discussed from Unit 1 to Unit 4.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Impartus Recordings, Case study.

Practical Components:

Sl No	Practical Component
1.	Identifying the small or medium sized companies and understanding the investment evaluation techniques used by them.
2.	Using the annual reports of selected companies, students can study the working capital management employed by them.
3.	Students can also compare the working capital management of companies in the same sector.
4.	Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.

Recommended Books:

1. Financial Management - Prasanna Chandra , 10/e, McGraw-Hill, 2021
2. Financial Management - Khan M. Y. & Jain P. K , 8/e, McGraw-Hill, 2021.
3. Financial Management, I M Pandey, 12/e, Pearson Education, 2021

Reference Books:

1. Brigham & Houston, Fundamentals of Financial Management, 15/e, Cengage Learning, 2021
2. Damodaran, Corporate Finance, , 3/e, Wiley India (P) Ltd., 2020
3. Ravi Kishore, Financial Management - Taxmann, 7th edition, 2021
4. Sheeba Kapil, Fundamentals of Financial Management, Pearson, 2021
5. Vanhorne, James C, Financial Management & Policy-, 12/e, Pearson, 2002

Websites, www.sebi.gov.in, www.nseindia.com, Financial Daily : Economic Times,
Financial Database: Capitaline

Course Outcomes (COs):

1. The student will exhibit the conceptual understanding of various steps involved in raising, allocation and distribution finance.
2. The student will be able to evaluate capital budgeting and capital structure decisions of the firm.
3. The student will be able demonstrate the understanding of various sources of funds in the market
4. The student will be able to determine the working capital requirements and the impact of dividend decisions on the value of the firm.
5. The student will be able to apply concepts learnt to demonstrate the understanding of the published reports of business firms and companies and also demonstrate the ability to draw meaningful conclusions about the financial performance of business firms and companies.

Course Assessment and Evaluation:

Continuous Internal Evaluation (CIE): 50 Marks		
Assessment Tool	Marks	Course Outcomes addressed
Internal Test-I	30	CO1, CO2, CO5
Internal Test –II	30	CO3, CO4, CO5
Average of the two Internal test will be taken for 30 marks		
Other Components:		
Assignment/Presentation/Mini Project	10	CO1, CO2, CO3, CO4, CO5
Quiz	10	CO1, CO2, CO3, CO4
Semester End Examinations (SEE)		
Course end examinations (Answer one question from each unit-internal choice)	100	CO1, CO2, CO3, CO4, CO5

HUMAN RESOURCE MANAGEMENT	
Course Code: MBA232C5	Credits: 3:0:0
Prerequisite: Nil	Contact Hours: 42L
Course Coordinator: Dr. Pallavi B	

Course Content

Course Objectives:

1. To enable students understand basic concepts and functions of HRM, concept of HR planning and recruitment.
2. To make students aware of procedure, process and methods involved in selection, placement and induction
3. To make them understand wage and salary administration and requirement for training and development.
4. To make students aware of performance appraisal, internal promotion and transfers of employees.
5. To help students on the practical application of case analysis and arriving at conclusions facilitating business decisions.

Unit I

10 hours

Nature and scope of Human Resource Management (HRM)– definition and features of HRM – PM v/s HRM – managerial functions and operative functions – role and qualities of HR manager. HR planning -objectives, definition and need for HRP – benefits, problems and limitations of HRP - factors affecting HRP – process of HRP – job description-job specification-job analysis-job evaluation.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit II **hours**

9

Recruitment – objectives and definition –centralized and decentralized recruitment- factors affecting recruitment policy –recruitment process–recruitment techniques.

Selection – meaning and definition of selection; selection procedure – application form – written exams – preliminary interview – various types of tests (aptitude, achievement, situational, interest, personality) –different types of interviews and interview process.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit III

10 hours

Placement and Induction- Induction–Meaning, Induction Program –Steps, making induction effective. Wage and Salary Administration– definitions, objective, need for sound salary administration — factors affecting wages / salary levels; wage incentives – objectives, need, merits and demerits of incentive schemes– profit sharing – bonus concepts – ESOPs; fringe benefits-employee security, safety and health-welfare and recreational facilities-old age and retirement benefits

Training and Development – meaning, need and objectives of training – benefits of training – on-the-job and off-the-job training methods — training procedure; advantages and evaluation of training

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit IV

10 hours

Performance appraisal (PAS) meaning, need and objectives – appraisers - 360° Appraisal methods – uses and problems of performance appraisal Internal mobility: promotion – meaning, purpose, bases of merit – seniority – merit cum seniority; benefits and problems- promotion policy; transfer – meaning, purpose, reasons, benefits, types; demotion – meaning – need for demotion policy.

Modern HR process - HR Contingency plan, work from home.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit IV

3 hours

Case Study

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Recommended Books:

1. Essentials of HRM and Industrial Relations (Text, Cases and Games), P Subba Rao Himalaya Publication, 5th edition, 2018
2. Personal And Human Resource Management (Text & Cases) – K Aswathappa – HimalayaPublication, 2013.
3. Human Resource Management –Biswajeet Patnayak – PHI 6/e, 2020.
4. Principles of Human Resource Management, George W. Bohlander and Scott A. Snell, Cengage, 2011.
5. Human Resource Management – Gary Desler & Biju Varrkey ,Pearson Prentice Hall –2020

Reference Books:

1. Human Resource Management & Robert Konopaske,– John M Ivancevich – TMH 12/e, Latest edition
2. A Hand Book Of Human Resource Management – Michael Armstrong and Stephen Taylor – Kogan Page India Ltd.2014
3. Human Resource and Personnel Management – Text and Cases – K Ashwathappa – TMH2013.
4. Human Resource Management –Robbins, D“ Cenzo & Susan –John Wiley & Co 2013
5. Managing Human Resources – Gomes Mejia, Balkin Candy – Pearson Education / PHI, 7/e 2013

Course Outcomes (COs):

1. The Student will demonstrate their conceptual understanding of basic concepts and functions of HRM, concept of HR planning, process, functions of HRP and recruitment policy, techniques and process.

2. The students will demonstrate their conceptual knowledge about various steps involved in selection, placement and induction and providing methods, procedure and evaluation in Training and Development
3. The students will demonstrate their conceptual knowledge of performance appraisal and wage and salary administration in corporate
4. The students will demonstrate their conceptual skill of Career planning, bases of internal mobility _HR audit and HR outsourcing.
5. The students will demonstrate their conceptual knowledge of the subject in real time problems

Course Assessment and Evaluation:

Continuous Internal Evaluation (CIE): 50 Marks		
Assessment Tool	Marks	Course Outcomes addressed
Internal Test-I	30	CO1, CO2, CO5
Internal Test –II	30	CO3, CO4, CO5
Average of the two Internal test will be taken for 30 marks		
Other Components:		
Assignment/Presentation/Mini Project	10	CO1, CO2, CO3, CO4
Quiz	10	CO1, CO2, CO3, CO4
Semester End Examinations (SEE)		
Course end examinations (Answer one question from each unit-internal choice)	100	

BUSINESS ANALYTICS	
Course Code: MBA232C6	Credits: 2:0:1
Prerequisite: Basic knowledge on Computer Applications	Contact Hours: 28L + 28P
Course Coordinator: Dr. Deepak R	

Course Content

Course Objectives: The objective of the course is to impart the knowledge of the Business analytics to help the students in using the tools to conduct analysis and make analytical decisions.

In detail:

1. To provide understanding of fundamentals of business analytics
2. To provide understanding of Descriptive Analytics and its application in Business
3. To provide basic understanding predictive and its application
4. To provide basic understanding of prescriptive analytics, clustering method and its application
5. To provide basic understanding of Application of Analytics

Syllabus

Unit I

6 hours

Introduction to business analytics: Definition, Data Driven Decision Making; Concepts of Descriptive Analytics, Predictive Analytics, Prescriptive Analytics; Techniques: Descriptive, Predictive and Prescriptive; Big Data Analytics, Web and Social Media Analytics; Introduction to Machine Learning Algorithms; Framework for Decision Making; Analytics Capability Building; Roadmap and Challenges

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation.

Unit II

5 hours

Data Analytics- Introduction to Descriptive Analytics, Data Types and Scales: Structured and Unstructured data, Cross-sectional, Time series and Panel Data; Data Measurement scales: Nominal, Ordinal, Interval and Ratio; Summary statistics: Central Tendency, variation and shape measures; Data Visualization: Histogram, Bar chart, Scatter plot, Coxcomb chart, Box Plot and Tree Map.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation.

Unit III

7 hours

Predictive Analytics- Introduction to Simple Linear Regression, Model Building, Estimation of parameters and Interpretation, Validation of SLR model, Outlier Analysis; Introduction to Multiple Linear Regression, Model Building and Interpretation;

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation.

Unit IV**6 hours**

Prescriptive Analytics- Introduction, Linear Programming Model Building, Assumptions, Sensitivity Analysis in LPP (Only Theory)

Unsupervised algorithms- Introduction to unsupervised learning, Introduction to clustering and PCA (Only Theory), Introduction to Distance measures: Euclidean, Manhattan and Minkowski, Applications in Business

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Application of software for Analysis

Unit V**4 hours**

Application of Analytics- Application of Analytics- application in business support function, Analytics in Industries- Telecom, Retail, Health Care, Widely Used Application of Analytics- anatomy of social media analytics.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Videos, Case Studies

Practical Component**28 hours**

- **Introduction to JMP and Python-** Introduction, Types of data, Coding, Recoding and Transformation, Univariate Analysis and Visualization, Predictive Analytics and visualization.
- Practical components are evaluated in Lab internal test for 20 Marks in CIE component
- Pedagogy/Course delivery tools: Application of software for Analysis

Practical components are evaluated in Lab internal test for 20 Marks in CIE component

Text Books:

1. Business Analytics, U Dinesh Kumar, **Wiley India**.
2. Fundamentals of Business Analytics, 2nd Edition, R.N. Prasad, Seema Acharya, Wiley India

References:

1. Data Analytics using Python, Bharti Motwani, Wiley India
2. Data Analytics with R, Bharti Motwani, Wiley India
3. Data Mining for Business Analytics, Shmueli, Bruce, Yahav, Patel, Lichtendahl Jr. Wiley India

Course Outcomes (COs):

1. The student will be able to apply business analytics fundamentals in decision making process
2. The student will be able to understand the application of descriptive analytics
3. The student will be able to understand the application of predictive analytics and prescriptive analytics in business decisions
4. The student will be able to understanding application of clustering algorithms and its importance in business
5. The student will be able to understand the application of business analytics in various sectors.

Course Assessment and Evaluation:

Continuous Internal Evaluation (CIE): 50 Marks		
Assessment Tool	Marks	Course Outcomes addressed
Internal Test-I	30	CO1, CO2
Internal Test –II	30	CO3, CO4, CO5
Average of the two Internal test will be taken for 30 marks		
Other Components:		
Lab Assignment 1	10	CO1, CO2, CO3
Lab Assignment 2	10	CO3, CO4, CO5
Semester End Examinations (SEE)		
Course end examinations (Answer one question from each unit-internal choice)	100	CO1, CO2, CO3, CO4, CO5

PRINCIPLES OF BANKING AND INSURANCE	
Course Code: MBA232C7	Credits: 3:0:0
Prerequisite: Nil	Contact Hours: 42L
Course Coordinator: Dr. T Mohanasundaram	

Course Content

Course Objectives: The primary objective of this course is to provide knowledge about Banking and Insurance industry.

The course will help to:

1. Learn the basic aspects and regulations of banking in India.
2. Get a clear framework of different segments of banking, Asset-Liability Management and NPA Management.
3. Make students understand the different types of products in life and non-life insurance sectors.
4. Enable students understand the pricing of the insurance and claims management aspects.
5. Help students in application of theoretical concepts to practical situations involving several cases.

Syllabus

Unit I

10 hours

Introduction to Banking in India: Concept and Evolution of Banks, Structure of Banks: Cooperative Banks - Commercial Banks - Development Banks, RBI's role and function, Commercial Banks and its function.

Banker-Customer Relationship, Garnishee Order, Rights of a Banker, Duties and Responsibilities of Banker, Banker's Lien, Pledge, Mortgage, Hypothecation, Right of set-off, Mandate and Power of Attorney, Principles of Lending, Credit Risk and Liquidity Risk in Banks, Ethics and Leadership skills in Banking, Financing International Trade.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation; RBI report and website

Unit II

10 hours

Types of Banking: Retail Banking and its products, Wholesale Banking and its products, International Banking, Electronic Banking, Digital Banking, Payment banks, Unified Payment Interface (UPI), CIBIL – Basel II – Banking Codes and Standard Boards – Basel III and Risk Management. Introduction to Central Bank Digital Currency (CBDC).

Asset-Liability Management, NPA Management, Bad bank, Opening Accounts for various types of customers, Know Your Customer (KYC) Guidelines, Types of Collaterals and their Characteristics, Priority Sector Lending, Financial inclusion, Recent Developments in National and International Scenarios.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation; Videos; RBI annual report

Unit III**10 hours**

Introduction to Insurance, Historical background of Insurance industry, Costs and Benefits of Insurance, Insurance industry: Players in life and non-life insurance, IRDA: Objectives – Regulations – Roles – Duties and Powers, Insurance sector reforms, Growth and Development of the Indian insurance industry

Types of Insurance: Life Insurance and General Insurance Products including Unit Linked Plans, Re-Insurance, Health Insurance, Micro insurance, Bancassurance, Government Schemes.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation; IRDA website

Unit IV**9 hours**

Claims Management, Claims settlement in general insurance, Guidelines for settlement of claims in case of motor insurance, fire insurance, marine insurance and personal accident insurance. Claims management in life insurance.

Underwriting Process, Principles and Methods of Underwriting, Insurance Pricing, Current Indian Scenario and Future Prospects.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation; IRDA and relevant websites.

Unit V**3 hours**

Case study: compulsory question for 20 marks. Review and recap of case studies discussed from Unit I to Unit IV.

- Pedagogy/Course delivery tools: Chalk and Talk, Discussions, Presenting the case analysis, Power point presentation.

Recommended Books:

1. Principles & Practices of Banking, Indian Institute of Banking and Finance (IIBF), MacMillan Education, 5th Edition, 2021.
2. Fundamentals of Insurance –Gupta P. K, Himalaya Publishing House, Revised 2nd Edition, 2017

Reference Books:

1. Banking Theory, Law and Practice, E. Gordon & K. Natarajan, Himalaya Publishing House, 29th Edition, 2021.
2. Insurance Principles and Practice – Mishra M.N. & Mishra S.B, S. Chand Publishing, 22nd Edition, 2016.
3. Insurance and Risk Management, P. K. Gupta, Himalaya Publishing House, 2nd Edition, 2019.
4. Banking and Insurance Principles & Practices, Neelam C. Gulati, Excel Books Private Limited, 2nd Edition, 2017.

Course Outcomes (COs):

The students will be able to

1. Demonstrate an understanding of the roles and functions of RBI, Commercial banks, Cooperative banks and Development banks.
2. Exhibit knowledge on different types of banking and asset management activities of banks
3. Demonstrate an understanding on products and services of life insurance and non-life insurance sectors.
4. Determine the pricing of insurance products and exhibit knowledge on claims management.
5. Demonstrate the application of concepts learnt to practical situations.

Course Assessment and Evaluation:

Continuous Internal Evaluation (CIE): 50 Marks		
Assessment Tool	Marks	Course Outcomes addressed
Internal Test-I	30	CO1, CO2, CO5
Internal Test –II	30	CO3, CO4, CO5
Average of the two Internal test will be taken for 30 marks		
Other Components:		
Assignment/Presentation/Mini Project	10	CO1, CO2, CO3, CO4, CO5
Quiz	10	CO1, CO2, CO3, CO4
Semester End Examinations (SEE)		
Course end examinations (Answer one question from each unit-internal choice)	100	CO1, CO2, CO3, CO4, CO5

STRATEGIC ENTREPRENEURSHIP AND STARTUP MANAGEMENT	
Course Code: MBA232C8	Credits: 3:0:0
Prerequisite: Basic knowledge on Functional Areas	Contact Hours: 42L
Course Coordinator: Dr. Rizwana M	

Course Content

Course Objectives

1. To develop and strengthen entrepreneurial quality in students.
2. To impart basic entrepreneurial skills and understanding to run a business efficiently and effectively.
3. To provide insights to students on Strategic decisions to be taken by an entrepreneur.
4. To provide basic understanding about the essential of startups and legal aspects involved in establishing a enterprise.
5. To help students on the practical application of case analysis and arriving at conclusions facilitating entrepreneurial decisions.

Unit I

10 hours

Entrepreneur & Entrepreneurship: Meaning of entrepreneur - Functions of an Entrepreneur – characters of Entrepreneurs, Types of Entrepreneur - Intrapreneur- an emerging class - Concept of Entrepreneurship - Barriers of Entrepreneurs, Entrepreneurial Culture - Stages in entrepreneurial process, Introduction to Social Entrepreneurship, Contemporary Business Practices, various forms of organization, Family Business-Meaning, Types, Characteristics, advantages and disadvantages.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Documentary videos on Entrepreneurs, Webpage like Your Story.

Unit II

9 hours

Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - Marketing plan - Production/operations plan - Organization plan - Financial plan - Final Project Report with Feasibility Study - preparing a model business plan for starting a new venture, Reasons for failure of Business Plan,

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation

Unit III

10 hours

Introduction-to Strategic-Entrepreneurship: Meaning-and-Nature-of-Strategic Management,. the Strategic Management Process, Blue Ocean, Red Ocean and Green Ocean strategy, Business Model, Strategic Business Models.

Strategy Formulation: Developing Strategic Vision and Mission for a Company, Setting Objectives – Balanced Scorecard, The hierarchy of Strategic Intent – Merging the Strategic Vision, Objectives and Strategy into a Strategic Plan.

Analyzing a company's resources and competitive position – Analysis of a Company's present strategies –SWOT analysis –Value Chain Analysis –Benchmarking.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Organizational Weblinks

Unit IV

10 hours

Startup: Startup definition, Difference between Startup Founder and Entrepreneur, Startup Ideas, Different types of Startups, Business Incubator, How does a Business Incubator work, Role of Business Incubator, Accelerator v/s Incubators, Co-working space, Leading business incubators and accelerators in India, Procedure for registering a Startup Company in India, Sources of Finance for startup, Government Schemes for Startups, Legal issues concerned to startups, Startup Marketing.

- Pedagogy/Course delivery tools: Chalk and Talk, Power point presentation, Weblinks of Government Schemes related to Startups.

Unit V Case Study

3 hours

Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

- Pedagogy/Course delivery tools: Application based case studies based on the concepts discussed in the respective units

Practical Component:

1. Business Plan: Students should be asked to prepare a Business Plan and present it at the end of the semester. This should include the following:
 - Executive Summary
 - Overview of Business and industry analysis
 - Description of recommended strategy and justification
 - Broad functional objectives and Key Result Areas.
2. Analysing Mission and Vision statements of a few companies and comparing them applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc)
3. Pick a successful growing company. Do a web-search of all news related to that company over a one-year period. Analyze the news items to understand and write down the company's strategy and execution efficiency.
4. Conduct SWOT analysis of companies around your campus by talking to them
5. Analyze the business model of a successful company.

Recommended Books:

1. Entrepreneurship by Robert D Hisrich, Michael.P.Peter, Mc Graw Hill Education 9th Edition
2. Strategic Management And Business Policy 3rd Edition (English, Paperback, Azhar Kazmi) Azhar Kazmi's, McGraw Hill Education, 4th Edition 2015
3. Steven Fisher, Ja-nae Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016. 5.

Reference Books:

1. Strategic Management and Concepts and Cases by David.R, 14th edition, PHI, 2013
2. Entrepreneurship: Creating and Leading an Entrepreneurial Organization by Arya Kumar, Pearson Education, 1/e 2012
3. Entrepreneurship Development Text & Cases by Janakiram B, Rizwana M, Excel Books 2011 Edition.
4. New Venture Management: The Entrepreneur's Road Map by Donald F Kuratko, Jeffrey S. Hornsby, 2e, Routledge, 2017

Course Outcomes (COs):

The student will be able to

1. Display keen interest and orientation towards entrepreneurship
2. Develop a business plan
3. Demonstrate the understanding of strategic management process at various levels across various functions of a business organization
4. Become aware about the prerequisite for establishing a startup in India.
5. Apply the concepts of strategic entrepreneurship to any given business situation

Course Delivery Tools:

- Chalk and Talk
- PPT
- Videos
- Case Study

Course Assessment and Evaluation:

Continuous Internal Evaluation (CIE): 50 Marks		
Assessment Tool	Marks	Course Outcomes addressed
Internal Test-I	30	CO1, CO2, CO5
Internal Test –II	30	CO3, CO4, CO5
Average of the two Internal test will be taken for 30 marks		
Other Components:		
Assignment-Business Plan	10	CO1, CO2, CO3, CO4
Quiz	10	CO1, CO2, CO3, CO4
Semester End Examinations (SEE)		
Course end examinations (Answer one question from each unit-internal choice)	100	CO1, CO2, CO3, CO4, CO5



RAMAIAH
Institute of Technology

CURRICULUM

for the Academic year 2023 - 2024

DEPARTMENT OF MANAGEMENT STUDIES

III & IV SEMESTER MBA

RAMAIAH INSTITUTE OF TECHNOLOGY
(Autonomous Institute, Affiliated to VTU)
Bangalore – 560054.

About the Institute:

Dr. M. S. Ramaiah a philanthropist, founded ‘Gokula Education Foundation’ in 1962 with an objective of serving the society. M S Ramaiah Institute of Technology (MSRIT) was established under the aegis of this foundation in the same year, creating a landmark in technical education in India. MSRIT offers 17 UG programs and 11 PG programs. All these programs are approved by AICTE. All eligible UG and PG programs are accredited by National Board of Accreditation (NBA). The institute is accredited with ‘A⁺’ **grade by NAAC in March 2021** for 5 years. University Grants Commission (UGC) & Visvesvaraya Technological University (VTU) have conferred Autonomous Status to MSRIT for both UG and PG Programs since 2007. The institute has also been conferred autonomous status for Ph.D. program since 2021. The institute is a participant to the Technical Education Quality Improvement Program (TEQIP), an initiative of the Government of India. The institute has 380 competent faculty out of which 67% are doctorates. Some of the distinguished features of MSRIT are: State of the art laboratories, individual computing facility for all faculty members, all research departments active with sponsored funded projects and more than 300 scholars pursuing Ph.D. To promote research culture, the institute has established Centre of Excellence for Imaging Technologies, Centre for Advanced Materials Technology, Centre for Antennas and Radio Frequency systems (CARFS), Center for Cyber Physical Systems, Schneider Centre of Excellence & Centre for Bio and Energy Materials Innovation. **Ramaiah Institute of Technology has obtained “Scimago Institutions Rankings” All India Rank 107 & world ranking 600 for the year 2022.**

The Entrepreneurship Development Cell (EDC) and Section 8 company “Ramaiah Evolute” have been set up on campus to incubate startups. **M S Ramaiah Institute of Technology is recognized by Atal Ranking of Institutions on Innovation Achievements (ARIIA), MoE, Govt. of India.** MSRIT has a strong Placement and Training department with a committed team, a good Mentoring/Proctorial system, a fully equipped Sports department, large air-conditioned library with good collection of book volumes and subscription to International and National Journals. The Digital Library subscribes to online e-journals from Elsevier Science Direct, IEEE, Taylor & Francis, Springer Link, etc. The Institute is a member of DELNET, CMTI and VTU E-Library Consortium. The Institute has a modern auditorium, recording studio, and several hi-tech conference halls with video conferencing facilities. The institute has excellent hostel facilities for boys and girls. MSRIT Alumni have distinguished themselves by occupying high positions in India and abroad and are in touch with the institute through an active Alumni Association.

As per the National Institutional Ranking Framework (NIRF), MoE, Government of India, Ramaiah Institute of Technology has achieved 78th rank among 1314 top Engineering Institutions & 23rd Rank for School of Architecture in India for the year 2023.

About the Department:

The Department of Management Studies was established in the year 1998 with an objective of bringing out high-quality professional managers to meet the emerging and ever growing demands and challenges of the industry in an ethical and socially responsible manner. Since inception, the Department has shown remarkable growth in the direction of achievement of its objectives. The faculty of the department is well experienced both in industry and in the academic field. All the faculties are involved in research and technical paper publications in reputed technical journals, conferences across the world. The department believes in continually enhancing the expertise of the faculty by deputing them to various workshops and faculty development programs. The department is accredited by National Board of Accreditation.

VISION OF THE INSTITUTE

To be an Institution of International Eminence, renowned for imparting quality technical education, cutting edge research and innovation to meet global socio-economic needs.

MISSION OF THE INSTITUTE

RIT shall meet the global socio-economic needs through

1. Imparting quality technical education by nurturing a conducive learning environment through continuous improvement and customization
2. Establishing research clusters in emerging areas in collaboration with globally reputed organizations
3. Establishing innovative skills development, techno-entrepreneurial activities and consultancy for socio-economic needs.

QUALITY POLICY

We at Ramaiah Institute of Technology, Bangalore strive to deliver comprehensive, continually enhanced, global quality technical and management education through an established Quality Management System complemented by the synergistic interaction of the stake holders concerned.

THE VISION OF THE DEPARTMENT

To become a globally trusted and influential management education institution that is equipped to, built on the twin pillars of theory and practice and designed to foster academic, research excellence and professional skill development through learning and knowledge sharing.

MISSION OF THE DEPARTMENT

The Department commits itself to achieve the above vision through

- Imparting a sustained Quality and Value based Management education by blending theory and practice in creative ways.
- Fostering a conducive environment for research and consultancy in Management domains.
- Promoting entrepreneurship and skill development activities for socio-economic need

PEOs of the Programme

PEO1: Analyse, design, develop and manage integrated system of funds, people, information technology, material, equipment, methods and markets by taking into consideration economic, technical, social, legal, moral and ethical considerations.

PEO2: Acquire necessary managerial skills for conducting business, entrepreneurship, research and higher education to provide service to community.

PEO3: Engage in lifelong learning for professional enrichment and advancement.

Program Outcomes (POs)

The Post Graduate Students will be able to:

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster analytical and critical thinking abilities for data-based decision making.
3. Develop value based leadership abilities
4. Understand, analyse and communicate global, economic, legal and ethical aspects of business
5. Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
6. Demonstrate ability to understand financial aspects of business enterprises and derive meaningful inferences about their performance
7. Identify customers' needs and to participate in the process of developing products and services to meet their requirements
8. Develop confidence for self-education and ability for career planning and development

Scheme of Teaching (III Semester-Core)

Subject code	Name of the subjects	Category	Credits				Contact Hours per week
III SEMESTER			L	T	P	T	
MBA223C1	BUSINESS RESEARCH METHODS	Core	3	0	1	4	5

(III Semester-Electives)

(III SEMESTER (FINANCE))							
MBA223F1	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (D)	Elective	4	0	0	4	4
MBA223F2	FUTURES, OPTIONS AND OTHER DERIVATIVES (D)	Elective	4	0	0	4	4
MBA223F3	INTERNATIONAL TAXATION I (D)	Elective	2	0	1	3	3
MBA223F4	MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING	Elective	4	0	0	4	4
MBA223F5	INTERNATIONAL FINANCIAL MANAGEMENT	Elective	3	0	0	3	3
MBA223F6	TAX MANAGEMENT	Elective	4	0	0	4	4

III SEMESTER (MARKETING)							
MBA223M1	CONSUMER BEHAVIOUR (D)	Elective	4	0	0	4	4
MBA223M2	INTEGRATED MARKETING COMMUNICATIONS - (D)	Elective	4	0	0	4	4
MBA223M3	DIGITAL MARKETING - (D)	Elective	3	0	0	3	3
MBA223M4	PRODUCT MANAGEMENT	Elective	3	0	0	3	3
MBA223M5	RURAL MARKETING	Elective	4	0	0	4	4
MBA223M6	SALES & RETAIL MANAGEMENT	Elective	4	0	0	4	4
III SEMESTER (HUMAN RESOURCE)							
MBA223H1	HUMAN RESOURCE ANALYTICS (D)	Elective	4	0	0	4	4
MBA223H2	LEARNING & DEVELOPMENT - (D)	Elective	4	0	0	4	4
MBA223H3	INTERNATIONAL HUMAN RESOURCE MANAGEMENT (D)	Elective	3	0	0	3	3
MBA223H4	PERFORMANCE & COMPENSATION MANAGEMENT	Elective	4	0	0	4	4
MBA223H5	HUMAN RESOURCE INFORMATION SYSTEM & ACCOUNTING	Elective	3	0	0	3	3
MBA223H6	ORGANIZATIONAL DEVELOPMENT & CHANGE MANAGEMENT	Elective	4	0	0	4	4

III SEMESTER (BUSINESS ANALYTICS)							
MBA223B1	DATA VISUALIZATION IN BUSINESS DECISIONS (D)	Elective	2	0	1	3	4
MBA223B2	PREDICTIVE ANALYTICS: TIME SERIES FORECASTING (D)	Elective	3	0	1	4	5
MBA223B3	BUSINESS DECISIONS USING ANALYTICS (D)	Elective	3	0	1	4	5
MBA223B4	INTRODUCTION TO BI AND DATA MANAGEMENT	Elective	4	0	0	4	4
MBA223B5	SOCIAL MEDIA ANALYTICS (TEXT ANALYTICS)	Elective	4	0	0	4	4
MBA223B6	PEOPLE ANALYTICS	Elective	3	0	0	3	3

Scheme of Teaching (IV Semester- Core)

Subject code	Name of the subjects	Category	Credits				Contact Hours per week
IV SEMESTER			L	T	P	TOTAL	
MBA224C1	Project work cum Internship	Core	0	0	12	12	

(IV Semester- Electives)

IV SEMESTER (FINANCE)							
MBA224F1	INVESTMENT BANKING AND FINANCIAL SERVICES (D)	Elective	3	0	0	3	3
MBA224F2	INTERNATIONAL TAXATION II (D)	Elective	2	0	1	3	3
MBA224F3	GOODS AND SERVICE TAX	Elective	3	0	0	3	3
MBA224F4	MANAGEMENT ACCOUNTING & CONTROL SYSTEMS	Elective	3	0	0	3	3

IV SEMESTER (MARKETING)							
MBA224M1	SERVICES MARKETING (D)	Elective	3	0	0	3	3
MBA224M2	STRATEGIC MARKETING - (D)	Elective	3	0	0	3	3
MBA224M3	BUSINESS MARKETING	Elective	3	0	0	3	3
MBA224M4	SUPPLY CHAIN MANAGEMENT	Elective	3	0	0	3	3

Note: Dual subjects are specified by (D)

IV SEMESTER- HUMAN RESOURCE							
MBA224H1	INDUSTRIAL RELATIONS MANAGEMENT - (D)	Elective	3	0	0	3	3
MBA224H2	ADVANCED ORGANIZATIONAL BEHAVIOUR - (D)	Elective	3	0	0	3	3
MBA224H3	KNOWLEDGE MANAGEMENT	Elective	3	0	0	3	3
MBA224H4	STRATEGIC HUMAN RESOURCE DEVELOPMENT	Elective	3	0	0	3	3

Note: Dual subjects are specified by (D)

IV SEMESTER (BUSINESS ANALYTICS)							
MBA224B1	INTRODUCTION TO AI IN BUSINESS (D)	Elective	3	0	0	3	3
MBA224B2	ADVANCED BUSINESS DECISIONS USING ANALYTICS (D)	Elective	2	0	1	3	4
MBA224B3	SUPPLY CHAIN ANALYTICS	Elective	3	0	0	3	3
MBA224B4	FINANCIAL ANALYTICS	Elective	3	0	0	3	3

Note: Dual subjects are specified by (D)

BUSINESS RESEARCH METHODS	
Course Code: MBA223C1	Credits: 3:0:1
Prerequisite: Basic knowledge on functional areas	Contact Hours: 42L+28P
Course Coordinator: Dr. Pallavi B and Dr Arun Kumar D C	

Course Content

Course Objectives

1. To make students aware of how literature reviews can help in problem formulation and definition.
2. To develop student skills in Research design.
3. To develop student skills in designing questionnaire to collect primary data
4. To develop student skills in designing and executing hypothesis tests.
5. To develop the student skills in structured presentation of research findings using oral and written reports.

Unit I

(8 Hours)

Research Methodology: An Introduction: Meaning and objectives of research, Types of research, significance of research, Research methods Vs Methodology, research approaches, research process, criteria for good research, defining research problem, Research design-meaning, need, features, important concepts relating to research design, different research designs.

Unit II

(9 hours)

Design of Sample surveys Introduction, Sample design, sampling and Non-sampling errors, sample survey and census survey, Types of sampling designs, non probability sampling, probability sampling and Complex random sampling Designs.

Measuring and scaling: measurement scales – sources of error – techniques of developing measurement tools. Scaling: Meaning – important scaling techniques, multidimensional scaling, Deciding the scale.

Unit III

(9 hours)

Data Collection: Introduction, Experiments and surveys, collection of Primary data, Questionnaire the basics and its design with practical exercises, Collection of primary data, collection of secondary data, Selection of appropriate method for data collection, Sampling plan – Sample size – determinants optimal sample size.

Unit IV

(8 hours)

Data Preparation – editing – Coding –Classification, Tabulation, data cleaning Data adjusting, Data entry – Validity of data. Testing of Hypothesis, Test of Means, Analysis of Variance, Chi-Square tests, Z test, t test, multiple regression and correlation (Only Theory)

Unit V**(8 hours)**

Introduction to research reports: types of research reports – oral presentation – precautions for writing research reports. Report Preparation: Report writing – significance, steps in report writing, Types, Mechanics of writing a Research report. Ethics in business research: Research Ethics meaning, Ethical treatment of participants, Ethics and the sponsor, Ethical behavior of researchers and team members. methods to search required information effectively, Introduction to Reference Management Softwares, Plagiarism, Types, strategies to avoid and Software for detection of Plagiarism.

Practical components**(28 hours)**

- Review of Literature, Questionnaire design Preparing the data file.
- Hypothesis Testing-Parametric and nonparametric data
- Regression and correlation and Factor Analysis
- Similarity Index, Plagiarism
- The students are expected to do a mini project based on primary data according to the topic approved by the course coordinator. The mini project report should contain necessary information on statement of the problem, review of literature, objectives, research design, methodology, data analysis, findings and suggestions.

Recommended Books:

1. Research Methodology Methods and Techniques, C R Kothari, 4/e, 2020, New Age International Publishers Ltd
2. Research Methodology: concepts and cases, 2nd edition, Deepak Chawla, Neena Sondhi Vikas publishing house pvt ltd, 2018

Reference Books:

1. Business Research Methods, Zikmund, Babin, Carr, Adhikari, Griffin, 8/e, 2012, South Western
2. Business Research Methods, Christina Quinlan, 1/e, 2011, Cengage Learning Emea

Course Outcomes (COs):

1. The student will be able to define a research problem and hypothesis based on literature review (PO1, PO2)
2. The student will be able to device a suitable Research Design for data collection (PO1, PO2)
3. The student will be able to design questionnaire to collect primary data (PO1, PO2, PO7)
4. The student will be able to perform hypothesis tests (PO1, PO2)
5. The student will be able to report the findings in a structured manner (PO4).

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	
Course Code: MBA223F1	Credits: 4:0:0
Prerequisite: Basic knowledge on Financial Management	Contact Hours: 56L
Course Coordinator: Dr. T. Mohanasundaram	

Course Content

Course Objective: The objective of the course is to provide knowledge on various investment avenues, secondary market operations and valuation of securities along with portfolio construction and evaluation.

In detail:

1. To inculcate the knowledge about investment process and financial markets
2. To understand the concept of risk, return, its calculation and valuation of securities
3. To inculcate the knowledge about fundamental analysis and technical analysis and usage of charts for investment.
4. To acquaint knowledge about portfolio construction & evaluation and mutual fund evaluation
5. To appraise the students on the practical application oriented case studies, doing case study analysis and arriving at conclusions facilitating business decisions

Unit I

(12 Hours)

Investment: Concepts of investment, attributes, forms of investment, Objectives of financial investment, Sources of investment information. Features of a good investment, Investment Process. Economic vs. Financial Investment, Investment and speculation.

Securities Market: Primary Market - Factors to be considered to enter the primary market, Secondary Market- Major Players in the secondary market, Functioning of Stock Exchanges, Trading and Settlement Procedures, Leading Stock Exchanges in India.

Stock Market Indicators- Types of stock market Indices, Indices of Indian Stock Exchanges, career opportunities

Unit II

(12 Hours)

Analysis of Risk and Return: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns.

Portfolio Risk and Return: Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with 2 assets, Portfolio with more than 2 assets.

Valuation of Securities:

Bond Valuation: meaning, features and types of bonds, Bond pricing theorems, bond valuation, duration of bond and immunization of interest risk, determination of yield curves.

Equity shares: Concept, Valuation, Dividend Valuation models and CAPM, Preference Shares- Concept, Features, Yields.

Unit III

(12 Hours)

Fundamental Analysis: Concept of intrinsic value, Objectives and beliefs of fundamental analysts, EIC framework - Economic analysis, Industry Analysis and Company Analysis.

Technical Analysis: Concept, Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns. Mathematical Indicators –Moving averages, ROC, RSI, Market Indicators.

Market Efficiency and Behavioural Finance: Random walk and Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency. Behavioural Finance –Meaning and biases, Algorhemic trading and Quant Trading.

Unit IV

(12 Hours)

Modern Portfolio Theory: Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier. Beta Measurement and Sharpe Single Index Model

Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market Line, Extension of Capital Asset pricing Model - Capital Market Line, SML VS CML. Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT and CAPM.

Portfolio Management: Diversification- Process of portfolio management, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification.

Mutual Funds: Mutual Fund types, Performance of Mutual Funds. Performance evaluation of Managed Portfolios- Treynor, Sharpe and Jensen Measures Portfolio revision – Active and passive strategies & formula plans in portfolio revision

Learnings from World's best on investment strategies and **leadership skills**

Unit V

(8 Hours)

Case study compulsory for 20 marks. Review and recap of case study discussed from Unit 1 to 4 Practical Components:

1. Students are expected to trade in securities using virtual money. It involves an investment and management of Rs.10 lakhs in a diversified portfolio. At the end of the Semester the Net worth is to be assessed and marks may be given based on the rationale and consistency in investment.
2. Students should study the functioning of stock exchange.
3. Students should study stock market pages from business press and present their observations
4. Students can do
 - a. Macro Economic Analysis for the Indian economy.
 - b. Industry Analysis for Specific Sectors.
 - c. Company Analysis for select companies.
 - d. Practice Technical Analysis
5. Students can study the mutual funds schemes available in the market and do their Performance evaluation.

Recommended Books:

1. Investment Analysis and Portfolio Management – Prasanna Chandra, 6/e, McGraw Hill Education (India) Pvt. Ltd., 2021.
2. Security Analysis and Portfolio Management- Kevin S, 3/e, PHI, 2022.

Reference Books:

1. Security Analysis & Portfolio Management – Avadhani V. A, HPH, 12/e, 2015
2. Investment Management – Bhalla V. K, 19/e, S.Chand, 2013.
3. Security Analysis and Portfolio Management – Fisher and Jordan, 7/e, Pearson, 2018.
4. Investment Analysis and Portfolio Management– Frank Reily, Keith C. Brown, Stanford J. Leeds, 11/e, Cengage Learning., 2022.
5. Security Analysis and Portfolio Management – Punithavathy Pandian, 2/e, Vikas, 2005.

Course Outcome (COs):

1. The Student will demonstrate how the firms can benefit from various investment avenues in the financial markets.
2. The Student will understand to calculate the risk and return of various securities.
3. The students will demonstrate how to make use of fundamental analysis and technical analysis in evaluating stock market investments.
4. The students will demonstrate on how to construct portfolio and portfolio revision and evaluation.
5. The students will be able to demonstrate the application of concept learned to practical situations involving several cases of investment decisions.

FUTURES, OPTIONS AND OTHER DERIVATIVES	
Course Code: MBA223F2	Credits: 4:0:0
Prerequisite: Basic knowledge on Financial areas	Contact Hours: 56L
Course Coordinator: Dr. Vaijanath Babshetti	

Course Content

Course Objective: The objective of this course is to acquaint knowledge about different types of financial risks and techniques to mitigate them with the help of forwards, futures, options and swaps
In detail:

1. To make students understand the different types of derivatives
2. To help students in understanding, option pricing models, option trading strategies and to work out problems in these areas
3. To expose students to options on future contracts, using options to manage interest rate risk, short term and long term interest rate futures and swaps.
4. To make students understand the credit risk and credit derivative instruments and VaR
5. To help students in application of theoretical concepts to practical situations involving several cases.

Unit I (12 Hours)

Types of financial derivatives: Financial forward and futures contracts – differences, Specifications of futures contract, valuation of forward and futures contract, types of futures, hedging strategy using futures.

Unit II (12 Hours)

Option valuation models and trading strategies: Options – concept, types, distinction between options and futures, option valuation

Option pricing models – determinants of option prices, Black - Scholes option pricing model, binomial option pricing model – one step

Options trading: Strategies, option spreads, Volatility trading, straddles, strangles, strips, straps

Hedging with options: Fixed hedging, Strategies - stop loss, zero cost, delta, theta, gamma, vega, rho and phi.

Unit III (12 Hours)

Options on future contracts and Interest rate futures: Valuing European future options, valuing American futures options Using options to manage interest rate risk: caps, floors, collars, valuation Short term interest rate futures: Types of interest rates, forward interest rates, FRA, hedging FRA, Treasury bill futures, hedging using short term interest rate futures, Long term interest rate futures.

Swaps: Meaning, types, construction and valuation of currency and interest rate swaps.

Unit IV**(12 Hours)**

Credit Derivatives: Credit risk: Concept, assessment; Credit Derivative instruments –CDS, TRS, Credit options, credit linked notes, benefits of credit derivatives
Value at Risk (VAR) –Measure, computing VaR, stress testing and back testing

Unit V**(8 Hours)**

Case Analysis: Compulsory question for 20 marks Review and recap of case studies discussed from Unit 1 to Unit 4.

Practical Components:

1. Students should calculate the theoretical futures prices taking real time data and comparing with the actual futures prices.
2. Students can visit a financial institution dealing in derivatives and study the products offered by them.
3. Students are expected to use real time option trading data and construct various option trading strategies.
4. Students will select various futures or options and watch the behavior of these futures and options on a day to day for 15 days to see how futures and options might help mitigate the risks of investors.

Recommended Books:

1. Futures and Options, N D Vohra and B R Bagri, 2nd edition, Tata Mcgraw hill, 2017.
2. Options, Futures and other derivatives, John C. Hull, eleventh edition, PHI, 2021.

Reference Books:

1. Commodity Derivatives A Guide for Future Practitioners, Paul E. Peterson, Taylor & Francis, 2018
2. Derivatives Rajiv Srivastav, Oxford University press, 2014 2/e
3. Financial Derivatives Theory, Concepts and problems, 2/e S.L.Gupta, PHI, 2017
4. Risk Management, Vaijanath Babshetti, Prakash.B.Yaragol, Kalyani Publishers, 2014
5. Financial Derivatives, Text & Cases, Prakash.B.Yaragol, Vikas publications 2018

Course Outcomes (COs):

1. The student will be able demonstrate the understanding about types of derivatives and hedging using forwards and futures contracts.
2. The student will be able to determine the option prices; frame appropriate option trading Strategy.
3. The students will be skilled to use options on futures, interest rate futures and swaps.
4. The student will be able to demonstrate the understanding of credit risks and instruments for hedging them.
5. The student will be able to demonstrate the application of concepts learnt to practical situations involving several cases of derivatives trading.

INTERNATIONAL TAXATION - I	
Course Code: MBA223F3	Credits: 2 :0:1
Prerequisite: Basic knowledge on Financial Management	Contact Hours: 56L
Course Coordinator: Dr. Y.M. Satish	

Course Content

Course Objective: The objective of the course is to provide the students with the conceptual knowledge of United States Legal & Tax Systems, taxation services provided and usage of digital technology tools.

In detail:

1. To make students understand the nature of United States Individual Income Tax.
2. To make students understand the types of Income and provisions of Adjustments to Income,
3. To make students understand the Deductions and Credits including Foreign Tax Credit.
4. To apprise the students about the provisions for Computation of Tax liability
5. To appraise the students on the leading practical application oriented case studies.

Unit I

(5 Hours)

US Individual Income Tax

US Individual Income Tax - Overview and Computation of Income Introduction to US Individual Taxation

- Basic concepts of US tax and Overview of form 1040
- Filing Requirement
- Filing Status
- Dependents and exemptions
- Case study 1

Unit II

(6 Hours)

Income Types

- Compensation, Basics of Income Sourcing & W-2
- Stock Options
- Interest, Dividend Income
- Capital Gains and Sale of Main Home
- Business Income (Schedule C and self-employment tax)
- Case study 2
- Income and Loss from Rental Property, Passive Activity Loss limitations
- State and Local tax refunds
- Other Income
- Case Study 3

Adjustments to Income

- Health Savings Account deduction
- Moving expenses
- IRA deduction
- Student loan and Interest, Tuition and Fees and other deductions
- Case study 4

Unit III

(6 Hours)

Itemized Deductions

- Taxes - State & Local Taxes, Real Estate Taxes, Personal Property Taxes
- Mortgage Interest
- Investment Interest Expense, Charitable Contribution, Casualty & Theft Losses
- Medical and Dental and Other Miscellaneous Itemized Deductions
- Case Study 5

Credits

- Education Credits (AOC and LLC)
- Child & Dependent Care Credit
- Child Tax Credit
- Case Study 6

Unit IV

(7 Hours)

Computation of Taxes

- Alternate Minimum Tax
- Additional Medicare Tax and Net Investment Income Tax
- Filing due date, Extensions, Penalty and Interest
- Tax rates and calculation of Taxes
- Case Study 7
- Comprehensive Case Study to prepare Form 1040

Overview of Advanced Topics

- Who is an Expat
- What is Sec 911 exclusion and overview of Form 2555
- Introduction to Foreign Tax Credit
- Who is an Inpat
- Substantial Presence Test and overview of Form 1040NR
- Income recognition for Foreign nationals
- Case Study 8

Unit V

(04 Hours)

Case analysis compulsory for 20 marks. Review and recap of case study discussed from Unit 1 to Unit 4

Practical Component

(28 Hours)

Introduction to our tools SQL DB

SQL Overview and RDBMS Concepts

- History of SQL and Why we need SQL
- Definition - SQL, RDBMS, Table, Field, Row/Record, Column, Nulls.
- SQL Constraints
- Data Integrity
- Database Normalization

Single – Table Queries, SQL Datatypes, Examples of Operators - Arithmetic, Comparison, Logical, SELECT Syntax Using FROM, WHERE, GROUP BY, HAVING, ORDER BY Clauses, Working on Case Expression, Like Predicate, NULL Values, System Defined Function - Scalar, Aggregate, Date, String, Ranking/Windows Function

Joins and Subqueries

Basic Overview of different types of joins, Syntax and Examples - Inner, Outer, Full Outer, Self, Cartesian Join, Self-Contained Scalar and Multivalued Subqueries

Table Expression and Set Operators

Definition and Syntax - Derived Tables, Common Table Expression (CTEs), Views, Table- Valued Functions, Definition and Syntax - Union, Union ALL, Intersect, Except Operators

SQL Commands

Data Manipulation Language Syntax - SELECT, INSERT, UPDATE, DELETE, MERGE Data Definition Language Syntax - CREATE, ALTER, DROP, TRUNCATE, Data Control Language Syntax -GRANT, REVOKE, Transactional Control Language Syntax - COMMIT, ROLLBACK, SAVE TRANSACTION, Other data Insertion Queries - INSERT VALUES, INSERT SELECT, INSERT EXEC, SELECT INTO, BULK INSERT

SQL Programmable Objects

Definition - Variables, Batches, Transaction, Flow Element (IF. Else, While), Syntax and Examples - Cursors and Temporary Tables, Overview on Stored Procedure, User Defined Function (UDFs) and Indexes, Basics of Error Handling.

Text Books:

1. Wolters Kluwer Tax Law Editors, U.S. Master Tax Guide (2023)-20192. Deborah Geier -U.S. Federal Income
2. Taxation of Individuals 2022, CALI's eLangdell Press- 2022.
3. Robert J., Jr. Misey and Michael S. Schadewald - Practical Guide to U.S. Taxation of International Transactions Perfect Paperback – Import, Cch Inc; 10 edition, Jul 2022.
4. Edward McCaffery -The Oxford Introductions to U.S. Law: Income Tax Law. Oxford University Press; 1st edition, 2022.

Course Outcome (COs):

1. The student will exhibit the conceptual understanding of United States individual taxation
2. The student will exhibit the conceptual understanding of types of income and adjustments to Income.
3. The student will be able to use the various Deductions and Credits to optimise tax liability.
4. The students will be able to determine individual tax liability and file returns.
- 5 . The student will be able to apply concepts learnt to analyse income, deductions, tax credits as per US legal and tax system and determine taxable income and tax liability of individuals.

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING	
Course Code: MBA223F4	Credits: 4:0:0
Prerequisite: Basic knowledge on Financial Management & Accounting for Managers	Contact Hours: 56L
Course Coordinator: Dr. A. Mahalakshmi	

Course Objective: The objective of the course is to expose students to different forms of organizational restructuring strategies for achieving corporate excellence.

In detail:

1. To make students understand the strategic importance, types and process of mergers and acquisitions in modern business organization.
2. To make students understand the different methods of corporate restructuring and takeover defenses.
3. To help students understand the mechanisms involved in determination of share exchange ratios and valuation of firms.
4. To expose students to the legal and regulatory framework of mergers and acquisitions.
5. To help students in application of theoretical concepts to practical situations involving several cases.

Unit I (12 Hours)

Introduction to M&A

Mergers: Definition, categories of mergers, types and motives behind mergers –difference between merger and acquisition, theories of mergers – industry life cycle and merger, Impact of M&A on stakeholders, Merger Process: Five-stage model – challenges in M&A, leadership and career opportunities (Industry Expert)

Unit II (12 Hours)

Corporate restructuring and Takeover defenses

Corporate restructuring – different methods of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs, Take over tactics and take over defenses

Unit III (12 Hours)

Valuation and Financing of M&A

Methods of financing mergers – cash offer, share exchange ratio, valuation of M&A; valuation approaches – discounted cash flow valuation – relative valuation –corporate control, leadership skills required for M&A, operating & financial synergy

Unit IV

(12 Hours)

Accounting and Legal framework of M&A

Amalgamation: Definition, types, difference between merger and amalgamation, advantages and disadvantages, accounting methods- pooling of interest method and purchase method, due diligence, Legal and regulatory frame work of M & A: Indian Income Tax Act 1961 – SEBI takeover code, Competition Act and Companies Act - Important legal provisions.

Unit V

(8 Hours)

Case Analysis: Compulsory question for 20 Marks. Review and recap of case studies discussed from unit 1 to unit 4

Practical Component:

The Students are expected to identify a M&A deal and make a presentation on deal structure, synergies, valuation and its legal aspects.

Recommended Books:

1. Prasad G Godbole, Mergers, Acquisitions And Corporate Restructuring, 2013, 2nd Edition, Vikas Publishing House.
2. Rabi Narayan Kar, Minakshi Taxmann's-Mergers, Acquisitions and Corporate Restructuring – Strategies & Practices, 3rd Edn., 2017

Reference Books:

1. Sudi Sudarsanam – Creating Value from Mergers And Acquisitions, the challenges, Prentice Hall – 2/e, 2010
2. Ashwath Damodaran – Corporate Finance-Theory and Practice – John Wiley & Sons, 2nd edition.2007
3. M.C.Shukla, T.S.Grewal & S.C.Gupta - Advanced Accounts Vol 2 – S. Chand & Sons, 19th edition, 2017

Course outcome (COs):

1. The student will be able to relate strategy development models to Mergers and Acquisitions
2. The student will be able to identify the different forms of corporate restructuring in practice.
3. The student will be able to determine valuation of target firm
4. The student will be able to demonstrate the legal implications of Mergers and Acquisitions.
5. The student will be able to exhibit the understanding of how modern business organizations achieve fast inorganic growth through mergers and acquisition strategies.

INTERNATIONAL FINANCIAL MANAGEMENT	
Course Code: MBA223F5	Credits: 3:0:0
Prerequisite: Basic knowledge on Financial Management	Contact Hours: 42L
Course Coordinator: Dr. P V Raveendra	

Course Content

Course Objective: The objective of the course is to make the students familiar with foreign exchange market, exchange rate mechanism, international monetary system, and foreign exchange exposure management in detail

1. To provide an understanding of importance, rewards and risks of international business.
2. To provide an understanding of mechanisms involved in determination of foreign exchange rates.
3. To provide an understanding of foreign exchange exposure management and impact of international parity relationships on exchange rates.
4. To provide an understanding of foreign exchange risk management, designing and valuation of interest rate and currency swaps.
5. To provide an understanding of application of theoretical concepts to practical in situations involving several cases.

Unit I

(10 Hours)

International financial Environment- the Importance, rewards & risk of international finance- Goals of MNC- International Business methods – Exposure to international risk- International Monetary system. Balance of payments, – Equilibrium, disequilibrium & adjustment of Balance of payment & Trade deficits. Agencies that facilitate International flows. Introduction to crypto currencies and Block chain technology Government influence on exchange rate, emerging challenges of international Finance (Industry expert).

Unit II

(10 Hours)

International Financial Markets:- Foreign exchange markets-foreign exchange trading-Cash & Spot exchange markets-foreign exchange rates & quotation- forward markets-Exchange rate Behavior-Cross Rates-Foreign exchange market participants-arbitrage profit in foreign exchange markets, Swift Mechanism.

Unit III

(10 Hours)

Forecasting exchange rates- Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- international parity relationship: interest rate.

Foreign Exchange exposure:- Management of Transaction exposure- Management of parity, purchasing power parity & fisher effects.Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure.

Unit IV

(9 Hours)

Foreign exchange risk Management: Hedging against foreign exchange exposure – Forward market- Futures Market- options Market, hedging through currency of invoicing- Hedging through mixed currency invoicing –Hedging through selection of supplying country.

Swaps: Meaning, types, construction and valuation of currency and interest rate swaps.

Unit V

(3 Hours)

Case Analysis: Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

Recommended Books:

1. Jeff Madura International Finance Management – Cengage, 11/e, 2020
2. Madhu Vij –International financial Management- Excel - 3/e 2012

Reference Books:

1. Eun & Resnick – International Finance Management, Indian edition - (McGraw Hill), 7/e, 2017
2. P.G. Apte-International Finance Management - (Tata McGraw Hill), 7/e, 2014
3. V. Sharan- International Financial Management –PH1-6e/2012
4. S. Kevin- Fundamental of International Financial Management- PH1-3/e, 2012
5. Jain, Peyard and yadav-International Financial Management – Laxmi publications, 2015

Course Outcomes (COs):

1. The student will be able to demonstrate the significance of Financial Management in the Global Context.
2. The student will be able to calculate the Foreign Exchange rates and Arbitrage possibilities for different currencies.
3. The student will be able to forecast the exchange rates and determine foreign exchange exposures.
4. The student will be able to demonstrate the relevance of different hedging techniques and designing swap arrangements.
5. The student will be able to demonstrate the application of concepts learnt to practical situations involving several cases of International Finance.

TAX MANAGEMENT	
Course Code: MBA223F6	Credits: 4:0:0
Prerequisite: Basic knowledge on Financial areas	Contact Hours: 56L
Course Coordinator: Dr. Y.M. Satish	

Course Content

Course Objectives: The objective of the course is to educate students about the provisions and procedures of income tax act in determining the tax liability of individual, firms and companies and provisions and procedures under central excise, customs, VAT in determining the indirect taxes liability of business organizations.

In detail:

1. To make students understand the basic concepts of income tax such as residential status, tax incidence
2. To make students understand the income tax provisions involved in determination of income from salary, business and profession
3. To help students understand the determination of tax liability of partnership firms and companies
4. To make students understand the provisions of Tax deduction , Collection and E-filing mechanism.
5. To help students in application of theoretical concepts to practical situations involving several cases.

Unit I: Introduction

(13 Hours)

Basic concepts: assessment year, previous year, person, assessee, Income, charges on income, gross total income, capital and revenue receipts, residential status, receipt and accrual of income, connotation of income deemed to accrue or arise in India, incidence of tax, Tax Planning, Tax Evasion, Tax Management, Direct Taxes Code.

Unit II: Income from salary, Business and profession

(13 Hours)

Computation of income under the head salary: different forms of salary – leave salary, gratuity, commutation of pension, provident fund Income under the head profit and gains of business or professions and its computation- basis- method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation (Both Theory & Problems) special provisions relating to 44AD, 44AE & 44AF. Problems on computation of income from business/ profession, Assessment of Individuals, Filing of returns.

Unit III: Assessment of firms and companies

(13 Hours)

Computation of taxable income of a firm and partners – Computation of taxable income of a company with special reference to MAT

Unit IV**(12 Hours)**

Income Tax provisions relating to TDS, TCS. Income Tax E-Filing, Functions of Enforcement Directorate.

Unit V**(5 Hours)**

Case Analysis: Compulsory question for 20 Marks. Review and recap of case studies discussed from unit 1 to unit 4

Recommended Book:

1. Vinod Singhania- Students Guide to Income Tax – Assessment year 2023-24 Taxman Publications

Reference Books:

1. Vinod Singhania –Direct Taxes –Taxman Publications, Assessment year 2023-24
2. Mehrotra- Direct Tax –Sahitya Bhavan, Assessment year 2023-24

Course Outcome (COs):

The student will be able to demonstrate the understanding of the implications of both direct and indirect taxes on the income of individual, firms and companies and help them in their tax planning and management.

1. The student will be able to identify the nature of Incomes and their tax incidence.
2. The student will be able to calculate income from salary, business and profession, assessment of individual and filing of returns.
3. The student will be able to calculate the tax liability of Partnership firm and Joint stock companies.
4. The student will be able to compute tax liability under TDS, TCS and perform E-filing.
5. The student will be able to apply tax provisions learnt to determine the tax liability of Individuals, business firms and companies and also demonstrate the ability to draw meaningful conclusions about tax compliance of individuals, business firms and companies.

CONSUMER BEHAVIOUR	
Course Code: MBA223M1(Marketing)	Credits: 4:0:0
Prerequisite: Basic knowledge on Marketing Management	Contact Hours: 56L
Course Coordinator: Dr. Adarsha K	

Course Content

Course Objectives

The objective of the course is to make the student to familiar with the consumer behaviour process and various aspects of consumer behaviour.

In detail:

1. To provide an understanding the need of consumer behaviour and its motivation.
2. To provide an understanding of different perspectives that characterizes the study of Consumer behavior & personality.
3. To provide an understanding concept of consumer Communication process & social and cultural setting
4. To provide an understanding concept of consumer decision making process.
5. To provide an understanding of application of theoretical concepts to practical situations involving several cases.

Unit I

(13 Hours)

Introduction To The Consumer Behavior: Definition and scope of CB, Development of consumer behavior, consumer research, Market segmentation

Consumer as an individual: Consumer needs and motivation – what is motivation – motivation needs – goals – positive and negative motivation – rational versus emotional motives – the dynamic nature of motivation – needs and goals – frustration – arousal of motives – types and systems of needs – diversity of need systems.

Unit II

(13 Hours)

Personality and consumer behavior: personality, theories, self and self image, consumer innovativeness and personality traits – brand personification – perception, elements and dynamics, imagery, Elements of consumer learning, theories, measurement, attitudes, models, formation and change, relationship between attitude and consumer behavior.

Unit III

(13 Hours)

Communication and persuasion: Components of communication – the communication process – the message initiator (the source) – the target audience (the receivers) – feedback – the receivers response – designing persuasive communications – communication strategy – media strategy – message strategies – crisis communication strategies.

Consumers in their social and cultural setting: Consumer relevant reference groups – family decisions making and consumption related roles – family life cycle – social class and consumer behaviour – influence of culture on consumer behaviour.

Unit IV**(13 Hours)**

Consumer decision making process: Consumer decision making, choosing and consuming – what is a decision – levels of consumer decision making – extensive problem solving – limited problem solving – routinized responsive behavior – models of consumer four views of consumer decision making – an economic view – passive view – cognitive view – emotional view – model of consumer decision making – input-process-output – consumer gifting behavior – beyond decision: consuming and possessing

Unit V**(04 hours)**

Case Study: Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

Recommended Books:

1. Consumer Behavior – Leon Schiffman, Leslie Lazar Kanuk – Pearson / PHI, 12/e
2. Conceptual Issues In Consumer Behavior Indian Context – S Ramesh Kumar – Pearson, 1/e, 2002

Reference Books:

1. Consumer Behavior – Hawkins, Best, Coney – TMH, 11/e
2. Consumer Behavior In Indian Perspective – Suja Nair – 2/e, Himalaya Publishers, 2004
3. Customer Behavior – A Managerial Perspective – Sheth, Mittal – Thomson, 2/e, 2004

Course Outcomes (COs):

The student will be able to

1. Demonstrate the alternative ways of thinking about consumers as individuals and able to use quantitative and qualitative research methods on consumer behaviour
2. Interpret the role of personality and learning in consumer behavior.
3. Analyze social and cultural factors that effect consumer behaviour.
4. Develop marketing strategies that are consumer based and also create and enhance customer value.
5. Apply their substantive knowledge to marketing situation (cases, scenarios) in an analytic manner.

INTEGRATED MARKETING COMMUNICATIONS	
Course Code: MBA223M2	Credits: 4:0:0
Prerequisite: Basic knowledge on Marketing Management	Contact Hours: 56L
Course Coordinator: Dr. Rizwana.M	

Course Content

Course Objectives

1. To make student aware of the role of IMC in marketing
2. To develop students skills in setting objectives and budgeting for IMC
3. To make student aware of the IMC program development process
4. To develop student skills in monitoring and evaluating IMC program
5. To discuss the case studies and show how the concepts can be applied

Syllabus

Unit I

(13 Hours)

Understanding Integrated Marketing Communications: An Introduction to Integrated marketing communications; The Role of IMC in the Marketing process; Integrated marketing program situation analysis; Organizing for advertising and promotion: The role of Ad agencies and other marketing communication organizations.

Unit II

(13 Hours)

Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used.

Media Strategy: Creative strategy, meaning, planning, developments, advertising appeals, creative tactics for print and Television.

Media planning: Evaluation of print media; broadcast media; Support media; Direct marketing; The internet and interactive media; Sales promotion; Public Relations, publicity and corporate advertising; Personal selling.

Unit III

(13 Hours)

Monitoring, Evaluation and control: Measuring the effectiveness of the promotional program; methods used for evaluating advertising effects, test for checking advertising effectiveness, pre-testing and post- testing

Unit IV

(13 Hours)

International advertising and promotion: advantages and problems with global advertising, Regulations of advertising and promotion; Evaluating social, ethical and economic aspects of advertising and promotion.

Unit V: Case Analysis

(4 hours)

Case Study: Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

Practical Components:

1. Study the IMC programs adopted by various colleges to students applying for an MBA course? Is the tactic adopted by your college right? If no, what are your suggestions?
2. Observe a marriage in your family and write about how you would 'manage the event'?
3. Take an advertisement introducing a new product like soap, biscuit etc and find the media in which it was advertised. Ask your friends if they can recall this advertisement and the message. Analyse if they would or would not buy the product on the basis of this advertisement? And why?
4. Make an advertisement of any product or service by applying the concept of advertising appeal.

Reference Books:

1. Advertising and Promotion: An Integrated Marketing Communications Perspective, Michael Belch, Keyoor Purani, George E. Belch, 9/e, 2017, McGraw-Hill Education India Pvt.Ltd
2. Integrated Advertising, Promotion and Marketing Communications, Kenneth E. Clow, Donald E. Baack, 6/e, 2014, Pearson Education India

Recommended Books:

1. Foundations of Advertising - Theory and Practice, K.C. Sethia, S.A.Chunawalla, 7/e, 2011, Himalaya Publishing House Pvt Ltd
2. Advertising Management, David A. Aaker, John G. Myers, Rajeev Batra, 5/e, 2002, Pearson Education India
3. Advertising and Promotions: An Integrated Brand Approach, Thomas O'Guinn, Chris Allen, Richard J. Semenik, Hans Rudiger Kaufmann, 6/e, 2012, South Western
4. Integrated Communication in advertising and Promotion, Terence A. Shimp, 8/e, 2012, Cengage Learning India Pvt Ltd
5. Case Studies in Marketing –Indian Context by R.Srinivasan, PHI, 5th edition, 2012

Course Outcomes (COs):

1. The student will be able to explain the role of IMC in marketing
2. The student will be able to choose appropriate objectives and budgeting techniques
3. The student will be able to contribute to the IMC program development
4. The student will be able to monitor and evaluate an IMC program
5. The student will be able to apply IMC concepts to a given business communication case.

DIGITAL MARKETING	
Course Code: MBA223M3	Credits: 3:0:0
Prerequisite: Basic knowledge on Marketing Management	Contact Hours: 42L
Course Coordinator: Dr. Rizwana.M	

Course Content

Course objectives:

1. To understand the important concepts related to e-marketing and recent trends of it.
2. To provide an understanding about Search Engine Marketing
3. To provide an understanding about Social Media Marketing
4. To provide an understanding about Mobile Marketing
5. To help the students on application oriented case analysis and show how the concepts can be applied practically.

Unit I (10 hours)

DIGITAL MARKETING: What is Digital Marketing, Digital vs. Real Marketing, Types of web presence, common e-commerce business models, Digital Marketing Channels, Skills required in Digital Marketing. Digital Media Options, Fulfilment options and strategies, Introduction to payment gateways, Digital Landscape in India.

Unit II (10 hours)

SEO: What is SEO, History of SEO, Why SEO for business, Introduction to Website, domain & Hosting, Introduction to crawling & Indexing, On-Page SEO, Off-Page SEO, What are backlinks, Types of Keywords, Technical SEO, SEO Audit, Understanding Google search console.

SEM: Introduction to Google Ads, Overview of Campaigns, Ad groups & Keywords, How does Google rank the ads, What is Quality Score and its importance, Types of campaigns, Campaign Goals, Bidding strategies, Audience targeting, Remarketing.

Unit III (9 hours)

SOCIAL MEDIA MARKETING: Using Facebook:- Facebook for business & facebook insights, Linked-in- LinkedIn Marketing: LinkedIn Strategy, Business tools on LinkedIn, Content Marketing, Building Content Strategy Content guidelines for online communications, Content seeding, How to use blogs, forums and discussion boards.

Organic and Paid social media campaigns, Social media channels, Social media for various industries, social media campaign strategies, Social media performance monitoring & reporting. Importance of Email marketing, email marketing tools, How to write effective emails, -Introduction and Importance of online reputation management.

Unit IV (10 hours)

MOBILE MARKETING- Mobile Marketing, Definition, Merits and Demerits, Mobile Advertising- Mobile Advertising Models, advantages of Mobile advertising, Mobile Marketing features- Location based services, Social marketing on mobile, QR Codes, Augmented Reality, Gamification. Tracking mobile campaigns- Mobile Analytics

Unit V**(03 hours)**

Case Study: Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

Recommended Books:

1. Digital Marketing Seema Gupta McGraw Hill Education 2017
2. Marketing 4.0: Moving from Traditional to Digital Philip Kotler, Hermawan Kartajaya, Iwan Setiawan Wiley 2017.
3. Fundamentals of Digital Marketing Puneet Bhatia Pearson Second Edition
4. Deepak Bansal, A Complete Guide to Search Engine Optimization, B.R Publishing Corporation, 1st Edition, 2009
6. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH, The Consumer Decision Journey, McKinsey Quarterly, No3, 2009
7. Digital Marketing Swaminathan T N, Karthik Kumar Cengage Learning India Pvt. Ltd 2019

Reference Books:

1. Social Media Marketing Tracy L Tuten, Michael R Solomon SAGE Second Edition.
2. Digital Marketing Ian Dodson Wiley 2016.
3. Strauss. J and Frost. R, “E- Marketing”, Pearson Education, 5th Edition, 2009

Course Outcomes (COs):

1. The Student will be able to demonstrate their conceptual understanding on Digital Marketing business models
2. The Student will be able to illustrate the use of search engine marketing.
3. The Student will be able to demonstrate the use of Social Media marketing
4. The Student will be able to demonstrate the usage of Mobile marketing.
5. The Students will be able to demonstrate their conceptual knowledge of the Course in real time problems.

PRODUCT MANAGEMENT	
Course Code: MBA223M4	Credits: 3:0:0
Prerequisite: Basic knowledge on Marketing Management	Contact Hours: 42L
Course Coordinator: Dr. Rizwana.M	

Course Content

Course Objectives:

1. To understand the important concepts related to product and changes affecting product management.
2. To provide an understanding about Design thinking process at product development
3. To provide an understanding about **Analysing Product Opportunities**
4. To provide an understanding about analytical tools for PMs
5. To help the students on application oriented case analysis and show how the concepts can be applied practically.

Unit I

(10 Hours)

Introduction to Product & Product management, Product Levels, Product Hierarchy, Classification of Product, Product Mix - A strategic choice. Product Mix decisions, Product Line decision - strategic decision involving adding or pruning product lines. Changes affecting product management, changes in marketing organizations. Marketing Planning: Concept and purpose, Components of the Marketing Plan, Marketing Plan process

Unit II

(10 Hours)

Design thinking process at product development: What is design thinking: Stages of design thinking process in product development, How is Design Thinking Applied in Product Management? Dig deeper - Getting customer inputs through discussion and interview, Translating observations and feedbacks into insights for product development, Idea generation, idea development and idea selection, Prototyping of ideas, Innovation application in design thinking, Innovative communication in design thinking process - visualisation and storytelling

Unit III

(9 Hours)

Analysing Product Opportunities :Product research, Developing Product Strategy: Elements of Product Strategy, Selection of Strategic Alternatives, Positioning: Choice of customer targets, Choice of Competitor targets, Product Strategy over the life cycle New Products: Product Modification, Getting ideas for new product, Formal testing of slightly new products, Product Launch Decisions.

Unit IV

(10 Hours)

Analytics for Product Management : Product Metrics, How to Measure Product Success, Analytical tools for PMs, Understanding Product Growth, Product Monetization, definition, strategy , Product Road mapping and Prioritisation
Key elements in product road mapping

Unit V**(03 hours)**

Case Study: Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

Recommended Books:

1. Product Strategy and Management, Michael Baker and Susan Hart, Pearson Education, Second Edition
2. Product Management, Donald R. Lehmann and Russell S. Winer, Fourth Edition, TMH

Reference Book:

1. Product Management Text and cases, Kaushik Mukerjee, PHI

Course Outcome (COs):

1. The Student will be able to demonstrate their conceptual understanding Product & Product management
2. The Student will be able to Illustrate Design thinking process at product development.
3. The Student will be able to demonstrate various product launch decisions
4. The Student will be able to demonstrate various analytical tools for PMs
5. The Students will be able to demonstrate their conceptual knowledge of the Course in real time problems.

RURAL MARKETING	
Course Code: MBA223M5	Credits: 4:0:0
Prerequisite: Basic knowledge on Marketing Management	Contact Hours: 56L
Course Coordinator: Dr. G.Vijayakumar	

Course Content

Course Objectives

The objective of the course is to expose the students to the differences and similarities between rural and urban markets, to make them understand the potential of rural market and marketing strategies which are unique to rural market.

In detail:

1. To provide basic understanding of rural marketing, Rural marketing environment and rural consumer behavior.
2. To create awareness of the different parameters and basis that can be employed to segment the rural market and to comprehend the reasons behind the requirement of a modified mix for rural market.
3. To provide basic understanding of various pricing and distribution strategies that needs to be adopted to achieve success in the rural market.
4. To create awareness about various communication strategies and financial services available for rural customers.
5. To help students on application of theoretical concepts to practical situations involving several cases.

Syllabus

Unit I

(13 Hours)

Rural Marketing: nature, definition, components of rural markets, classification of rural markets, rural vs. urban markets scope of Rural Marketing, problems in rural Marketing, Rural marketing environment, Rural Development Programmes. Rural Consumer behavior: Consumer buying behaviour models, Factors affecting Consumer Behaviour, Characteristics of Rural consumer-Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation.

Unit II

(13 Hours)

Segmenting, Targeting and Positioning: Segmentation, Degrees of Segmentation, Bases of Segmentation Targeting, Positioning Rural Marketing Strategies - Product Strategy Introduction, Marketing Mix Challenges, Product concepts and the classification, Product Decisions and Strategies, Product Branding in Rural Markets, Packaging for Rural Markets, Product Warranty and After Sales Service, New Product Development in Rural Markets

Unit III

(13 Hours)

Rural Marketing Strategies -Pricing Strategy

Pricing in Rural India, Setting the Price for Rural Products and Services-Internal Factors, External Factors, Price Setting Strategies- Market Entry Strategies, Product Mix Pricing Strategies, Price Adjustment Strategies, Rural Specific Pricing Strategies Rural Marketing Strategies. Distribution Strategy: Availability: the Challenge and the Dilemma, Distribution Channels, The Rural Retail Environment, Channel Behaviour in Rural Areas, Distribution Models in Rural Markets-the Distribution Models for FMCG's, Rural Centric Distribution Models, Modern Distribution Models, The Public Distribution System, Co-operative Societies, Petrol Pumps and Extension Counters, Non Government Organizations, Rural Mobile traders. Rural Logistics, The Hub and Spoke System, Syndicated Distribution

Unit IV

(13 Hours)

Rural Marketing Strategies - Communication strategy:

Challenges in Rural Communication, The Communication Process, Developing Effective Rural Communication, Creating advertisement for rural audiences ,rural media, Sales Promotion and Events and Experiences. Financial Services Introduction, Need for credit, Consumer finance for Durables, Sources of credit, Innovative credit delivery System, Financial Products in Rural.

Unit V

(04 Hours)

Case Study: Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

Practical Components:

1. Study the FMCG companies which have already catered in Rural and Understand the approach strategy (What is that innovative concept the company has adopted in successfully catering in to rural markets)
2. Students should come up with new product designing with the rural marketing mix 4 As (Awareness, Acceptability, Adaptability and Affordability)
3. Students can visit rural areas to study about various distribution pattern
4. Students can conduct a survey to understand the rural consumer buying behaviour toward financial services

Recommended Books:

1. Rural Marketing, Pradeep Kashyap & Siddhartha Raut, Pearson Education, 3rd Edition, 2016
2. Rural Marketing – Environment, Problems and Strategies, T.P. Gopal Swamy, Vikas Publishing House, 3rd Edition, 2009.

Reference Books:

1. Rural Marketing: Concepts and Practices, Balaram Dogra & Karminder Ghuman, TMH, 1st edition 2007.
2. Introduction to Rural Marketing Chetan, Bajaj, Nandini, Shenoy, Veena, New Age International (P) Ltd Publishers 1st Edition 2017.
3. Rural Marketing, Sanal Kumar Velayudhan, 2/e, SAGE Publication 2/e 2010.
4. Rural Marketing in India: Texts and Cases January 2018 by Debarun Chakraborty, Soumya Kanti Dhara, Adrinil Santra, Atlantic, 1st Edition 2018.

Course Outcome (COs):

The student will be able to

1. Demonstrate the fundamentals of rural marketing, rural marketing environment and rural consumer behavior.
2. Demonstrate the concepts of segmenting, targeting and positioning and describe the challenges of marketing mix in rural context and frame appropriate strategies for improving marketing activities in rural areas
3. Demonstrate the rural pricing strategies and describes the rural distribution system
4. Demonstrate the rural communication process, the methods for developing effective communication for rural audiences and describes the rural India's access to finance
5. Apply the rural marketing strategies to case studies and propose innovative solutions to the business plans.

SALES AND RETAIL MANAGEMENT	
Course Code: MBA223M6	Credits: 4:0:0
Prerequisite: Basic knowledge on Marketing Management	Contact Hours: 56L
Course Coordinator: Dr. Adarsha.K	

Course Content

Course Objectives

1. To make students aware of Sales management and personal selling
2. To make students aware of planning for sales organization and forecasting
3. To make students aware of retail management concepts
4. To make students aware of store management and location & store layout concepts
5. To develop students skills in applying concepts in sales and retail case analysis

Syllabus

Sales Management

Unit I

(13 Hours)

Introduction to sales Management: Meaning and evolution of sales Management, Nature and Importance of sales management, The sales management process, Role and skills of Modern sales Managers, Emerging trends in sales management, Sales as a career, Changing role of sales force, Linking sales and distribution management. Sales objectives, strategies and tactics, selling skills and selling strategies, Strategic planning, Role of marketing and sales, Marketing and personal selling strategies, Sales strategy – A strategic decision area, Personal Selling Preparation and process, Buying situation or types of purchases, Sales knowledge and sales related marketing policies, The personal selling process, Transaction and relationship selling.

Unit II

(13 Hours)

Managing Sales information: Introduction, Developing sales forecast and forecasting market demand, Basic terms used in forecasting, forecasting approaches, Sales forecasting methods, Factors affecting selection of forecasting method, Sales budgets. Sales organization, concept of sales organization, Organizational principles and design, basic types of sales organization structures, Specialization within sales organization, Key account sales, Size of sales force, Sales process automation, Management of sales territories and quota: Defining sales territory, Procedure for designing sales territory, assigning sales people to territories, managing territorial coverage, sales quotas and targets: Sales quota, objectives of quotas, types of quotas, methods of setting sales quotas.

Retail Management

Unit III

(13 Hours)

Introduction and Perspectives on Retailing World of Retailing, Retail management, introduction, meaning, characteristics, emergence of organizations of retailing - Types of Retailers (Retail Formats) - Multichannel Retailing -Customer Buying Behaviour, Historical

Perspective, role of retailing, trends in retailing, FDI in Retail - Problems of Indian Retailing - Current Scenario

Theories of Retailing

Theories of retail development, Wheel of retailing and retail life cycle

Unit IV

(13 Hours)

Store Management and Visual Merchandising:

Store Management: Responsibilities of Store Manager Management of Modern retails –Store Layout, design: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors Customer Service, Planning Merchandise Assortments -Buying systems -Buying merchandise and Retail Communication Mix.

Retail Audit and ethics in Retailing

Undertaking an audit, responding to a retail Audit, problems in conducting a retail audit. Ethics in retailing, social responsibility and consumerism

Unit V

(04 Hours)

Case Analysis

Case Study: Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

Practical Components:

1. Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why chose sales career, and what does it take to succeed in this profession
2. Roles and functions of sales manager and sales people are different in every organization Sales people view the roles of sales managers in their own way and vice versa. You are the sales manager of a company. You make an analysis of what you feel should be roles of a sales manager and a salesperson for maximizing sales of the organization.
3. Go to a kirana store and a supermarket and compare the following: a) store arrangement b) No of brands carried c) pricing policies – are discounts given? d) Service – personal or impersonal? Etc.
4. Go to at least three kirana stores in your neighborhood (around 2 kms) and discuss with them the importance of location, pricing, credit policy, etc. What percentages of goods are sold 'loose' in each locality and compare this with the approximate income range of the customers? What are the retailer's losses when a customer defaults in payment? Does he make up for it by increasing his prices to other customers?

Recommended Books:

1. Management of A Sales Force, Rosann Spiro, William Stanton, Gregory Rich, 11/e, 2003, McGraw-Hill Education India Pvt. Ltd
2. Sales and Distribution Management, Tapan K. Panda & Sunil Sahadev, 2/e, 2011, Oxford University Press India
3. Sales & Distribution Management, Krishna Havaladar, Vasant Cavale, 3/e, 2017, Oxford University Press India
4. Retailing Management - Swapna Pradhan, 6/e, TMH, 2020.
5. Retail Management - Levy & Weitz, 8/e, TMH, 2017.

Reference Books:

1. Sales Management: Decision Strategy and Cases, Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, 5/e, 2011, Pearson Education India
2. Sales Management: Concepts And Cases, William L. Cron, Thomas E. Decarlo, 10/e, 2010, Wiley India Pvt Ltd
3. Retail Management - Chetan Bajaj, Oxford University press.
4. Retailing, James R Carver, Patrick m Dunne, Robert F Lusch, 8/e
5. Retail Marketing Management - David Gilbert, 2/e, Pearson Education.
6. Case Studies in Marketing – Indian Context by R. Srinivasan, PHI, 5th edition, 2012
7. Management Of A Sales Force, Rosann Spiro, William Stanton, Gregory Rich, 11/e, 2003, McGraw-Hill Education India Pvt. Ltd
8. Sales and Distribution Management, Tapan K. Panda & Sunil Sahadev, 2/e, 2011, Oxford University Press India
9. Retail Management - Levy & Weitz, 8/e, TMH, 2017.

Course Outcomes (COs):

1. The student will be able to systematically approach sales management and personal selling.
2. The student will be able to plan for sales based on forecast and organization.
3. The student will be able to explain the basics of retail store management.
4. The student will be able to explain the concepts related to store management and systematically choose a location and layout of the store.
5. The student will be able to analyze and solve business case related to sales and retail.

HUMAN RESOURCE ANALYTICS	
Course Code: MBA223H1	Credits: 4:0:0
Prerequisite: Basic Knowledge on HRM & Business Statistics	Contact Hours: 56L
Course Coordinator: Dr. G. Vijaya Kumar	

Course Content

Course Objectives:

1. The student will be able to describe the theory, evolution and function of HR Analytics in the Organization.
2. The student will understand the Analytics frameworks and Data Sources for effective implementation of HR Analytics in the Organization.
3. The student will be able to build HR Metrics and Dash board for Solving workplace problems through application of HR Analytics in the Organization.
4. The student will be able to use different approaches of HR Analytics in the Organization.
5. The student will be able to practically apply concepts to case analysis and give solutions to facilitate business decisions.

Unit I

(13 hours)

Introduction to HR Analytics:

Introduction and Emergence of HR Analytics, scope and importance of HR Analytics, Types of HR Analytics, Skills required for HR Analytics, managing a HR analytics Project, Advantages of HR Analytics, Making the Best Use of HR Analytics, Challenges to HR Analysts, What HR Analytics Is Not, Levels of Analysis, Conducting HR Analytics, Do's and Don'ts of HR Analytics.

Unit II

(13 hours)

HR Maturity framework:

Levels of Analytics Maturity, Analytics frameworks like LAMP, HCM:21 Model, PCMM, Talent Analytics Maturity Model. Pitfalls of HR Analytics.

Employee Data and data sources: Importance of data availability and governance, Employee Data Primary Sources, Employee data secondary sources. HRMS/HRIS and data sources; Future of HR Analytics, The Scope of Big Data in HR Analytics, Scope of Text Analytics in HR Analytics.

Unit III

(13 hours)

Building HR Metrics and Dashboard

Employee data metrics: Efficiency & Effectiveness metrics, HR Metrics, Types of HR Metrics, HR indicators – leading and lagging indicators. Key metrics for each vertical of HR: Staffing Metrics, Training and Development Metrics, HR Score cards.

Decision making through HR Dashboards, Story boarding: Connecting the Dots and Integrating the Findings.

Unit IV**(13hours)****Applications in HR Analytics**

Talent Acquisition, Training and Development Metrics, Employee retention and turnover, performance and compensation management.

Unit V**(4 hours)**

Case Study: Compulsory question for 20 marks

Review and recap of case studies discussed from Unit 1 to Unit 4

Recommended Books:

1. Practical Applications of HR Analytics, Pratyush, Banerjee; Jatin Pandey; Manish Gupta, SAGE Texts, India, 2019
2. HR Analytics- Understanding Theories and Applications, Bhattacharya, Dipak Kumar, SAGE Texts, India, 2017

Reference Books:

1. Winning on HR Analytics- Leveraging Data for Competitive Advantage, Ramesh, Soundarajan and Kuldeep Singh, Sage Publication India Pvt. Ltd., 2016.
2. Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives and Improving Collaboration, Sesil James, C, Pearson, New Jersey, 2017
3. Predictive Analytics- Mastering the HR Matrix, Martin Edwards and Kirsten Edwards, Kogan Page, 2019
4. Fundamentals of HR Analytics: A Manual on Becoming HR Analytical, Fermin Diez, Mark Bussin, Venessa Lee, Emerald Publishing Limited, 2019

Course Outcomes (COs):

1. The student will be able to demonstrate their conceptual understanding of theory, evolution and function of HR Analytics in the Organization.
2. The student will be able to demonstrate Analytics frameworks and Data Sources for effective implementation of HR Analytics in the Organization.
3. The student will be able to demonstrate their ability to apply HR Metrics and Dash board for Solving workplace problems through application of HR Analytics in the Organization.
4. The student will be able to use different approaches of HR Analytics in the Organization.
5. The student will be able to demonstrate their ability to practically apply concepts to case analysis and give solutions to facilitate business decisions

LEARNING AND DEVELOPMENT	
Course Code: MBA223H2	Credits: 4:0:0
Prerequisite: Basic knowledge on Human Resource Management	Contact Hours: 56L
Course Coordinator: Mrs. S.B. Rashmi	

Course Content

Course Objectives

The student will be able to emphasize the theoretical concept in learning and development and the student will understand the training needs, the types of programmes, practices in conducting a training and development session and evaluation of programmes.

In detail:

1. To enable the student to understand the concept of learning and development and training need analysis;
2. To enable the student to get an insight into training design and various methods adoptable in training programmes,
3. To throw light on Hands on Methods and Group Building Methods .
4. To throw light on use of technology in training program.
5. To throw light on training program implementation, facilities management and approaches to evaluation of training program

Syllabus

Unit I

(15 hours)

INTRODUCTION: Concept of Learning- meaning and nature, Learning theories - Reinforcement Theory, Social Learning Theory Need Theory, Goal Setting Theory and Expectancy Theory. Training Concepts, Objectives, Benefits of training, The role of Training in Organizations, opportunities and challenges for training, Difference between training and development.

Training need analysis, A training process Model, Why is needs assessment necessary? Methods used in needs assessment. Who should participate in needs assessment? Where to look for organizational performance gap? The frame work for conducting a TNA- organizational analysis, operational analysis, person analysis, Gathering Training Needs Data, Outcomes of Training Needs Analysis – Approaches to Training Needs Analysis.

Unit II

(10 hours)

TRAINING DESIGN & TRAINING METHODS

Training design- importance and factor affecting training design, Facilitations of learning-focus on trainee, focus on training design, facilitation of transfer-focus on training, focus on organizational intervention, Outcomes of Design. Traditional training methods- Presentation Methods- Lecture, Audiovisual techniques.

Unit III

(15 hours)

TRAINING METHODS & AIDS FOR TRAINING

Hands-on Methods - OJT, Self-Directed Learning, Apprenticeship, Simulations, Case Studies, Business Games, Role Play, Behavioural Modeling.

Group Building Methods- Adventure Learning, Team Learning, Action Learning, Training Supportive System and Training Infrastructure.

E-Learning & Use of Technology in Training: Technology's Influence on Training and Learning- Technology and collaboration, Technology and Learning Environment; Training; **Computer – Based Training methods** - Programmed Instruction, Intelligent Tutoring Systems, Interactive Multimedia, Virtual Reality. Blended Learning. **Training Aids for Training.** Learning Management System

Unit IV

(14 hours)

IMPLEMENTATION AND EVALUATION OF TRAINING

Development of training- instructional strategy, material and equipment, trainee's manual, trainer's manual, facilities, the trainer. **Implementation**- implementation ideas for training and trainers, dry run, pilot program. **Evaluation of training**- Training Policy. Need, Principles of evaluation, Criteria, Objectives, Resistance to Evaluation, Types of Evaluation Instruments, Types of Evaluation Data. Kirkpatrick mode of evaluation, CIO model, ROI of training. Industry input on evaluation techniques.

Unit V: Case Study

(2 hours)

Compulsory question for 20 marks

Review and recap of case studies discussed from Unit 1 to Unit 4

Practical Component:

- Relevant case studies from the theory concepts.
- Students are asked to design a training program for a specific job role.
- Students are expected to conduct a mock training session where they identify the need of training and design a set of program and evaluate the effectiveness of the same.
- Students are asked to study various training methods of an organization and submit a report on its effectiveness.

Recommended Books:

1. Employee Training and Development- Raymond A Noe, McGraw Hill Publication.2020
2. Effective Training, P Nick Blanchard and James W. Thacker, Pearson Education/PHI, 2019

Reference Books:

1. Training & Development, Dr. B. Janakiraman, Biztantra/Wiley Dreamtech, 2012
2. Lynton Rolf. P. & Pareek Udai, Training for Organizational Transformation, Saga Publication 2000
3. Effective HR Training Development Strategy, Dr.B.Ratan Reddy, HPH, 2016
4. Training and Development – concepts and practices, S K Bhatia, Deep and Deep Publications (P) Ltd., 2013
5. Learning and Development, Rebecca Page-Tickell, Kogan Page Ltd, 2014

Course Outcomes (COs):

The student will

1. Understand the conceptual Skills of learning, training, training need assessment and compare training and development
2. apply the knowledge gained in designing a training programme and various methods of training and apply the same to business situations.
3. develop insights into various training methods and apply the same to business situation to identify typical style and needs
4. Develop insight into various uses of recent technology in training program
5. Demonstrate conceptual understanding of evaluation of training.

INTERNATIONAL HUMAN RESOURCE MANAGEMENT	
Course Code: MBA223H3	Credits: 3:0:0
Prerequisite: Basic knowledge on Human Resource Management	Contact Hours: 42L
Course Coordinator: Dr. Pallavi.B	

Course Content

Course Objectives

1. To enable the basic understanding of fundamental concepts of IHRM, its special features and emergence.
2. To make students aware about recruitment and selection processes in a global business corporation
3. To make students understand the training and development and compensation management practices in MNCs.
4. To make students aware about industrial relations issues and international HRM strategies.
5. To help the students understand the application oriented case analysis on IHRM.

Unit I

(09 hours)

Introduction: Definition – Approaches to IHRM – Difference between IHRM and Domestic HRM – Reasons for emergence of IHRM – Models of IHRM – Matching model – Harward Model – Contextual Model – 5P Model – European Model Internationalization of HRM: Socio-cultural context – Hofstede’s cultural model, Culture and employee management issues – Culture and specific HRM issues –non-cultural influences of HRM.

Unit II

(10 hours)

International Recruitment and Selection: Different approaches to multinational staffing decisions – Advantages and Disadvantages of different selection methods – parent country nationals – third country nationals – host country nationals – selection criteria – use of selection tests. Performance Management: Constraints in goal attainment – performance and appraisal in IHRM – appraisal of expatriate, third and host country employees

Unit III

(09 hours)

Training and Development: Expatriate training – training of host country nationals – developing international staff and multinational teams, Theoretical framework for CCT -Tung’s framework, – knowledge transfer in multinational companies, Emerging trends in training for competitive advantage, International compensation: Approaches to international compensation – repatriation process.

Unit IV

(10 hours)

International Labour Relations: Key issues – response of labor unions to MNCs – social dumping HRM International Joint Ventures: HRM Practices in different countries – Japan, USA, UK, India and China – International HRM strategies.

Unit V

(04 hours)

Case Study: Compulsory question for 20 marks

Review and recap of case studies discussed from Unit 1 to Unit 4

Recommended Books:

1. International Human Resource Management – Peter J Dowling, Marion Festing and Allen, Cengage learning, 2017.
2. International Human Resource Management, Anne-Wil Harzing and Ashly Pinnington, Sage, 2019.

Reference Books:

1. International Human Resource Management – Monir H Tayeb – Oxford University Press – 2010.
2. International Human Resource Management, by K Aswathappa and Sadhna Dash, Mc Graw Hill, 2020.
3. Punnett Betty Jane, International Perspectives On Organizational Behavior And Human Resource Management, M.E. Sharpe, 2009

Course Outcome (COs):

The Student will

1. be able to demonstrate their conceptual understanding of fundamental concepts of IHRM, its special features and emergence
2. understand the conceptual knowledge of the recruitment and selection processes in a global business corporation.
3. explain conceptual knowledge of training and development and compensation management practices in MNCs.
4. demonstrate their conceptual skill of industrial relations issues and international HRM strategies.
5. apply their conceptual knowledge of the IHRM in real time problems.

PERFORMANCE AND COMPENSATION MANAGEMENT	
Course Code: MBA223H4	Credits: 3:0:0
Prerequisite: Basic knowledge on Human Resource Management	Contact Hours: 42L
Course Coordinator: Dr. G Vijaya Kumar	

Content

Course Objectives

1. To enabling students to understand the importance of Performance Management in business and how it can contribute to measure the level of strategy implementation towards results of a company or institution.
2. To enable students, develop knowledge about performance appraisal and various methods of appraising performance.
3. To understand the various dimensions of Compensation Management and how compensation is determined.
4. To gain awareness of the role of various bodies involved in Compensation Management
5. To help students on the practical application of case analysis and arriving at conclusions facilitating business decisions.

Unit I (10 hours)

Introduction to Performance Management: Definition of Performance management, Evolution of Performance Management, Importance of Performance Management, Linkage of Performance Management to Other HR Processes, Goal Theory, Control Theory, Social Cognitive Theory, Organizational Justice Theory and their Application in Performance Management

Unit II (10 hours)

An Overview of Performance Management: Principles of Performance Management, Dimensions of Performance Management, Performance Management Process, Performance Management Planning Process. Performance Appraisal: Definitions and Dimensions of PA, Purpose of PA and Arguments against PA, Necessity of Performance Appraisal and its Usage by Organizations, Performance Appraisal Process, Mistakes made by Human Resource Department, Performance Appraisal Methods, Traditional Methods, Modern Methods, and Performance Appraisal of Bureaucrats – A New Approach

Unit III (10 hours)

Introduction to Compensation: Definition of Compensation, Basic concepts of Compensation (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.), Types of Compensation Management - The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options. Theories of wages – wage structure – wage fixation – wage payment – salary administration.

Unit IV**(9 hours)**

Rewards for sales personnel pay and commission –Team based pay – performance based pay system – incentives – Executives compensation plan and packages. Wage Boards – Pay Commissions – Compensation Management in Multi-National organizations.

Unit V**(3 hours)**

Case study.

Recommended Books:

1. Appraising & Developing Managerial Performance- Rao T. V, Excel BOOKS
2. Performance Management – Herman Aguinis, Pearson Education, 2007.
3. Richard. I. Henderson: COMPENSATION MANAGEMENT IN KNOWLEDGE BASED WORLD – Prentice-Hall.
4. Richard Thrope & Gill Homen: STRATEGIC REWARD SYSTEMS- Prentice Hall
5. Performance Management, Rao, Wiley

Course Outcomes (COs):

1. Students will be able to gain insights of various conceptual aspects of Performance Management.
2. Students will be able develop and implement various performance appraisal methods.
3. Students will be able to understand various compensation management dimensions and be able to design compensation packages.
4. Students will be able to administrative Issues in executive Compensation and compensation in multinational organizations
5. Demonstrate the conceptual knowledge of the subject in real time problems.

HUMAN RESOURCE INFORMATION SYSTEM AND ACCOUNTING	
Course Code: MBA223H5	Credits: 3:0:0
Prerequisite: Basic knowledge on Human Resource Management	Contact Hours: 42L
Course Coordinator: Dr. Pallavi B	

Course Content

Course Objectives:

- To introduce the concepts of Human Resources Information System.
- To gain knowledge on the application of HRIS in organizations.
- To enable the students to know the HRIS process of adopted in Organizations.
- To develop knowledge of capturing Human resource data and enhance security of data captures.
- To discuss cases on HRIS and apply concepts studies into practical business situations.

Unit I (10 hours)

Data & Information needs for HR Manager - Sources of Data - Role of IT in HRM - IT for HR Managers - Concept, Structure, & Mechanisms of HRIS - Programming Dimensions & HR Manager - Survey of Software Packages for Human Resource Information System. EHRM - Objectives - Advantages & Disadvantages.

Unit II (10 hours)

Data Management for HRIS - Data Formats - Entry Procedure & Process - Data Storage & Retrieval - Transaction Processing - Office Automation - Information Processing & Control Functions - Design of HRIS - Relevance of Decision Making Concepts for Information System Design - HRM Needs Analysis – Concept & Mechanisms - Standard Software and Customized Software - HRIS: An Investment.

Unit III (10 hours)

HR Management Process & HRIS - Modules on HR Planning, Recruitment, Selection, Placement - Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - Information System's support for Planning & Control.

Unit IV (09 hours)

HR Management Process II & HRIS - Organization Structure & Related Management Processes - Authority & Responsibility Flows - Communication Process - Organization Culture and Power – Data Capturing for Monitoring & Review - Behavioral Patterns of HR - Other Managers and their Place in Information Processing for Decision Making. Security, Size & Style of Organizations & HRIS - Security of Data and Operations of HRIS Modules - HRIS & Employee Legislation - An Integrated View of HRIS.

Unit V

(03 hours)

Case Study: Compulsory question for 20 marks

Review and recap of case studies discussed from Unit 1 to Unit 4

Recommended Books:

1. Armstrong's Handbook of Human Resource Management Practice, Kogan Page, Michael Armstrong and Stephen Taylor, 2020
2. Human Resource Information Systems: Basics, Applications, and Future Directions, Michael J. Kavanagh, Mohan Thite, 2014

Reference Books:

1. Human Resource Planning for Information Systems Personnel: Skills Mixes and Technological Trends, by Thomas a Barocci, Kirsten R Wever, Sagwan Press, 2015.

Course Outcomes (COs):

The student will be able to

1. Demonstrate their conceptual skills, understanding and application of Human Resources Information System.
2. Understanding and application of HRIS Concepts and principles in organizations.
3. Develop the HRIS process in Organizations
4. Demonstrate their ability in applying the managerial and behavioral concepts in real time problems.
5. Demonstrate the conceptual knowledge of the subject in real time problems.

ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT	
Course Code: MBA223H6	Credits: 3:0:0
Prerequisite: Basic knowledge on Human Resource Management	Contact Hours: 42L
Course Coordinator: Mrs. S.B. Rashmi	

Course Content

Course Objectives:

1. To understand the concepts of change management and to acquire the skills required to manage any change effectively.
2. To understand the various components and constraints involved in Change management.
3. To learn the various tools & techniques for Organization Development
4. To understand the different OD interventions and its effectiveness.
5. To Appraise the Students on the application Oriented Case Studies in the field of Organizational Development and Change Management

Unit I

(09 hours)

Organizational change- Introduction, nature of change, Internal & External changes, types of change, Models of change- Lewis's Force field, Systems Model, Action research model, organizational vision and strategic planning.

Unit II

(09 hours)

Resistance to change- reasons for the resistance, overcoming resistance for the change, change and person and manager, systematic approach to making change- factors for effective change, skills of leaders in change management, designing the change.

Unit III

(09 hours)

Conceptual framework of OD: Overview of the field of OD, Definitions of OD, History of OD, assumptions and beliefs in OD, characteristics of OD, Phases of OD.

Unit IV

(12 hours)

OD Interventions - Human Process Interventions - Interpersonal and Group Process Approaches, Organization Process Approaches; Structure and Technological Interventions - Restructuring Organizations, Employee Involvement, Work Design.

Unit V: Case Study

(3 Hours)

Recommended Books:

1. Thomas G. Cummings, Christopher G. Worley: Organisation Development and Change, Thomson Learning, 2019
2. Kavitha Singh: Organisaional Change and Development Practices, Excel Books, 2012
3. Tonya Henderson, David M. Boje: Organizational Development and Change Theory: Managing Fractal Organizing Processes (Routledge Studies in Organizational Change & Development), CRC Press 2018

Reference Books:

1. Hellerigel et.al. Organizational Behaviour, Thomson Learning, 2011.
2. Stephen P Robbins Organizational Behaviour, Pearson / PHI, 2018
3. By Fred Luthans, Brett C. Luthans, Kyle W. Luthans - Organizational Behavior: An Evidence-Based Approach, 13th Ed.

Course Outcomes (COs):

1. The Student will be able to demonstrate a conceptual understanding of the Organizational Change.
2. To understand the role and importance of manager in change management and how to manage the employees who resist change.
3. To apply the knowledge gained on various tools and techniques for organization development.
4. To develop insights into various OD interventions and its effectiveness
5. The student will be able to solve a Organizational development and change management case study

DATA VISUALIZATION IN BUSINESS DECISIONS	
Course Code: MBA223B1	Credits: 2:0:1
Prerequisite: Business Analytics	Contact Hours: 28L+28P
Course Coordinator: Dr Arun Kumar D C	

Course Content

Course Objectives: The course objective is to provide in-depth knowledge on the concepts of data visualization in any data analytics framework and apply them to support decision making across business domains

In detail:

1. To understand the basics principles and guidelines for creating visualizations in business decision making.
2. To understand the basics chart types and understand their applications in business decision making
3. To inculcate the best practices of data visualization using advanced charts such as geo spatial, relationship and to charts in business decision making.
4. To acquaint students in creating various ad-hoc charts, reports and dashboards across platforms using Data studio and PowerBI
5. To enable students to understand from best cases on how to apply business analytics for reports, research papers and other articles.

Unit I

(6 Hours)

Principles of Data Visualization: Visual processing and perceptual ranking: Anscombe's Quartet, Gestalt principles of visual perception, preattentive processing; Five Guidelines for better data visualizations: Show, reduce, integrate, avoid and start with gray; Form and Function: Interacting with data.

Unit II

(6 Hours)

Chart Types:

Comparing categories: bar charts, paired bar, stacked bar, Diverging bar, Dot plot, Marimekko and mosaic charts, Unit, isotype and Waffle charts

Time charts: Line chart, Circular line chart, slope chart, sparklines, bump chart, cycle chart, area chart, stacked area chart, steamgraph, horizon chart, gantt chart, flow charts and time lines.

Distribution charts: Histogram, pyramid charts, Box and whisker plot, candlestick chart, violin chart, ridgeline plot, uncertainty visualization, stem and leaf plot.

Unit III

(6 Hours)

Geospatial Maps: Choropleth map, cartogram, proportional symbols, dot density maps, flow map.

Relationship Maps: Scatterplot, Parallel coordinate plot, radar charts, chord diagram, arc chart, correlation matrix, network diagrams, tree diagrams

Others: Tree map, Sunburst diagram, nightingale chart.

Unit IV**(6 Hours)**

Qualitative data Maps: Icons, word clouds and specific words, word trees, quotes, coloring phrases, matrices and lists: Tables: Ten guidelines for better tables

Unit V**(4 Hours)**

Developing data visualization style guide: Anatomy, Color palette, fonts, guidance, exporting images, Accessibility, Diversity and inclusions, Putting it all together.

Redesigning charts: Paired bar charts, stacked bar charts, line charts, choropleth maps, dot plots.

Practical Components**(28 hours)**

- Data Studio: Data Studio overview, Data Studio working and accessing controls; Navigating data studio: overview, report overview, report edit mode overview; Visualize data online to gain insights: how to connect your data and create impactful reports, Designing compelling reports to share with different stakeholders.
- PowerBI: Data sources and visual types; Canvas, visualization and fields; Table and Tree map; Slicers and binning; Creating hierarchies: Drill down options and filters;

Text Books:

1. Better Data Visualizations: A Guide to Scholars, Researchers, and Wonks – Jonathan Schwabish, Columbia University press, New York, 2021
2. Microsoft Power BI Cookbook: Creating Business Intelligence Solutions of Analytical Data Models, Reports, and Dashboards, Brett Powell

Reference Books:

1. Leland Wilkinson, The Grammar of Graphics, Springer
2. Joshua N. Milligan, Learning Tableau: Tools for Business Intelligence, data prep, and visual analytics, 3rd Edition, Packt publication
3. Dr. Mark Gardener, “Beginning R: The Statistical Programming Language”, Wiley 2013.

Course Outcomes (COs):

1. The student will be able to understand the importance of visualization in decision making.
2. The student will be able to understand conceptually and practically basics chart types and understand their applications in business decision making.
3. The student will be able to inculcate the best practices of data visualization using advanced charts in business decision making.
4. The student will be able to demonstrate conceptually and practically on creating various ad-hoc charts, reports and dashboards across platforms using Data studio and PowerBI.
5. The student will be able to apply concepts learnt and demonstrate ability on how to apply visualization in creating reports, research papers and other articles

PREDICTIVE ANALYTICS: TIME SERIES FORECASTING	
Course Code: MBA223B2	Credits: 3:0:1
Prerequisite: Business Statistics	Contact Hours: 42L + 28P
Course Coordinator: Dr. Mohanasundaram T	

Course Content

Course Objectives

1. To make students understand the basic concepts of time series data and regression.
2. To impart theory and practice of simple linear regression and the components of times series data.
3. To provide a theoretical and practical understanding of multiple regression analysis and various diagnostic tests of regression model.
4. To make students understand and apply the time series forecasting techniques and evaluate its accuracy.
5. To make students understand and deal with seasonal data, and model volatility in time series data.

Unit I

(8 Hours)

Analytics and Regression: Basic Statistics, Introduction to analytics, Descriptive vs. Predictive vs. Prescriptive analytics, Data Structure, Types of Data; Exploratory Data Analysis, Dealing with time series data, Data Generation process for the Regressors, Stationary and Nonstationary data, Introduction to Regression, Nomenclature in Regression, Importance of Regression in Managerial Decisions, Types of Regression.

Unit II

(8 Hours)

Simple Linear Regression: Tests for Stationarity, Steps involved in SLR, Regression model building for Predictive Analytics, Model Estimation, Model significance (t-statistic and F-statistic), Model Validation, Communicating the Results, Assumptions of OLS, Examples and Exercises in SLR.

Unit III

(10 Hours)

Multiple Linear Regression: Introduction to MLR, Framework for building MLR, Interpretation of Coefficients and Output, R^2 and Adjusted R^2 , Degrees of Freedom, Spurious Regression, Diagnostic checking: Multicollinearity - Autocorrelation – Heteroskedasticity, Qualitative Data and Dummy Variables, Analysing MLR from modelling perspective, Examples and Exercises in MLR,

Unit IV

(10 hours)

Forecasting Time Series Data: Forecasting and its importance, Time Series Forecasting, Exponential Smoothing Method - HOLT and HOLT-WINTER methods, Time series components, Deterministic and Stochastic Trend, Box-Jenkins method, Q-statistics and Correlogram Analysis, Selecting Forecasting Models using performance measures AIC and SIC, Forecasting Univariate and Multivariate Time series data, In-sample forecasting, Forecast accuracy.

Unit V

(6 hours)

Seasonality: Seasonal Data, Modelling Seasonality, Introduction to Seasonal Dummies, Forecasting Seasonality - Calendar effects.

Volatility: Volatility modelling and forecasting using Univariate ARCH family models, Introduction to multivariate volatility models.

Practical Components

(28 hours)

- **Introduction to Eviews and R:** Data import, Understanding Data type, Determining trend, Charts and Graphs. Import Libraries and Data Visualization.
- **SLR:** Identifying Data Generation Process, Trend, , Stationary and Non-stationary time series, Removing trend, Simple Linear Regression (SLR) Estimation and Interpretation,
- **Forecasting Univariate Data:** Exponential Smoothing Methods, Correlogram and Q-Statistic, AR, MA, ARMA and ARIMA models.
- **MLR:** Model Formulation and Estimation, Static and Dynamic Forecasting, Diagnostic Checking – Detecting Autocorrelation and Heteroscedasticity, and Remedial measures.
- **Forecast Evaluation:** Forecast Accuracy, Model Comparisons.
- **Seasonality** – Modeling with trend and seasonality, Calendar Effects
- **Volatility modeling and Forecasting:** ARCH/GARCH/EGARCH/ARCH-M model

Recommended Books:

1. Basic Econometrics, Damodar N Gujarati, Dawn C Port and Sangeetha Gunasekar, McGraw Hill Education, New Delhi, 5th Edition, 2017
2. Business Analytics: The Science of Data-Driven Decision Making, 2nd Edition, U Dinesh Kumar, Wiley, 2019

Reference Books:

1. A Practical Guide to Using Econometrics, A. H. Studenmund, Pearson, 7th Edition, 2019.
2. Statistics for Management, I. Levin Richard, H. Siddiqui Masood, S. Rubin David and Rastogi Sanjay, Pearson, 8th Edition, 2017.
3. Econometrics by Example, Damodar Gujarati, Palgrave, 2nd Edition, 2015.
4. Introductory Econometrics: A Modern Approach, Jeffrey M. Wooldridge, Cengage Learning, 7th Edition, 2019.

Course Outcomes (COs):

1. The students will be able to understand the basic concepts in Analytics and Regression for making managerial decisions
2. The students will be able to understand and demonstrate knowledge on developing simple linear regression models and various components of times series data
3. The students will be able to comprehend and perform multiple regression analysis and various diagnostic tests of regression model
4. The students will be able to understand and apply the time series forecasting techniques and evaluate its accuracy
5. The students can able to understand and successfully deal with seasonal data, and perform volatility modelling in time series data

BUSINESS DECISIONS USING ANALYTICS	
Course Code: MBA223B3	Credits: 3:0:1
Prerequisite: Business Analytics	Contact Hours: 42L + 28P
Course Coordinator: Dr. Deepak R	

Course Content

Course Objectives:

The objective of this course is to give conceptual and practical knowledge about analytics building capability of current organizations and its relevance to making business decisions across all business domains from a managerial perspective.

In detail:

1. To introduce students to concepts and framework of machine learning
2. To provide a theoretical and practical understanding of taking business decisions using reduction and exploration methods
3. To impart theoretical and practical understanding of taking business decisions using regression based methods
4. To make students to understand theoretical and practical understanding of taking business decisions using classification based methods
5. To Acquaint students to understand & apply regression and classification trees, for making business decisions

Unit I

(6 Hours)

Introduction: Origins and rapid growth of Business Analytics, Core idea in Business Context of Analytical Decision making, Framework for Business Decision making, Machine Learning algorithms, Steps involved, Building analytics capability, Challenges.

Unit II

(8 hours)

Data Exploration: Introduction, Data summaries, Data visualization, correlation analysis; Dimension Reduction: Reduction in categories, Principal Component Analysis: Principal components, Normalizing the data, using principal components for supervised ML;
Evaluating Performance in analytics decisions: Accuracy measures, Cutoff for classification, Asymmetric misclassification costs, oversampling and asymmetric costs, Triage strategy, evaluating predictive performance

Unit III

(10 hours)

Supervised regression based methods: Introduction, simple linear regression, Steps, Model Building: creating features, splitting the dataset, fitting the model; Model Diagnostics: Coefficient of determination, Hypothesis test, Model summary, Residual analysis, Outlier Analysis, Prediction and measuring accuracy;
Multiple Linear Regression: Explanatory vs predictive modeling, Model Building, Variable selection, Estimation, Multi-collinearity: Identification and Handling, Residual Analysis, Detecting influencers, Prediction.

Unit IV

(12 hours)

Supervised Classification based methods: Classification overview, Binary logistic regression: Model building, Model summary, Model Diagnostics, Interpreting confusion matrix, ROC, AUC; Logistic regression for more than two classes.

Naïve Rule, Naïve bayes: Conditional probabilities, practical difficulty, advantages and shortcomings; K-Nearest Neighbors: Choosing k , k -NN for quantitative response, advantages and shortcomings.

Unit V

(6 hours)

Regression and Classification Trees: Introduction, Recursive partitioning, Measures of impurity, Evaluating performance. Avoiding overfitting, Classification rules; Advantages, Weaknesses and Extensions.

Case discussions: Charles Book Club, German credit rating, Tayko software cataloger, Predicting bankruptcy, HBR business cases.

Practical Components

(28 hours)

- **Introduction to SAS JMP and Python:** Framework for Developing Machine Learning models, Data summary and Data Visualization using the softwares.
- **Data Preparation and Data Preprocessing:** Attributes of dataset, Indexing and Selection, Identifying Special Characters, Changing Data Types, Data Cleaning, Missing Values, Imputation of missing values, Control structures to get new columns, User Defined functions to get new columns, Data Normalization: simple feature scaling, min-max method, z-score method. Using Lambda Functions
- **Applications and interpretation:** Analyzing business cases using reduction, exploration, classification and regression methods.
- **Business Hackathon competition participation (Inhouse competition)**

Recommended Books:

1. Data Mining for Business Analytics: Concepts, Techniques and Applications in Python, Galit Shmueli, Peter C. Bruce, Peter Gedeck, Nitin R. Patel, Wiley 2019
2. Machine Learning using Python, 1st Edition, Manaranjan Pradhan and U Dinesh Kumar, Wiley, 2019

Reference Books:

1. Data Mining for Business Analytics: Concepts, Techniques and Applications in R, Galit Shmueli, Peter C. Bruce, Peter Gedeck, Nitin R. Patel, Wiley, 2019
2. Data Mining for Business Analytics: Concepts, Techniques, and Applications with XLMiner, Peter C. Bruce, Galit Shmueli, Nitin R. Patel, Wiley, 2016

Course Outcomes (COs):

1. The student will be able to understand the conceptual and practical framework for building analytics capability in every business organization for decision making.
2. The student will be able to understand conceptually and practically the need for reduction and exploration methods before building analytics models.
3. The student will be able to demonstrate conceptual and practical understanding using regression based methods to solve business cases.
4. The student will be able to demonstrate conceptual and practical understanding using classification based methods to solve business cases.
5. The student will be able to apply concepts learnt and demonstrate ability to evaluate the applications and feasibility of analytical methods using real cases from India and rest of the world.

INTRODUCTION TO BI AND DATA MANAGEMENT	
Course Code: MBA223B4	Credits: 4:0:0
Prerequisite: Computer Application in Management	Contact Hours: 56L
Course Coordinator: Dr. Deepak. R	

Course Content

Course Objectives:

The objective of this course is to give conceptual and practical knowledge about data management needs and capabilities of current organizations and how business intelligence can be integrated to making business decisions across all business domains from a managerial perspective.

In detail:

1. To introduce students to concepts of BI and its importance
2. To provide a theoretical and practical understanding of DSS and its applications.
3. To provide a theoretical and practical understanding of various BI applications currently used in various organizations spread across several verticals.
4. To provide a theoretical and practical understanding of data mining and Neural Networks
5. To gain hands-on experience by solving business cases

Unit I (12 Hours)

BUSINESS INTELLIGENCE

Data, Information and Knowledge, Defining Business Intelligence, Important Factors in Business Intelligence, Business Intelligence Architecture, Business Intelligence Framework, Role of Mathematical Models in BI, Factors Responsible for a Successful BI Project, Development of BI System, Obstacles to Business Intelligence in an Organization, Ethics and Business Intelligence.

Unit II (12 hours)

DECISION SUPPORT SYSTEM

Concept of Decision Making, Techniques of Decision Making, Understanding Decision Support System (DSS), Evolution of Information System, Development of Decision Support System, Application of DSS, Role of Business Intelligence in Decision Making

Unit III (10 hours)

BI AND DATA MINING

ERP and Business Intelligence, BI Applications: CRM, Marketing, Logistics and Production, Finance, Banking, Telecommunications, Fraud Detection, Clickstream mining, Retail Industry

Unit IV (16 hours)

DATA MINING

Data Mining, Data Mining Functionalities, Data Mining Task Primitives, Integration of a Data Mining System with a Data Warehouse, Issues in Data Mining, Classification by Artificial Neural Networks (Backpropagation), Lazy learners (learning from Neighbors), Support Vector Machine (SVM)

Unit V

(6 hours)

BI APPLICATIONS IN BUSINESS

Cases to be discussed each on the BI applications in various Business streams

Recommended Books:

1. Data Mining and Business Intelligence, S.K. Shinde, Uddagiri Chandrasekhar, dreamTech press, 2015
2. Business Intelligence, Analytics, and Data Science: A Managerial Perspective, Ramesh Sharda, Dursun D, Efraim T, Pearson, 2017

Reference Books:

1. Data Warehousing & Data Mining, Varsha Bhosale, Deepali Vora

Course Outcomes (COs):

1. The student will be able to understand the conceptual and practical framework concepts of BI and its importance in every business organization.
2. The student will have theoretical and practical understanding of DSS and its applications
3. The student will be able to have conceptual understanding of various BI applications currently used in various organizations spread across several verticals.
4. The student will be able to have theoretical and practical understanding of data mining and Neural Networks.
5. The student will be able to apply concepts of BI, DSS and data mining across business domains

SOCIAL MEDIA ANALYTICS (TEXT ANALYTICS)	
Course Code: MBA223B5	Credits: 4:0:0
Prerequisite: Business Analytics	Contact Hours: 56L
Course Coordinator: Dr. Arunkumar D C	

Course Content

Course Objectives:

The objective of this course is to give conceptual and practical knowledge about how to understand and deal with any social media network, strategy, or campaign by providing broader picture on social media analytics integrates with and affects other areas of business.

In detail:

1. To provide an understanding of the significance of Social media analytics and its future opportunities and challenges.
2. To provide a theoretical understanding of Social Network Landscape and various tools and types considered.
3. To provide a theoretical and practical understanding of popular social media being Twitter in gaining valuable insights.
4. To provide a theoretical and practical understanding of popular social media being Facebook in gaining valuable insights.
5. To appraise the students on leading social media platforms using case studies.

Unit I

(14 Hours)

Understanding social media, Advantages and significance, Disadvantages and pitfalls, Social media analytics, A typical social media analytics workflow, Data access, Data processing and normalization, Data analysis, Insights, Opportunities and Challenges

Unit II

(14 hours)

Defining Analytics in Social Media: Types of Analytics in Social Media: Analytics, Listening, Advertising Analytics, Analytics from CMS and CRM; Dedicated tools: Meaning, Advantages and Disadvantages, Hybrid Tools: Meaning, Advantages and Disadvantages and Integrated Tools: Meaning, Advantages and Disadvantages, Social Network Landscape: Concept and user experience, Features, Interactivity

Unit III

(12 hours)

FACEBOOK ANALYTICS

Understanding Twitter, APIs, Registering an application, Connecting to Twitter using R, Extracting sample Tweets, Revisiting analytics workflow, Trend analysis, Sentiment analysis, Key concepts of sentiment analysis, Subjectivity, Sentiment polarity, Opinion summarization, Features, Sentiment analysis in R, Follower graph analysis, Challenges

Unit IV**(12 hours)****FOURSQUARE ANALYTICS**

Accessing Facebook data, Understanding the Graph API, Understanding Rfacebook, Understanding Netvizz, Data access challenges, Analyzing your personal social network, Basic descriptive statistics, Analyzing mutual interests, Build your friend network graph, Visualizing your friend network graph,

Unit V**(6 hours)**

Review and recap of case studies discussed from Unit 1 to Unit 4

Recommended Books:

1. Learning Social Media Analytics with R, by Raghav Bali, Dipanjan Sarkar, Tushar Sharma, Packt Publishing, 2017
2. Social Media Analytics Strategy: Using Data to Optimize Business Performance, Alex Gonçalves, Apress, 2017

Reference Books:

1. Social Media Analytics Strategy: Using Data to Optimize Business Performance, April Ursula Fox, Apress, 2022

Course Outcomes (COs):

1. The student will be able to understand of the significance of Social media analytics and its future opportunities and challenges.
2. The student will have a theoretical understanding of Social Network Landscape and various tools and types considered.
3. The student will be able to have theoretical and practical understanding of popular social media being Twitter in gaining valuable insights.
4. The student will be able to have theoretical and practical understanding of popular social media being Facebook in gaining valuable insights.
5. The student will be able to apply concepts of concepts learning across business domains using practical cases

PEOPLE ANALYTICS	
Course Code: MBA223B6	Credits: 3:0:0
Prerequisite: Business Analytics	Contact Hours: 42L
Course Coordinator: Dr. T Mohanasundaram	

Course Content

Course Objectives:

The objective of this course is to give conceptual and practical knowledge about how to understand and deal with any people analytics and how to conduct talent sourcing, acquisition analytics, talent engagement and performance management.

In detail:

1. To provide an understanding of the significance of people analytics and its future opportunities and challenges.
2. To provide a theoretical understanding of workforce planning analytics.
3. To provide a theoretical and practical understanding of people analytics from the point of view of talent sourcing and acquisition analytics.
4. To provide a theoretical and practical understanding of people analytics from the point of view of Talent engagement and performance management.
5. To appraise the students on leading people analytics platforms and various case studies.

Unit I

(12 Hours)

PEOPLE ANALYTICS

Introduction, People Analytics Advantage, History of Analytics Adoption, Advanced Business Analytics and Advanced People Analytics, Building a People Analytics Center of Excellence, The Seven Pillars of People Analytics Success, Leveraging the People Analytics Framework, Workforce Planning Analytics Pillar; Onboarding, Culture Fit, and Engagement Pillar, Employee Churn and Retention Pillar

Unit II

(12 hours)

WORKFORCE PLANNING ANALYTICS

Introduction to Workforce Planning, Workforce Planning Analytics, Reasons and Key components, Making an IMPACT with Best Practices

Unit III

(10 hours)

TALENT SOURCING AND ACQUISITION ANALYTICS

Introduction to Talent Sourcing, Big Data and Advanced Technology in Sourcing, The Mobile Impact on Talent Sourcing, Putting the IMPACT Cycle into Action, Talent Acquisition Analytics and its Working, Application Phase, Preinterview Assessment Analytics, Interviews: Separating the Wheat from the Chaff

Unit IV**(16 hours)****TALENT ENGAGEMENT AND PERFORMANCE MGMT**

Importance of Employee Engagement, Employee Engagement Surveys, Making Employee Engagement Surveys Predictive, Moving Beyond the Survey: Employee Engagement Measures, Performance Management Analytics, Linking Individual Objectives to Company Objectives, Defining Performance Measures, Performance Incentives and Promotion, Provide Insight to Senior Management, Benefits of Analytical Performance Management, Predictive Analytics and Graph Theory to Optimize Career Pathways and Employee Promotion

Unit V**(10 hours)****RETENTION ANALYTICS**

Traditional Approaches are Failing, Deploying Retention Analytics, How to Implement Proactive Talent Retention Models, Data for Talent Attrition Predictive Modeling, The Segmentation Strategy of Talent Retention Model Insights

Recommended Books:

1. People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent, Jean Paul Isson, Jesse S. Harriott, Jac Fitz-enz, Wiley 2016.
2. Excellence in People Analytics: How to Use Workforce Data to Create Business Value, Jonathan Ferrar and David Green, Konan page, 2021

Reference Books:

1. The Power of People: Learn How Successful Organizations Use Workforce Analytics To Improve Business Performance, Guenole Nigel, Ferrar. J, and Feinzig.S, pearson, 2017

Course Outcomes (COs):

1. The student will be able to understand of the significance of people analytics and its future opportunities and challenges.
2. The student will have a theoretical understanding of workforce planning analytics and various tools and types considered.
3. The student will be able to have theoretical and practical understanding of people analytics from the point of view of talent sourcing and acquisition analytics.
4. The student will be able to have theoretical and practical understanding of people analytics from the point of view of Talent engagement and performance management.
5. The student will be able to apply concepts of concepts learning across business domains using practical cases.

PROJECT WORK CUM INTERNSHIP	
Course Code: MBA224C1	Credits: 0 :0:12
Prerequisite: Basic knowledge on Business Research Methods	Contact Hours:
Course Coordinator: Dr. A. Mahalakshmi	

Course Content

Course Objectives:

1. To familiarize students with the working and problems faced by organizations and industries.
2. To make students to interact with Industry and collect information about topics of interest
3. To provide an opportunity to apply analytical tools and methods to understand the collected data
4. To communicate the company about the work done by the students and their contributions.
5. To test oral communication capabilities of the students and prepare them for final viva voce

Prerequisite: The student should have registered and attended the Business Research Methods course.

Requisites:

- Being a mandatory course for all electives, all students should compulsorily take this course in order to be eligible for the award of MBA degree.
- The project work shall be for a period of 12 weeks, to be undertaken in IV semester.
- A student has to put a minimum of 20 hours of work per week in the organization studying (project work) and helping the organization in its functioning (internship). A week for the above purpose consists of 6 days and each day consists of 6 working hours. At the end of every week i.e. the 6th day, a student should prepare a report and communicate the same, to the external and internal guide.
- On the first working day of the 13th week, a draft report should be submitted to the internal guide and a PowerPoint presentation has to be given as per the mock viva voce schedule to internal guide/examiner.
- By the end of 13th Week, the student has to submit four copies of the project report prepared according to the presentation guidelines given in the syllabus.
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- The student should behave professionally and ethically at all times and look at this course as a placement opportunity.
- No two students of the institute shall work on the same problem in the same organization.
- The student has to attach turnitin report reflecting the similarity
- The Project report shall be around 75 pages.
- The Project work shall be on a topic in the area of specialization specified in the syllabus and opted by the candidate.

Guidelines

1. Planning The Project

- a. As the certificate has to reflect project period of 12 weeks, students have to scout for the companies before the start of the project period
- b. Avoid undertaking projects not concerned with your area of specialization
- c. Choose a project topic which is novel, original and company specific
- d. Check the feasibility of the project topic and match it with your skills and career plan

2. Format of Project Report

a. Formatting and binding guidelines:

- i. The project report shall be prepared using word processor Viz., MS Word, Times New Roman 12.
- ii. All the reports shall be printed in the A4 size 1" margin on all sides, 1.5 line spacing.
- iii. The report shall be hard bound facing sheet (only white colour) indicating the title of college and month and year of admission (Spiral binding not permitted).

b. Structure of report

- i. Title page
- ii. Department/Institution certificate
- iii. Guides certificate
- iv. Student's self-declaration
- v. Acknowledgement
- vi. Table of contents
- vii. Table of figures and tables
- viii. Executive summary
- ix. Introduction
- x. Industry profile
- xi. Company profile
- xii. Department profile
- xiii. Review of literature
- xiv. Research design
- xv. Data Analysis and interpretation
- xvi. Summary of findings
- xvii. Suggestions
- xviii. Conclusion/future growth
- xix. Learning experience
- xx. Bibliography

Annexure: Questionnaire, turnitin report

Explanatory Notes:

- A certificate by the guide and Head of the institution should indicate the bonafide performance of project by the student to be enclosed.
- An undertaking by the student to the effect that the work is independently carried out by him.
- Executive Summary – A one page summary of the project reflecting the need for the study, the context, findings and recommendations.

- Introduction to the study should contain problem statement, the purpose/need for the study, importance , title, objectives of study and hypothesis
- Industry profile : Competitors/major players and industry structure if any
- Company profile:
- Background and inception of the company, Nature of the business carried : Manufacturing, wholesale, retail, Vision, Mission, Quality Policy, Strategy (corporate and business level), Product/Service Profile,
- Area of Operation – Global/National/Regional, Ownership Pattern, Infrastructural facilities,
- Achievements/Award (if any), Organization chart , Workflow model (end to end) i.e. process related to the department
- Review of literature: Operational definitions, Concept of study as explored by various authors, Research Design: Data collection sources, Statistical Tools used for research, Sampling Design – Sampling Unit, Sample Size and Sampling method.

Course Outcomes (COs):

The students will be able to

1. Exhibit broad understanding of working of an organization and its SWOT.
2. Identify the organizational processes discussed under McKinsey Framework.
3. Demonstrate a thorough understanding of how research methodology can be applied to the identified organizational problems and offer suggestions accordingly.
4. Correlate classroom learning to contemporary workplace practices.
5. Gain learning experiences by working as an intern in the organizations.

INVESTMENT BANKING AND FINANCIAL SERVICES	
Course Code: MBA224F1 (Finance Specialization)	Credits: 3:0:0
Prerequisite: Basic knowledge on Financial Management	Contact Hours: 42L
Course Coordinator: Dr. A.Mahalakshmi	

Course Content

Course Objectives

1. To introduce the basics of investment banking services, financial markets and SEBI guidelines for Merchant Bankers
2. To provide understanding of modes of raising capital from international markets, role of depositories and money markets
3. To explain about financial services including credit rating, leasing and hire purchase
4. To make aware of other financial services, securitization of debt, fintech and marketing of financial services
5. To appraise the students on the leading practical application oriented and relevant case studies, analysing the cases and arriving at conclusions facilitating business decisions.

Syllabus

Unit I (10 hours)

Investment Banking - Definition, role and functions of investment banks, Leadership and investment banking skills, career opportunities

Financial Markets: Capital markets, Money market, Forex markets, Linkages between the markets. SEBI guidelines for merchant bankers; Issue Management - equity issues, rights issues, debenture issues, Book building –definition, benefits and limitations, Private placement - Pre issue and post issue activities

Unit II (10 hours)

Raising of capital from international markets: Loan syndication, ADR, GDR, EDR, ECB
 Depository services: role of depositories—performance of NSDL and CSDL. Stock Broking Services Money markets - Treasury bills, commercial bills, commercial papers, certificate of deposits and gilt- edged securities, Money Market Mutual Funds, Bills Discounting, Factoring, Forfeiting

Unit III (09 hours)

Financial services- fund based and fee based services; Credit rating- Definition, Process of credit rating of financial instruments, benefits and limitations, equity grading

Lease financing—meaning and types, Hire Purchasing- concept and characteristics, hire purchase Vs Lease, Evaluation of hire purchasing and leasing (including problems)

Unit IV (10 hours)

Consumer finance, credit cards, vehicle financing, Real Estate Financing, and consumer durable financing. Securitization of debt - Meaning, Features, Special Purpose Vehicle, Pass Through Certificate and mechanism.

Financial products and services Fintech-advantages and risks, recent developments

Marketing of Financial Services – Conceptual framework – marketing mix segmentation –targeting-positioning –development and launching of new products

Unit V

(03 hours)

Case Study: Compulsory question for 20 marks Review and recap of case studies discussed from Unit I to Unit IV

Recommended Books:

1. Merchant Banking and Financial Services –Dr.S.Gurusamy,TMH,3rd edn., 2009
2. Financial Services –Dr. R.Shanmugam, Wiley India Pvt. Ltd., 2nd edn, 2017
3. Financial Services –ThummuluriSiddaiah, Pearson Education, 1/e, 2011
4. Financial Markets & Institutions—S.G. Guruswamy—Thomson Learning, 4/e, 2015

Reference Books:

1. Financial Services –Gorden&Nataraju –HPH, 10/e,2016
2. Financial Services & Systems–S.G.Guruswamy – Thomson Learning, Latest edition
3. The Future of FinTech: Integrating Finance and Technology in Financial Services-Bernado Nicoletti- Springer, 2017
4. Future Fintech Framework: A Vision to Simplify Understanding, Foster Innovation & Accelerate Growth in Fintech, Karthik Swaminathan, Sage Publications Pvt. Ltd., 2021

Course Outcomes (COs):

The student will be able to demonstrate

1. understanding of basics of merchant banking and Indian capital market
2. The procedure involved in raising of long term funds
3. understanding of financial services including credit rating, leasing and hire purchase
4. understanding of securitization of debt, fintech and marketing of financial services
5. analyze a given relevant business context using basic knowledge of financial markets

INTERNATIONAL TAXATION - II	
Course Code: MBA224F2	Credits: 2:0:1
Prerequisite: Basic knowledge on Financial Management	Contact Hours: 56L
Course Coordinator: Dr. Y.M. Satish	

Course Content

Course Objective: The objective of the course is to provide the students with the conceptual knowledge of United States Legal & Tax Systems, taxation services provided and usage of digital technology tools.

In detail:

1. To make students understand the nature of United States Legal & Tax Systems.
2. To make students understand the nuances of United States corporate taxation incomes & expenses.
3. To make students understand the nuances of corporate taxation – Asset, cost recovery and tax liability.
4. To apprise the students about the provisions of United States Partnership taxation and various international taxation services in United States.
5. To appraise the students on the leading practical application oriented case studies.

Unit I: Common Topics:

(5 Hours)

Accounting Overview for Tax Professionals: This topic provides the tax professional with an overview of GAAP and the GAAP standard setting bodies. Comparison of US GAAP vs India GAAP

Tax Life Cycle:

- Understand stages of tax life cycle
- Understand how they all are interconnected
- How it helps to improve the quality of our client service

Unit II: Corporate Taxation

(6 Hours)

Entities Overview:

- Identify tax taxes imposed by different jurisdictions
- Describe Legal characteristics of business entities
- Explain the federal income tax treatment of business entities
- Identify common non business entities

Taxable Income Overview:

- Explain relationship between Corporate book income and taxable Income
- Describe Schedule M-1 and M-3 disclosure requirements

Analyse Income:

- Define Gross Income
- Recognize common exclusion from Gross Income

- Explain general rules for timing of income recognition
- Determine the effect of income related book - tax differences on Schedule M-3

Analyse Expenses

- Identify broad categories of deductible expenses
- Recognize common examples of non-deductible expenses
- Explain the general rules for timing of deductions
- Determine the effect of expense -related book - tax differences on Schedule M-3

Unit III: Analyse Asset Basis and Cost Recovery

(6 Hours)

- Determine the Initial tax basis of business property
- Distinguish between deductible repairs and Capitalized improvements
- Calculate Allowable cost recovery deductions
- Determine the effect of cost recovery book to tax differences on Schedule M-3

Analyse sale of assets

- Calculate gain or loss realized and recognized on business property dispositions
- Identity the character of recognized gain or loss on property dispositions
- Explain the Sec. 1231 netting rules and capital loss limitations
- Determine the effect of asset sale book-tax differences on Schedule M-3

Calculate Corporate Taxable Income

- Tax treatment of Charitable Contributions, net operating losses, and dividends received deductions
- Finalize corporate taxable income

Corporate Tax Liability

- Compute Corporate Tax Liability
- Explain applicability and calculation of Corporate Alternative Minimum Tax

Simulation – Comprehensive case study

Solving case study using relevant tax forms

Unit IV: Partnership Taxation

(7 Hours)

Partnership Basics

- Partnerships and types of Partnerships
- Partners and types of Partners
- Check the box regulation
- Subchapter K provisions
- Partnership tax return filing and timing

Partnership Formation

- Record cash and property contributions on a partnership balance sheet
- Compute partner's outside basis
- Explain the tax consequences of partnership organization and syndication fees

Partnership Taxable Income

- Compute partnership taxable income
- Explain the function of guaranteed payments to partners
- Identify separately state items on Schedule K, Form 1065
- Reconcile book and taxable income on Schedule M-1 Form 1065 & Schedule M-3.

Partners Distributive shares

- Determine partners distributive share of income, gain, loss, deduction or credit
- Explain concept of substantial economic effect
- Adjust outside basis for Schedule K-1 information

Simulation – Comprehensive case study

Solving case study using relevant tax forms

US International Tax Services

Overview of US International Tax

- Worldwide Vs Territorial
- Taxation of Foreign Earnings
- Recognize the US and foreign income tax consequences associated with different methods of doing business abroad.
- Entity type analysis by referring to ITS nomenclature and Identifying filing requirements
- Definition of CFC and US Shareholder

Unit V

(4 Hours)

Case analysis compulsory for 20 marks. Review and recap of case study discussed from Unit 1 to Unit 4.

Practical Components:

Power BI

Introduction and Overview.

- Why Visualization? Why Power BI?
- Getting Started – creating some powerful visualizations quickly The Power BI Product Line
- Things you should know about Power BI

Getting Started

(28 Hours)

- Connecting to Data and introduction to data source concepts Working with data files versus database servers
- Dimensions and Measures Using Show Me!
- Building Basic Views
- Help Menu and Samples Saving and Sharing your work

Concepts and Options when Connecting to Data

- Joining multiple tables Data Blending
- Copy and Paste
- Data Extracts
- Custom SQL
- Publishing and Re-using Data Connections
- Understand how to deal with data changes in your data source such as field addition, deletion or name change
- Re-using and sharing data connections – the concept of meta data
- Working with multiple connections in the same workbook

Analysis

- Creating Views Marks Size and Transparency
- Highlighting Working with Dates Date aggregations and date parts
- Discrete versus Continuous Dual Axis / Multiple Measures Combo Charts with different mark types Geographic Map
- Page Trails
- Heat Map
- Density Chart
- Scatter Plots
- Pie Charts and Bar Charts
- Small Multiples Working with aggregate versus disaggregate data

Analyzing

- Sorting & Grouping
- Aliases
- Filtering and Quick Filters Totals and Subtotals
- Drilling and Drill Through Aggregation and Disaggregation
- Percent of Total
- Working with Statistics and Trendlines

Getting Started with Calculated Fields

- Working with String Functions Basic Arithmetic Calculations
- Date Math
- Working with Totals Custom Aggregations
- Logic Statements

Formatting

- Options in Formatting your Visualizations Working with Labels and Annotations Effective Use of Titles and Captions Introduction to Visual Best Practices

Building Interactive Dashboards

- Combining multiple visualizations into a dashboard
- Making your worksheet interactive by using actions and filters An Introduction to Best Practices in Visualization

SharePoint

Introduction to SharePoint

- SharePoint Overview
- SharePoint Architecture
- SharePoint life cycle

Basics of SharePoint

- Site, sub site and site collection List , Libraries, site columns Content type
- Managed Metadata
- Out of the Box features Security and Site permissions "Features" in SharePoint Introduction To InfoPath forms
- SharePoint Designer Workflows

Text Books:

1. Wolters Kluwer Tax Law Editors, U.S. Master Tax Guide 2022
2. Deborah Geier -U.S. Federal Income Taxation of Individuals 2022. CALI's eLangdellPress - 2022.
3. Robert J., Jr. Missey and Michael S. Schadewald - Practical Guide to U.S. Taxation of International Transactions Perfect Paperback –Import, Cch Inc; 10 edition, 2022.
4. Edward McCaffery -The Oxford Introductions to U.S. Law: Income Tax Law. Oxford University Press; 2022.

Course Outcome (COs):

1. The student will exhibit the conceptual understanding of US Legal & Tax Systems and interconnectivity between stages of tax life cycle.
2. The student will be able to analyse income and expenses to arrive at corporate taxable income and tax liability.
3. The student will be able to analyse assets cost recovery methods to arrive at corporate taxable income and tax liability
4. The students will be able to form the partnership firms and determine taxable income and tax liability of Partnerships.
5. The student will be able to apply concepts learnt to analyse income, expenses as per US legal and tax system and determine taxable income and tax liability of companies and firms.

GOODS AND SERVICES TAX	
Course Code: MBA224F3 (Finance Specialization)	Credits: 3:0:0
Prerequisite: Basic knowledge on Financial Management	Contact Hours: 42L
Course Coordinator: Dr. Y.M. Satish	

Course Content

Course Objective: The objective of the course is to provide students with conceptual and application knowledge of Goods and Services Tax in India.

In detail:

1. To make Students understand the nature of Goods and Services Tax in India.
2. To make Students understand key procedures under Goods and Services Tax in India.
3. To apprise Students on the provisions of GST related to Inspection, fraud detection and penalties.
4. To expose Students to Miscellaneous provisions under GST in India.
5. To apprise Students on the leading practical application-oriented case studies.

Unit I (9 Hours)

GST- an overview, Supply and its types, Reverse charge mechanism, Composition scheme, Exemptions from GST, Input tax credit, Supply- place, time and value.

Unit II (9 Hours)

Registration, Tax invoice, Credit and Debit notes, Accounts and records, Payment of taxes, TDS and TCS provisions, Returns, E-way bill, Assessment, Audit and Annual returns.

Unit III (9 Hours)

Inspection, search and Seizure, Demands and recovery, Liability to pay in certain cases, Offences and penalties, Appeal and Revision, Advance Ruling, Refund, Transitional Provisions, Anti-profiteering.

Unit IV (9 Hours)

Zero rated supplies, Tourist refund scheme, Job work, E-commerce, High seas sale, Input service distributor, GST compensation cess, Miscellaneous provisions, Industry specific provisions.

Unit V (6 Hours)

Case study compulsory for 20 marks. Review and Recap of case study discussed from Unit 1 to Unit 4.

Text Books:

1. Indirect Taxes- Law and Practice, V.S. Datey, 43rd Edition, Taxmann publications, 2022.
2. Goods and Services Tax, Mehrotra and Agarwal, 3rd Edition, Sahitya Bhavan Publications, 2022.

Reference Books:

1. GST Ready Reckoner, V.S. Datey, 9th Edition, Taxmann Publications, 2022.
2. GST Practitioner's Exam, CA Divya Bansal, 3rd Edition, Taxmann Publications, 2022
3. Goods and Services Tax- Bare Act, Ghanshyam Upadhyay, 6th Edition, Asia Law House, 2022.

Course Outcome (COs):

1. The Student will exhibit the conceptual understanding of taxable event for GST.
2. The Student will be able to identify key procedures required under GST.
3. The Student will be able to determine penalties and procedures for appeal under GST.
4. The student will be able to demonstrate the understanding of Miscellaneous provisions under GST.
5. The Student will be able to apply concepts learnt to analyse tax liability under GST in India.

MANAGEMENT ACCOUNTING AND CONTROL SYSTEMS	
Course Code: MBA224F4	Credits: 3:0:0
Prerequisite: Basic knowledge on Accounting for Managers	Contact Hours: 42L
Course Coordinator: Dr. Arun Kumar D C	

Course Content

Course Objective: The objective of the course is to acquaint the students with the use of methods and techniques of costing in effective management control systems of business organization.

1. To make students understand the strategic importance of management accounting and control systems in modern business organization and the process of arriving at cost of a product or service.
2. To make students understand the utility of CVP model in managerial decision making.
3. To help students in understanding the mechanisms involved in preparation of functional and flexible budgets and implications of different pricing policies on profits of the organizations.
4. To make students understand standard costing as a tool for cost control.
5. To help students in application of theoretical concepts to practical situations involving several cases.

Unit I (11hours)

Introduction to Management control systems-Basic concepts, goals, and strategic key variables in management control systems. Concept of cost centers, profit centers and investment centers. Cost units- classification of costs- cost analysis for management decision making. Determining product cost - allocation and absorption of factory overheads, job order costing and process costing (only theory). Activity Based Costing and Strategic importance of cost management (Industry expert)

Unit II (10hours)

Cost-volume – profit (CVP) Relationship: Profit planning- behavior of expenses in relation to volume- sensitivity analysis of CVP Model for changes in underlying parameters- assumptions of the CVP Model, Comparison between Marginal costing and Absorption costing, Utility of CVP Model in Management Decision Making.

Unit III (9hours)

Pricing policies:- objectives of pricing policies- full cost pricing-ROI pricing – contribution approach to pricing – concepts of transfer pricing. Budgetary control- preparation of Functional and flexible budgets.

Unit IV (9Hours)

Standard costing and variance analysis: Need for setting standards- variance analysis –material and labour and overhead variances(problems only on material variance)
Cost control and cost reduction: tools and techniques of cost control and cost reduction. Cost Audit: Scope of cost audit –Types, Advantages, limitations.

Unit V**(3 hours)**

Case Study: Compulsory question for 20 Marks. Review and recap of case studies discussed from unit 1 to unit 4

Recommended Books:

1. Jawaharlal, Srivastava- Cost Accounting –TMH, 6/e, 2020
2. Cost Accounting Principles And Practice 13/e by M N Arora, -Vikas publications-2021

References:

1. Cost Accounting -Charles T Horngren –Pearson/PHI, 16/e, 2020
2. Khan & Jain –Cost Accounting –TMH publication, 4/e, 2019
3. Cost Accounting Principles & Practice:- by M N Arora, 13th Edition 2020

Course Outcome (COs):

1. The student will be able to demonstrate the significance of Management accounting and control systems and prepare a cost statement to determine the cost of a product or service
2. The student will be able to calculate the Breakeven point for a business under different circumstances of changes in underlying variables.
3. The student will be able to prepare a cash budget, production budget, sales budget and flexible budget and demonstrate the relevance of pricing policies.
4. The student will be able to calculate material, labour and overhead variances under standard costing for cost control
5. The student will be able to demonstrate the application of concepts learnt to practical situations involving several cases of cost control and management.

SERVICES MARKETING	
Course Code: MBA224M1 (Marketing Specialization)	Credits: 3:0:0
Prerequisite: Basic knowledge on Marketing Management	Contact Hours: 42L
Course Coordinator: Dr. Rizwana M	

Course Content

Course Objectives

The objective of the course is to provide the students various concepts and techniques of services marketing, important aspects of marketing of services, enhanced understanding of marketing practices and strategies in service sector and to expose them to the issues arising from difference between service marketing and product marketing.

In detail:

1. To provide basic understanding of services marketing, customer expectation of services to promote a customer service-oriented mindset.
2. To provide the insight of understanding customer expectation through marketing research and to comprehend the importance of setting customer defined service standards.
3. To gain an appreciation for the role that people (both employees and customers) play in influencing service delivery, customer satisfaction, and service recovery.
4. To provide comprehensive understanding of managing supply and demand, managing promises in services specific industry
5. To provide an understanding of application of theoretical concepts to practical situations involving several cases

Unit I

(10 Hours)

Introduction to services: what are Services? Why Services Marketing? Differences between goods v/s services, the services marketing mix, the gap model of service quality.

Consumer behavior in services: Search, Experience & credence properties. Customer Expectations of services. Meaning and types of services expectations, Factors that influence customer expectation, issues involving customer service expectations, Customer Perception, customer satisfaction, service quality, service encounters: The building blocks for customer perception.

Unit II

(11 Hours)

Listening to Customers through Research: Understanding customer expectation through marketing research – Using marketing research to understand customer expectations, Elements in effective Market Research, Types of service research, analyzing and interpreting Market Research, Relationship Marketing, building customer relationships, Customer defined service standards – Factors necessary for appropriate service standards, customer defined service standards, Development of customer defined service standards, Physical evidence and service scape: Physical evidence, types of service scapes, role of service scapes, framework for understanding service scapes.

Unit III**(11 Hours)**

Delivering and performing service: Employee's role in service delivery, Service Culture,– The critical importance of service employees, Boundary – Spanning roles, Strategies for delivering service quality through people, Customer oriented service delivery, The importance of customers in service delivery, Customer's roles, Self service technology, Strategies for enhancing customer participation, Intermediaries involved in in Service Process and Service Delivery

Unit IV**(10 Hours)**

Managing Demand & Capacity – Lack of Inventory Capability, understanding demand patterns, strategies for matching capacity and demand, Yield Management, Waiting line strategies, Integrated Services Marketing Communication: The need for co-ordination in marketing communication, Five category of strategies to match service promises with delivery.

Unit V**(03 Hours)**

Case Study: Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4.

Recommended Books:

1. Services Marketing, Valarie A Zeithmal & Mary Jo Bitner –TMH, 4/e, 2018
2. Services Marketing, R.Srinivasan-PHI, 3rd edition, 2012
3. Services Marketing, Christopher Lovelock, Jochen Wirtz –Pearson, 5/e, 2019
4. Case Studies in Marketing –Indian Context by R.Srinivasan, PHI, 5th edition, 2012

Reference Books:

1. Services Marketing, Kenneth E Clow, David L Kurtz –Biztantra, 2/e, 2003/04
2. Essentials of Services Marketing, K Douglas Hoffman, John E G Bateson – Thomson, 2/e, 2002
3. Services Marketing, Govind Apte –Oxford, 2/e
4. Services Marketing, Ravishankar, Excel Books, 2/e

Course Outcomes (COs):

The student will be able to

1. Demonstrate how the extended marketing mix apply within a services perspective and describe the distinguishing features of services and the gaps model.
2. Demonstrate the sources of customer expectation of service and describe the types and guidelines for customer research in services.
3. Demonstrate the strategies for managing the employee, customers and intermediaries in Service Organization.
4. Demonstrate the strategies for matching Supply and demand and provide strategies for waiting lines for times when demand and capacity cannot be aligned.
5. Analyze and interpret the given case in detail using the services marketing concepts.

STRATEGIC MARKETING	
Course Code: MBA224M2	Credits: 3:0:0
Prerequisite: Basic knowledge on Marketing Management	Contact Hours: 42L
Course Coordinator: Dr. Adarsha K	

Course Content

Course Objectives:

The objective of the course is to make the student familiar with the strategic marketing process and various aspects related to the course.

In detail:

1. To provide basic understanding about Strategic Marketing and building Customer value.
2. To help students learn to think strategically when making and implementing marketing decisions (“strategic decision making”).
3. To help students to develop an appreciation for the relationship between marketing and the other functional areas of business.
4. To provide understanding about advanced concepts of branding
5. To provide an understanding of application of theoretical concepts to practical situations involving several cases

Unit I

(11 hours)

Understanding marketing as strategy, Strategic implications of marketing decisions Marketing and Customer Value – Definition of Customer Value The Value Delivery Process - The Value Chain - Core Competencies - A Holistic Marketing Orientation and Customer Value - The Central Role of Strategic Planning - Corporate and Division Strategic Planning - Defining the Corporate Mission - Establishing Strategic Business Units - Assigning Resources to Each SBU - Assessing Growth Opportunities, Strategic Planning Models, Marketing Innovation, Strategic Issues in Marketing.

Unit II

(9 hours)

Business Unit Strategic Planning - The Business Mission - SWOT Analysis - Goal Formulation - Strategic Formulation – Porter’s Generic Strategies, Porter’s five force model,
Redefining strategy for the digital world.

Unit III

(9 hours)

Relationship Marketing Strategies: Defining relationship marketing. Transaction v's relationship based marketing. Steps involved in building customer relationship management, levels of relationship marketing. Application of Customer relationship management strategies, CRM as a strategic marketing tool, Implementation of loyalty programmes and reward systems, Customer Life Time Value, emerging trends in CRM., Future of CRM.

Unit IV**(10 hours)**

Segmentation and positioning, selecting target markets - Brand communication: core concepts - Role of brands - Strategic brand management - Communicating the brand - Brand morphing - Adaptations for international marketing communications - Brand personality attributes. Marketing Ethics, Sustainable Marketing, Green Marketing & Developmental Marketing

Unit V**(3 hours)**

Case Study: Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

Recommended Books:

1. Marketing Strategies, A contemporary approach by Ranchod & Gurau, Pearson India, 2012
2. Strategic marketing problems: Cases & Comments by Kerin & Peterson, Pearson 2012

Reference Books:

1. Contemporary Strategic Marketing by Ross Brennan, Paul Baines, Paul Garneau (Author), Palgrave Foundations (Publisher), 2010
2. Strategic Marketing Text & Cases by S Shajahan (Author), Viva Books Private Limited (Publisher), 2010
3. Strategic Management - Analysis, Implementation, Control, Nag A, 1/e, Vikas, 2011.
4. Crafting and Executing Strategy, Arthur A. Thompson Jr., AJ Strickland III, John E Gamble, 18/e, Tata McGraw Hill, 2012.

Course Outcome (COs):

On completion of the course, participants will be able to gain knowledge, skills and attitude in the following ways:

1. Appreciate marketing as an idea that has strategic relevance and not just as an operational function.
2. Identify pressing issues in the area of marketing and be able to get to the source of the problem and offer logical and relevant recommendations.
3. Have insightful perspective on customer centric value creation, value capturing and delivery
4. Identify, appreciate, apply, critique and evaluate strategic marketing initiatives prevalent in businesses.
5. Create strategic marketing plan/blue print that can be readily implemented in the given context.

BUSINESS MARKETING	
Course Code: MBA224M3 (Marketing Specialization)	Credits: 3:0:0
Prerequisite: Basic knowledge on Marketing Management	Contact Hours: 42L
Course Coordinator: Dr. Adarsha K	

Course Content

Course Objectives

1. To enable basic understanding of the different perspectives of the industrial marketing in contrast
2. with consumer marketing
3. To make students aware about the knowledge of strategy formulation for industrial markets
4. To make students understand the fundamentals of relationship management
5. To make students aware with regard to sales force management
6. To help the students on application oriented case analysis and show how the concepts can be applied.

Syllabus

Unit I

(10 hours)

Dimensions of Industrial Marketing: Nature of Industrial Marketing, Industrial marketing Vs. Consumer Marketing, Economics of Industrial Demand – The resellers market – Types of Industrial markets, Classifying Industrial Products, The Industrial Marketing Environment.

Organizational Buying and Behaviour: The nature of Industrial buying, Organizational buying activity, Buying models and buying center concept – Inter personal Dynamics of Industrial buying behaviour, Influencers and Decision makers influence in Industrial buying process.

Unit II

(10 hours)

Strategy formulation in Industrial Markets: Development of Strategic plans, Strategic planning process – Assessing market opportunities, Use of marketing Decision Support systems in Segmentation – Target marketing and positioning, Differentiated and undifferentiated Markets, Concentrated market and Niche markets, Positioning Strategies.

Formulating Product Planning: Developing product strategy, analyzing industrial product life cycle, developing strategies for existing and new products. New industrial product, innovation and competitiveness, technology and diffusion of innovation, product development strategy, new product development process.

Unit III

(10 hours)

Formulating Channel Strategy: Industrial distributors – choice of the right distributors, participation of the other channel members in industrial distribution – Channel Logistics – relationship of logistics and physical distribution.

Pricing strategies: Price determinants, factors that influence the pricing strategies, concept of BEP, ROI, learning curves, pricing strategies, competitive bidding, leasing. Negotiations,

The Promotional Strategies: Advertising in Industrial markets, Sales Promotion, publicity, message and media strategies, funding.

Unit IV**(04 hours)**

Management of Sales Force: Personal Selling, The Selling Process, Key Account Management, Managing the Industrial Sales Force, Organizing and controlling the industrial sales force activity, planning for sales force Deployment, Measuring the Effectiveness of Sales Force, Customer relationship Management Strategies for Business Markets, Ethical Issues.

B2B through E-Commerce: Business-to-Business forms of E-Commerce, Models for B2B ecommerce, Marketing strategy for the electronic market place.

Unit V**(03 hours)**

Case Analysis: compulsory question for 20 marks: Review and recap of case studies discussed from Units 1 to 4

Recommended Books:

1. Industrial Marketing, Robert R Reeder & Betty H Reeder – PHI 2008
2. Business Marketing Management, Michael D Hutt, Thomas W Speh – Thomson, 8/e, 2004
3. Case Studies in Marketing – Indian Context by R. Srinivasan, PHI, 5th edition, 2012

Reference Books:

1. Business to Business Marketing, Vitale Giglierano – Thomson Learning, 1/e, 2004
2. Industrial Marketing, Robert Dwyer, John F Tanner Jr. – TMH, 3/e, 2005
3. Industrial Marketing, Krishna Havaladar – TMH, 2/e, 2004

Course Outcomes (COs):

1. The Student will be able to demonstrate their conceptual understanding of the difference between consumer market and industrial markets.
2. The students will be aware about the knowledge of strategy formulation for industrial markets.
3. The students will be able to demonstrate their conceptual knowledge of the fundamentals of relationship management.
4. The students will be able to demonstrate their conceptual skill of managing the sale force.
5. The Students will be able to demonstrate their conceptual knowledge of the subject in real time problems.

SUPPLY CHAIN MANAGEMENT	
Course Code: MBA224M4	Credits: 3:0:0
Prerequisite: Basic knowledge on Marketing Management	Contact Hours: 42L
Course Coordinator: Dr. Arunkumar. D. C	

Course Content

Course Objective: The objective of the course is to provide the basic concepts of supply chain management and its impact on business strategy and operation, to provide an insight into inventory management, logistics management, and role of information in supply chain management and to develop the ability to design logistics system and formulate integrated supply chain strategy.

In detail:

1. To develop an understanding of fundamentals of supply chain management, Key issues in Supply chain Management and Inventory management.
2. To provide basic understanding of supply chain Integration and to impart the role of information in enhancing supply chain performance.
3. To impart the comprehensive understanding of Design for Logistics concepts that are used to control logistics cost and make the supply chain more efficient
4. To provide the basic understanding that Information Technology is used to enhance customer value in supply chain.
5. To appraise the students on the leading practical application oriented case studies – relevant and updated and doing case study analysis & arriving at conclusions facilitating business decisions

Syllabus

Unit I

(10 hours)

Introduction to supply chain management What is SCM? The objectives of Supply Chain, The development chain, Global optimization, Managing uncertainty and risk, the complexity, Key issues in supply chain management.

Inventory management and risk pooling: Introduction, single warehouse inventory, risk pooling, centralized versus decentralized systems, managing inventory in the supply chain, demand forecasting. Network planning – network design, Supply contracts.

Unit II

(10 hours)

The value of Information in SCM: Introduction, Bull whip effect, effective forecasts, and information for the coordination of systems, locating desired products lead time reduction, information and supply chain tradeoffs, Decreasing Marginal Value of Information.

Supply Chain Integration: Introduction, push, pull, push-pull systems, the impact of Lead time, demand driven strategies, impact of internet, distribution strategies.

Unit III**(10 hours)**

Strategic alliances: Framework, 3PL, Retailer-supplier partnerships, distributor integration, Procurement and outsourcing strategies – outsourcing benefits and Risks, A framework for Buy/Make Decisions, e- procurement.

Coordinated product and supply design: Design for logistics, Agile Supply chain management concepts, characteristics and practices of Agile SCM.

Unit IV**(9 hours)**

Customer value and Smart Pricing: Dimensions of customer value, Customer Value Measures, Information Technology and customer Value, Price and demand, Markdowns, Price Differentiation, Revenue Management and Smart pricing, differential pricing and dynamic pricing in a Supply Chain.

Unit V**(3 hours)**

Case Analysis: Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

Recommended Books:

1. David Simchi-Levi, Philip Kaminsky, Edith Simchi –Levi, Ravi Shankar – “Designing and Managing the Supply Chain” –TMH, 3/e, 2019

Reference Books:

1. Logistics Management –K Shridhar Bhat –HPH, 1/e, 2018
2. Logistical Management –Donald J Bowersox, David Closs –TMH, 5/e, 2020
3. Supply Chain Management –Sunil Chopra, Peter Meindl –Pearson /PHI, 2/e, 2004
4. The Management Of Business Logistics –Coyle, Bardi, Langley –Thomson Sw, 7/e,2012
5. Essentials Of Supply Chain Management –Mohanty, Deshmukh –Jaico Publication, 6/e 2016

Course Outcomes (COs):

The student will be able to demonstrate

1. Demonstrate the principles of supply chain management, its issues and can develop a model representing its logistics network and explain how buyers and suppliers use supply contracts to improve supply chain performance.
2. Demonstrate the importance of Information in SCM.
3. Demonstrate the strategic alliances related to supply chain management.
4. Demonstrate how Supply chain contributes to customer value and describe the impact of strategic pricing on customer value.
5. Analyze and design the supply chain for any business organization

INDUSTRIAL RELATIONS MANAGEMENT	
Course Code: MBA224H1	Credits: 3:0:0
Prerequisite: Basic knowledge on Human Resource Management	Contact Hours: 42L
Course Coordinator: Dr. G. Vijaya Kumar	

Course Content

Course Objectives

1. To enable understanding about Industrial relations, collective bargaining, and employee grievances.
2. To make students understand role of ILO and Indian Constitution in labour administration and trade unionism.
3. To provide important provisions of important enactments including Factories act, Employee Provident fund act, Gratuity act and other important social welfare acts.
4. To make students aware about the important provisions of employment related Acts such as Workmen's Compensation act, Shops and establishment act and recent trends in labour laws.
5. To discuss cases on Industrial Relations and Labour laws apply concepts to practical business situations.

Unit I

(09 hours)

Indian Industrial Relations – An overview –, Need, Objectives, Importance, Approaches to IR. Code of Discipline. Collective Bargaining in India: Definition, Essential conditions for the success of collective bargaining, functions of collective bargaining, collective bargaining process, Workers Participation in Management. Grievance, meaning and forms, approaches to grievance machinery, model grievance procedure.

Unit II

(10 hours)

Labor Administration - ILO, ILC and Indian Constitutional Provisions in Relation to Labor Administration - Central Machinery of Labor Administration - Labor Administration at the State, District and Local Levels. Trade Union Act 1926, Industrial Disputes Act Industrial, Employment standing order's Act' 1946, New Industrial Code 2020.

Unit III

(09 hours)

Factories Act' 1948, Employee's provident Fund and Miscellaneous Provisions Act' 1952, Payment of Gratuity Act' 1972, Maternity Benefit Act' 1961, Employee's State Insurance (E.S.I) Act, Payment of Bonus Act' 1965, Payment of Wages Act, Minimum wages Act' 1948. Workmen's Compensation Act, 1923.

Unit IV

(10 hours)

Role of Human Capital. Organised and Unorganised Labour, Unorganized Workers' Social Security Act, 2008, Employee Pension Scheme, Gender. Dimensions of Labor Law, Recent Trends in Labor Laws, Contemporary Issues in Labor Law in India.

Unit V**(04 hours)**

Case Analysis: Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

Recommended Books:

1. Mamoria & Mamoria – ‘Dynamics of Industrial Relations’, Himalaya Publishing house, 2012
2. Arun Monappa – Industrial Relations and Labour laws, McGraw Hill Publishing Company Ltd, 2/e, 2013.

Reference Book:

1. P Subba Rao – Essentials of Human Resource Management and Industrial Relations (Text, Cases and Games), Himalaya Publishing House, Mumbai, 2013

Course Outcomes (COs):

1. The Student will be able to demonstrate a conceptual understanding of the dynamics of Industrial Relations system ,Collective bargaining and Employee Grievance.
2. To understand role of ILO and Indian Constitution in labour administration and trade unionism.
3. To apply the knowledge gained to analyse the IR issues in an organization with fair understanding of the labour enactments in India.
4. To develop insights into various legislations like Trade union act, Payment of wages act, minimum wages act, Factories act, Payment of Gratuity act, ESI act.
5. To Demonstrate their conceptual knowledge of the subject in real time problems.

ADVANCED ORGANIZATIONAL BEHAVIOR	
Course Code: MBA224H2	Credits: 3:0:0
Prerequisite: Basic knowledge on Management & Behavioural Process	Contact Hours: 42L
Course Coordinator: Mrs. S.B. Rashmi	

Course Content

Course Objectives:

The objective of the course aims is to impart advanced concepts of OB for building upon the foundational learning acquired by the students in MBA211C1, and to develop in-depth and comprehensive understanding of advanced concepts like diversity management, stress management, competency mapping and behavioral assessment tools.

In detail:

1. To provide an understanding of Personality, Emotions, Attitudes, job satisfaction, group behaviour, and their implication to organizational context.
2. To provide the concept of conflicts and resolution techniques and stress coping mechanisms at various levels of an organization.
3. To bring out the concept of employee counseling and diversity management in multicultural organization.
4. To introduce various behavior assessment psychological tools competency management techniques
5. To discuss cases on advanced OB and apply concepts to practical business situations.

Syllabus

Unit I

(10 Hours)

Background of OB; Personality: Values, Emotions, Attitudes and Job related outcomes

The Perception Processes: Definition Nature, Factors influencing and Individual Decision Making, Implications in the Organizational Context.

Foundations of Group Behaviour: Nature, types, Stages, Framework for analysis, Organizational Context, Structure, Process and Decision-making. The Emerging Team concept, Groups and Teams difference, Effective Teams. Defense Mechanism in groups.

Unit II

(10 Hours)

Conflict, Transition Process: Levels: Individual, Interpersonal, Intergroup, Organizational. Conflict Resolution Approaches at various levels, Functional / Dysfunctional skills, including negotiations.

Stress: Meaning, Nature and levels of stress, causes, effects and coping strategies. Organisational Role Stress.

Interpersonal needs-FIRO – B and Johari Window. Basic functions of mind, **design thinking** and its tools, Neuro Linguistic Programming.

Unit III**(9 Hours)**

The Nature of Diversity, Managing Diversity, Developing the Multicultural Organization, Individual Approaches to Managing Diversity, Organizational Approaches to Managing Diversity. Assertive Behaviour, Transactional Analysis, Ego states, Types of Transaction and time structuring. Life position, scripts and games Life position, Application of T.A in Organizational context with cases. Seven habits of highly effective people.

Employee Counseling: Meaning – need – Manager's role in changing behaviour Managing Diversity in Behavior:

Unit IV**(9 Hours)**

Behaviour Assessment Tools – Psychological Tests – Big Five Factors, Type A & B, Self-monitoring etc. Developing Competencies: Meaning, definition and history of competency method. Characteristics of competencies. Types of competencies.

Competency mapping: Meaning, definition, purpose and approaches of mapping. Tools for mapping: behavioral event interview, repertory grid, critical incident technique, subject expert discussions, survey method and participant observation.

Competency Assessment: Meaning, definition and purpose of assessment. Tools for assessment: Assessment Center, 360-degree feedback, performance records, tests and interviews. Balanced scorecard- HR score card.

Unit V**(4 hours)**

Case Analysis: Compulsory question for 20 Marks. Review and recap of case studies discussed from Unit 1 to Unit 4

Recommended Books:

1. Stephen P Robbins Organizational Behaviour, Pearson / PHI, 2020
2. Hellriegel et.al. Organizational Behaviour, Thomson Learning, 2011

Reference Books:

1. Fred Luthans, Organizational Behaviour, TMH, 2015
2. Dr.K.Aswathappa, Organisational Behaviour HPH Recent edition 2017

Course Outcomes (COs):

The student will be able to

1. Demonstrate conceptual understanding of Personality, Emotions, Attitudes and their implication to organizational context.
2. Demonstrate conceptual understanding of conflicts and resolution techniques and stress coping mechanisms
3. Demonstrate conceptual understanding and application of counselling skills and working in diverse environments.
4. Demonstrate conceptual understanding of Behavioural assessment tools and competency mapping
5. Demonstrate their conceptual knowledge of the subject in real time problems.

KNOWLEDGE MANAGEMENT	
Course Code: MBA224H3	Credits: 3:0:0
Prerequisite: Basic knowledge on Management & Behavioural Process	Contact Hours: 42L
Course Coordinator: Dr. G.Vijayakumar	

Course Content

Course Objectives:

1. To enable the student to understand the concept of Knowledge Management
2. To make the student to get an insight into The knowledge management cycle
3. To discuss various models of knowledge creation and different ways to capture the knowledge.
4. To throw light on steps involved in knowledge transfer and sharing and various application of knowledge management in and organization.
5. To appraise the students on the application oriented case studies in the field of Knowledge Management.

Unit I (9 hours)

Understanding knowledge: the core of business: What Is Knowledge Management?

Multidisciplinary Nature of KM, Drivers of KM, The Two Major Types of Knowledge, The Concept Analysis Technique, History of Knowledge Management, KM Life cycle, Types of Knowledge, Knowledge Management architecture and Implementation Strategies.

Unit II (10 hours)

The knowledge management cycle: Knowledge Management System Life Cycle, Major Approaches to the KM Cycle, The Zack KM Cycle, The Bukowitz and Williams KM Cycle

Unit III (10 hours)

Knowledge creation and capture: Knowledge Creation, Nonaka's Model, Major Theoretical KM Models, Takeuchi Knowledge Spiral Model, Knowledge Conversion, Knowledge Architecture.

Knowledge Capture- Tacit Knowledge- Tacit Knowledge Capture - Tacit Knowledge Capture at the Individual and Group Levels, Tacit Knowledge Capture at the Organizational Level; Explicit Knowledge Codification

Unit IV (10hours)

Knowledge Transfer and Knowledge Sharing: knowledge transfer as a step in a process, transfer methods, role of the internet in knowledge transfer, knowledge transfer in the E-World.

Knowledge application: KM for Individuals, Communities and Organizations, Future Challenges for KM. Knowledge Application at the Individual, Group & Organizational Levels, Managing Knowledge Workers.

Unit V

(3 hours)

Case Study: Compulsory question for 20 marks

Review and recap of case studies discussed from Unit 1 to Unit 4

Recommended Books:

1. Principles of Knowledge Management: Theory, Practice, and Cases, Eliezer Geisler, Nilmini Wickramasinghe, New Edition, Routledge, 2017
2. The Essentials of Knowledge Management, John S. Edwards, New Edition, Palgrave Macmillan, 2015.

Reference Books:

1. Knowledge Management - Awad Elias M, Ghaziri Hassan M (Pearson Education), 2003
2. Knowledge Management in Theory and Practice, Kimiz Dalkir, 3rd edition, Elsevier, 2013

Course Outcomes (COs):

The students will be able to

1. Gain insights about the concepts of knowledge management.
2. Examine how information technologies and organization design approaches can be used to build knowledge management enterprises.
3. Compare and contrast strategies and best practices in knowledge management.
4. Understand issues, opportunities and challenges in managing knowledge workers and knowledge intensive organizations.
5. Demonstrate the ability in applying the Knowledge Management concepts learnt to analyze a case let.

STRATEGIC HUMAN RESOURCE DEVELOPMENT	
Course Code: MBA224H4	Credits: 3:0:0
Prerequisite: Basic knowledge on Human Resource Management	Contact Hours: 42L
Course Coordinator: Dr. G. Vijaya Kumar	

Course Content

Course Objectives

1. To enable students to understand the evolution of HRD, the functions of HRD and the roles and competencies of HRD professionals
2. To understand the frame work of Human Resource Development
3. To identify the content, outcomes and the process of HRD applications
4. To help students recognize the HRD strategies for a competitive advantage
5. To help students on the practical application of case analysis and arriving at conclusions facilitating business decisions.

Unit I

(9 hours)

Introduction to Human Resource Development: Meaning, definition of HRD, Evolution of HRD, Relationship with HRM, Human Resource Development functions, Roles and competencies of HRD professionals, Challenges to organization and HRD professionals.

Unit II

(9 hours)

Frame work of Human Resource Development: HRD processes, Assessing HRD needs, the HRD model, Designing effective HRD program, HRD interventions, Creating HRD programs, Implementing HRD programs, training delivery methods, self paced/computer based training, Evaluating HRD programs, models and frame work of evaluation, assessing the impact of HRD programs.

Unit III

(10 hours)

Human Resource Development Applications: Fundamental concepts of Socialization, models of socialization, Realistic job review, determination. Employee Engagement – Concept, Definition, Dimensions, Components, Barriers and Strategies for employee engagement. Talent Management-Frame work, Process, activities. Performance Management System Definition, Techniques, confirmation, Performance improvement plan.

Unit IV

(10 hours)

HRD strategies for competitive advantage: Organizational strategies based on human resources, productivity as an HR based strategy, Quality and services as HR based strategies. Management of Human resource surplus and shortage- Work force reduction and realignment, downsizing and outplacement services, HR performance and bench marking, retention of Human resources, its determinants and retention management process.

Unit V**(4 hours)**

Case Study – Compulsory question for 20 marks. Review and recap of case studies discussed from unit I to IV.

Reference Books:

1. Randall S. Schuler, Susan E. Jackson, Strategic Human Resource Management: Blackwell Publishing, 6th edition 2016.
2. Jon M. Werner & Randy L. DeSimone, “Human Resource Development”, Thomson- South Western, 4th edition, 2007.
3. Robert L. Mathis & John H. Jackson, “Human Resource Management”, Thomson- South Western, 10th edition, 2005.

Recommended Books:

1. Strategic Management Indian Context: R.Srinivasan, PHI, 4th edition, 2012
2. Strategic Management and business policy: Azhar kazmi, The McGraw-Hill, 4th edition, 2008

Course Outcome (COs):

1. The Student will demonstrate their conceptual understanding of the evolution of HRD and the functions of HRD.
2. The students will demonstrate their conceptual skill of the frame work of Human Resource Development
3. The Student will demonstrate their conceptual understanding of the outcomes of HRD applications
4. The students will demonstrate their conceptual understanding of the HRD strategies for a competitive advantage
5. The students will demonstrate their conceptual knowledge of the subject in real time problems

INTRODUCTION TO AI IN BUSINESS (D)	
Course Code: MBA224B1	Credits: 3:0:0
Prerequisite: Business Decisions Using Analytics	Contact Hours: 42L
Course Coordinator: Dr. Deepak. R	

Course Content

Course Objectives

1. To help students understand the concepts and frameworks of AI
2. To help students understand the application of AI in various sectors such as healthcare, Education and Retail
3. To help students understand the application of AI in various sectors such as Financial and Built environment
4. To understand the data platform of AI and its ecosystem
5. To help students to understand Ethics, Privacy, and Security issues in AI.

Unit I

(8 Hours)

INTRODUCTION TO AI

Introduction: Evolution of AI, AI and Its Branches, A Bit about Algorithms, Critical Success Factors for AI Initiatives

Building a Framework for Applying AI: Introduction, Identifying the Future State, Building the Technology Strategy, Defining the Business Case, Creating the Solution, Identifying AI Capabilities, Establishing a Governance Process

Unit II

(8 hours)

APPLICATION IN HEALTHCARE, EDUCATION AND RETAIL

Transforming Healthcare with AI: Introduction, Understanding the Macroscopic Factors Driving Smart Capabilities in the Future of the Healthcare Industry, The Critical Role of AI in the Healthcare of the Future, Smart Hospitals of the Future, AI Applications in Healthcare, Business Models of the Future in Healthcare

Transforming Education with AI: Introduction, Improving Performance through a Learning Ecosystem, Understanding the Macroscopic Factors Driving Smart Techniques in the Future of the Education Industry, The Critical Role of AI in the Education of the Future, The Changing Landscape of Learning at Various Levels, Executive Education in AI

Transforming Retail with AI: Introduction, Understanding How and Why the Retail Industry Has Been Changing, How AI Will Change the Retail Industry of the Future

Unit III

(10 hours)

TRANSFORMATION OF FINANCIAL AND BUILT ENVIRONMENT

Transforming Financial Services with AI: Introduction, How AI Will Change the Financial Services Industry of the Future

Transforming the Built Environment with AI: Introduction, Understanding Why the Built Environment Is Changing, Defining a Digital Building, How AI Will Change the Built Environment of the Future, The Future of Building Systems and Technologies with AI.

Unit IV**(8 hours)****RIGHT TECHNOLOGY LANDSCAPE**

Introduction, The Data Platform for AI, Analytical Engine, Multi-agent Systems and AI, Adaptive User Experiences, Software-Defined General-Purpose Gateways, Technology Partner Ecosystem
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Unit V**(8 hours)****DEALING WITH ETHICS, PRIVACY, AND SECURITY**

Introduction: Ethics, Privacy, Cybersecurity, AI in Cyber-Defense, Understanding Changes Caused by AI, The Significance of Changes, Applying the IMMERSE Framework for Managing Change, Creating Stakeholder-Groups to Drive Change, Preventing Barriers to Change Management

Recommended Books:

1. Reimagining Businesses with AI, Sudhi Sinha, Khaled Al Huraimel, Wiley 2020
2. Leading with AI and Analytics: Build Your Data Science IQ to Drive Business Value, Eric Anderson, Florian Zettelmeyer, McGraw Hill, 2021

Reference Books:

1. AI and Analytics: Accelerating Business Decisions, Sameer Dhanrajani, Wiley, 2018
2. HBR's 10 Must Reads on AI, Analytics, and the New Machine Age, HBR, 2019

Course Outcomes (COs):

1. The student will be able to understand the conceptual framework for implementing AI capabilities in every business organization for decision making.
2. The student will be able to understand conceptually the application of AI in various sectors such as healthcare, Education and Retail
3. The student will be able to understand the application of AI in various sectors such as Financial and Built environment
4. The student will be able to understand about various data platform of AI and its ecosystem adopted in various multinational companies.
5. The student will be able to understand Ethics, Privacy, and Security issues in AI.

ADVANCED BUSINESS DECISIONS USING ANALYTICS	
Course Code: MBA224B2	Credits: 2:0:1
Prerequisite: Business Decisions using Analytics	Contact Hours: 28L + 28P
Course Coordinator: Dr. Deepak. R	

Course Content

Course Objectives:

The objective of this course is to give advanced understanding and practical knowhow of business analytics in implementing analytical projects across various management domains of organizations from a managerial perspective.

In detail:

1. To provide understanding of unsupervised learning in market segmentation, market structure analysis and industry analysis across business domains.
2. To provide understanding of affinity analysis in purchase decisions, investment decisions, product recommendations and other areas in business organizations.
3. To provide indepth understanding of implementing advanced regression based models in practical situations across all business domains within business organizations.
4. To provide indepth understanding of implementing advanced classification based models in practical situations across all business domains within business organizations.
5. To provide indepth understanding of implementing advanced classification based models in practical situations across all business domains within business organizations.

Unit I

(6 Hours)

Introduction to Clustering, Application, Distance measures: Numerical data, categorical data and mixed data; Hierarchical Clustering: Steps involved, Linkages, Dendograms, Validating Clusters, Limitations; Non-Hierarchical Clustering: K-Means Clustering, steps involved, Dendogram, Elbow Curve Method, Creating Clusters and interpreting clusters.

Unit II

(6 Hours)

Introduction to Affinity Analysis, Association Rules in transactions, Generating Candidate rules, Introduction to apriori algorithm, Rules: Support and Confidence, Lift Ratio, Rule selection, Interpretation and statistical significance of rules, Pros and Cons; affinity analysis in Marketing, Finance and HR; Recommender systems and Market Basket Analysis; Collaborative Filtering: User Based Similarity, item Based Similarity

Unit III

(8 Hours)

Introduction to advanced regression models: Concepts and Definition-Gradient Descent: Implementation and finding optimal bias and weights; Building machine learning models, Bias-variance Trade-off, K-fold Cross Validation, Applying regularization: Ridge, LASSO and Elastic Net Regression

Unit IV

(4 Hours)

Introduction to advanced classification models: Concepts and Definition-Dealing with Imbalanced

Datasets, Logistic and KNN Algorithm: GridSearch to find optimal parameters, Ensemble Methods, Random Forest: Building Random Forest Model, Grid Search, ROC curve, Boosting: AdaBoost and Gradient Boosting

Unit V

(4 Hours)

Neural Networks: Introduction, Concept and Structure, Fitting a Network to Data, Advantages and Weaknesses of Neural Networks.

Cases to be discussed from every unit using Kaggle and github datasets and cases.

Practical Components

(28 hours)

- Introduction to SAS JMP, R and Python: Framework for analysing unsupervised algorithms for business cases, Data Preparation and Data Preprocessing; Clustering in Business decisions: Implementing Hierarchical and Non-Hierarchical clustering before analytical model building on business cases; Affinity analysis: Discovering association rules on practical transactional databases from domains of marketing, finance and HR; Applying regularization in case of regression models using Ridge, LASSO and Elastic Net Regression; Applying Ensemble Methods, Random Forest methods; Applying neural networks and its relevance in Business.
- Preparing a report based on any live business case using any appropriate method.

Recommended Books:

1. Data Mining for Business Analytics: Concepts, Techniques and Applications in Python, Galit Shmueli, Peter C. Bruce, Peter Gedeck, Nitin R. Patel, Wiley 2019
2. Machine Learning using Python, 1st Edition, Manaranjan Pradhan and U Dinesh Kumar, Wiley, 2019

Reference Books:

1. Data Mining for Business Analytics: Concepts, Techniques and Applications in R, Galit Shmueli, Peter C. Bruce, Peter Gedeck, Nitin R. Patel, Wiley, 2019
2. Data Mining for Business Analytics: Concepts, Techniques, and Applications with JMP PRO, Peter C. Bruce, Galit Shmueli, Nitin R. Patel, Wiley, 2016

Course Outcomes(COs):

1. The student will be able to understand the conceptual and practical aspects of using unsupervised learning methods for larger datasets before building analytics models in business for decision making
2. The student will be able to understand the conceptual and practical aspects of using recommender systems and methods for transactional datasets in domains of marketing, finance and HR.
3. The student will be able to understand the conceptual and practical aspects of advanced regression based models and its applications in domains of marketing, finance and HR.
4. The student will be able to understand the conceptual and practical aspects of advanced classification based models and its applications in domains of marketing, finance and HR.
5. The student will be able to apply concepts of Neural Networks and demonstrate ability to evaluate the applications and feasibility of analytical methods using real cases from India and rest of the world.

SUPPLY CHAIN ANALYTICS	
Course Code: MBA224B3	Credits: 3:0:0
Prerequisite: Business Analytics	Contact Hours: 42L
Course Coordinator: Dr. Arunkumar.D.C	

Course Content

Course Objectives

1. To make students aware of concepts of Logistics and Supply Chain Management
2. To develop student skills in Optimization methods.
3. To develop student skills in facilities location and warehousing decisions.
4. To develop student skills in tactical and operations decisions in warehousing .
5. To develop the student skills in Travelling salesman problems.

Unit I

(8 Hours)

OVERVIEW OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Introduction, SCM and Competitive Advantage, Driving Forces in Business and SCM, Overview of Logistics Management, Overview of Supply Chain Management, Supply Chain Analytics

Unit II

(8 hours)

OVERVIEW OF OPTIMIZATION METHODS

Introduction and Historical Perspective, Constrained Optimization Models, Assumptions of an LPP, General Form of LPP, Graphical Solution to Furniture Problem, Simplex Method, A Few Examples of Formulation of LPP, Transportation Problem

Unit III

(8 hours)

FACILITIES LOCATION AND WAREHOUSING DECISIONS

Introduction, Single Facility Location Problems, Multiple Facility Location Problems, Mathematical Formulations of Popular Location Problems

Unit IV

(8 hours)

TACTICAL AND OPERATIONAL DECISIONS IN WAREHOUSING

Introduction and Space Determination in Warehouse Planning, Warehouse Operations and Layout Decisions, Handling Decisions, Layout Configuration Decisions, Inventory Decisions, Inventory Concepts, Costs and Basic Models, ABC Analysis and Pareto Analysis, Managing Inventories and Inventory-Carrying Costs, EOQ Models

Unit V

(10 hours)

TRAVELING SALESMAN PROBLEM ALGORITHMS

Introduction, Characteristics of Routing and Scheduling Problems, The Traveling Salesman Problem, Heuristics for Solving a TSP, Construction Heuristics, k-Opt Tour Improvement Method

Recommended Books:

1. Supply Chain Analytics , T. A. S. Vijayaraghavan, Wiley, 2021
2. Supply Chain Analytics: Concepts, Techniques and Applications, Kurt Y Liu, 2019

Reference Book:

1. Contemporary issues in Supply chain management and logistics, Anthony M Pagano, Mellissa Gyimah, Business Expert press, 2017

Course Outcomes (COs):

1. The student will be able to understand of the significance of the concepts of Logistics and Supply Chain Management.
2. The student will have a theoretical understanding of Optimization methods and various tools and types considered.
3. The student will be able to have theoretical and practical understanding of facilities location and warehousing decisions.
4. The student will be able to have theoretical and practical understanding of tactical and operations decisions in warehousing in gaining valuable insights.
5. The student will be able to apply concepts of Travelling salesman problems across business domains using practical cases.

FINANCIAL ANALYTICS	
Course Code: MBA224B4	Credits: 3:0:0
Prerequisite: Business Analytics	Contact Hours: 42L
Course Coordinator:	

Course Content

Course Objectives

1. To make students aware of financial analytics for analytical thinking
2. To develop student skills in security analysis and risk management.
3. To develop student skills in time series analysis
4. To develop student skills in gauging market sentiments.
5. To develop the student skills in solving cases on financial analytics

Unit I

(8 Hours)

ANALYTICAL THINKING

Introduction, Preparation, prospects of creation of forecasted scenarios based upon historical data using simulations, Designing models, Random variables, Treatment of financial analytics.

Unit II

(8 hours)

FINANCIAL SECURITIES AND RISK MEASUREMENT

The benefit of studying securities, statistical behaviors and their interrelationships, securities trading, price discovery, the mathematical study of derivative securities, Monte Carlo simulation in finance, mixture models, Two or more single-variate Gaussian distributions, simulations from the foreign exchange markets.

Unit III

(10 hours)

TIME SERIES ANALYSIS

Types of times series, use the quantmod and PerformanceAnalytics packages, Study of GSPC, VIX, TNX, refer to the S&P 500 index, the CME volatility index, and the ten-year treasury yield, respectively, Sharpe ratio, Markowitz model

Unit IV

(8 hours)

GAUGING MARKET SENTIMENT

Bull and Bear regime. Undirected Gaussian Graphical Model to gauge the market sentiment on a portfolio basis, An application of a theory for market regime switching, Simulating Trading strategies

Unit V

(8 hours)

CASES ON FINANCIAL ANALYTICS

Cases to be discussed each on the montecarlo simulation, quantmod and PerformanceAnalytics packages usage, Undirected Gaussian Graphical Model

Recommended Books:

1. Financial Analytics with R Building a Laptop Laboratory for Data Science by Mark J. Bennett Dirk L. Hugen, cambridge press, 2021
2. Quantitative Financial Analytics: The Path To Investment Profits, Edward E Williams and John A Dobelman, WSPC, 2017

Reference Book:

1. Python for Finance, Yves Hilpisch, O'Reilly, 2014

Course Outcomes (COs):

1. The student will be able to understand of the significance of the financial analytics for analytical thinking.
2. The student will have a theoretical understanding of security analysis and risk management and various tools and types considered.
3. The student will be able to have theoretical and practical understanding of time series analysis with macroeconomic and financial indicators.
4. The student will be able to have theoretical and practical understanding of gauging market sentiments for financial decisions.
5. The student will be able to apply concepts of Financial analytics using practical cases.