KLE Technological University | Creating Value, Leveraging Knowledge

School of Management Studies and Research
Master of Business Administration

School of Management Studies and Research

Curriculum Structure and Content

2022 – 2024 Batch

MBA- Masters of Business Administration

School of Management Studies and Research

Master of Business Administration

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Vision and Mission Statements of the KLE Technological University

Vision

KLE Technological University will be a national leader in Higher Education –recognised globally for innovative culture, outstanding student experience, research excellence and social impact.

Mission

KLE Technological University is dedicated to teaching that meets highest standards of excellence, generation and application of new knowledge through research and creative endeavours.

The three-fold mission of the University is:

- To offer undergraduate and post-graduate programs with engaged and experiential learning environment enriched by high quality instruction that prepares students to succeed in their lives and professional careers.

- To enable and grow disciplinary and inter-disciplinary areas of research that build on present strengths and future opportunities aligning with areas of national strategic importance and priority.

- To actively engage in the Socio-economic development of the region by contributing our expertise, experience and leadership, to enhance competitiveness and quality of life.

As a unified community of faculty, staff and students, we work together with the spirit of collaboration and partnership to accomplish our mission.

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Vision and Mission Statements of the Department/School

Vision

A business school of national repute by achieving excellence through teaching--learning, research and impacting society.

Mission

M1: To impart quality management education that caters to socio-economic development of the region.

M2: To provide scholarly learning environment that enables students and staff to achieve personal and professional growth.

M3: To contribute to the body of knowledge in management science.

M4: To positively impact the society by upholding the values of KLE Society.

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Consolidated View of Program Educational Objectives (PEOs) /Program Outcomes (POs) and Program-Specific Objectives (PSOs)

Program Educational Objectives (PEO)	Program Outcomes (PO)
PEO1: SMSR graduates will have benefitted themselves, industry and society by accomplishing desired goals.	PO1: An ability to apply knowledge of management theories and practices to solve business problems.
PEO2: SMSR graduates will have used their knowledge and skills of management for developing sustainable solution to organisational and societal issues.	PO2: An ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PEO3: SMSR graduates will have a continual lifelong learning.	PO3: An ability to analyze, synthesize and solve organizational and societal issues.
PEO4: SMSR graduates will have demonstrated positive attitude.	PO4: An ability to foster Analytical and critical thinking abilities for data-based decision.
PEO5: SMSR graduates will be humane while dealing with others	PO5: An ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
	PO6: An ability to use Information Technology as an integral tool.
	PO7: An ability to develop Value based Leadership ability.
	PO8: An ability to engage in lifelong learning.

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Curriculum Structure -Overall

Semester				Total Program Credits: 88
Course with course Code	**I**	**II**	**III**	**IV**
	Organizational Theory & Practice (20MBAC701)	Business Environment (20MBAC707)	Strategic Management (20MBAC801)	Legal Aspects of Business (20MBAC804)
	Managerial Economics (20MBAC702)	Entrepreneurship Development (20MBAC705)	Elective – I (20MBAE8XX)	Supply Chain Management (22MBAC801)
	Accounting for Managers (20MBAC703)	Financial Management (20MBAC710)	Elective – II (20MBAE8XX)	Elective – I (20MBAE8XX)
	Business Research Methods (22MBAC701)	Human Resource Management (20MBAC711)	Elective – III (20MBAE8XX)	Elective – II (20MBAE8XX)
	Marketing Management (20MBAC709)	Operations Management (20MBAC712)	Elective – IV (20MBAE8XX)	Elective – III (20MBAE8XX)
	Analytics for Business (22MBAC702)	Decision Modelling (20MBAC713)	Summer Internship (20MBAI801)	Elective – IV (20MBAE8XX)
	Industry Experience- Phase I (20MBAP701)	Applied Business Research (22MBAC703)	Climate change & Sustainability Management (22MBAP801)	Industry Experience Phase-IV (20MBAP802)
	Entrepreneurship Phase- I (21MBAP701)	Managerial Communication and Aptitude (20MBAP704)	Industry Experience -Phase III (20MBAP801)	Entrepreneurship Phase – IV (21MBAP802)
	Business Communication (20MBAP703)	Industry Experience- Phase II (20MBAP705)	Entrepreneurship Phase – III (21MBAP801)	Research Experience Phase- II (20MBAR802)
		Entrepreneurship Phase – II (21MBAP702)	Research Experience Phase- I (20MBAR801)	Social Entrepreneurship Phase- II (22MBAP803)
			Social Entrepreneurship Phase- I (22MBAP802)	
Credits	21	24	22	21

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Title: Curriculum Structure- Semester wise

Curriculum Structure for the year 2023-25 batch

I Semester

No	Code	Course	Category	L-T-P	Credits	Contact Hours	ISA	ESA	Total	Exam Duration (in hrs)
1	20MBAC701	Organizational Theory & Practice		3-0-0	3	3	50	50	100	3 hours
2	20MBAC702	Managerial Economics		3-0-0	3	3	50	50	100	3 hours
3	20MBAC703	Accounting for Managers		2-1-0	3	4	50	50	100	3 hours
4	22MBAC701	Business Research Methods		3-0-0	3	3	50	50	100	3 hours
5	20MBAC709	Marketing Management		2-1-0	3	4	50	50	100	3 hours
6	22MBAC702	Analytics for Business		2-0-0	2	2	50	50	100	3 hours
7	20MBAP701	Industry Experience- Phase I		0-0-3	3	6	100	-	100	-
	21MBAP701	Entrepreneurship Phase- I								
8	20MBAP703	Business Communication		0-0-1	1	2	100	-	100	-
TOTAL				15-2-4	21					

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II Semester

No	Code	Course	Category	L-T-P	Credits	Contact Hours	ISA	ESA	Total	Exam Duration (in hrs)
1	20MBAC707	Business Environment		3-0-0	3	3	50	50	100	3 hours
2	20MBAC705	Entrepreneurship Development		3-0-0	3	3	50	50	100	3 hours
3	20MBAC710	Financial Management		2-1-0	3	4	50	50	100	3 hours
4	20MBAC711	Human Resource Management		2-1-0	3	4	50	50	100	3 hours
5	20MBAC712	Operations Management		3-0-0	3	3	50	50	100	3 hours
6	20MBAC713	Decision Modelling		2-0-0	2	2	50	50	100	3 hours
7	22MBAC703	Applied Business Research		2-0-0	2	2	100	-	100	-
8	20MBAP704	Managerial Communication and Aptitude		0-0-2	2	4	100	-	100	-
9	20MBAP705	Industry Experience- Phase II		0-0-3	3	6	100	-	100	-
	21MBAP702	Entrepreneurship Phase – II								
TOTAL				17-2-5	24					

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Curriculum Structure for the year 2022-24 batch

III Semester

No	Code	Course	Category	L-T-P	Credits	Contact Hours	ISA	ESA	Total	Exam Duration (in hrs)
1	20MBAC801	Strategic Management		3-0-0	3	3	50	50	100	3 hours
2	20MBAE8XX	Elective – I		3-0-0	3	3	50	50	100	3 hours
3	20MBAE8XX	Elective – II		3-0-0	3	3	50	50	100	3 hours
4	20MBAE8XX	Elective – III		3-0-0	3	3	50	50	100	3 hours
5	20MBAE8XX	Elective – IV		3-0-0	3	3	50	50	100	3 hours
6	20MBAI801	Summer Internship		0-0-3	3	6	50	50	100	3 hours
7	22MBAP801	Climate Change & Sustainability Management		0-1-0	1	2	100	--	100	--
8	20MBAP801	Industry Experience -Phase III		0-0-3	3	6	100	-	100	-
	21MBAP801	Entrepreneurship Phase – III								
	20MBAR801	Research Experience Phase- I								
	22MBAP802	Social Entrepreneurship Phase- I								
TOTAL				15-1-6	22					

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IV Semester

No	Code	Course	Category	L-T-P	Credits	Contact Hours	ISA	ESA	Total	Exam Duration (in hrs)
1	20MBAC804	Legal Aspects of Business		3-0-0	3	3	50	50	100	3 hours
2	22MBAC801	Supply Chain Management		3-0-0	3	3	50	50	100	3 hours
3	20MBAE8XX	Elective - I		3-0-0	3	3	50	50	100	3 hours
4	20MBAE8XX	Elective – II		3-0-0	3	3	50	50	100	3 hours
5	20MBAE8XX	Elective – III		3-0-0	3	3	50	50	100	3 hours
6	20MBAE8XX	Elective - IV		3-0-0	3	3	50	50	100	
7	20MBAP802	Industry Experience Phase-IV		0-0-3	3	6	100	-	100	3 hours
	21MBAP802	Entrepreneurship Phase – IV								-
	20MBAR802	Research Experience Phase- II								
	22MBAP803	Social Entrepreneurship Phase- II								
TOTAL				18-0-3	21					

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Marketing	Finance	Human Resource	Operations
▪ Sales Management ▪ Retail Management ▪ Rural Marketing ▪ Service Marketing ▪ Integrated Marketing Communications ▪ Industrial Marketing ▪ Product and Brand Management ▪ Digital Marketing	▪ Security Analysis and Portfolio Management ▪ Advanced Financial Management ▪ Merchant Banking and Financial Services ▪ International Financial Management ▪ Mergers, Acquisitions and Corporate Restructuring ▪ Risk Management ▪ Behavioural Biases and Investment ▪ Behavioural Finance	▪ Learning and Development ▪ Legal Aspects of Employment ▪ HR Operations ▪ Emerging Trends in HR Practices ▪ Talent and Competency Management ▪ Team Development and Leadership ▪ HR Analytics	▪ Total Quality Management ▪ Services Operations Management ▪ Project Management ▪ Inventory Management ▪ Logistics and Warehouse Management ▪ Data Science for Managers

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Curriculum Content- Course-wise

Course Content Semester I

Course Code: **20MBAC701**	Course Title: Organizational Theory & Practice	
L-T-P: **3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	Hours
Module 1: **Designing organizations:** Organization: Meaning and characteristics, Organization Design: Meaning, purpose, Principles, factors affecting organization design, Design process, Managing organizational structure, Types of structures, Stake holder's management and future work place, organizational control	**06 hrs**
Module 2: **Introduction to Management:** The evolution of management thought, approaches to management, Managerial functions, roles, traits and Skills, Ethics and Social Responsibilities of Management, Factors influencing Management, Recent trends and issues in Management, The manager as a planner and strategist	**07 hrs**
Module 3: **Introduction to Organizational Behavior (OB):** Evolution of OB, fundamental concepts, current challenges and its relevance for managers, The foundation of individual behavior, Intelligence Quotient (IQ) and Emotional quotient (EQ), Decision making: introduction, characteristics, types and process.	**07 hrs**
Module 4: **Foundations of individual behavior:** Personality, determinants & theories of personality, Perception, Values, formation of values, types of values, Attitudes, types of attitudes, Changing attitudes, Cognitive dissonance theory, work related attitudes, Motivation, theories of motivation, using rewards to motivate employees, learning, theories of learning, stress management.	**12 hrs**
Module 5: **Behavior in working environment:** Leadership, contemporary issues in leadership, Introduction to Groups & Teams, Basics of power and politics, Organizational culture, Organizational change, diversity in workplace. Digital Workplace- role and Perspectives. Lean & Green Workspace. Reduced Inequalities, Ethical Challenges.	**08 hrs**

References

- Jones Gareth R, George Jennifer M, Contemporary Management, TMH, 5th Edition, 2009
- Stephen Robins, Mary coulter, Agna Farnadez, Pearson, 14th Edition, 2019
- Heinz Weihrich, Mark V Cannice, Harold Koontz, Management: A Global, Innovative and Entrepreneurial Perspective, Tata McGraw-Hill, 15th Edition, 2019
- Fred Luthons, Organizational Behavior, Tata McGraw-Hill, 12th Edition, 2017
- Stephen Robbins, Judge, Vohra, Organizational Behavior, Pearson, 18th Edition, 2018

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Course Code: **20MBAC702**	Course Title: **Managerial Economics**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module No. 1 **Introduction:** Concepts of economics and managerial economics, the circular flow of economic activity, nature of the firm, concept of profit, profit in a market system, economics and decision making.	**05Hrs**
Module No. 2 **Demand Theory:** Demand Theory: Individual and market demand, total and marginal revenue, price elasticity, income elasticity, and cross elasticity, demand estimation. Supply Theory: Elasticity of supply, determinants of supply.	**12Hrs**
Module No.3 **Production and Costs:** The production theory and analysis: The production function, Production with one-and two- variable inputs, economies of scale. Cost theory and analysis: The economic concept of cost, short run and long run cost functions.	**09Hrs**
Module No. 4 **Market Structure:** Perfect competition and monopoly: Market structure, perfect competition, monopoly Competition and Oligopoly: monopolistic competition, oligopoly, barriers to entry, market failures.	**07Hrs**
Module No.5 **Pricing Decisions:** Pricing of goods and services: Understanding value chain, pricing of multiple products, price discrimination, product bundling, peak-load pricing, cost-plus pricing.	**07Hrs**

References

- D. M. Mithani, Managerial Economics, Himalaya Publishing House, 8th edition, 2016.
- H. Craig Petersen and W. Cris Lewis, Managerial Economics, 4th edition, Prentice- Hall India, 2005.
- Mark Hirschy, Economics for Managers, 12th edition, Cengage Learning India Pvt Ltd, 2014.
- William Boyes, The New Managerial Economics, 1st edition, Houghton Mifflin Company,2003.
- N Gergory Mankiw, Principles of Economics, 3rd edition, Thomson South-Western, 2003.
- D N Dwivedi, Managerial Economics, 7th edition, Vikas Publication house, 2010.

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Course Code: **20MBAC703**	Course Title: **Accounting for Managers**	
L-T-P**: 2-1-0**	Credits: **3**	Contact Hrs: **04 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **28hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Introduction:** Introduction of management accounting, accounting concepts and convention, GAAP and accounting standards, Accounting equation, International Financial Reporting Standards (IFRS). Introduction to IGAP and UGAP.	**06Hrs**
Module 2: **Final accounts:** Journal and ledger entries, Trading and profit and loss account, Final accounts for companies using tally.	**7Hrs**
Module3: **Depreciation Methods and Financial statement analysis:** Depreciation Methods: Straight line method and Written-down value method. **Financial statement analysis:** Advantages and limitation of ratio analysis as a management tool. Analysis and interpretation of financial statements, ratio analysis, liquidity, leverage, activity and profitability ratios.	**8Hrs**
Module 4: **Cash-flow statement and analysis:** Cash-flow statement and Contemporary topics. Ethics in accounting, A case on falsification of cash flows. Ethical Financial Practices for Sustainable Development.	**04Hrs**
Module 5: **Elements of Costs:** Preparation of cost sheet – Marginal costing and Standard Costing.	**03Hrs**

***Referen*ces:**

- R. Narayanaswamy, Financial Accounting: A Managerial Perspective, Prentice Hall of India, 6th edn, 2017.
- N. Ramachandran and Ram Kumar Kakani, Financial Accounting for Management, TMH Publications, 5th edn, 2020.
- Ashish K Bhattacharya, Financial Accounting for Business Managers, Prentice Hall of India, 5th edn, 2012.
- Ambarish Gupta, Financial Accounting for Management: An Analytical Perspective, Pearson India Education Services, 5th edn, 2016.
- C Rama Gopal, Financial Management and Management Accounting, New Age International Publishers, 1st edn, 2011.

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Course Code: **22MBAC701**	Course Title: **Business Research Methods**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Introduction to business research**: Meaning and objectives of research, Research Types, Qualitative and Quantitative approaches to research, Qualitative research – Focus group, case study, ethnography etc. advantages and limitations of qualitative and quantitative research, Quantitative Research Designs, Stages of research process, Characteristics of a Good Research.	**08Hrs**
Module 2: Review of Literature Introduction to Primary & Secondary data Review of literature: importance, purpose& process, types of literature reviews; structuring literature review, characteristics of a good research review, sources for review of literature, process of literature review.	**07Hrs**
Module3: **Problem definition and hypothesis formulation:** Research problem, definition of a research problem, identifying the problem, Use of secondary data in defining the problem, Review of literature and problem definition, Research Databases, hypothesis-setting, need, testing.	**07Hrs**
Module 4: **Data Collection and summarization:** Use of primary data in testing the hypothesis. Type I and Type II errors. Levels of measurement: Nominal, Ordinal, Interval, Ratio Scale, Census, Sampling, sampling techniques-probabilistic and non-probabilistic, Primary data collection, Questionnaire design, types of questions, Tabulation, frequency tables, charts and graphs, data summarization.	**09Hrs**
Module 5: **Data Analysis and Report Writing in Research:** Data processing, coding, labeling, eliminating records and missing values and outliers. testing of hypothesis for large and small samples, comparing two or more than two samples, correlation, and regression. On-parametric test – Chi-square, Discriminant Analysis, Multi-dimensional scaling, SEM, Report writing and ethics of research: Layout of the report, report writing and presentation, Plagiarism, ethical issues.	**09Hrs**

References:

- Cooper and Schlinder, Business Research Methods, 9th edition, 2011 TMH
- William Zikmund, Business Research Methods, 7th edition, 2009, Cengage Publication
- G. C. Beri, Business Research Methods & Statistics, 2nd edition, 2005, Tata McGraw-Hill.
- Uma Sekaran and Roger Bougie, Research Methods for Business, 5th ed, 2014, Wiley
- Uwe Flick, An Introduction to Qualitative Research, 1st edition, 2019, Sage Publications
- Gerard Guthrie, Basic Research Methods, 1st edition, 2010, Sage Publications
- G. C. Beri, Business Statistics, 2nd edition, 2005, Tata McGraw-Hill

- R I Lewin and David S Rubin, Statistics for Management, 7th edition,2009, Pearson.
- Robert E. Stine, Dean Foster, Statistics for Business: Decision Making and Analysis, 1st edition, 2014, Pearson
- J K Sharma, Business Research Methods & Statistics, 2nd edition, 2006, Pearson.

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Course Code: **20MBAC709**	Course Title: **Marketing Management**	
L-T-P**: 2-1-0**	Credits: **3**	Contact Hrs: **04 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **28hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Introduction:** Introduction to Marketing, Core Concepts, Marketing Mix, Scanning the Marketing Environment Marketing Planning and Strategies, Customer Value and Customer Relationships.	**08Hrs**
Module 2: **Business Markets:** Consumer Markets, Responsible Consumption Behaviour, Business Markets, Market Segments and Targets, Competitive Dynamics. Introduction to Rural Markets.	**07Hrs**
Module 3: **Branding and Integrated Marketing Channel:** Brand Positioning, Brand Equity, Setting Product Strategy, Managing Services, Pricing Strategies and Programs, Integrated Marketing Channel: Retailing, Wholesaling, and Logistics.	**07Hrs**
Module 4 **Integrated Marketing Communications:** Managing Mass Communications and personal communications of the organizations, Global Markets, hyper personalization and its influence on marketing. Introduction to Digital Marketing.	**06Hrs**

References:

- Philip Kolter, Kevin keller, Abhraham Koshy and Mithleshwar Jha, Marketing Management: A south Asian Perspective, 14th edition, Pearson Publication.
- Ramaswamy Namakumari, Marketing Management, 5th edition, Tata McGraw Hill.
- Rajan Saxena, Marketing Management, 4th edition, Tata McGraw Hill.
- Michael Hutt, Dheeraj Sharma, B2B Marketing, 11th edition, Cengage learning.

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Course Code: **22MBAC702**	Course Title: **Analytics for Business**	
L-T-P**: 2-0-0**	Credits: **2**	Contact Hrs: **02 Sessions/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **28hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Introduction** Data and information, Concepts of management information systems, Information systems in organization, information as resource of competitive advantage, Decision making with MIS, Types of MIS, Data Warehousing and security, ethical and social issues related to systems.	**10Hrs**
Module 2: **Contemporary Technologies of Management** Concept of Technology, Technology management, Applications of Technology in Business and daily life, RFID, Machine Learning, Introduction to e-commerce, Big Data and Business, Artificial Intelligence and Internet on things (IoT).	**06 Hrs**
Module 3: **Analytics** Introduction: Analytics, What is business analytics? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in analytics, Data and network, database, DBMS, Actors on the scene, database administrators.	**06 Hrs**
Module 4: **Application of Business Analysis:** Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.	**06 Hrs**

References:

- Regi Mathew, Business Analytics: For Decision Making, Pearson Publications, 2020
- U. Dinesh Kumar, Business Analytics: The Science of Data driven decision making, Wiley, 2021
- Ramez Elmasri, Shamkant B.Navathe, Fundamentals of Database systems:, Pearson Publications, 2019
- Rahul De, Managing Information Systems in Business, Government and Society, Wily India Publication; 1st Edition, 2012
- Gordon B. Davis and Margrethe H. Olson, Management Information Systems (Conceptual foundations, Structure and Development) McGraw Hill Education India Private Limited; 2 edition, 2015
- James O'Brien and George Marakas, Management Information Systems, McGraw Hill Education India Private Limited; 10 edition, 2011

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Course Code: **20MBAP701**	Course Title: **Industry Experience- Phase I**	
L-T-P**: 0-0-3**	Credits: **3**	Contact Hrs: **06 Hours/week**
ISA Marks: **100**	ESA Marks: **--**	Total Marks: **100**
Teaching Hrs: **90hrs**		Exam Duration: **--**

Course Content

Particulars	**Hours**
Student has to visit an organization on daily basis and perform the below mentioned tasks. The report shall be submitted. • Organization Profile (Ownership type, MSME, MD/Owner, Revenue and employee strength, Product/services and market served, competitors) • Structure and HR Organization • Manpower planning and staffing • On boarding • Comp & Benefit • Time office • Performance Management System • Marketing organization • Finance organization • Operations organizations • Audits/Certification • Environment, Health and Safety • Ethical Practices and Corporate Social Responsibility.	**90Hrs**

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Course Code: **21MBAP701**	Course Title: **Entrepreneurship Phase-I**	
L-T-P**: 0-0-3**	Credits: **3**	Contact Hrs: **06 Hours/week**
ISA Marks: **100**	ESA Marks: **--**	Total Marks: **100**
Teaching Hrs: **90hrs**		Exam Duration: **--**

Course Content

Particulars	**Hours**
Students are expected to work on the following points: 1. SWOT (Strength, weakness, opportunities and Threat) Analysis 2. PESTEL (Political, Economic, Social, Technological, Environmental and Legal Analysis) 3. Identification 4. Idea to Opportunity Mapping 5. Build Lean Startup Canvas 6. Develop the resource mapping for the finalized Idea 7. Elevator Pitch	**90Hrs**

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Course Code: **20MBAP703**	Course Title: **Business Communication**	
L-T-P**: 0-0-1**	Credits: **1**	Contact Hrs: **02 Hrs/week**
ISA Marks: **100**	ESA Marks: **--**	Total Marks: **100**
Teaching Hrs: **28hrs**		Exam Duration: **--**

Course Content

Particulars	**Hours**
Topic 1: Vocabulary and Verbal Skill • Synonyms and Antonyms • Accurate Pronunciation of vowels & consonants • Reading Comprehension • Sentence Completion • Error Detection • Root words and Word Analysis • English Grammar – Formatting sentences & Dictionary Usage	**06Hrs**
Topic 2: Writing Skills • Essay • Short Notes • Interpretation • Correcting grammatical errors • Reflective writing • Letter and Email Writing	**06Hrs**
Topic 3: Art of Communication • Components of Communication • Confident Body Language • Modulating Voice • Active Listening • Albert Mehrabian Study • Communication in a Team • Discussions and Debates	**06Hrs**
Topic 4: Presentation Skills • Grooming • Managing anxiety • Visual and Vocal presentations • Formal presentation	**08Hrs**
Topic 5: Trends in communication techniques	**02Hrs**

References:

- Vilanilam J V, *More Effective Communication: A Manual for Professionals,* Sage Publications.
- Shirley Taylor, 2005, *Communication for Business: A Practical Approach*, 4th Edition, Pearson Longman.
- John M Penrose, Robert W. Rasberry, and Robert J. Myers, *Advanced Business Communication*, 3rd edition, Thomson South-Western.
- Raymond V. Lesikar, Basic Business Communication: Irwin/McGraw-Hill, 2099
- Sam Phillips, 3000 Synonyms and Antonyms 1st Edition, Goodwill Publishing House

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Semester II

Course Code: **20MBAC707**	Course Title: **Business Environment**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Introduction:** Nature and scope, physical and business environment, a brief history of Indian business, meaning and characteristics of business, objectives of modern business, Macro and Micro business environment, Introduction to Open economy and its characteristics, Political, Economy, Differences in Culture, Ethical issues in International Business, Business and Politics and lobbying, Introduction to CSR, Business Ethics in India, Economics of informal sector.	**09Hrs**
Module 2: **Indian economy:** Indian economy – Characteristics, objectives of emergence Indian planning process, Niti Ayog and India's development during plan period, National Income – Concepts, basic terminology, ways of measurement, GDP, GNP, NNP, per capita income, sectoral composition, growth trend and distribution of national income.	**06Hrs**
Module 3: **Economic policies:** Economic policies, Fiscal policy, Economic survey, Union budget, Taxation, Industrial policies of India, effect of industrial policies on the economy, Industrial Pollution and Environmental Policy, India's recent monetary policy, Monetary Policy instruments, Introduction to FDI, FII.	**11Hrs**
Module 4: **International Trade Theories and trade blocks:** International Trade Theories and trade blocks: Business cycles, Overview of Trade Theory, Mercantilism, Absolute Advantage, Comparative Advantage, Heckscher-Ohlin Theory, National Competitive Advantage (Porter's Diamond Model), Global Strategic Rivalry Theory, Raymond's Product life-cycle Theory, Political Economy of International Trade, Procedures for export and import, Trade blocks, introduction to IMF, Economics of competitive advantage.	**09Hrs**
Module 5: Contemporary Topics: Poverty Elevation measures, Monetary Policy Committee Developments, Union Budget. Balance of Payments and Forex Reserves.	**05Hrs**

Reference:

- John Steiner, George Steiner *Business, Government and Society: A Managerial Perspective.*
- Francis Cherunilam, *Business Environment*: Text and Cases, 2007.
- Justin Paul, *Business Environment: Text and Cases*, McGraw-Hill.
- Charles W. L Hill and Arun K Jain, *International Business –Competing in the Global Marketplace,* 6th edn, Tata McGraw Hill.

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Course Code: **20MBAC705**	Course Title: **Entrepreneurship Development**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Introduction and concepts:** Concept and Need of Entrepreneurship Development, Definition of Entrepreneur, Entrepreneurship, Innovation, Invention, Creativity, Business Idea, Opportunities through change. Concept of entrepreneur, manager and intrapreneur. Entrepreneurial traits, types and significance in today's context; definitions, characteristics of entrepreneurial types, qualities and functions of entrepreneurs, role, functions and importance of entrepreneurs in economic growth, Entrepreneurship as a career.	**09Hrs**
Module 2: **Evolution and Theories of Entrepreneurship:** Innovation Theory by Schumpeter & Imitating, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen, Effectuation theory of entrepreneurship ,A positive theory of social entrepreneurship.	**08Hrs**
Module 3: **Venture Process:** Opportunity sensing and idea generation, Environmental assessment, marketing plan, organizational plan and financial plan, Sources of finance and financial planning, business plan, entrepreneurial growth strategies, franchising, stalling, sickness and revival and exiting the venture.	**10Hrs**
Module 4: **Emerging trends in the entrepreneurship:** Rural entrepreneurship, Social entrepreneurship, family business and entrepreneurship, and technology driven entrepreneurship. Entrepreneurship development: government and supporting agencies. Ethical and Environmental challenges.	**09Hrs**
Module 5: Contemporary issues and practices. Schemes, Incubation centres, Funding Options, and Angel investor	**04Hrs**

Reference:

- Hisrich, Robert D; Peters, Michael P and Shepherd, Dean A, *Entrepreneurship*, Tata McGraw Hill Publishing Company Limited
- Bagchi, Subroto, *The-High Performance Entrepreneurs* Penguin Books International Private Limited, New Delhi.
- Kuratko F Donald & Hodgetts M Richard, *Entrepreneurship a Contemporary Approach*, The Dryden Press.
- Robert A Baron and Scott A Shane, *Entrepreneurship A Process Perspective*, Thomson South Western.
- David H. Holt, Entrepreneurship: New Venture Creation, Prentice Hall of India 2002.
- Raj Shankar, Entrepreneurship Theory & Practice, Vijay Nicole Imprints Pvt Ltd.

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School of Management Studies and Research

Master of Business Administration

Course Code: **20MBAC710**	Course Title: **Financial Management**	
L-T-P**: 2-1-0**	Credits: **3**	Contact Hrs: **04 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **28hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Introduction, Planning and Financial System:** Introduction – Financial management and Indian Financial System, Business finance, Profit Vs Wealth maximization, Agency problem, Financial planning, Budgets and budgetary control: production-sales-cash and master budgets.	**07Hrs**
Module 2: **Time Value and Capital Budgeting:** Time value of money, Capital budgeting, Different phases of capital budgeting, Criteria for selection of projects, NPV, IRR, BCR, ARR, Simple and Discounted payback period criteria. Capital rationing and replacement projects.	**08Hrs**
Module 3: Working Capital Management: Working capital management, Sources of working capital, Working capital estimation and financing (short-term and long-term). **Long Term and short-term Sources of Capital:** Introduction to long term and short-term sources of capital, Capital structure decisions, Planning the capital structure, Cost of capital: specific and composite cost. Hybrid Financing, modern methods of financing and valuation.	**06Hrs**
Module 4: **Personal Financial Planning and analysis:** Financial planning and personal tax management, analysis of variances and steps to minimize. **Banking and Insurance:** Introduction and fundamentals of banking and insurance, products, recent IT trends in banking and insurance sectors.	**07Hrs**

References:

- Prasanna Chandra, *Fundamentals of Financial Management,* 7th edn, Tata McGraw Hill.
- M. Y. Khan and P. K. Jain, *Financial Management*, 5th edn, Tata McGraw Hill
- Stephen A. Ross, Randolph W. Westerfield, Bradford D. Jordan, *Fundamentals of Corporate Finance*, 6th edn, Tata McGraw Hill.
- Aswath Damodaran, *Corporate Finance – Theory and Finance*, 2nd edition, Wiley India.
- Richard A. Brearley, and Stewart C. Myers, *Principles of Corporate Finance*, 7th edn, Prentice Hall of India.

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School of Management Studies and Research

Master of Business Administration

Course Code: **20MBAC711**	Course Title: **Human Resource Management**	
L-T-P**: 2-1-0**	Credits: **3**	Contact Hrs: **04 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **28hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Introduction to Human Resource Management (HRM):** Characteristics, scope, objectives, functions and role of Human Resource Management (HRM), HRM versus personnel management, difference between HRM and HRD (Human Resource Development), qualities of Human Resource (HR) manager, HR manager as a strategic partner. HRM in Small and Entrepreneurial Firms. Ethics & HRM.	**08Hrs**
Module 2: **Analyzing works and Compensation:** Job design, analysis, description, specification, enrichment, enlargement and rotation, Introduction to compensation and benefits management - purpose, meaning, factors, challenges.	**06Hrs**
Module 3: **Acquisition of human resources:** Man power planning, objectives, Recruitment, sources of recruitment, selection techniques, Placement.	**08Hrs**
Module 4: **Employee relations:** Employee engagement, competency mapping, industrial relations, work life balance, employee empowerment Introduction to IHRM (International Human Resource Management), HR Ethical issues, part-time employment and contingent workforce management, Green HRM, contemporary HRM.	**06Hrs**

References:

- Gary Dessler, *Human Resource Management*, 15th edition, Pearson, 2017.
- Cynthia D. Fisher, Lyle F. Schoenfeldt, and James B. Shaw, *Human Resource Management*, Biztantra, 2008.
- Ashwatappa K, *Human Resource Management*, 9th edition, Tata McGraw Hill,2021.
- Gary Dessler and Biju Varrkey, *Human Resource Management,* Pearson, 16th edition 2020.

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School of Management Studies and Research

Master of Business Administration

Course Code: **20MBAC712**	Course Title: **Operations Management**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Operations Management- Trends and challenges:** Introduction to OM, Manufacturing Trends in India, Operations as a Key Functional Area, Operations Management: A Systems Perspective, Operations Management Functions, Challenges in Operations Management, Current Priorities for Operations Management	**08Hrs**
Module 2: Facility Location: Globalization of operations, factors affecting location decisions, location planning methods and issues.	**06Hrs**
Module 3: **Process and Capacity analysis:** planning premises and process implications, process redesign using Business Process Reengineering (BPR), definition and measures of capacity, time horizon and framework in capacity planning, alternatives for capacity augmentation, decision tree for capacity planning.	**08Hrs**
Module 4: **Aggregate planning:** Planning hierarchies in operations, aggregate production planning, necessity of aggregate plan, frame work for aggregate production planning, alternatives for managing demand and supply, strategies for aggregate production planning, Master Production Schedule. Resources planning: dependent demand attributes, framework, Materials Requirement Planning (MRP).	**09Hrs**
Module 5: **Scheduling of operations:** need and basis for scheduling, loading of machines, scheduling of flow and job shops, issues in mass production systems, Sequencing. Role of materials management- materials and profitability, purchase functions, procurement procedures including bid systems, vendor selection and development, Inventory Management: concepts of inventory, types, classification, ABC VED, and FSN analysis. Inventory model – Economic order quantity (EOQ), Inventory records, Industry 4.0	**09Hrs**

References:

- Mahadevan B, Operations Management: Theory and Practice, Pearson Education.
- Ritzman LP and Krajewski LJ, **Foundations of Operations Management, Prentice Hall.**
- Gaither N and Fraizier G, Operations Management, Thomson South-Western.
- Monks JG, Operations Management: Theory and Problems, 3rd edition, McGraw Hill.
- Klassen RD and Larry J. Menor LJ, Cases in operations Management, Sage.

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School of Management Studies and Research

Master of Business Administration

Course Code: **20MBAC713**	Course Title: **Decision Modeling**	
L-T-P**: 2-0-0**	Credits: **2**	Contact Hrs: **02 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **28hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: Linear Programming: Introduction, assumptions formulation for LPP, Cases on unique, multiple, unbounded and infeasible optimal solutions. Method to obtain optimal Solution: Graphical method, simplex method ,Big-M method (Software tools to introduce- MS-Solver or TORA)	**09 Hrs**
Module 2: **Transportations problems:** Introduction to TP. Initial basic feasible solution using NWCRM, MMM, VAM. Degeneracy and No-Degeneracy in TP. Test for optimality using MODI method. **Assignment problem:** Introduction to AP. Formulation of AP and obtaining optimum solution using Hungarian method. (Software tools for hands on experience- MS-Solver or TORA)	**08 Hrs**
Module 3: **Queuing Theory:** Meaning and Characteristics of the queuing system, Types of queuing models. **MCDM (Multi Criteria Decision Modeling):** Meaning MCDM, Analytical hierarchy process structure of a decision problem, Saaty's scale, structuring hierarchy problems. **Simulation:** Meaning, Types, Steps, Monte Carlo Simulation, Random number generations.	**06 Hrs**
Module 4: **Game theory:** Introduction to Game theory. Formulation of payoff matrix. Pure and Mixed Strategy. Zero sum game. Minimax and Maxmin Criterion. Dominance Principal.	**05Hrs**

References:

- Vohra N. D., 2004, *Quantitative Techniques in Management*, Tata-McGraw Hill.
- J K Sharma, Operations Research, Theory and Applications, Trinity press,5th Edition
- Frederick S. Hillier and Gerald J. Lieberman, *Introduction to Operations Research*, McGraw-Hill Science.
- Prem Kumar Gupta and Hira D. S., 2007, *Operations Research*, S Chand & Co.
- Ravindran A., Don T. Phillips, and James J. Solberg, 1987, *Operations Research: Principles and Practice*, 2nd edition, Wiley International.
- Thomas L Saaty, Luis G Vargas, Models, Methods, Concepts & Applications of the Analytic Hierarchy Process, Springer publication ,2012

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School of Management Studies and Research

Master of Business Administration

Course Code: **22MBAC703**	Course Title: **Applied Business Research**	
L-T-P**: 2-0-0**	Credits: **2**	Contact Hrs: **02 Sessions/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **28hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: Data made ready: Questionnaire preparation, Scales of measurement, Design of field work, planning for data analysis includes data processing, coding, labeling, eliminating records and missing values and outliers.	**06Hrs**
Module 2: Data analysis making sense of data: **Data Visualization:** Line chart, bar chart, area chart, box plots , time series plots, timeline diagrams, dendograms, pie charts, Gantt charts, heat maps, Histograms, bubble charts, decision tree maps, scatter plots. **Data Analysis**: Normal distribution, skewness, standardized normal curve and Z score, standard error, statistic and parameter, testing of hypothesis for large and small samples, Type I and Type II errors, comparing two or more than two samples, Establishing an association between variables using correlation and regression. On-parametric test – Chi-square, Discriminant Analysis, Multi-dimensional scaling ,SEM.	**10Hrs**
Module 3: Decision Making& Nominal Group Technique: Introduction to decision making Anatomy of a decision making, Nominal Group Techniques Interpretive Structural Modeling (ISM): Conceptual view of ISM, complex problems & solution forming processes, creating an interpretive structural model.	**06Hrs**
Module 4: Multi-criteria Decision Modeling& Bench Marking: Analytical hierarchy process structure of a decision problem, Saaty's scale, seven pillars, structuring a hierarchy, problems, Data Envelopment Analysis (DEA): Data envelopment analysis and different efficiency concepts, operational zing the concepts, Scale efficiency, Input and output orientation, Theory of Constraints.	**06Hrs**

References:

- Rajendra Nargundkar, Marketing Research ,3rd Edition, McGraw Hill Publication.
- William W Cooper, Lawrence M.Seiford and Kaour Tone, Data Envelopment Analysis: A Comprehensive Text with Models, Applications, References and DEA Solver, Second.
- Thomas L Saaty, Luis G Vargas, Models, Methods, Concepts & Applications of the Analytic Hierarchy Process, Kluwer Academic Publishers Boston.
- Max H Bozerman, Don A. Moore, Judgment in Managerial Decision Making, John Wiley & Sons.
- Sridhar Lolla, The Path Leveraging Operations in a Complex and Chaotic World, Productive and Quality Publishing Private Limited

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School of Management Studies and Research

Master of Business Administration

Course Code: **20MBAP704**	Course Title: **Managerial Communication and Aptitude**	
L-T-P**: 0-0-2**	Credits: **2**	Contact Hrs: **04 Hours/week**
ISA Marks: **100**	ESA Marks: **--**	Total Marks: **100**
Teaching Hrs: **56hrs**		Exam Duration: **--**

Course Content

Particulars	**Hours**
Part 1: Managerial Communication **Topic 1: Discussions and Debates** • Understanding discussion • Parameters measured in Group Discussions • Video Analysis of Group Discussions (Identifying Individual flaws and improvement through Mock Videos)	**15Hrs**
Topic 2: Writing Skills • Business letters • Covering letter • Resume writing • Email etiquette	**05Hrs**
Topic 3: Interview Skills • What companies expect • Showing Commitment and Learning Ability • Handling difficult questions • Understanding interviewer psychology • Situation Reaction and Presence of Mind • Dressing right • Interview etiquette	**10Hrs**
Part 2: Managerial Aptitude **Arithmetical Reasoning:** • Number Systems and Speed Math • Factors and Multiples • Combinations • Probability • Percentages • Interest • Alligations and Averages • Man-Hour Calculations	**14Hrs**
Analytical Thinking • Data Analysis • Data Interpretation • Data Sufficiency • Puzzles	**06Hrs**
Verbal Logic • Verbal Analogy • Verbal Classification • Letter and Number Series • Decoding the Codes	**04Hrs**

Non – Verbal Logic • Non – Verbal Analogy • Non – Verbal Classification • Pattern Completion • Pattern Comparison	**02Hrs**

References:

- Vilanilam J V, *More Effective Communication: A Manual for Professionals*, Sage Publications.
- Shirley Taylor, 2005, *Communication for Business: A Practical Approach*, 4th Edition, Pearson Longman.
- John M Penrose, Robert W. Rasberry, and Robert J. Myers, *Advanced Business Communication*, 3rd edition, Thomson South-Western.
- Raymond V. Lesikar, *Basic Business Communication*: Irwin/McGraw-Hill, 1999.
- Sam Phillips, 3000 *Synonyms and Antonyms 1st Edition*, Goodwill Publishing House.
- John Jackman and Wendy Wren, Nelson English Evaluation Pack – Book 5, Thomas Nelson.

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School of Management Studies and Research
Master of Business Administration

Course Code: **20MBAP705**	Course Title: **Industry Experience -Phase II**	
L-T-P**: 0-0-3**	Credits: **3**	Contact Hrs: **06 Hours/week**
ISA Marks: **100**	ESA Marks: **--**	Total Marks: **100**
Teaching Hrs: **90hrs**		Exam Duration: **--**

Course Content

Particulars	**Hours**
Identify the problems and prospects faced by start-ups, mini or micro enterprise. Provide possible solution. Or The students have to undergo AI certification course mandatorily in the second phase.	**90Hrs**

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School of Management Studies and Research

Master of Business Administration

Course Code: **21MBAP702**	Course Title: **Entrepreneurship Phase - II**	
L-T-P**: 0-0-3**	Credits: **3**	Contact Hrs: **06 Hours/week**
ISA Marks: **100**	ESA Marks: **--**	Total Marks: **100**
Teaching Hrs: **90hrs**		Exam Duration: **--**

Course Content

Particulars	**Hours**
Pre-requisite: Entrepreneurship Phase- I Students are expected to work on the following points: 1. Develop Business Plan • Marketing • Organizational • Operational and • Financial 2. Estimate the seed capital for the incubation and prepare a proposal	**90Hrs**

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School of Management Studies and Research
Master of Business Administration
Course Content Semester III

Course Code: **20MBAC801**	Course Title: Strategic Management	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Fundamentals of Strategic Management:** Basic concept of strategy and strategic management, importance of strategy in an Organization, what makes strategy a winning phenomenon Managerial Process of Strategy Planning: Process of strategy planning, developing of strategic vision, setting objectives, strategic plans, execution of strategy and strategic plans.	**10 hrs**
Module 2: **Analysis of External Environment**: Industry analysis, industry value chain, competitive environment analysis, key drivers and factors for success. **Analysis of Internal Environment:** Internal value chain, resources and competences.	**08 hrs**
Module 3: **Generic Strategies:** Generic competitive strategies – low cost, differentiation, focused **Making Strategic Choices:** Alliances and partnerships, mergers and acquisitions, integration, outsourcing, strategic fit, diversification.	**08 hrs**
Module 4: **Strategy Implementation and Strategic Measurement:** Building resources, developing capabilities, introduction to balance score card . **Strategic Leadership:** Strategy as organisational process, factors of strategic leadership. Introduction to Corporate Social Responsibility.	**08 hrs**
Module 5: **Strategy and Management control:** Responsibility Centre (Revenue center, expense center, marketing centers, Research and development centers, Profit centers, transfer price in brief, investment centers).	**06 hrs**

References:

- Arthur A Thompson Jr, A J Strickland III, John E Gamble, and Arun K Jain, *Crafting and Executing Strategy – the quest for competitive advantage*, Tata McGraw Hill
- Porter, M.E., *Competitive advantage: Creating and sustaining superior performance,* Simon and Schuster

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School of Management Studies and Research

Master of Business Administration

Course Code: **22MBAP801**	Course Title: **Climate Change & Sustainability Management**	
L-T-P**: 0-1-0**	Credits: **1**	Contact Hrs: **02 Hours/week**
ISA Marks: **100**	ESA Marks: **--**	Total Marks: **100**
Teaching Hrs: --		Exam Duration: **--**

Course Content

Particulars	**Hours**
• Evolution of sustainability philosophy • Impact of Climate change from the perspectives of Social, Environmental, Economics and Organizational Management. • The international climate negotiations framework, bodies, Sustainable development goals (SDG), debates and discussions. • Domestic politics of climate change and government initiatives and Policies to minimize the climate change impact. • Integrating climate change and development: a sectoral view covering Agriculture, Water resources, Energy, Industrialization, Urbanization and Health and Hygiene, Corporate Social Responsibility (CSR).	**28 Hrs**

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School of Management Studies and Research

Master of Business Administration

Course Code: **20MBAI801**	Course Title: **Summer Internship**	
L-T-P**: 0-0-3**	Credits: **3**	Contact Hrs: **06 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **90hrs**		Exam Duration: **-- hrs**

Course Content

Particulars	**Hours**
Students should execute the below mentioned tasks in the identified organizations activities: • Identification of Problem • Review of Literature • Research Gap • Objectives & Research Methodology • Data Analysis • Conclusion	**90 hrs**

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School of Management Studies and Research

Master of Business Administration

Course Code: **20MBAP801**	Course Title: **Industry Experience -Phase III**	
L-T-P**: 0-0-3**	Credits: **3**	Contact Hrs: **06 Hours/week**
ISA Marks: **100**	ESA Marks: **--**	Total Marks: **100**
Teaching Hrs: **90hrs**		Exam Duration: **-- hrs**

Course Content

Particulars	**Hours**
Student has to do one mandatory research project in any sector/domain. Note: Introduction, literature review, methodology, findings, suggestions and conclusion, suggestion for future research, practical/theoretical implications.	**90 hrs**

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School of Management Studies and Research
Master of Business Administration

Course Code: **21MBAP801**	Course Title: **Entrepreneurship Phase – III**	
L-T-P**: 0-0-3**	Credits: **3**	Contact Hrs: **06 Hours/week**
ISA Marks: **100**	ESA Marks: **--**	Total Marks: **100**
Teaching Hrs: **90hrs**		Exam Duration: **-- hrs**

Course Content

Particulars	**Hours**
Students are expected to work on the following activities: 1. Operationalize the enterprise 2. Strengthen the Marketing / Operational / Organizational Plan 3. Build the customer base and develop customer relationship 4. Assess the profit and revenue flow 5. Plan for enterprise registration	**90 hrs**

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School of Management Studies and Research
Master of Business Administration

Course Code: **20MBAR801**	Course Title: **Research Experience - Phase I**	
L-T-P**: 0-0-3**	Credits: **3**	Contact Hrs: **06 Hours/week**
ISA Marks: **100**	ESA Marks: **--**	Total Marks: **100**
Teaching Hrs: **90hrs**		Exam Duration: **-- hrs**

Course Content

Particulars	**Hours**
This track will be offered to few selected and interested students. **Tasks** • Broad area of Research • Review of Literature • Research design • Research proposal	**90 hrs**

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School of Management Studies and Research
Master of Business Administration

Course Code: **22MBAP802**	Course Title: **Social Entrepreneurship Phase – I**	
L-T-P**: 0-0-3**	Credits: **3**	Contact Hrs: **06 Hours/week**
ISA Marks: **100**	ESA Marks: **--**	Total Marks: **100**
Teaching Hrs: **90hrs**		Exam Duration: **-- hrs**

Course Content

Particulars	**Hours**
Students are expected to work on the following activities: 1. Discuss what social entrepreneurship is and how it differs from business entrepreneurship. 2. Following certain biography exercises, identify your skills and gifts. 3. Identify characteristics of successful social entrepreneurs. 4. Identify areas of our economy/society where social entrepreneurs work 5. Translate a social problem into an opportunity. 6. Prepare a report to create an implementation.	**90 hrs**

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School of Management Studies and Research
Master of Business Administration
IV Semester

Course Code: **20MBAC804**	Course Title: **Legal Aspects of Business**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: Legal environment of business, meaning and nature of law, classification of law, sources of Indian law, Evolution of business law.	**04 hrs**
Module 2: Indian Contract Act, 1872 – Nature and kinds of contracts, offer and acceptance, consideration, capacity of contract, free consent, legality of object and consideration, void agreements, contingent contracts, discharge of contracts, remedies for breach of contract, quasi contract, contracts of indemnity and guarantee, contract of bailment and pledge, contracts of agency.	**10 hrs**
Module 3: Negotiable Instruments Act, 1881 – Nature and kinds of negotiable instruments, various kinds of negotiable instruments, negotiation and endorsement, presentment of a negotiable instrument. dishonour and discharge of negotiable instrument, bouncing of cheques. Sale of Goods Act, 1930 – classification of goods, conditions & warranties, passing of ownership rights, rights of an unpaid seller, remedies for breach of Contract of Sale of Goods.	**10 hrs**
Module 4: Companies Act, 1956 (with latest amendments 2019) – Nature and kinds of companies, formation, memorandum, articles, prospectus, capital – shares, debentures, borrowing powers, minimum subscription, appointment of directors, membership, winding up of companies, Partnership Act 1932.	**08 hrs**
Module 5: Consumer Protection Act, 1986 – Salient features and objectives, different consumer redressal forums, composition and jurisdiction of district, state and national forum, mode of complaints, procedures for disposal of complaints, penalty. Right to Information Act, Information Technology Act, Introduction to Environment Protection Act, Introduction to Competition Act, Introduction to Foreign Exchange Management Act 1999, Introduction to Intellectual Property Rights.	**08 hrs**

References:

- Saha Ray H.K., *Law of Contracts*, Eastern Law Book House.
- Kapoor N D, *Elements of Mercantile Law*, Sultan Chand.
- Gogna, P. P. S. *A Textbook of Business Law*, S. Chand & Co.

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Master of Business Administration

Course Code: **22MBAC801**	Course Title: Supply Chain Management	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Introduction:** Objectives, importance, decision phases, process view, competitive and supply chain strategies, achieving strategic fit, supply chain drivers, obstacles, framework, facilities, inventory, transportation, information, sourcing, pricing.	**07 hrs**
Module 2: Designing the distribution network, role of distribution, factors influencing distribution, design options, e-business and its impact, distribution networks in practice, network design in the supply chain, Designing global supply chain networks, Minimizing impact of Supply chains on nature.	**07hrs**
Module 3: **Planning Demand and Supply in supply chain**: Demand forecasting, aggregate planning, Sales and Operation planning. Planning and Managing Inventories in Supply Chain: Managing economies of scale, Managing uncertainty in supply chain and its impact on profit, society and nature. Designing and Planning transportation networks: Role of transportation, modes and their performance, transportation infrastructure and policies, design options and their trade-offs, tailored transportation, role of logistics in SCM, third party and fourth party logistics.	**10 hrs**
Module 4: Lack of supply chain coordination and the Bullwhip effect, obstacle to coordination, managerial levers, building partnerships and trust, continuous replenishment and vendor-managed inventories, collaborative planning, forecasting and replenishment, Demand driven supply chain.	**08 hrs**
Module 5: **Information technology (IT) in the supply chain:** Role of IT, IT Framework, Supply Chain Technology Innovation, customer relationship management, supplier relationship management, Supply Chain IT in practice, Green SCM: Introduction, Need, Challenges and Benefits. Reverse supply chain management, Supply chain risk management.	**08 hrs**

References:

- Chopra, S. and Meindl P, *Supply Chain Management – Strategy, Planning and Operation,* Pearson/PHI, 4th Edition, 2011.
- Sahay B.S., *Supply Chain Management* in the 21st Century.
- Coyle J, C., John Langley, Gibson, B., Novack, R. and Bardi E. *A Logistics Approach to Supply Chain Management,* Cengage Learning India Pvt Ltd.

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School of Management Studies and Research
Master of Business Administration

Course Code: **20MBAP802**	Course Title: **Industry Experience -Phase IV**	
L-T-P**: 0-0-3**	Credits: **3**	Contact Hrs: **06 Hours/week**
ISA Marks: **100**	ESA Marks: **--**	Total Marks: **100**
Teaching Hrs: **90hrs**		Exam Duration: **--**

Course Content

Particulars	**Hours**
Student has to do one mandatory project work in any functional area in an organization as per the mutual interest of the organization and student.	**90 hrs**

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School of Management Studies and Research

Master of Business Administration

Course Code: **21MBAP802**	Course Title: **Entrepreneurship Phase – IV**	
L-T-P**: 0-0-3**	Credits: **3**	Contact Hrs: **06 Hours/week**
ISA Marks: **100**	ESA Marks: **--**	Total Marks: **100**
Teaching Hrs: **90hrs**		Exam Duration: **--**

Course Content

Particulars	**Hours**
Pre requisite: Entrepreneurship Phase – III Students are expected to work on the following activities: • Develop the expansion Strategy • Develop the market and consumer base • Continue on enterprise registration process • Design the diversification strategy	**90 hrs**

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School of Management Studies and Research

Master of Business Administration

Course Code: **20MBAR802**	Course Title: **Research Experience - Phase II**	
L-T-P**: 0-0-3**	Credits: **3**	Contact Hrs: **06 Hours/week**
ISA Marks: **100**	ESA Marks: **--**	Total Marks: **100**
Teaching Hrs: **90hrs**		Exam Duration: **--**

Course Content

Particulars	**Hours**
Prerequisite: Research Experience Phase I **Tasks:** • Instrument development • Data collection and Analysis • Findings and Discussions • Draft paper	**90 hrs**

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School of Management Studies and Research
Master of Business Administration

Course Code: **22MBAP803**	Course Title: Social Entrepreneurship Phase – II	
L-T-P**: 0-0-3**	Credits: **3**	Contact Hrs: **06 Hours/week**
ISA Marks: **100**	ESA Marks: **--**	Total Marks: **100**
Teaching Hrs: **90hrs**		Exam Duration: **-- hrs**

Course Content

Particulars	**Hours**
Prerequisite: Social Entrepreneurship Phase I Students are expected to work on the following activities: • Apply the Social Business Model Canvas and lean startup methods for planning, developing, testing, launching and evaluating social change venture. • Analyze different business models for social change ventures • Recommend the best entity structure for their proposed social change venture • Compare funding options for social change venture • Choose to create and implement a plan to make your vision happen	**90 hrs**

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School of Management Studies and Research
Master of Business Administration
ELECTIVES

Marketing

Course Code: **20MBAE801**	Course Title: **Sales Management**	
L-T-P**: 2-0-1**	Credits: **3**	Contact Hrs: **04 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **28hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module No. 1. **Introduction to Sales Management:** Introduction, evolution of sales management, nature importance of sales management, role and skills of modern sales people, sales management positions/sales as a career, responsibilities (social, ethical, legal) of sales person.	08
Module No. 2. **Planning sales team:** Nature of organization, types, characteristics of the organization, sales budget, designing of sales territories, sales objectives, quotas and targets, role of ICT in sales organization.	08
Module No. 3. **Sales-force Management**: recruitment and placement, training and development, motivation, leadership, evaluation, and sales-force compensation. **Personal selling**: process, sales data generation using sales navigation tools, varying the sales data quality, lead generation methods or channels, the role of CRM in sales management. Sales CRM, CRM-B2B, B2C, the impact of sales CRM on the sales process.	08
Module No. 4. **Contemporary topics**: Global Sales-force management, Role of technology in Sales-force and Distribution channel, discounting management, Use of Neural Networks to forecast sales.	04

References:

- Spiro, Stanton, Rich, Management of Sales force, 11, Tata McGraw Hill, 2013
- Krishna K H., M Cavale, Sales and Distribution Management, 2, Tata McGraw Hill, 2014
- Tapan K Panda, Sunil Sahadev, Sales Management, 2, Oxford Higher Education., 2014

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School of Management Studies and Research
Master of Business Administration

Course Code: **20MBAE802**	Course Title: **Retail Management**	
L-T-P**: 2-0-1**	Credits: **3**	Contact Hrs: **04 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **28hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Introduction to Retailing**: Meaning and Characteristics, social and economic significance, opportunities, the management decision process Retailing in India- present and future, the opportunity and challenges for the un-organized retail sector in India. **Types of Retailers**: Food Retailers, General Merchandise Retailers, Non-store Retailers, Service Retailing, e-tailing models, Types of Ownership, and Multichannel Retailing.	**05 hrs**
Module 2: **Customer buying behavior**: Buying process, types of buying decisions, social factors influencing buying process, market segmentation using cluster analysis and collaborative filtering, and decision tree. **Retail market strategy**: Definition, target market, and retail format, building sustainable competitive advantage, growth strategies, strategic retail planning process, financial strategy in retailing management and retail locations, standard operating procedures in retail format.	**07 hrs**
Module 3: **Information & supply chain management**: Creating strategic advantage, information flow, logistics, distribution center, a collaboration between retailers & vendors, last-mile delivery, and Use of technology in retail process & merchandise management **Customer relationship management (CRM)**: CRM process, identifying target customers, acquiring, retaining, and developing customers, developing CRM programs, Calculating customer value, and marketing decision making.	**11 hrs**
Module 4: **Contemporary topics**: Green retailing, the influence of environmental factors on consumer spending patterns, emerging trends in retail management, retiling analytics (Market Basket analytics, RFM analysis, Optimizing Direct mail Campaigns, Scan *Pro Model).	**05 hrs**

References:

- Michael Levy, Barton Weitz, Ajay Pandit, *Retail Management*, Tata Mc GRAW Hill
- SwapnaPradhan, *Retail Management*, Tata McGraw Hill
- Wayne L Winston, Marketing Analytics, Wiley,2014

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School of Management Studies and Research

Master of Business Administration

Course Code: **20MBAE803**	Course Title: **Rural Marketing**	
L-T-P**: 2-0-1**	Credits: **3**	Contact Hrs: **04 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **28hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Introduction to rural marketing** **Rural market environment**: Evolution of rural marketing; definition of rural India & rural marketing; rural market structure – demographic; political; economical; political; technological environment; major problems in rural marketing **Rural economy**: Economic scenario in rural India; the transition of rural economy; rural economic structure; employment structure; incomes & consumption; rural infrastructures.	**05 hrs**
Module 2: **Marketing in rural India**: agricultural inputs and produce, Fast Moving Consumer Goods (FMCG) & consumer durables, and rural & cottage industry products **Understanding the rural market**: Rural consumer behavior: Consumer buying behavior models, factors affecting consumer behavior, characteristics of rural consumer, consumer buying process, opinion leadership process, brand loyalty.	**10 hrs**
Module 3: **Rural Marketing Strategy**: Segmenting, Targeting and Positioning, Product strategy, product mix rural packaging, branding in rural India, fake brands, the pricing strategy the in rural market, distribution and communication strategy used by companies in rural India.	**08 hrs**
Module4: Contemporary topics.	**05 hrs**

References:

- Kashyap, P., & Rant S, T*he Rural Marketing* Book, Biztantra
- Gopalaswamy T.P., *Rural Marketing*, Vikas Publishing House

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School of Management Studies and Research

Master of Business Administration

Course Code: **20MBAE804**	Course Title: **Services Marketing**	
L-T-P**: 2-0-1**	Credits: **3**	Contact Hrs: **04 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **28hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module1: **Introduction**: Meaning of services, evolution of service marketing and role of technology, characteristics of services, services marketing mix. Gaps model of service quality: Customer gap, provider gap. **Consumer behavior in services**: Consumer choice, consumer experience, post-experience evaluation, understanding differences among consumer. Customer expectations of services: Meaning and types of service expectations, factors that influence customer expectations, and issues involving customer service. **Customer perceptions of services**: Customer perceptions, customer satisfaction, service quality, service encounters.	**07 hrs**
Module2: **Building customer-relationship**: Relationship marketing, relationship value of customers, customer profitability segments, relationship development strategies, and relationship challenges, managing service promises. **Service recovery**: Impact of service failure and recovery, how customers respond to service failures, customers recovery expectations, service recovery strategies, service guarantees.	**05 hrs**
Module 3: **Service development and design**: Challenges of service design, new service development, types of new services, stages in new services, service blueprinting, Use of Customer defined service standards, physical evidence, service inventory, pricing services and managing demand and supply.	**11 hrs**
Module 4: Contemporary topics (role of technology in services marketing).	**05 hrs**

References:

- V. A. Zeitaml, D. D. Gremler, M. J. Bitner and Ajay Pandit, *Services Marketing*, TMH
- Christopher Lovelock, *Principles of Services Marketing*, Pearson Education

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School of Management Studies and Research

Master of Business Administration

Course Code: **20MBAE805**	Course Title: **Integrated Marketing Communications**	
L-T-P**: 2-0-1**	Credits: **3**	Contact Hrs: **04 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **28hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Integrated marketing communication:** Integrated marketing communication: The evolution of IMC, reasons for growing importance of IMC, the promotional mix-advertising, direct marketing, internet marketing, sales promotion, publicity, public relations, personal selling, promotion management, IMC planning process.	**04 hrs**
Module 2: **Consumer Decision Making Process**: Steps of effective communication, communication objectives, consumer decision-making process, consumer behavioral analysis and role of Big-data, models used to analyze advertising impact on consumer decision making-Communication response Hierarchy- AIDA & Hierarchy of Effects model.	**08 hrs**
Module 3: **Organizing for advertising and promotion**: The role of advertising agencies, agency compensation, evaluating agencies, developing the integrated marketing communication program, role of creative advertising in modern times Establishing objective and budgeting for promotional program: Determining Promotional objectives, DAGMAR approach for setting objectives establishing and allocating budget, Media Planning strategies: An overview of Media planning, Establishing objectives, developing-message strategies and executional frameworks, effectiveness of celebrity endorsements and implementation media strategies, evaluation and follow up.	**12 hrs**
Module 4: **Contemporary topics:** Social and ethical aspects of promotional tools, Introduction to social media as a business tool: use of face book, YouTube, twitter and LinkedIn as modern tools for business operations and communications.	**04 hrs**

References:

- Belch, M.A., and Belch, G.E., *Advertising and Promotion*, Tata Mc-Graw Hill Publication
- Shah, K. and D'souza, A., *Advertising & Promotion*, Tata Mc-Graw Hill Publication.
- Kenneth E. Clow, Donald E. Baack, Integrated advertising promotion and Marketing Communications, 3rd Edition, Pearson Publication

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School of Management Studies and Research

Master of Business Administration

Course Code: **20MBAE806**	Course Title: **Industrial Marketing**	
L-T-P**: 2-0-1**	Credits: **3**	Contact Hrs: **04 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **28hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module1: **Basic concept of Industrial Marketing:** Industrial Marketing, consumer and industrial products, consumer and industrial marketing, differences of consumer and industrial marketing. **Industrial markets:** Industrial customers, specificities of industrial markets, the environment of Industrial Marketing. The specificities and the risks in international markets. The trends in globalization of industrial markets.	**05 hrs**
Module 2: **Organization's purchasing behavior, system of purchasing decisions:** System of taking decisions in the Industrial Marketing. The poles in the system of taking purchasing decisions in Industrial Marketing. Factors that affect the purchasing decision in Industrial Marketing. Process of taking purchasing decisions for industrial products. Types of purchasing activities in Industrial Marketing. Marketing Strategies for the purchasing activities and the stages of the process of taking purchasing decisions. Information sources that are used from members of the Taking purchasing decisions' system. Account based marketing and planning.	**10 hrs**
Module 3: **Pricing and Promotion in Industrial Marketing:** The importance of pricing in Industrial Marketing. In-house and external factors determine the price. Procedures, processes and pricing policies. The mixture promotion in industrial marketing. Sales promotion, advertising, directs marketing, public relations and personal selling. **Distribution of industrial products:** The importance of industrial products. Administration and revitalization of existing industrial products. The Marketing distribution functions, main forms of intermediate, forms of industrial channels. Design, selection and management of distribution channels.	**08 hrs**
Module 4: **Contemporary topics** Systematic approach to the management and control of supplier/customer relationships, interactive strategic marketing planning: A new approach. Smart Business to business strategy.	**05 hrs**
References: 1. Tomaras P. (2009). Industrial Marketing. Published by the author. Athens, (ISBN: 978-960-90674-3-0). (in Greek) 2. Ralph S Alexander, Richard M Hill, Industrial Marketing, 3rd edition.	

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School of Management Studies and Research

Master of Business Administration

Course Code: **20MBAE807**	Course Title: **Product and Brand Management**	
L-T-P**: 2-0-1**	Credits: **3**	Contact Hrs: **04 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **28hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Introduction**: Introduction to Product Management, Role and Functions of Product Managers, Product Mix and SBU Strategies, Portfolio analysis (BCG / GE Multifactor Matrix), Marketing Planning.	**07 hrs**
Module 2: Focus on creating/identifying value propositions for the clients, Product decisions over the PLC, New Product Development processes, Pricing, and Promotion strategies, channel management, managing growth.	**07 hrs**
Module 3: **Introduction to Brand Management**- Branded House Vs House of Brands, Corporate Brand, Brand prism by Kapferer Model, Brand Anatomy, Branding Decisions- Line Extensions, Category Extension, Brand Equity – Concept and measure.	**10 hrs**
Module 4: Contemporary Practices.	**04 hrs**

References:

- Donald R Lehamann, Product management 4th Edition, Mcgrow Higher Ed
- Marc Annacchino, New Product Development, 2003 Ed, Elsevier Butterworh-Heinemann
- SaaksvuoriAntti, Product Lifecycle management, Springer- Verlag
- Kevin Lane Keller, M G Parameswaran, Isaac Jacob, Strategic Brand Management, 2008, Person publication
- David Aaker, Brand Management, TMH publication
- YLR Murthy, Brand management Indian prospective, Vikas Publications

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School of Management Studies and Research

Master of Business Administration

Course Code: **20MBAE808**	Course Title: **Digital Marketing**	
L-T-P**: 2-0-1**	Credits: **3**	Contact Hrs: **04 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **28hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Introduction to digital marketing**: Need and relevance for digital marketing, the evolution of digital marketing, digital marketing framework, challenges/issues concerning digital marketing, and future of digital marketing.	**04 hrs**
Module 2: Digital marketing and the four Ps, Digital marketing models creation, value chain digitization, search marketing: search engine optimization, search advertising, Email marketing, display advertising, social media communities and targeting advertising, content marketing, influence and amplification, and affiliate marketing and strategic partnership, digital media creativity, Customer experience, website, and app layout design essentials, Basic website planning & creation, e-commerce management.	**11 hrs**
Module 3: Consumer buying behavior in digital age, Social media and customer engagement: the social feedback cycle, open access to information and the connected customers. The new role of the customer: social interactions on social media. Customer Relationships: Social CRM.	**08 hrs**
Module 4: Ethical components in digital marketing, mobile and its impact, Evolving Business Models, Emerging Channels and Opportunities, Emerging Opportunities for Digital Marketing Professionals. Google Analytics.	**05 hrs**

References:

- Punnet Bhatia, Fundamentals of digital marketing, Person India, 2nd edition.
- Jeremy Kagan, Digital marketing: strategy and Tactics, WessexInc.
- Ryan Damian, Understanding Digital Marketing, Kogan Page Ltd.
- Ian Dodson, The Art of Digital marketing: The Difinitive Guide to creating strategic, targeted and Measurable online campaigns, Wiley, 2016.
- Seema Gupta, Digital Marketing, McGraw Hill, 2017.
- Danny Sullivan, Jennifer Grappone, Couzin Gradiva, Search engine optimization an hour a day, Wiley, 3rd edition.

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School of Management Studies and Research

Master of Business Administration

Finance

Course Code: **20MBAE811**	Course Title: **Security Analysis & Portfolio Management**	
L-T-P**: 2-0-1**	Credits: **3**	Contact Hrs: **04 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **28hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Introduction to Investments**: Concepts of investment, Objectives and Dimensions of investment, investment Vs speculation, Gambling, Investment Avenues, Investment Process, Foreign Portfolio Investment (FPI), Sovereign Wealth Funds (SWFs).	**03 hrs**
Module 2: **Security Risk, Return & Valuation**: Unsystematic & Systematic Risk, Analysing Risk & Return, Estimation of Beta, Alpha, Correlation and r^2 using SLRM. Stock Return, Anticipated Return, Single period & Multi period Dividend Discount Model, Constant Growth Model, Valuation through P/E Ratio, Preferred Stock Valuation. Introduction to Bonds, Green Bonds, Bond Risk, Bond Return, Convexity & Duration of the Bond. Practical exercises.	**9 hrs**
Module 3: **Fundamental Analysis:** Economic, Industry and Company Analysis. Equity, Practical exercises. **Technical analysis:** Meaning, Dow Theory, Elliott Wave Theory, Support & Resistance Levels, Charts & Patterns, Indicators: Volume of Trade, Simple Moving Average, Oscillators: RSI, ROC, Stochastic Oscillator. Practical exercises.	**8 hrs**
Module 4: **Portfolio Models/Theories:** Markowitz Model, Efficient Frontier, Capital allocation between risky and riskfree assets, Sharpe Index Model, Corner Portfolio, Capital Asst Pricing Theory, SML, CML, Arbitrage Pricing Theory. Practical exercises.	**05 hrs**
Module 5: **Portfolio Evaluation & Revision:** Portfolio Revision, Strategies, Techniques, Portfolio Evaluation, Sharpe, Treynor & Jensen performance Indices, Benefits of International Portfolio Investment & Risk. Asset Management Companies. Practical exercises.	**03 hrs**

References:

- Punithavati Pandyan, *Security Analysis and Portfolio Management*, Latest edition, VikasPubl,
- Kevin S*, Portfolio Management*, 2nd edition, Prentice H,
- Alexander, Sharpe, Bailley*, Fundamentals of Investment,* Pearson,
- Chndra Prasanna, Investment Analysis and Portfolio Management, 3rd Edition, TMH
- Danesh Khatri, Security Analysis and Portfolio Management, Mc Millan Publications.

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School of Management Studies and Research

Master of Business Administration

Course Code: **20MBAE812**	Course Title: **Advanced Financial Management**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Working Capital Management** – Determination of level of current assets, Sources for financing working capital, Bank finance for working capital, Estimation of working capital. Working capital leverage.	**09 hrs**
Module 2: Cash Management Cash management – Nature and motives, Marketable securities, Basic strategies Forecasting cash flows – Cash budgets, optimal cash balances – Baumol model, Miller-Orr model, Strategies for managing surplus fund.	**08 hrs**
Module 3: **Payables Management:** Objectives and importance, Process of payables Management, Challenges and key metrics to strengthen payables. **Receivables Management** – Objectives, Credit policies, Credit terms, Collection policies, Credit management through credit policy variables, marginal analysis. Credit evaluation: Numerical credit scoring and discriminate analysis, Control of accounts receivables, Problems on credit granting decision. Bills discounting and factoring: Meaning and process.	**10 hrs**
Module 4: **Capital Structure Decisions –** capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, traditional approach. Arbitrage process in capital structure, planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis, Capital structure policy.	**07 hrs**
Module 5: **Dividend Policy** – Theories of dividend policy: relevance and irrelevance dividend decision. Walter's & Gordon's model, Modigliani & Miller approach. Dividend policies –stable dividend, stable payout and growth, Bonus shares and stock split corporate dividend behavior. Legal & procedural aspects of dividends Corporate Dividend Tax.	**06 hrs**

Reference books:

- M.Y. Khan & P.K. Jain, *Financial Management*, 6/e, TMH, 2011.
- Prasanna Chandra, Financial *Management,* 8/e, TMH, 2011.
- Brigham &Ehrhardt, Financial *Management: Theory & Practice*, 10/e, Cenage Learning,
- Ross, Westerfield & Jaffe, *Corporate Finance*– TMH – 8/e, 2010
- Vanhorne*, Financial Management & Policy*, 12/e, Pearson
- Keown, Martin, Petty. Scott*, Financial management: principles and applications*, PHI.
- Brearly and Myers, *Principle of Corporate Finance*–, 10/e, TMH, 2012.
- Ashwath Damodaran, Corporate *Finance: Theory& Practice*, 2/e, Wiley India Pvt. Ltd., 2009.

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School of Management Studies and Research
Master of Business Administration

Course Code: **20MBAE813**	Course Title: **Merchant Banking & Financial Services**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Money Market & Merchant banking** **Merchant banking**: Origin, Functions of Lead managers, SEBI Guidelines for Merchant bankers. **Money Market**: Structure – Organised and Un-organized Market, Call Money Market, Bills market, Market for Government Securities. Money market Instruments: Treasury Bills, Repurchase Agreements / Reverse Repo, Commercial bills, Commercial papers, Certificate of deposit.	**07 hrs**
Module 2: **Credit rating**: Definition and meaning, Process of credit rating of financial instruments, rating methodology, rating agencies, rating symbols of different companies. **Securitization of debt**: Meaning, Features, Special Purpose Vehicle, Types of securitisable assets, Benefits of Securitization, Issues in Securitization. Factoring: Meaning, Definition, Functions, Types, Cost of Factoring, Forfeiting (Problems) **Non-Banking Finance Companies**: Functions, RBI Guidelines.	**07 hrs**
Module 3: **Banking and banking instruments** **Banking**: Meaning and Definition, Evolution of Indian Banks, Introduction to Indian Financial System (IFS), new banking licenses and BASEL norms Types of banks -Public Sector, Regional Banks. Functions - Primary & secondary function. Bank Clearing House: Clearing Procedure. **Hi-tech Banking**: Modern technology in Banking, Core banking, E Banking, ATM, EFTS, RTGS, Internet Banking, Mobile Banking. Banking Products, Instruments: Accounts and deposits, Loans, Cards, Investments and FOREX etc. Concepts of Universal Banking Types of assets and liabilities for the bank, Asset liability management, Procedure for lending for individuals. **International Banking**: Exchange rates and Forex Business, Correspondent banking and NRI Accounts, FCNR deposits, Letters of Credit, Foreign currency Loans, Facilities for Exporters and Importers, Role of ECGC, RBI and EXIM Bank	**12 hrs**
Module 4: **Leasing:** Concept, Steps in Leasing Transactions, Types of Lease, Legal frameworks, Advantages and dis advantages of Leasing, Contents of a Lease Agreement, Matters	**07 hrs**

on Depreciation and Tax, Problems in leasing, Factors influencing Buy or Borrow or Lease Decision. **Hire Purchasing:** Concepts and features, Hire Purchase Agreement, Comparison of Hire Purchase with Credit sale, Instalment sale and Leasing. Banks and Hire Purchase, Reverse mortgage (Problems related to outright purchase, HP and Leasing)	
Module 5: **Venture Capital**: Concept, features, Origin in India and the current Indian Scenario. Overview, Stages of VC. **Private Equity** – principles, governance, conflicts and transparency. **Microfinance** - Evolution, Need for microfinance, Interest Rates, Standards & Principles, Impact on the Society, Benefits & limitations. **Financial Inclusion**- meaning and significance.	**07 hrs**

References:

- Banking and Finance: Theory and Practice —Clifford Gomez, 1/e, PHI, 2011.
- Bank Financial Management-Indian Institute of Banking and Finance, 1/e, Macmillan, 2010.
- Management of Banking and financial services – Padmalatha & Justin Paul, 2/e, Pearson, 2010.
- Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing, 2011.
- Financial services- Khan M.Y, 6/e, McGraw Hill, 2011.
- Banking Theory and Practice – Shekar & Shekar, Vikas, 20/e, 2011.
- Merchant Banking & Financial services- Vij & Dhavan, 1/e, McGraw Hill, 2011.
- Indian Financial System – Machiraju, 4/e, Vikas, 2010.

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School of Management Studies and Research
Master of Business Administration

Course Code: **20MBAE814**	Course Title: **International Financial Management**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Introduction:** International financial environment, the emerging challenges, recent changes in global financial market, risk management and wealth maximization, the nature and measurement of exposure and risk, Exposure and risk Classification of exposure and risk, exchange rate, interest rate, Inflation rate and exposure, IBRD (International Bank for Reconstruction and Development), The International Monetary System Introduction, exchange rate regimes, IMF, EMU Balance of Payments: Introduction, accounting principles, importance, valuation and timing, debits and credit entries and corrections methods.	**08 hrs**
Module 2: **Global financial markets and interest rates**: Introduction, domestic and offshore markets, Euro markets, the foreign exchange market, PPP, **Forwards, swaps and interest parity** – Introduction, swaps and deposit markets, Interbank forward dealing, option forwards, Forward Spread Agreements (FSA), Exchange Rate Agreements (ERA), Forward Exchange Agreements (FEA), forward currency market in India. Currency and Interest rate future -Future contract and trading process, spot and future prices, Interest futures, Hedging and speculation with interest rate and currency futures, Negative interest rate, Currency options – Exchange rate determination, swift mechanism.	**12 hrs**
Module 3: **Exposure management:** Introduction, types of exposure, tools and techniques of foreign exchange risk management, management of transactions exposure, management of operating exposure, economic exposure.	**09 hrs**
Module 4: **Short-term and Long-term borrowing and investment:** Short term borrowing and investment, long term borrowing in global capital market, international equity investment, the international CAPM, risk and return, accounting for foreign currency transaction and operations.	**06 hrs**
Module 5: **International Capital Budgeting:** Review of Domestic Capital Budgeting, The Adjusted Present Value Model, Capital Budgeting from the Parent Firm's Perspective, Risk Adjustment in the Capital Budgeting Process, Sensitivity Analysis.	**05 hrs**

References:

- Jeff Madhura, *International Financial Management,* South-Western
- David K Eiteman, Arthur I Stonehill and Michel H Moffett, *Multinational Business Finance*, 10th edn, Pearson Education
- Prakash G Apte, *International Financial Management*, 5th edn, TMH
- Sharan*, International Financial Management*, Prentice Hall
- Shapiro, *International Financial Management*, Prentice Hall

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School of Management Studies and Research

Master of Business Administration

Course Code: **20MBAE815**	Course Title: **Mergers, Acquisition and Corporate Restructuring.**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Introduction to mergers:** Definition, reasons for merger and acquisition, mergers strategy, growth, synergy, diversification, economic motives, M & A as a strategic perspective, merger process, due diligence process, methods of financing mergers.	**06 hrs**
Module 2: Introduction to acquisitions; takeover tactics, antitakeover measures, SEBI takeover code, new takeover code.	**06hrs**
Module 3: **Business Valuation:** Introduction, valuation approaches/methods, Asset based approach to valuation, Earnings based approach to valuation, Market value-based approach to valuation Fair value method to valuation, Market value added approach (MVA), Economic Value Added (EVA).	**12 hrs**
Module 4: **Post merger challenges of M & A -** Organizational and human aspects, post-acquisition audit and organizational learning; Accounting for Amalgamation and Demerger, Taxation aspects of Amalgamation and Demerger, technology alignment.	**08 hrs**
Module 5: Corporate restructuring, different methods of restructuring, joint ventures, sell off and spin off, divestitures, equity carve out, leveraged buy outs (LBO), management buy outs, master limited partnerships, employee stock ownership plans (ESOP).	**08 hrs**

References:

- Patrick A Gaughan, *Mergers, Acquisition and Corporate Restructuring*, John Wiley and Sons Co
- Seth Dua and Associates, *Taxation Aspects of Mergers and Acquisitions,*
- Fred Weston, Kwang S Chung, Susan E Hoag, *Mergers, Restructuring and Corporate Control, PHI*
- M.Y. Khan and P.K. Jain, *Financial Management*, 5th edn, TMH
- Ashwath Damodaran, *Corporate Finance-Theory and Practice*, John Wiley & Sons
- Ramanujam S, Mergers: *The new dimension for Corporate Restructuring,* Tata McGraw-Hill
- Kamal Ghosh Ray, *Mergers and Acquisitions*, PHI,2011
- Mergers and Acquisitions, ICFAI Publisher.

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School of Management Studies and Research
Master of Business Administration

Course Code: **24MBAE816**	Course Title: **Derivatives & Risk Management**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40 hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Introduction to Derivatives:** Risk Management, Process, Types of Business Risks, Meaning of Derivatives, Products, Factors driving growth of derivatives. Derivative Markets in India (Derivatives Trading at NSE, BSE, NCDEX & MCX), Participants, Functions, Regulatory framework. Introduction to Stock & Index Derivatives, Agriculture, Metal & Energy Derivatives, Currency and Interest Rate Derivatives, Trading Mechanism, Terminologies.	**06 hrs**
Module 2: **Forward Contracts:** An overview of Forward Contracts, Features, Basis, Carry Price Model, Pricing Forward Contracts (No Income, Known Income & Known Yield), Hedging strategies & application, Practical exercises.	**7 hrs**
Module 3: **Futures Contracts:** Meaning, Parties, Terminologies, Basis, Trading procedure, Margin System, Open interest, Pay offs, Valuation of Future contracts, Speculation, Hedging & Arbitration strategies, Practical exercises.	**8 hrs**
Module 4: **Option Contracts:** Meaning, Types, Parties, Pay Offs, Intrinsic and Time Value, Application of Options (Speculation & Hedging strategies), Combination Strategies (Strips, Straps, Straddle, Strangle), Spreads (Bullish & Bearish Butterfly Spreads), Option Valuation using Black and Scholes Model & Binomial Model, Zero Cash Flow Portfolio, Diagrammatic presentation of One & Two step Binomial Process, Practical exercises.	**12 hrs**
Module 5: **SWAPs:** Types, Developing Interest Rate swaps and Currency swaps, Valuation of Currency swaps. Practical exercises.	**7 hrs**

References:

- Vohra and Bagri, Options and Futures, 2nd edn, TMH.
- John C Hull, *Options, Futures and other Derivatives*, 6thedn, Pearson Education
- Derivatives & Risk Management by Rajiv Srivastava, Oxford Publication.
- Derivatives & Risk Management by Dhanesh Kumar Kharti, Mcmillan Publication.
- Commodity Derivatives by Indian Institute of Banking & Finance.
- NCFM Derivatives Market, Options Strategies, Currency, Interest Rate & Commodities Market Module downloaded material.
- Options and Futures & Options Markets by John C Hull, PHI Publication.
- Financial Derivatives by S S S Kumar, PHI Learning, 2007.

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School of Management Studies and Research

Master of Business Administration

Course Code: **21MBAE811**	Course Title: **Behavioral Biases and Investment**	
L-T-P**: 2-0-1**	Credits: **3**	Contact Hrs: **04 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **28hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Introduction:** History of behavioral finance, Traditional finance theories, Introduction to link between behavioral finance and market behavior.	**06 hrs**
Module 2: **Traditional finance theories**: Capital asset pricing model, efficient frontier, efficient market hypothesis, expected utility theory, Modern portfolio theory **Behavioral finance theories**: Prospect theory, mental accounting and loss aversion, value function, weighting function.	**06hrs**
Module 3: **Neurofinance**: The trinity of the brain, Traditional finance v/s Behavioural finance v/s Neurofinance, the reward system of the brain, loss avoidance system of the brain, role of genes, the neural mechanism of disposition effect and loss aversion, Hormone and its role during market volatility, Cognitive strategies for strengthening financial decision making.	**07 hrs**
Module 4: **Behavioural biases**: Introduction to behavioral biases, categorization of behavioral biases Heuristic driven biases: Introduction and evolution of heuristics, reasons for using heuristics, types and uses, Heuristics driven biases, Heuristics and portfolio construction **Behavioural finance**: The road ahead	**09 hrs**

References:

- Sujata Kapoor and Jaya Mamata Prosad, Behavioural finance, 2019, Sage Publication.
- Kadir C Yalcin, Behavioural finance, 2012, LAP Lambert Academic Publishing
- Value investing and behavioral finance, Parag Parikh, McGraw Hill Education India

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School of Management Studies and Research

Master of Business Administration

Course Code: **22MBAE811**	Course Title: **Behavioural Finance**	
L-T-P**: 2-0-1**	Credits: **3**	Contact Hrs: **04 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **28hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Introduction**: History of behavioral finance, market inefficiency, behavioral finance hypothesis and rationality. Market that drives the market: Greed, Hope, and Fear.	**05 hrs**
Module 2: **Investment strategies and behavioural finance:** traditional strategies and their drawbacks, behavioural based modern strategies, trend in behavioural investment strategies.	**06hrs**
Module 3: Emotional and social forces role in behavioral finance Introduction to emotional finance theory, unconscious phantasies, phantastic objects, state of mind and its impact on judgment to investors, application of emotional finance in real world. Asset pricing bubbles: An emotional finance perspective. Social and its influence on investors behavior, culture and its impact on investors behavior, social interaction and investment, impact of social interactions on investor behavior, portfolio construction with mood effects, modeling moods' using Kano.	**09 hrs**
Module 4: **Institutional investors (II) behavioral biases:** understanding irrational behaviors of II's, psychological, sociological and biological factors affecting behavior, behavioral anomalies, investment decision making process of II's. Demystifying behavioral biases of portfolio managers, financial analysts, planners and advisors, practical application of behavioral finance, and way forward.	**08 hrs**

References:

- Sujata Kapoor and Jaya Mamata Prosad, Behavioural finance, 2019, Sage Publication.

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School of Management Studies and Research
Master of Business Administration
Human Resource

Course Code: **20MBAE821**	Course Title: **Learning and Development**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Introduction** to learning, training and development, Meaning and significance of learning, theories of learning, learning process, Training meaning, significance, purpose and process, Training Department and Trainers' Roles, Employee learning cycle.	**08 hrs**
Module 2: **Training Needs Analysis**: Meaning and significance of training needs, types of needs, components of needs, data collection, analysis and interpretation, Training design and development.	**08hrs**
Module 3: **Training methods**: on the- job and off –the- job training Management Development Program (MDP): Need, factors affecting MDP, methods, process. Learning Management System.	**10 hrs**
Module 4: **Evaluating Training Programs**: Meaning, significance, Donald Kirkpatrick's evaluation model, data collection for training evaluation, designs of training evaluation, process, Return on Investment in training, a search for best practices in evaluation.	**08 hrs**
Module 5: **Technology enabling learning**: E-learning and use of technology for training, creativity and its role in Learning and Development, knowledge management, Career in Training.	**06 hrs**

References:

- Noe A Raymond, Employee *Training & Development*, McGraw Hill Publication.
- Rolf Lynton & Udai Pareek, *Training for organizational transformation*, Sage Publications, New Delhi.
- Jackie Clifford & Sara Thorpe, *Workplace Learning & Development: Delivering Competitive Advantage for your organisation,* Kogan Page Limited (2007).
- *Tony Bingham, The New Social Learning*, 1st Edition, 2012, Cengage Learning India Pvt. Ltd, New Delhi.
- Rao T.V, *Performance Appraisal – Theory and Practice.*
- Jack J. Phillips, Butterworth-Heinemann *Return on Investment in Training and Performance Improvement Programs*, 2nd Edition.

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School of Management Studies and Research

Master of Business Administration

Course Code: **20MBAE822**	Course Title: **Legal Aspects of Employment**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: Introduction to labour legislation, Indian constitution and Labour Legislations, International Labour Organization and its influence on Labour Legislations in India.	**06 hrs**
Module 2: The Occupational Safety, Health and Working Conditions Code, 2020, The Factories Act, 1948, Shops and Establishment Law, Contract Labour (Regulation and Abolition Act, 1986).	**10hrs**
Module 3: The Industrial Relations Code, 2020: Trade Union Act, 1926, Industrial Disputes Act, Industrial Employment (Standing Orders) Act, 1946.	**10 hrs**
Module 4: Wage Code 2019, Minimum Wages Act, 1948, Payment of Wages Act, 1936, Equal Remuneration Act, 1976, Payment of Bonus Act.	**05 hrs**
Module 5: **Code on Social Security, 2020:** Employees Compensation Act, 1923, The Employees' State Insurance Act, 1948, The Maternity Benefit Act, 1961, The Employee's Provident Fund and Miscellaneous Provision Act, 1952, Payment of Gratuity Act, The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013 Recent amendments in labour laws, Labour laws and local organizations**.**	**09 hrs**

References:

- Agarwal, S. L, *Labour Relations Law in India*, McMillan,1978
- Pathak, A, *Legal Aspects of Business,* Tata McGraw Hill, 2018
- Srivastava. S. C, *Labour Law in Factories, Mines, Plantations*etc, Printice Hall.
- Mishra S.N, *Labour and Industrial Laws,* Central Law Publications, Allahabad.
- Taxman's Labour new Labour and Industrial Laws with draft rules, 2023

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School of Management Studies and Research

Master of Business Administration

Course Code: **20MBAE823**	Course Title: **HR Operations**	
L-T-P**: 2-0-1**	Credits: **3**	Contact Hrs: **04 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **28hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	Hours
Module 1: **Introduction to HR Operations**, HR Policies, importance, types of HR Policies, On boarding: importance, objectives, process, HRIS (human resource information system) – concept, objectives, how Managers Use the HRIS? Separation.	**07 hrs**
Module 2: **Compensation Management (CM):** Introduction to Compensation Management: Overview of HRM, role of compensation in organizations, introduction to compensation management, Factors influencing employee remuneration, Process of Compensation Management, Architecture of Compensation, Executive Compensation, flexi compensation Performance appraisal.	**07 hrs**
Module 3: **Indian Industrial Relations (IR)** – An overview, need and objectives. Importance of harmonious IR, Conditions for congenial IR, IR in the post-Independence period, Conflict, Process of conflict, conflict resolution **Grievance procedure and Discipline management:** Grievance, meaning and forms, approaches to grievance machinery, Grievance procedures, Industrial Discipline and Misconduct, Domestic Enquiry, Code of Discipline in Industry, Retention, Attrition, Exit interviews, Absenteeism management.	**08 hrs**
Module 4: **Collective Bargaining in India**: Definition, Essential conditions for the success of collective bargaining, collective bargaining process, prerequisites for collective bargaining. Outsource employee management Contemporary topics.	**06 hrs**

References:

- Monappa Arun, *Industrial Relations*, Tata McGraw Hill Publishing Company Ltd, 1/e, 2002.
- Mishra S.N.*Labour and Industrial Laws*, Central Law Publications, Allahabad
- Michael J. Kavanagh (Editor), Mohan Thite, *Human Resource Information Systems: Basics, Applications, and Future Directions,* SAGE Publications
- Piyali Ghosh, Shefali Nandan, *Industrial Relations and Labour Laws,* McGraw Hill Education (India) Private Ltd.

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School of Management Studies and Research
Master of Business Administration

Course Code: **20MBAE824**	Course Title: **Emerging Trends in HR Practices**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Strategic Human Resource Management**: strategic perspective in human resource management, human resource as a competitive advantage, linkage between business strategy and HRM.	**08 hrs**
Module 2: **HRD Audit:** Need for HRD Audit, Concepts of HRD Audit, Role of HRD Audit in business improvement, HRD Audit Methodology and Issues. Documents to manage HR Audit	**08 hrs**
Module 3: **HR Accounting:** HR Accounting: Definition, need, methods and valuation models, benefits of Human Resource Accounting.	**08 hrs**
Module 4: **HR Automation:** Artificial Intelligence in HR: Definition of Artificial Intelligence (AI), role of Artificial Intelligence in HR, benefits of Artificial Intelligence in HR, barriers to adopting AI technologies.	**10 hrs**
Module 5: **Human Resource Management** during and post pandamic,Hybrid work model, HR in Gig economy,Contemporary topics in HR.	**06 hrs**

References:

- T. V. Rao HRD Audit, Response Books
- Lyle Spencer (Jr) Re-engineering of HR, John Wiley and Sons
- Dowling, Welch International HRM – Managing People in International Context, Thompson Learning, South Western Publications
- Kenneth L. Murrell and Mimi Meredith, Empowering Employees, 2000, Paperback
- Susan E. Jackson Randall S. Schuler Strategic Human Resource Management, 2nd Ed, 2012, Wiley India Pvt. Ltd
- Pratyush Banerjee, Jatin Pandey and Manish Gupta, Practical Applications of HR Analytics, 2019, SAGE Publications India Pvt. Ltd.

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School of Management Studies and Research

Master of Business Administration

Course Code: **20MBAE825**	Course Title: **Talent & Competency Management**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Talent acquisition & Management**; recruitment, selection & staffing in Indian & international context, different approaches to multinational staffing decision, Pre-recruitment study through social media, cross national advertising, selection criteria & technique, interviews for international selection, international staffing issues, career planning and management, socialization of new employees, Assessment and Development centres. Application Tracking system, Job portals, Recruitment agencies, Evaluation of talent management strategies.	**10 hrs**
Module 2: **Competency**: meaning, definition, competencies for competitive advantage, myths about competency, history of competency, hiring the best available people, development of the personal competency framework.	**06 hrs**
Module 3: **Competency Mapping**: meaning, definition & types, Competency method in HRM – features & approaches, Competency mapping procedures and steps - business strategies, performance criteria, criteria sampling, tools for data collection, data analysis.	**08 hrs**
Module 4: **Competency Model for HR**: HR-Head, HR-Manager, HR-Executive, Competency based application: position requirement, HR competency audit, analysis, position fulfillment. Design of competency model and Competency Gap Analysis for Team competencies and Role competencies.	**08 hrs**
Module 5: **HR in knowledge era**: HR in knowledge industry, HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee leasing, HR audit. Back	**08 hrs**

School of Management Studies and Research

Master of Business Administration

Course Code: **20MBAE826**	Course Title: **Team Development and Leadership**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Foundations of Group Behavior**: Defining and classifying croups, stages of group development, group properties, group decision making, group behavior an Asian perspective and global implications.	**09 hrs**
Module 2: **Understanding Work Teams**: Importance of teams, difference between groups and teams, types of teams: problem-solving teams; self-managed work teams; cross functional teams; virtual teams; creating effective teams; Factors determining team success; team composition; work design and team processes, team building and team based work and global implications.	**10 hrs**
Module 3: **Self-Managed Work Teams**: Self-managed work teams: meaning and scope, potential advantages and disadvantages, leadership roles (internal and external) in self-managed work teams (SMWTs) – facilitating conditions for SMWTs, virtual teams: meaning, scope and objectives, advantages and disadvantages, barriers to communication, challenges of supervision.	**06 hrs**
Module 4: **Introduction to Leadership**: Definition, role and significance of leadership in organizations, theories of leadership, types of leaders, FIROB framework and Johari window.	**09 hrs**
Module 5: **Leadership in 21st century**: The challenges of globalization and technology advancement to leadership development, change management and leadership, Personal change in the uncertainties, leadership functions, best practices in leadership development, contemporary leaders in business, Government and Society, Succession planning.	**06 hrs**

References:

- Dr. Ratan Reddy B., *Team Development & Leadership,* Jaico Publishing, 2004.
- Jai B.P. Sinha *Culture and Organizational Behavior,* (Sage Texts) for Team Development, 2008.
- Sahu R.K, *Group Dynamics*, Excel Publications.
- Lussier/Achua, Leadership Theory, Application and Skill development.
- Gary Yukl, *Leadership in Organizations (*Pearson Education – LPE) for Leadership, 6/e.
- Fred Luthons, *Organizational Behavior*, 10th edition, McGraw-Hill.
- Stephen Robbins, *Organizational Behavior,* 11th edition, Prentice Hall of India.

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School of Management Studies and Research

Master of Business Administration

Course Code: **22MBAE821**	Course Title: **HR Analytics**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **HR Analytics in Perspective:** Traditional HRM, Changing Trends in HRM and Emergence of Strategic HRM, Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey Understanding the organizational system (Lean), Locating the HR challenge in the system, The Scope of Big Data in HR Analytics, Scope of Text Analytics in HR Analytics.	**08 hrs**
Module 2: **Understanding HR Analytics**: Introduction, How to Conduct a Purposeful Workforce Analytics, Key Influencers in the HR Analytics Process, Application and Status of HR Analytics. **HRA Frameworks:** Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics.	**08 hrs**
Module 3: **HR Analytics Tools and Techniques**: Importance of Data, Types of Data, Data-Capturing Methods, Data Examination and Purification Data Analyzing Techniques, **Types of HR Analytics**: Descriptive, Predictive and Perspective analytics. Case study on types of analytics.	**08 hrs**
Module 4: **Insight into Data Driven HRA:** Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data. **Workforce Planning and Talent Sourcing Analytics:** Workforce Planning and its Use - Steps to Workforce Planning- Supply, Demand, Gap and Solution Analysis (Markov Chain, Scatter Plot, Trend Analysis) - Job Analysis - Steps to come out with JD - Types of Job Evaluation - Concepts and Metrices - Types of Job Redesign - Concepts and Metrics.	**08 hrs**
Module 5: **HR Dashboards:** Statistical software used for HR analytics: MS-Excel, IBM- SPSS, IBMAMOS, SAS, and R programming and data visualisation tools such as Tableau, Ploty, Click view and Fusion Charts.	**08 hrs**

References:

- Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.
- Predictive analytics for Human Resources, Jac Fitz- enz, John R. Mattox, II, Wiley, 2014.
- Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley,2013.
- The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001.
- HR Analytics: The What, Why and How, by Tracey Smith

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School of Management Studies and Research

Master of Business Administration

Course Code: **24MBAE821**	Course Title: **Emotional Intelligence in Practice**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Introduction to Emotional Intelligence:** Concept of emotions its components and types, concept of intelligence and its types, Background and concept of emotional intelligence, Components of emotional intelligence, developing emotional intelligence	**06 hrs**
Module 2: **Models and Measures of Emotional Intelligence:** Ability model and mixed model of emotional intelligence, Emotional Quotient Inventory (EQ-i), Mayer Salovey Caruso Emotional Intelligence Test (MSCEIT), Emotional & Social Competence Inventory (ESCI), Self-Report Emotional Intelligence Test (SREIT), Wong and Law Emotional Intelligence Scale (WLEIS), Trait Emotional Intelligence Questionnaire (TEIQue), Genos Emotional Intelligence Inventory (GenosEI)	**10hrs**
Module 3: **Promoting Emotional Intelligence in organization:** Emotional intelligence and organizational behaviour, Emotional intelligence in training and development, Emotional intelligence and job performance, emotional intelligence in teams and workgroup	**08hrs**
Module 4: **The Power of Emotional Intelligence:** Managing emotions in the workplace, emotionally intelligent manager, Emotional intelligence and leadership- resonant and transformational leadership, benefits of emotional intelligence: employee engagement, employee satisfaction, organizational commitment, successful conflict resolution.	**09hrs**
Module 5: **Emotional Intelligence and Everyday life:** Emotional intelligence and stress and burnout, emotional intelligence and life satisfaction, emotional intelligence and wellbeing, emotional intelligence and work-life balance, smart practices	**07 hrs**

References

- Kadadi, S. V., Emotional intelligence- Encompassing Your Skill Set, Walnut Publication, 2021
- Goleman, D., Working With Emotional Intelligence, New York: Bantam, 2000
- Goleman, D., Emotional Intelligence: Why It Can Matter More than IQ, New York: Bantam, 2006
- Ciarrochi, J., Forgas, J. P., & Mayer, J. D., Emotional Intelligence in Everyday Life (2nd Edition). New York Psychology Press, Inc, 2006

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School of Management Studies and Research

Master of Business Administration

Course Code: **24MBAE822**	Course Title: **Organizational Change and Development**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: 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. 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.	**08 hrs**
Module 2: **Organization Development**-Introduction, history, evolution of OD, OD interventions: Definition, factors to be considered, choosing and sequencing, intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups. Process of Organization Development: Entering into OD relationship, developing a contract.	**12 hrs**
Module 3: **Diagnosing Organizations**- Need for diagnostic models, organization, group, individual level diagnosis, Collecting and analyzing the diagnostic information, Feeding Back of diagnostic information, Designing interventions, overview of interventions, evaluating and Institutionalizing OD Interventions, OD personal & Interpersonal Interventions: Career Life Planning Interventions, Team development Interventions, role analysis Intergroup Development & work team development interventions:	**12 hrs**
Module 4: **The Future of OD**: The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, OD's future. OD Consultant's role, issues in consultant-client relationship, Power, Politics & OD, Research on OD. Monitoring and stabilizing action programs, Emerging issues and values, Future trends in OD.	**08 hrs**
References • Donald R. Brown. An experiential Approach to Organization Development Pearson 2010 • Kavita Singh Organization Change & development Excel Books 2010 • Wendell French, Cecil Bell Organization Development: Behavioral Science Interventions for Organizations Pearson 2017 • Thomas G. Cummings, Christopher G. Worley Organization Development and Change Cengage 2014 • Tupper Cawsy, Gene Deszca, Cynthia A. Inglos Organizational Change: An Action – Oriented Toolkit Sage 2011 • P. G. Aquinas Organization Structure and Design: Applications and Challenges Excel 2008	

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School of Management Studies and Research
Master of Business Administration
Operations

Course Code: **22MBAE832**	Course Title: **Total Quality Management**	
L-T-P**: 2-0-1**	Credits: **3**	Contact Hrs: **04 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **28hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1 **Total Quality Management and Organization:** Customer Focus – customer perception of quality, dimensions of product and service quality cost of quality, Quality loss function. Impact of poor Quality on Economy, Society and Environment Total Quality Management (TQM), QM framework, benefits, awareness and obstacles, Overview of the contributions of various Quality Management gurus- concepts of Quality circle, Japanese 5S principles, Poka-Yoke, process improvement and Kaizen **Quality Management System:** ISO and Business Excellence Models, Need for Standardization.	**08 hrs**
Module 2 **Tool kit for TQM:** Kano model, seven Quality Improvement tools(Q-7) **Quality Function Deployment:** QFD, Voice of customer, House of quality **Six Sigma:** Introduction to six sigma and various tools, DMAIC process and implementation, DPMO	**12hrs**
Module 3 **TQM and Advanced Manufacturing Technology and systems:** **Lean Management System:** Introduction, lean is green, leaning the business, lean manufacturing system model and green manufacturing system model, lean - green management model and social returns of being green. **Quality 4.0:** Quality 4.0 and the Fourth Industrial Revolution, Connected Ecosystems, Automation: From Manual Labor to Autonomy, Delivering Value and Impact Through Data Science, Elements of a Quality 4.0 Strategy, The 11 Axes of Quality **Quality Management for E-Services:** Quality Factors of E-service management.	**08 hrs**

References:

- Chopra S and Meindl P, *Supply Chain Management – Strategy, Planning and Operation,* Pearson/PHI, 4th Edition, 2011
- Sahay BS, *Supply Chain Management* in the 21st Century
- Coyle J, C John Langley, Gibson B, Novack R and Bardi E. *A Logistics Approach to Supply Chain Management,* Cengage Learning India Pvt Ltd

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School of Management Studies and Research

Master of Business Administration

Course Code: **20MBAE832**	Course Title: **Service Operations Management**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: Role of Services in an Economy, Service Economy, Nature of Services, Service Strategy.	**07 hrs**
Module 2: Technology in services, Service Quality, Service Encounter, Support Facility, Service Facility Location**,** Service Documentation.	**08hrs**
Module 3: Forecasting Demand for services, Managing Capacity with respect to demand, managing waiting lines, capacity planning, service supply relationships, impact of technology on Service Operations.	**09 hrs**
Module 4: Customer requirement assessment, customer satisfaction parameters and indices, customer feedback collection and analysis, customer service evaluation, Service Training, Service Costing, Grievance Management.	**08 hrs**
Module 5: IT enabled customer service: Call-centre operations and management, web-enabled services, (Enterprise Resource Planning) ERP enabled field and technical support services, telemarketing and servicing. Green challenges in AI world.	**08 hrs**

References:

- Fitzsimons, AJ and Fitzsimmons MJ, *Service Management Operations, Strategy and Information Technology*, Tata McGraw Hill, 2006.
- Haksever C, Render, Russell RS, Murdick RG, *Service Management and Operations*, Pearson.
- Schemenner R, Service Operations Management, Prentice Hall
- Hill, AV, Field Service Management: *An Integrated Approach to Increasing Customer Satisfaction,* Business One Irwin/ APICS

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School of Management Studies and Research

Master of Business Administration

Course Code: **20MBAE833**	Course Title: **Project Management**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module No. 1 Capital resource scarcity, Organizational Context, Idea generation and screening, Project feasibility study -Market, Technical, Financial and environmental.	**06 hrs**
Module No. 2 **Project Scheduling**: Introduction Network construction, Activity on Arrow, Activity on node, Dummy activity, Computation of activity times, Critical Path, Project scheduling with CPM, Program Review and Evaluation Technique, Crashing of events, resource leveling.	**12 hrs**
Module No. 3 **Project Life Cycle Management**: Leadership and Project Manager's role, Scope Management, Work Breakdown Structure Project charter, Project Team Building, Process Groups, Conflict and Negotiation, Project Appraisal, Project Closure and Termination. Post closure analysis of project impact on society and environment.	**12 hrs**
Module No. 4 Project Appraisal, Project Closure and Termination. Post closure analysis of project impact on Society and environment.	**06 hrs**
Module No 5 Introduction to Project Management Software.	**04 hrs**

References:

- Jeffrey K. Pinto, *Project Management,* Pearson Publication 2009
- Gido I Clements, *Project Management* Cengage Learning
- The Managerial Process, Project *Management*- by Clifford Gray and Erik Larson TMH, 3rd Edition

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School of Management Studies and Research

Master of Business Administration

Course Code: **20MBAE834**	Course Title: **Inventory Management**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1 **Materials Management Role of materials management**- materials and profitability, Purchase functions, Procurement procedures including bid systems, Vendor selection and development, Vendor rating, ethics in purchasing, Roles and responsibilities of purchase professionals, Purchase requisition, Purchase order, Amendments, Forms used and records maintained.	**10 hrs**
Module 2 Dependent and independent demand, need for inventory, types of inventories, effect of inventory on profitability. Demand Forecasting, qualitative and quantitative methods.	**10 hrs**
Module 3 **Inventory costs, Inventory models** – Economic order quantity (EOQ), Assumptions of EOQ model, Concepts of lead time, Inventory model with continuous replenishment, Inventory model with discounts, Multi item inventory models, Model with uncertain demand, Inventory model with variable demand and fixed lead time, Inventory model with fixed demand and variable lead time, inventory model with variable demand and lead time.	**13 hrs**
Module 4 Inventory as substitute for capacity, Dependent inventory management (MRP), Collaborative Planning, Forecasting and Replenishment, JIT systems.	**03 hrs**
Module 5 Role of inventory in food security, impact of real time data communication on inventory management. Use of Internet of Things in real-time inventory monitoring. Green Inventory Management.	**04 hrs**

References

- Buffa and Sarin, Operations Management
- Max Muller, Essentials of Inventory Management
- Narasimhan Sitaraman and McLeavey Dennis, Production Planning and Inventory Control

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School of Management Studies and Research

Master of Business Administration

Course Code: **20MBAE835**	Course Title: **Logistics & Warehouse Management**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1 **Introduction**: Inventory Flow, Information Flow, Planning and Coordination flows, Operational flows, Difference between Logistics and Supply Chain Management Linkage of Logistics to other functions, Objectives of Logistics Management, 5Ps and & 7 Rs of Logistics. Modes of transportation and documentation.	**10 hrs**
Module 2 **Location Selection and Network Design**: Transportation – Location Trade-offs, Location Models, Locating Service Organisations. Transportation Modeling, Routing, Transshipment, Multi location and multi-item warehouse modeling.	**12 hrs**
Module 3 **Warehouse Management:** Warehouse Operations, Material Handling and Packaging, Parts and Service Support, Bar coding, RFID, Electronic Data Interchange (EDI), Automated material handling, Warehouse Management Systems (WMS), use of robotic systems (such as KIVA systems by Amazon), inventory profiling, storage policies and order sequencing policies in warehouse operations.	**08 hrs**
Module 4 **Strategic Logistic Practices:** International Logistics, Third party and Fourth party logistics, ERP and Ecommerce & Logistics.	**06 hrs**
Module 5 **Reverse Logistics and its impact on Environment:** Definition, evolution and trends. Economic and environmental impact.	**04 hrs**

References

- G. Raghuram and Rangaraj,*Logistics and Supply Chain Management: Cases and Concepts*Laxmi Publications (2015)
- Christopher, M; Richard Irwin *Logistics and Supply Chain Management*
- Chopra and Mendal, *Supply Chain Management*

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School of Management Studies and Research
Master of Business Administration
Business Analytics

Course Code: **24MBAE841**	Course Title: **Data Science for Business**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Introduction** What is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility? , Data Science vs. Data Analytics, Data Science in Business, Market basket analysis, Natural Language processing, Network analysis, Data wrangling, Supervised learning, unsupervised learning.	**08hrs**
Module 2: **Analytics Process** What is Analytics, objectives of analytics, steps in analytics process, Types of Analytics: Big Data Analytics, Web and Social Media, Analytics project proposal, modeling process, Application of models.	**08 hrs**
Module 3: **Model & Analysis** Descriptive Analytics (Types of data measurement scale, data visualization), Predictive Analytics (Regression, logistic & passion regression-nearest neighbors, random forest, clustering and neural networks), Prescriptive Analytics (linear programming, integer programming, multi-criteria decision-making models such as goal programming and analytic hierarchy process), analytics using orange, SPSS and MS Excel.	**10 hrs** Back

Module 4: **Introduction to Association Rule, Data Mining and Preprocessing** Data mining- definition and functionalities, KDD Process, Data Cleaning: - Missing values, Noisy data, data integration and transformations , Association rule mining:- support and confidence and frequent item sets, market basket analysis, Apriori algorithm, Incremental ARM, Associative classification- Rule Mining	**06 hrs**
Module 5: **Models Implementation** Descriptive application models, Predictive application models, Model Management (Model objective, Access and manage data, validate data, deploy of the model, model monitoring.	**08 hrs**

References:

- Business Analytics: For Decision Making, Regi Mathew, Pearson Publications.
- Business Analytics: The Science of Data driven decision making, U Dinesh Kumar, Wiley.
- Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer.
- Introduction to Data Science, Laura Igual Santi Seguí, Springer.

School of Management Studies and Research

Master of Business Administration

Course Code: **24MBAE842**	Course Title: **Using R for Analytics**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Analytical decision-making:** Analytical decision-making process, characteristics of the analytical decision-making process. Breaking down a business problem into key questions that can be answered through analytics, Characteristics of good questions, Skills of a good business analyst,	**06hrs**
Module 2: **Fundamentals of R**: R environment, Downloading and Installing R, Using command line in R, Help, File operations in R -Reading from and Writing to a file, Writing your first code in R, Importing data from spreadsheets, text files, SAS, SPSS, Exploration and transformation activities, basics of Web Scraping.	**08 hrs**
Module 3: **Data types & Data Structures in R:** Data types in R and its appropriate uses, Program Structure in R, Flow Control: For loop, If condition, While conditions and repeat loop, Debugging tools, Concatenation of Data, Combining Vars , cbind, rbind, Sapply, apply, tapply functions, Built-in functions in R like: seq(), cbind (), rbind(), merge(), knowledge on the various subsetting methods, summarize data by using functions like: str(), class(), length(), nrow(), ncol(), use of functions like head(), tail(), for inspecting data, summarize data .	**10 hrs**
Module 4: **Statistics with R: Computing basic** Statistics, Business Hypothesis Testing concepts, Basics of statistical modeling, Logistic Regression, Comparing means of two samples, Testing a correlation for significance, Testing a proportion, t test, z Test, F test, Basics of Analysis of variance (ANOVA), One way ANOVA, ANOVA with interaction effects, Two way ANOVA.	**08 hrs**
Module 5: **Linear Regression:** Concept of Linear regression, Dependency of variables, Ordinary Least Sum of Squares Model, Multiple Linear Regression, Obtaining the Best fit line, Assumptions and Evaluation, Outliers and Influential Observations	**08 hrs**

References:

- R for Data Science by Hadley Wickham, Garrett Grolemund , Publisher O'Reilly Media, Inc. 2016
- R for Dummies" by Joris Meys and Andrie de Vries. , 2nd edition, Wiley publication.

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School of Management Studies and Research

Master of Business Administration

Course Code: **24MBAE843**	Course Title: **Introduction to Python**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Python Basics:** Overview, Python Features, Basic Syntax, Variable Types, Basic Operators, decision making, Loops, Python Data Structures - Lists and Tuples, Sets, Dictionaries, Date & time, Functions, Scope of Variables, Function overloading, Operator overloading, Objects and Classes.	**08hrs**
Module 2: **Working with Data in Python**: Reading files with Open, writing files with Open, loading data with Pandas, working with and saving with Pandas, Array oriented Programming with Numpy, Data cleaning and preparation, Plotting and Visualization, data Aggregation and Group Operations.	**08 hrs**
Module 3: **Machine Learning and Cognitive Intelligence:** Introduction to Machine Learning- History and Evolution, Machine Learning categories: Supervised, Unsupervised and Reinforcement learning. Framework for building ML Systems-KDD process model	**06 hrs**
Module 4: **Supervised Learning:** Introduction to classification, Linear Regression, Metrics for evaluating linear model, Multivariate regression, Non-Linear Regression, K-Nearest Neighbour, Decision Trees, Logistic Regression, Support Vector Machines, Model Evaluation, Applications of supervised learning in multiple domains.	**06 hrs**
Module 5: **Unsupervised Learning:** Clustering, Hierarchical clustering, Partitioning Clustering- K-mean clustering, Applications of unsupervised learning in multiple domains.	**08 hrs**

References:

- Python: The Complete Reference, by Martin Brown, McGraw Hill Education; Forth edition, 2018.
- Python for Data Analysis" by Wes McKinney

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School of Management Studies and Research

Master of Business Administration

Course Code: **24MBAE844**	Course Title: **Data Visualization using Power BI**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Getting Started with Visualization :** Introduction to Data Visualization - The role of data visualization in data analysis and Communication, Types of data visualizations (e.g., charts, graphs, maps), Data visualization tools and software, Overview of popular data visualization tools and software (e.g., Tableau, Excel, Python libraries), Importance of visual hierarchy and consistency in visualization design. Dimensions vs. Measures, Discrete vs Continuous, Application of Discrete and Continuous Fields	**08hrs**
Module 2: **Exploratory Data Visualization** Data exploration and visual data profiling, Univariate and multivariate data visualization, Visualizing patterns, outliers, and distributions, Storytelling with Data, Narrative structure in data storytelling, building data-driven narratives, using visualizations to support storytelling.	**08 hrs**
Module 3: **Introduction to PowerBI** Working with data – Importing from flat files, excel files, other Sources, Data Sources in Power BI Desktop, Loading Data in Power BI Desktop, Views in Power BI Desktop, Query Editor in Power BI	**10 hrs**
Module 4: **Data Transformation :** Transform, Clean, Shape, and Model Data Manage Data Relationship, editing a Relationship, Cross Filter Direction, Saving Work file Measures. Data Analysis Expressions	**06 hrs**
Module 5: **Introduction to Power Query & Power Map –** Introduction to Power View – Power View visualizations – Power View filtering options**,** Preparing geospatial data – Publish from Power BI desktop – Publish Dashboard to Web.	**08 hrs**

References:

- "Storytelling with Data: A Data Visualization Guide for Business Professionals" by Cole Nussbaumer Knaflic: Focuses on the art of storytelling through data visualization.
- "The Visual Display of Quantitative Information" by Edward R. Tufte: A classic book on data visualization principles.
- "Data Points: Visualization That Means Something" by Nathan Yau: Explores the principles of meaningful data visualization.

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School of Management Studies and Research
Master of Business Administration

Course Code: **24MBAE845**	Course Title: **DBMS for Managers**	
L-T-P**: 3-0-0**	Credits: **3**	Contact Hrs: **03 Hours/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **40hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Introduction :** Introduction to Database systems, basic concepts and definitions: Data, Information, Data Warehouse, Fields, Records, Files. What is Database Management System, History of Database System ,Purpose of Database System, Advantages and Disadvantages of Database System	**06hrs**
Module 2: **Different Databases and Transactions:** Data administrator- Functions and responsibilities of Data base Administrator (DBA), Types of Database systems: centralized database systems, parallel database Systems, client/server database systems, Distributed database systems.	**06 hrs**
Module 3: **Introduction to E-R Data Model and RDBMS:** The Relational Model, Introduction to SQL Working with relations of RDBMS, Advantages and Disadvantages of Relational Database System. E-R Data Model: Introduction, Basic E-R Concepts-Entities, relationship, Attributes & constraints.	**08 hrs**
Module 4: **Introduction to SQL :** Installation of SQL, SQL: Data Definition, datatypes, schema definition, Basic structure of SQL Queries, Creating tables, DML operations, DDL commands for creating and altering, Set Operations, Aggregate Functions, NULL values	**10 hrs**
Module 5: **Database Queries** Creating a database and other relevant feature. Creating a new table, naming the fields, table design, changing the table design, insert and delete a field, Understanding unique values, choosing and Setting primary key, creating composite primary keys, indexing , Manipulating the table in database, (renaming, deleting, copying in database), adding records, , Performing operations (insert, delete, update) Sorting and filtering the data , Data Normalization	**10 hrs**

References:

- Database Systems Concepts, Design and Applications, S K Singh, Pearson
- Microsoft Office Access 2007-Bible, Groh, Stockman, Powell, Prague, Irwin, Reardon, Wiley, Latest Edition
- Ramez Elmasri ,Shamkant B.Navathe, Fundamentals of Database systems:, Pearson Publications ,2019

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School of Management Studies and Research
Master of Business Administration

Course Code: **24MBAE846**	Course Title: **Exploratory Data Analysis**	
L-T-P**: 2-0-1**	Credits: **3**	Contact Hrs: **04 Sessions/week**
ISA Marks: **50**	ESA Marks: **50**	Total Marks: **100**
Teaching Hrs: **28hrs**		Exam Duration: **3 hrs**

Course Content

Particulars	**Hours**
Module 1: **Data Preparation :**Data cleaning, integration, Handling missing data and outliers, outlier detection methods , Data reduction and feature selection, Data types and sources, Measurement scales , Data Transformation – Rescaling, Normalizing, Binarizing, Standardizing, Label , meaning of Training and Test Data	**6 hrs**
Module 2: Introduction to Excel and SPSS for data analysis. Descriptive Statistics, Measures of central tendency, Measures of dispersion, Multiple regression and Frequency distributions using software tools , Trend Extrapolation: A trend component, fitting a trend to a time series, types of trends, using a trend chart function to forecast time series and trend parameters, Forecasting with moving averages and exponential smoothing.	**6 hrs**
Module 3: **Data Visualization charts :** Introduction to Exploratory Data Analysis, Data visualization Basic data visualization tools, Histograms, Bar charts/graphs, Scatter plots, Line charts, Area plots, Pie charts, Donut charts, Specialized data visualization tools, Boxplots, Bubble plots, Heat map, Dendrogram, Venn diagram, Treemap, 3D scatter plots, Advanced data visualization tools Word clouds, Visualization of geospatial.	**8 hrs**
Module 4: Statistical Methods :Parametric Tests – Introduction to Univariate Analysis – one sample mean tests/one sample proportion tests/t-tests Bivariate Analysis –Z test, t-tests , Chi Square Analysis - Test of Independence - Test of Goodness of fit ,ANNOVA , Definition of probability, Types of Probability, Mutually Exclusive events, Independent Events, Introduction to Non- Parametric Tests	**8 hrs**

References:

- John W. Tukey “Exploratory Data Analysis”, 1st Edition, Pearson ,1977
- S.C. Gupta, Fundamentals of Statistics, Himalaya Publishing House, 7th Edition, 2018.
- Max Kuhn and Kjell Johnson, Applied Predictive Modeling, Springer Publishers, 2nd Edition, 2018.

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