

# MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE

**MADANAPALLE**  
(UGC-AUTONOMOUS)

[www.mits.ac.in](http://www.mits.ac.in)



## DEPARTMENT OF MANAGEMENT STUDIES

**Academic Regulations (R20)**

**Course Structure**

**And**

**Detailed Syllabi**

**For the students admitted to**

**M.B.A. Regular Two Year P.G. Degree Programme from the academic year 2020-21**



**MASTER OF BUSINESS ADMINISTRATION**

## **VISION AND MISSION OF THE INSTITUTION**

### **Vision**

To become a globally recognized research and academic institution and thereby contribute to technological and socio-economic development of the nation

### **Mission**

To foster a culture of excellence in research, innovation, entrepreneurship, rational thinking and civility by providing necessary resources for generation, dissemination and utilization of knowledge and in the process create an ambience for practice-based learning to the youth for success in their careers.

## **VISION AND MISSION OF THE DEPARTMENT**

### **Vision**

To become a globally recognized center of excellence in the area of management by building managerial competencies among the students and making them global business leaders. Further the department aspires to prepare them to become visionary leaders with new perspectives, thinking and ideas.

### **Mission**

M1: Empower students with ability to face real time situations and thereby inculcate the spirit of entrepreneurship

M2: To facilitate industry driven learning amongst students and faculty

M3: To provide a platform for knowledge creation and dissemination through requisite infrastructure to benefit students, staffs, research community, and society at large

M4: To contribute to the socio - economic development of the society through excellence in research and teaching

## **PROGRAM EDUCATIONAL OBJECTIVES (PEOs):**

**The MBA graduates will be able to:**

PEO1: Graduates of the programme will have successful careers as managers and business leaders

PEO2: Graduates of the programme will display a sense of professionalism, ethical attitude, effective communication skills, multidisciplinary approach with a strong insight to address socio-cultural issues.

PEO3: Graduates of the programme will continue to learn and adopt to the changing world of business with a strong focus on R&D

## **PROGRAM OUTCOMES (POs):**

**The MBA graduate will have ability to**

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster Analytical and critical thinking abilities for data-based decision making.

PO3: Ability to develop Value based Leadership ability.

PO4: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO6: Apply emerging tools, techniques and resources to manage an organization.

PO7: Possess the skills required to integrate concepts from various disciplines to identify and develop business strategies.

PO8: Recognize the need for and have the preparation and ability to engage in independent and life-long learning in the broadest context.

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**ACADEMIC REGULATIONS (R20)**

**For the students admitted to  
Master of Business Administration from the academic  
Year 2020-21 batch onwards**

## ACADEMIC REGULATIONS (R20)

(2020-21)

Applicable for students admitted to Master of Business Administration from 2020-21 batch onwards

### 1. Admission Procedure

Admission to the M.B.A program shall be made subject to the eligibility, qualifications and specialization prescribed by the University for MBA Program, from time to time. Admission shall be made either on the basis of merit rank obtained by the qualified candidates at an Entrance Test conducted by the State Council for Higher Education / University on the basis of ICET score, subject to reservations prescribed by the University or Government policies from time to time.

### 2. Programme of Study

The M.B.A programme is offered with the approval from AICTE, APSICHE & JNTUA.

### 3. Programme Pattern

- 3.1 The medium of instruction, examinations and project reports shall be English.
- 3.2 The entire program of study is for two academic years. All two academic years shall be on semester pattern.
- 3.3 A student admitted to a program should complete it within a period equal to twice the prescribed duration of the program from the date of admission.
- 3.4 The minimum instruction days for each Semester shall be 90.
- 3.5 A student eligible to appear for the end examination in a course, but absent or has failed in the end examination may appear for that course at the next supplementary examination when offered.
- 3.6 When a student is detained due to lack of credits/shortage of attendance he/she may be re-admitted when the semester is offered after fulfillment of academic regulations. In such case, he/she shall be in the academic regulations into which he/she is readmitted.
- 3.7 The curriculum of M.B.A. programme is designed to have a total of 102 credits for the award of M.B.A. degree.
- 3.8 Each course is assigned certain number of credits which will depend upon the number of lectures per week. In general, credits are assigned to the courses based on the following contact hours per week per semester.
  - a. For Theory Courses: One credit for each Lecture hour.
  - b. For Practical Courses: One credit for two hours of Practical OR  
Two credits for three (or max. of four) hours of Practical.

### 4. Award of M.B.A Degree

A student will be declared eligible for the award of the M.B.A. Degree if he/she fulfils the following academic regulations:

- 4.1 Pursue a program of study for not less than two academic years and in not more than four academic years.
- 4.2 Register for 102 credits and secure all 102 credits.
- 4.3 Students, who fail to fulfill all the academic requirements for the award of the degree within

four academic years from the year of their admission, shall forfeit their seat in M.B.A program and their admission stands cancelled.

## **5. Attendance Requirements:**

- 5.1** A student shall be eligible to appear for Semester End examinations if he/she acquires a minimum of 75% of attendance in aggregate of all the courses in a semester.
- 5.2** Shortage of Attendance below 65% in aggregate shall in NO case be condoned.
- 5.3** Condonation of shortage of attendance in aggregate up to 10% (65% and above and below 75%) in each semester may be granted by the College Academic Committee.
- 5.4** Students whose shortage of attendance is not condoned in any semester are not eligible to take their end examination of that class and their registration shall stand cancelled.
- 5.5** A student will not be promoted to the next semester unless he/she satisfies the attendance requirements of the present semester, as applicable. They may seek readmission for that semester when offered next.
- 5.6** A stipulated fee shall be payable towards condonation of shortage of attendance to the Institution.

## **6. Relative Weightage for Internal Evaluation and End Semester Examination**

- a. The performance of a student in each semester shall be evaluated course-wise.
- b. Performance evaluation in each course (theory/ practical) shall be based on a total of 100 marks, of which the relative weightage for internal evaluation and end semester examination shall be 40% and 60% respectively.
- c. However, Audit courses shall be evaluated entirely on the basis of internal evaluation.

### **6.1 Internal Evaluation**

- 6.1.1** The total internal weightage for theory courses is 40 marks with the following distribution.
  - a. 30 marks for Mid-term tests.
  - b. 10 marks for Assignments.
- 6.1.2** For all theory courses including audit courses (except NSS Programme) there shall be two mid-term tests in each semester. The duration of mid-term test shall be 2 hours. Four questions shall be given out of which 3 questions with each question carrying seven marks from the respective units with internal choice and another one question with nine marks shall be a case study which is compulsory. First mid-term test shall be conducted for I, II units of syllabus and second mid-term shall be conducted for III, IV & V units. Final Mid-term marks shall be arrived by considering 80% weightage for the best mid-term test and 20% weightage for the other.
- 6.1.3** In case any student is unable to appear for both mid-term tests for genuine reasons (for example; medical grounds, tragedy in his/her family), the Principal at his discretion on the recommendation of Head of the department and concerned faculty may permit to re-conduct only the 2nd mid-term test.
- 6.1.4** The 10 marks allotted to assignments in each theory course shall be based on evaluation of two assignments (5 marks each), on topics relevant to that particular course. The first assignment shall be submitted before I mid-term examination and the second assignment before II mid-term Examination.

**6.1.5** For practical (labs & workshops), there will be an internal evaluation for 40 marks on day to day work, based on conduction of experiment/prerequisite work/record/Viva. The weightage for each work shall be as follows:

- a. Observation & Conduction of Experiment – 20 Marks
- b. Record Work – 10 Marks
- c. Viva – 10 Marks

**6.1.6** There shall be an End Semester examination for practical courses for 60 marks with the weightage for each work as follows:

- a. Written Exam – 40 Marks
- b. Viva – 20 Marks

A candidate has to secure a minimum of letter grade P to be declared successful. The assessment will be made at the end of the semester instruction by a board consisting of two internal experts nominated by the HOD.

## **6.2 Special clauses for certain courses**

### **6.2.1.1 Econometrics for Managers**

**6.2.1.2** Related software tools like SPSS, R, SAS, E-Views, MS-Excel etc., shall be used.

**6.2.1.3** For the above course, the relative weightage for internal evaluation and end semester examination shall be 40% and 60% respectively.

**6.2.1.4** There will be an internal evaluation for 40 marks on day to day work, based on conduction of experiment/prerequisite work/record/Viva. The weightage for each work shall be as follows:

- a. Record Work – 20 Marks
- b. Written Exam – 20 Marks

**6.2.1.5** The Mid-term tests and End semester examination would be conducted in the laboratory. Students are allowed to use prescribed software on the systems and take the printout of the output to attach with the main answer script for evaluation by the examiners

### **6.2.2.1 Analytics as a Specialisation**

**6.2.2.2** For the courses Business Analytics, Data Science using R, Data Visualization for Managers and Business Forecasting will be done using various tools like MS-Excel, R, QLIK View, Alteryx, SPSS, E-Views ,SAS, Tableau, Rapid Miner, KNIME etc.

**6.2.2.3** For the above course, the relative weightage for internal evaluation and end semester examination shall be 40% and 60% respectively.

**6.2.2.4** There will be an internal evaluation for 40 marks on day to day work, based on conduction of exercise and two mid-term examinations. The weightage for each work shall be as follows:

- Exercise Book – 10 Marks
- Mid Term Exam – 30 Marks

**6.2.2.5** The end semester examination pattern for the above courses is similar to that of other courses, as per clause 6.3.

## **6.3 End Semester Examination**

**6.3.1** End semester examination of theory courses shall have the following pattern:

**6.3.1.1** There shall be 6 questions of 10 marks each with duration of 3 hours. and all questions shall be compulsory

**6.3.1.2** Each of these questions from 1 to 5 (with internal choice) shall cover one unit of the syllabus. The 6<sup>th</sup> question shall be a case study without any internal choice.

**6.3.1.3** The duration of Theory/practical end semester examination is 3 hours.



- 6.3.1.4** Minimum two question papers shall be collected for each theory course, set by an external expert.
- 6.3.1.5** The answer scripts shall be double valued by an External and Internal Examiner.
- 6.3.1.6** Under exceptional cases the answer scripts shall be double valued by only external examiners.
- 6.3.1.7** For each candidate the difference in the total marks awarded by each Examiner shall be computed.
- 6.3.1.8** If the obtained difference is less than or equal to 15%, the final mark shall be arrived by considering 80% of the higher mark and 20% of the lower mark.
- 6.3.1.9** In case, the obtained difference of the marks awarded by the two examiners exceeds 15% of the total external marks for a given course; the Chief examiner shall request the two examiners to Re-examine the relevant answer script. If the difference in marks awarded by the two examiners after re-examination still exceeds 15% of the total external marks, the Controller of Examinations in consultation with the Principal shall appoint the third examiner for re-evaluating the script. Of the three marks available thereafter, the highest two shall be considered for the application of the above stated 80% -20% formula.

## **6.4 Dual Specialization**

The student can have single or dual specialization, i.e. (i) major specialization; and (ii) minor specialization. In all there are Six specialization modules offered by the Institute Viz: Financial Management, Marketing Management, Human Resource Management, Strategic Management, Analytics and Banking & Insurance. If the student wants to opt single specialization, then they will take any one specialization as both major and minor. If the student opts for dual specialization, then they will take one specialization as Major and the other specialization as minor.

## **6.5 Rural Immersions:**

- 6.5.1** A group of maximum of 5 students shall take up the rural immersions in II Year I Semester.
- 6.5.2** Every project group required to submit a topic, that should be approved by the department.
- 6.5.3** A candidate is permitted to register for the rural immersions after satisfying the attendance requirement of all the courses (theory and practical courses) of I Year
- 6.5.4** Two reviews shall be conducted for both rural immersions.
- 6.5.5** Each student shall be allowed to take viva-voce examination of the rural immersions, after fulfilling the attendance requirements.
- 6.5.6** If the report of the supervisor is satisfactory, viva-voce examination shall be conducted by a board consisting of the guide, Head of the Department and the examiner who adjudicate the Project Report/ dissertation. The board shall jointly report candidate(s) work in terms of grade.
- 6.5.7** If the report of the viva-voce is either Grade F or Ab the candidate shall retake the viva-voce examination after three months. If he/she fails to get a satisfactory report at the second viva-voce examination, he/she will not be eligible for the award of the degree, unless he/she is permitted by the IDC & Principal to revise and resubmit the Project Report.

## **6.6 Mini Project**

Students shall commence the Mini Project in the parent Institution/Other Academic Institution/Industry/Research Organization at the end of I Year II Semester. Students shall submit their concerned report in 2 copies to the department at the end of II Year I Semester. The work shall be evaluated for 100 marks, out of which 40 marks for work execution, 20 marks for report submission and 40 marks for internal viva-voce. The evaluation shall be made by the Internal Departmental Committee (IDC), comprising of HoD, internal guide and 2 to 3 senior faculty members

## **6.7 Comprehensive Project work:**

- 6.7.1** Students shall carry out their project work in department/Industry/research organization in consultation with Head of the Department (HoD) and faculty guide and submit the Dissertation/Project report thereon at the end of the semester.
- 6.7.2** Students carrying out project work in industry/research organization should complete their project work in II year II semester. These students shall submit the documentary evidence for the attendance towards regularity during their project at Industry/research organization.
- 6.7.3** Every candidate shall be required to submit the dissertation after taking up a topic approved by the college/ institute.
- 6.7.4** Out of a total of 100 marks for the dissertation, 40% weightage shall be for internal evaluation and 60% weightage for the end semester examination. The end semester examination (viva-voce) shall be conducted by an external examiner nominated by the Principal, HOD and Supervisor as a committee. The evaluation of dissertation shall be conducted at the end of the IV semester. The internal evaluation shall be made by the departmental committee, on the basis of the three seminars given by the student on the topic of his/her dissertation.
- 6.7.5** An Internal Departmental Committee (I.D.C) consisting of HOD, Supervisor and one internal senior expert shall monitor the progress of the project work.
- 6.7.6** The work on the project shall be initiated in the penultimate semester and the duration of the project is for one semester.
- 6.7.7** The student must submit status report at least in two different phases during the project work period. These reports must be approved by the I.D.C before submission of the Project Report.
- 6.7.8** A candidate shall be allowed to take viva-voce examination of the project, after fulfilling the attendance requirements.
- 6.7.9** Two copies of the Project / Dissertation certified in the prescribed form by the supervisor & HOD shall be presented to the HOD. Soft copy of the report should be submitted to the Department.
- 6.7.10** The department shall submit a panel of experts to conduct viva-voce examination to the academic section consisting of Industry personnel and academicians. However, the dissertation will be adjudicated by one examiner for every 20 students nominated by the Principal.
- 6.7.11** If the report of the viva-voce is either Grade F or Ab the candidate shall retake the viva-voce examination after three months. If he/she fails to get a satisfactory report at the second viva-voce examination, he/she will not be eligible for the award of the degree, unless he/she is permitted by the IDC & Principal to revise and resubmit the project.

## **6.8 Audit Courses:**

An audit course is an educational term for the completion of a course of study for which a nominal assessment of the performance of the student is made without awarding grades. In this case, 'audit' indicates that the individual merely has received teaching and achieved a given standard of knowledge of the subject, rather than being evaluated. A student who audits a course does so for the purpose of self-enrichment and academic exploration.

### **Regulations for Audit Courses:**

- 6.8.1** Institution intends to encourage the students to do one audit course in I year II semester of their program. The students shall have the choice to opt for one audit course from the list given by the college.
- 6.8.2** Audit Courses shall bear no credits.
- 6.8.3** The details of audit courses shall be reflected in Grade card of the successful students
- 6.8.4** Attendance for audit courses is compulsory and shall be considered while calculating the aggregate attendance.
- 6.8.5** There shall be only internal assessment/evaluation for audit courses. The student shall be declared passed in audit courses when he/she secures 40% marks or above in the internal evaluation. If any student does not attain the required pass percentage, the student needs to re appear for the mid-term tests, as and when the college conducts them in subsequent semesters.
- 6.8.6** For practical oriented audit courses like NSS, evaluation shall be based on practical work, as judged by the coordinator of NSS, without any compulsory internal examination.

### **6.9 Massive Open Online Courses (MOOCS):**

The college in line with the developments in Learning Management Systems (LMS) intends to encourage the students to do online courses in MOOCs. The main intention to introduce MOOCs is to obtain enough exposure through online tutorials, self-learning at one's own pace, attempt quizzes, discuss with professors from various universities and finally to obtain certificate of completion of the course from the MOOCs providers.

### **Regulations for MOOCs: Being framed as per the institution norms**

- 6.9.1** Institution intends to encourage the students to do one MOOC in MBA Programme.
- 6.9.2** The MOOCs shall be recommended by the IDC
- 6.9.3** Department shall appoint Coordinators/Mentors and allot the students to them who shall be responsible to guide students in selecting online courses and provide guidance for the registration, progress and completion of the same.

### **7. Supplementary Examinations**

At the end of each Semester there will be regular examinations for the current Semester. Those students who could not clear their courses in their previous attempt can appear for the examinations under supplementary category along with the regular students after registering themselves at the examination section. Supplementary examinations for all other Semesters, other than the current one will be conducted during the same period.

## **8. Re-Registration for Improvement of Internal Evaluation Marks**

Following are the conditions to avail the benefit of improvement of internal evaluation marks.

The candidate should have completed the course work and obtained examinations results for I& II semesters.

- a. He/she should have passed all the courses for which the internal evaluation marks secured are more than 50%.
- b. In those courses in which the student has failed in the end semester examination due to internal evaluation marks secured being less than 50%, the candidate shall be given one chance for each theory course and for a maximum of **three** theory courses for improvement of internal evaluation marks.
- c. The candidate has to re-register for the chosen courses and fulfill the academic requirements.
- d. In the event of availing the Improvement of Internal evaluation marks, the internal evaluation marks as well as the end semester examinations marks secured in the previous attempt(s) for the reregistered courses stand cancelled.
- e. For each course, the candidate has to pay a fee equivalent to one third of the semester tuition fee and the amount is to be remitted in the form of DD in favour of the Principal, Madanapalle Institute of Technology & Science payable at Madanapalle along with the requisition.

### **9. Minimum Academic Requirements:**

Students need to acquire necessary credits to get promoted to the subsequent academic year in addition to the attendance requirements mentioned in section no.5.

**9.1** The minimum letter grade required for pass in each theory/practical/Seminar/Project work is “P” grade (internal evaluation + End Semester Examination). However, a minimum of 40% marks in each theory/practical in end semester examination have to be secured.

**9.2** Students, who fail to earn 102 credits as indicated in the course structure within four academic years from the year of their admission, shall forfeit their seat in M.B.A. Programme and their admission shall stand cancelled.

## **10. Transitory Regulations**

Discontinued, detained or failed candidates are eligible for readmission as and when the semester is offered after fulfillment of academic regulations. Candidates who are detained due to shortage of attendance or for not fulfilling academic requirements or failed after having undergone the program in earlier regulations or have discontinued and wish to continue the program are eligible for admission into unfinished Semester from the date of commencement of class work with the same or equivalent courses as and when such courses are offered, subject to clause 4.3 and they will be in the academic regulations into which they get readmitted.

## **11. Withholding of Results**

If the candidate has any dues to the institution or any case of indiscipline or malpractice pending against him/her, the result of the candidate shall be withheld and he/she shall not be allowed/ promoted to the next semester. The issue of awarding degree is liable to be withheld in such cases.

## 12. Grading System

### 12.1 Letter Grade

12.1.1 Based on the student's performance during a given Semester, the students are awarded a final letter grade at the end of the Semester in each course. The letter grades and the corresponding grade points are as follows:

Letter Grade	Grade points	Absolute marks
O (Outstanding)	10	90 - 100
A+ (Excellent)	9	80 - 89
A (Very Good)	8	70 - 79
B+ (Good)	7	65 - 69
B (Above Average)	6.5	60 - 64
C (Average)	6	55 - 59
P (Pass)	5.5	50 - 54
F (Fail)	0	< 50
Ab (Absent)	0	

12.1.2 A student is considered to have completed a course successfully and earned the credits if he/she secures a letter grade other than F and Ab in that course. A letter grade F or Ab in any course implies that the candidate is yet to clear that course.

12.1.3 A course successfully completed cannot be repeated.

12.1.4 A Semester Grade Point Average (SGPA) will be computed for each semester. The SGPA shall be calculated as follows:

$$SGPA = \frac{\sum_{i=1}^n c_i g_i}{\sum_{i=1}^n c_i}$$

Where 'n' is the number of courses registered for the semester, 'ci' is the number of Credits allotted to a particular course, and 'gi' is the grade points carried by the letter corresponding

to the grade awarded to the student for the course. SGPA will be rounded off to the second place of decimal and recorded as such. The SGPA would indicate the performance of the student in the semester to which it refers.

Starting from the second semester at the end of each semester S, a Cumulative Grade Point Average (CGPA) will be computed for every student as follows:

$$CGPA = \frac{\sum_{i=1}^m c_i g_i}{\sum_{i=1}^m c_i}$$

Where ‘m’ is the total number of courses the student has registered from the first semester onwards up to and including the semester S, ‘ci’ is the number of Credits allotted to a particular course ‘si’ and ‘gi’ is the grade-point carried by the letter corresponding to the grade awarded to the student for the course ‘si’. CGPA will be rounded off to the second place of decimal and recorded as such.

The CGPA would indicate the cumulative performance of the student from the first semester up to the end of the semester to which it refers.

The CGPA, SGPA and the grades obtained in all the courses in a semester will be communicated to every student at the end of every semester.

When a student gets the grade ‘F’ in any subject during a semester, the SGPA and the CGPA from that semester onwards will be tentatively calculated, taking only ‘zero point’ for each such ‘F’ grade. After the ‘F’ grade(s) has/have been substituted by better grades during a subsequent semester, the SGPA and the CGPA of all the semesters, starting from the earliest semester in which the ‘F’ grade has been updated, will be recomputed and recorded to take this change of grade into account.

12.1.5 Cumulative grade point average [CGPA] averaged over all the courses are calculated for the award of class.

### 13. Award of Class

The following Class is awarded to the student on successful completion of the M.B.A Degree. Programme depending upon the CGPA obtained;

Class	CGPA	Based on the aggregate of grades secured from the total Credits.
First Class with Distinction	≥ 7.5 & 10.0	
First Class	≥ 6.5 & < 7.5	
Second Class	≥ 5.5 & < 6.5	

**13.1** In case of a specific query by students/employers regarding Semester Grade Point Average (SGPA)/ Cumulative Grade Point Average (CGPA) into percentage, the following formulae will be adopted for **notional conversion of SGPA/CGPA** into percentage.

$$\text{SGPA to Percentage} = (\text{SGPA} - 0.5) \times 10$$

$$\text{CGPA to Percentage} = (\text{CGPA} - 0.5) \times 10$$

#### **14. Award of Ranks**

- Ranks are awarded based on the CGPA secured by the candidates for all the courses from first to final year,

Provided the candidate has:

- Completed the entire programme in the college itself (excluding MOOCs).
- Passed all the courses in first attempt only.
- Not discontinued the programme for any period during the course of study.
- Not been awarded any punishment for being involved in malpractice or indiscipline during the course of study in the Institute.
- In case, more than one student secures same CGPA, then first rank shall be awarded based on:
  - Student who secure more number of letter grade “O”, “A+” and so on in decrementing order of grades.
  - After applying the above clause, if a tie still exists, then all such students shall be awarded the same rank.
  - Certificate and medal/award shall be given to such students as an appreciation for their achievement.

#### **15. Student transfers**

Student transfer shall be as per the guidelines issued by the Government of Andhra Pradesh from time to time.

#### **16. General**

**16.1** The academic regulations should be read as a whole for purpose of any interpretation.

**16.2** Malpractice rules nature and punishments are appended.

**16.3** Where the words “he”, “him”, “his” occur in the regulations, they also include “she”, “her”, “hers”, respectively.

**16.4** In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Principal is final.

**16.5** The Institute, with the approval of the Academic Council, may change or amend the academic regulations / structure / credits / syllabi at any time and the changes or amendments shall be made applicable to all the students on rolls with effect from the dates notified by the Institute.

## Disciplinary Action for Malpractices / Improper Conduct in Examinations

	Nature of Malpractices/Improper conduct	Punishment
	<i>If the candidate:</i>	
1. (a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers, blue tooth or any other form of material concerned with or related to the course of the examination (theory or practical) in which he/she is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the course of the examination)	Expulsion from the examination hall and cancellation of the performance in that course only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the examination hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that course only of all the candidates involved. In case of an outsider, he/she will be handed over to the police and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the course of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the courses of that Semester/year.  The Hall Ticket of the candidate is to be cancelled.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from Examination hall. The candidate is also debarred for two consecutive Semesters from class work and all end Examinations. The continuation of the course by the candidate is subject to the academic



		<p>regulations in connection with forfeiture of seat. The performance of the original candidate, who has been impersonated, shall be cancelled in all the courses of the Examination (including Practicals and project work) already appeared and shall not be allowed to appear for Examinations of the remaining courses of that Semester/year. The candidate is also debarred for two consecutive Semesters from class work and all Semester end Examinations if his involvement is established. Otherwise the candidate is debarred for the next semester from class work and all end Examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. However the final decision shall be taken by the Chief Superintendent based on the recommendations of a committee nominated by the Principal. If the imposter is an outsider, he/she will be handed over to the police and a case is registered against him.</p>
4.	<p>Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.</p>	<p>Expulsion from the examination hall and cancellation of performance in that course and all the other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that Semester/year. The candidate is also debarred for two consecutive Semesters from class work and all Semester end examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.</p>
5.	<p>Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.</p>	<p>Cancellation of the performance in that course.</p>
6.	<p>Refuses to obey the orders of the any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens</p>	<p>In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that course and all other courses the candidate(s) has (have) already appeared and shall not be</p>

	<p>the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.</p>	<p>permitted to appear for the remaining examinations of the courses of that Semester. If candidate physically assaults the invigilator or/ officer in charge of the examination, then the candidate is also barred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.</p>
7.	<p>Leaves the examination hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.</p>	<p>Expulsion from the examination hall and cancellation of performance in that course and all the other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that Semester/year. The candidate is also debarred for two consecutive Semesters from class work and all Semester end examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.</p>
8.	<p>Possess any lethal weapon or firearm in the examination hall.</p>	<p>Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that Semester/year. The candidate is also debarred and forfeits the seat.</p>
9.	<p>If student of the college, who is not a candidate for the particular examination or any person not connected with the college</p>	<p>Student of the colleges expulsion from the examination hall and cancellation of the performance in that course and all other</p>

	indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	<p>courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that Semester/year. The candidate is also debarred and forfeits the seat.</p> <p>Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.</p>
<b>10.</b>	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that Semester/year
<b>11.</b>	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that course and all other courses the candidate has appeared including practical examinations and project work of that Semester examinations depending on the recommendation of the committee.
<b>12.</b>	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the Principal for further action to award suitable punishment.	

**Note:** Whenever the performance of a student is cancelled in any course/ courses due to Malpractice, he/she has to register for the End semester examination in that particular course/s consequently and has to fulfill all the norms required for award of Degree.

## **Course Structure**

**For the students admitted to  
Master of Business Administration from the academic  
Year 2020-21 batch onwards**

## MBA - I YEAR I SEMESTER

<b>COURSE CODE</b>	<b>I YEAR I SEMESTER COURSES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
20MBAP101	Management Perspectives and Organizational Behaviour	3	0	0	3
20MBAP102	Managerial Economics	3	0	0	3
20MBAP103	Business Environment	3	0	0	3
20MBAP104	Accounting for Managers	3	1	0	4
20MBAP105	Business Law and Regulation	3	0	0	3
20MBAP106	Business Statistics for Managers	3	1	0	4
20MBAP107	Design Thinking	3	0	0	3
20MBAP201	Information Technology for Managers (Laboratory)	0	0	4	2
20MBAP202	Personality Development Workshop (Laboratory)	0	0	2	1
<b>Sub Total</b>		<b>21</b>	<b>2</b>	<b>6</b>	<b>26</b>

## MBA - I YEAR II SEMESTER

<b>COURSE CODE</b>	<b>I YEAR II SEMESTER COURSES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
20MBAP108	Financial Management	3	1	0	4
20MBAP109	Marketing Management	3	0	0	3
20MBAP110	Production and Operations Management	3	1	0	4
20MBAP111	Human Resource Management	3	0	0	3
20MBAP112	Business Research Methods using SPSS	2	0	0	2
20MBAP113	Econometrics for Managers	2	0	2	3
20MBAP114	Indian Ethos and Business Ethics	2	0	0	2
20MBAP203	Business Research Methods using SPSS (Laboratory)	0	0	2	1
	Generic Elective – 1(MIS)	3	0	0	3
	Open Elective	3	0	0	3
	Audit Course	2	0	0	0
	<b>Sub Total</b>	<b>26</b>	<b>2</b>	<b>4</b>	<b>28</b>

## COURSE STRUCTURE AND DETAILED SYLLABI

### MBA - II YEAR I SEMESTER

<b>COURSE CODE</b>	<b>II YEAR I SEMESTER COURSES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
20MBAP115	Operations Research	3	0	0	3
20MBAP116	Strategic Management	3	0	0	3
	Generic Elective – 2 (International Business)	3	0	0	3
	Major – I	3	1	0	4
	Major – II	3	1	0	4
	Major – III	3	1	0	4
	Minor – I	3	0	0	3
	Minor – II	3	0	0	3
20MBAP601	Rural Immersions (Practical)	0	0	2	1
20MBAP602	Mini Project/Internship (Practical)	0	0	4	2
	<b>Sub Total</b>	<b>24</b>	<b>3</b>	<b>6</b>	<b>30</b>

### MBA – II Year II Semester

<b>Course Code</b>	<b>II Year II SEMESTER COURSES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	Generic Elective – 3 (Entrepreneurship)	3	0	0	3
	Generic Elective – 4 (Sustainability and Social Responsibility)	3	0	0	3
	Major – IV	3	1	0	4
	Minor – III	3	0	0	3
20MBAP603	Comprehensive Project Work	0	0	10	5
	<b>Sub Total</b>	<b>12</b>	<b>1</b>	<b>10</b>	<b>18</b>
<b>Grand Total</b>					<b>102</b>

L= Lecture hours, P= Practical hours, C=Credit

## LIST OF GENERIC ELECTIVE COURSES

<b>GENERIC ELECTIVE 1 (MIS)</b>	
20MBAP501	Management Information Systems
20MBAP502	Supply Chain Analytics
20MBAP503	E-Commerce and Digital Markets
20MBAP504	Managing Digital Innovation and Transformation
<b>*List of Electives are subject to change as per the trend and demand GENERIC ELECTIVE 2 (International Business)</b>	
20MBAP505	International Business
20MBAP506	International Trade Laws
20MBAP507	International Marketing Management
20MBAP508	International Labor Laws
<b>*List of Electives are subject to change as per the trend and demand GENERIC ELECTIVE 3 (Entrepreneurship)</b>	
20MBAP509	Entrepreneurship Development and Project Management
20MBAP510	Social Entrepreneurship
20MBAP511	Entrepreneurial Finance for Start-Up Businesses
20MBAP512	Rural Entrepreneurship
<b>GENERIC ELECTIVE 4 (Sustainability and Social Responsibility)</b>	
20MBAP513	Corporate Social Responsibility
20MBAP514	Environmental Impact Assessment
20MBAP515	Disaster Management
20MBAP516	Sustainable Development

**\*List of Electives are subject to change as per the trend and demand**

## LIST OF SPECIALIZATION COURSES

<b>FINANCIAL MANAGEMENT</b>			
MAJOR – I	II –I Semester	20MBAP401	Security Analysis and Portfolio Management
MAJOR – II	II –I Semester	20MBAP402	Financial Derivatives
MAJOR – III	II –I Semester	20MBAP403	Corporate Tax Planning
MAJOR – IV	II –II Semester	20MBAP404	Financial Engineering
MINOR – I	II –I Semester	20MBAP405	International Financial Management
MINOR – II	II –I Semester	20MBAP406	Financial Institution Markets and Services
MINOR - III	II –II Semester	20MBAP407	Strategic Financial Management
<b>HUMAN RESOURCE MANAGEMENT</b>			
MAJOR - I	II –I Semester	20MBAP408	HR Analytics
MAJOR - II	II –I Semester	20MBAP409	Industrial Relations and Labour Codes
MAJOR - III	II –I Semester	20MBAP410	Human Resource Planning
MAJOR - IV	II –II Semester	20MBAP411	Talent Management
MINOR - I	II –I Semester	20MBAP412	International HRM
MINOR - II	II –I Semester	20MBAP413	Organizational Change and Development
MINOR - III	II –II Semester	20MBAP414	Reward Management
<b>MARKETING MANAGEMENT</b>			
MAJOR - I	II –I Semester	20MBAP415	Digital Marketing
MAJOR - II	II –I Semester	20MBAP416	Retail Management
MAJOR - III	II –I Semester	20MBAP417	Consumer Behavior and CRM
MAJOR - IV	II –II Semester	20MBAP418	Advertisement and Sales Management
MINOR - I	II –I Semester	20MBAP419	Logistics and Supply Chain Management
MINOR - II	II –I Semester	20MBAP420	Brand Management
MINOR - III	II –II Semester	20MBAP421	Services Marketing



<b>STRATEGIC MANAGEMENT</b>			
MAJOR - I	II –I Semester	20MBAP422	Multinational and Transnational Strategy Management
MAJOR - II	II –I Semester	20MBAP423	Strategic Alliances and Networks
MAJOR - III	II –I Semester	20MBAP424	Strategy Evaluation and Control
MAJOR - IV	II –II Semester	20MBAP425	Green Business Management
MINOR - I	II –I Semester	20MBAP426	Managing Innovation
MINOR - II	II –I Semester	20MBAP427	Competing Through Business Model
MINOR - III	II –II Semester	20MBAP428	Dynamics of Framing and Executing Strategy
<b>ANALYTICS</b>			
MAJOR - I	II –I Semester	20MBAP429	Business Analytics
MAJOR - II	II –I Semester	20MBAP430	Data Visualization for Managers
MAJOR - III	II –I Semester	20MBAP431	Business Forecasting
MAJOR - IV	II –II Semester	20MBAP432	Data Science using R
MINOR - I	II –I Semester	20MBAP433	Big Data Analytics
MINOR - II	II –I Semester	20MBAP434	Predictive Analysis and Modeling
MINOR - III	II –II Semester	20MBAP435	Data Mining for Business Decisions
<b>BANKING AND INSURANCE</b>			
MAJOR - I	II –I Semester	20MBAP436	Banking Principles and Practices
MAJOR - II	II –I Semester	20MBAP437	Banking Operations and Management
MAJOR - III	II –I Semester	20MBAP438	Insurance Law and Regulations
MAJOR - IV	II –II Semester	20MBAP439	Principles and Practice of General Insurance
MINOR - I	II –I Semester	20MBAP440	Rural Banking and Micro Finance
MINOR - II	II –I Semester	20MBAP441	Risk Management in Banks
MINOR - III	II –II Semester	20MBAP442	Agricultural and Rural Insurance

## LIST OF AUDIT COURSES

AUDIT COURSE				
Sl. No.	Course Code	Course Name	Offered by the Department of	Prerequisite Course Code / None
1.	20MBAP901	Soft Skills	MBA	None
2.	20ENGP901	Creative Writing	English	None
3.	20ENGP902	Effective Public Speaking	English	None
4.	20CSEP901	Data Analysis Using R	CSE	None

## LIST OF OPEN ELECTIVES

Open Electives				
Sl. No.	Course Code	Course Name	Offered by the Department of	Prerequisite Course Code / None
1.	20MEP301	Total Quality Management	Mechanical Engineering	None
2.	20CSEP301	Multimedia Technologies	CSE	None
3.	20CSEP302	Software Project Management	CSE	None
4.	20HUMP301	Introduction to Intellectual Property Rights	Humanities	None

**Syllabus Core Courses**

**For the students admitted to  
Master of Business Administration from the academic  
Year 2020-21 batch onwards**

## MBA I Year I Semester

### 20MBAP101 MANAGEMENT PERSPECTIVES AND ORGANIZATIONAL BEHAVIOR

L	T	P	C
3	0	0	3

**Course Prerequisite: None**

#### **Course Description:**

The Course introduces the students the fundamentals of management, its process. The course also facilitates the students in understanding individual, group behavior and organizational culture and climate impacting organizational performance

#### **Course Objectives:**

1. To understand the concept, significance, evolution of management and its ethical and social responsibilities
2. To explain the dimensions of the planning-organizing-leading-controlling (P-O-L-C) framework.
3. To describe how individual personality and behavior impacts the typical contemporary work experience
4. To understand group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations
5. To explain the impact of stress, organizational culture and climate on organizational performance

#### **UNIT I: FOUNDATIONS OF MANAGEMENT (10)**

Concept and Evolution of Management thoughts Different Schools of Thoughts; Classical; Behavioral Science Approach; Systems Approach; Contingency and Modern Theories. Management Levels; Managerial Roles and Skills; Ethics and Social Responsibilities of Business.

#### **UNIT II: MANAGERIAL FUNCTIONS (9)**

Process – Problems – Components – Planning – Making It Effective. Decision Making – Process – Techniques.; Organization- as a process and structure, Determinants of Organization Structure; Authority, Responsibility, Delegation, Centralization and De-centralization; Span of Control; Types of Organization Structures; Line & Staff, Functional, Divisional, Matrix and Network; Departmentations, Controlling- Process, types and techniques.

#### **UNIT III: INDIVIDUAL BEHAVIOUR (10)**

Concept, Nature and scope; Understanding Human Behaviour: Personality:, Traits and types(**Johari Window**); Perception: Factors and Process, Learning – Theories and applications in organizations, Motivation – Concept, Nature and Process, Theories of Motivation: Need Priority Model, Two Factors, Porter and Lawler model

#### **UNIT IV: GROUP BEHAVIOUR**

(9)

Formation of groups, Group development, Types of groups, Group norms, Cohesiveness, Group effectiveness, Conflict and conflict resolution (**Transactional Analysis**). Leadership- Leadership competencies, traits, Types, Likert's System theory, Managerial Grid, 2 D and 3D theories, Women Leadership in India.

#### **UNIT V: ORGANIZATIONAL BEHAVIOUR**

(7)

Management of stress; potential sources, consequences and coping strategies, organizational culture, concept, types of culture, organizational climate VS organizations culture, factors contributing towards creating and sustaining culture.

#### **Course Outcomes**

After completing this course, students should be able to:

1. Apply theoretical models and concepts to current management practices, problems and issues; and to use critical reflection to gain deeper understanding of issues.
2. Analyze major environmental and social pressures and challenges facing managers today; and reflect the same in the planning, organizing, leading, and controlling of the managerial activities.
3. To analyse and compare different models used to explain individual behaviour related to motivation and rewards
4. Assess and design the elements of group behaviour including group dynamics, communication, leadership, power & politics and conflict & negotiation.
5. Critically evaluate and create a suitable organizational culture devoid of stress, conflict

#### **Text Book:**

1. Organizational Behavior, Fred Luthans, McGraw Hill, 2011
2. Management, Stephen P. Robbins, Mary Coulter, Neharika Vohra, Pearson Education, 2009

#### **References:**

1. Human Behaviour at Work, Keith Davis, Tata McGraw Hill, 2009
2. Organizational behaviour, Pierce Gordner, Cengage, 2009
3. Management and Organizational behaviour, Aswathappa, 12<sup>th</sup> revised edition, Himalaya publication
4. Principles of Management, Koontz, Weihrich and Aryasri, Tata McGraw Hill, 2004
5. Behaviour in Organizations, Jerald Green Berg & Robert A. Baron, Pearson Education, 2008
6. Management and Organizational Behaviour, Subbarao P, Himalaya Publishing House, 2008.
7. Organizational Behaviour, Sarma, Jaico Publications, 2009
8. Management and Organizational Behaviour, Paul Hersey and Ken Blanchard, PHI, 2009
9. Organizational Behavior, Kavita Singh, Pearson 2010

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**MBA I Year I Semester**

**20MBAP102**

**MANAGERIAL ECONOMICS**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Prerequisite:** None

**Course Description:**

This course is intended to provide a solid groundwork of economic understanding for practice in managerial decision making. The aim of this course is to guide the students on the use of managerial economic tools and techniques in specific business backgrounds. The course will offer a comprehensive treatment of economic theory and analysis, using both qualitative and quantitative tools and techniques associated with the theory.

**Course Objectives:**

1. To enable the students to understand applications for modern economic concepts, optimization tools and techniques in evaluating business decisions taken by a firm.
2. To enable the students to study functional areas of management such as Marketing, Production and Costing from a broader perspective.
3. To analyze principles of demand, supply and market outcomes of products.
4. To know the estimating variables through forecasting techniques to find what consumer wants: estimate and predict demand for the product.
5. To analyze the production cost and determine optimal course of actions.

**UNIT I: INTRODUCTION TO MANAGERIAL ECONOMICS**

**(9)**

Nature, Scope, and significance of Managerial Economics – Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel - The role of managerial economist in the modern business world. Objectives of the firm, and Optimization techniques. Economic Principles: opportunity cost, incremental concept, scarcity, Marginalism, Equi-Marginalism, Time perspective, discounting principle, risk, and uncertainty.

**UNIT II: THEORY OF DEMAND AND SUPPLY**

**(10)**

Demand Analysis - Significance- Determinants of Demand-Demand Functions - Law of Demand- Exceptions to the law of Demand-Elasticity of demand and types-Need for Demand Forecasting and techniques- Theories of Demand: Preference, Utility function, Indifference curve, Revealed Preference approach, Income and Substitution effects. Supply Analysis – Supply Function-Law of Supply-Elasticity of Supply.

### **UNIT III: PRODUCTION AND COST ANALYSIS**

**(10)**

Production function-Production function with one variable input - Law of Variable Proportions. Production function with two variable inputs -Laws of returns to scale - Cobb-Douglas Production Function-ISO Quants & ISO-Cost line, Least cost combination factor, Economies of scale, Diseconomies of scale. Technological progress and production function.

Types of Costs, Cost-Output Relationship: Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run.

### **UNIT IV: MARKET STRUCTURE AND PRICING PRACTICES**

**(9)**

Features and Types of different competitive situations - Price-Output determination in perfect competition, Monopoly, Monopolistic competition, and Oligopoly both the long run and short run. Pricing methods: Cost, Demand, Competition based and other pricing methods.

Profit Management: Nature, scope, Theories of profit, Break-even analysis.

### **UNIT V: ECONOMIC INDICATORS**

**(7)**

National Income: Concepts and various methods of its measurement – Gross Domestic Product, Gross National Income, Gross National Product, Per Capita Income, Consumer Price Index and Employee Cost Index – Meaning, Definition and Significance.

**Course Outcomes:** Upon Successful completion of the course, students will be able to

1. Determine if a company is optimally employing available resource.
2. Calculate demand elasticity from demand equations
3. Categorize and identify various costs in decision making process.
4. Identify the Disparities the decision-making process across industries characterized by market structure (pure Competition, Monopolies, and oligopolies). And
5. Illustrate common pricing strategies, and analyses various profile theories, understand the national economic indicators that impact the business operations

#### **Text Book:**

1. Mehta, P.L: Managerial Economics, Text and Cases, S. Chand& Co
2. Hirschey, Mark (2009), “Fundamentals of Managerial Economics”, 9th edition, Cengage Learning.
3. Gupta, “Managerial Economics”, TMH 2009.
4. Damodaran Suma – “Managerial Economics”, Oxford, 2006

#### **References:**

1. Dean,Joel: Managerial Economics, PHI., New Delhi
2. DN Dwivedi, Managerial Economics, Vikas, New Delhi
3. Trivedi M.L: Managerial Economics, Theory and Applications, TMH,ND
4. Mark Hirschey, Managerial Economics: An Integrative Approach, Cengage, New Delhi
5. Mehta, P.L: Managerial Economics, Text and Cases, S.Chand& Co

6. Mittal A, Managerial Economics, Text and Cases, Wisdom, Delhi
7. Mithani, D.M: Managerial Economics, Theory and Applications, Himalaya Publishing.
8. Attmanad; Managerial Economics, Excel publications.
9. G.S.Gupa, Macro Economics: , Theory and Applications, Tata McGraw Hill.
10. Dwivedi, D.N. Macro Economics: Theory and Applications, Tata McGraw Hill

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.



**MBA I Year I Semester**

**20MBAP103**

**BUSINESS ENVIRONMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Prerequisite: None**

**Course Description:**

The basic objective of this course is to appraise the management students' different aspects of the dynamic business environment. The course content is designed to incorporate the recent developments in the business and economic environment.

**Course Objectives:**

1. To familiarize the concepts of business and economic environment
2. To assess the different economic and political systems
3. To analyze economic policies and globalization.
4. Enables the students to examine how business and social environments interact.
5. Enables the students to explain consumers protection, consumer rights and its implications

**UNIT I: OVERVIEW OF BUSINESS ENVIRONMENT (12)**

Concept; Meaning; Nature of Business Environment; Business Today; Types of Environment; Contemporary issues in business (Lessons from COVID 19) - Competitive, Structures of Industries; Competitor Analysis; Environment- Business Relation; Environmental Analysis, Process; Importance of Environmental Analysis.

**UNIT II: ECONOMIC SYSTEMS AND POLITICAL ENVIRONMENT AND LPG (9)**

Economic System; Kinds of Economic System; the Flows of Economic Activity; Basic Problems of an Economy and the Role of Government; Political System; Function of State, Classification of Functions of State; Politico-Economic Synthesis. Privatization – benefits, criticism, privatization in India, implications to business firms; Globalization – reasons – stages of Globalization, Drawbacks of Globalization; Liberalization and disinvestments. Impact of LPG on Indian economy.

**UNIT III: ECONOMIC POLICIES (8)**

Fiscal policy – features - An evaluation of recent fiscal policy of Government of India. Monetary Policy: Demand for and supply of money, Objectives of monetary and credit policy, Recent trends - Role of Finance Commission.

#### **UNIT IV: BUSINESS AND SOCIETY**

(9)

Social Environment: Poverty and Poverty Alleviation Programs, Labor and Employment, Women in the Workforce, Child Labor, Education, Health, Population and Family Welfare; Corporate Governance, Corporate Social Responsibilities; Business Ethics

#### **UNIT V: CONSUMERISM AND CONSUMER PROTECTION**

(7)

Introduction to consumerism, Consumer Rights; the 8 Consumer Rights; Consumer Responsibility; Consumer Protection in India, Consumer Protection Act, 2019 – Key Highlights - Exploitation of Consumers; Plight of the Indian Consumer.

**Course Outcomes:** Upon Successful completion of the course, students will be able to

1. Understand economic and business environment
2. Analyze the impact of changes in economic and political systems
3. Examine and apply the changes of globalization and economic policies in business.
4. Execute and achieve synergy between business and society
5. Evaluate consumer protection act and consumer rights and their implications.

#### **Text Book:**

- 1 Business Environment, by Fernando, Pearson Education, 2011
- 2 Business Environment by Francis Cherunilam, Himalaya Publishers, 2009.

#### **References:**

1. Indian Economy by S.K. Misra and V.K. Puri (2015). Himalaya Publishers
2. Business Environment by Saleem Shaikh, Publisher: Pearson Education
3. Business Environment by Justin Paul, Publisher: The mcgraw Hill Companies
4. Business Environment by K. Chidambaram and V. Alagappan, Publisher: Vikas PublishingHouse Pvt. Ltd.
5. The Business Environment by Ian Worthington and Chris Britton, Publisher: P

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**MBA I Year I Semester**

**20MBAP104 ACCOUNTING FOR MANAGERS**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**Course Prerequisite: None**

**Course Description:**

This course will acquaint the students with the language of Accounting and develop the ability to read, analyze, interpret, and use accounting data as an aid to decision making. Emphasis is laid on analysis and utilization of financial and accounting data for planning, controlling, problem solving and decisionmaking in the financial area

**Course Objectives:**

1. To familiarize the concepts, principles, and role of accounting in business
2. To enable the students to prepare Financial statements
3. To elucidate the process of share and debenture accounting
4. To provide students with the knowledge of various types of cost and cost -volume –profit analysis
5. To develop an insight in computerized accounting

**UNIT I: INTRODUCTION TO FINANCIAL ACCOUNTING (15)**

Nature and Scope of Accounting – Need for Accounting – Definition, Functions and Branches of Accounting - Accounting concepts & conventions - Uses and users of accounting information - Generally Accepted Accounting Principles – Accounting Standards [Issued by ICAI] – IGAAP, IFRS -The role of Accounting in global business environment.

**The Accounting Process:** Brief overview of Accounting Cycle - Recording of business transaction, classification of accounts, the double entry system, journal, Ledger, subsidiary books and trail balance

**UNIT II: - PREPARATION OF FINAL ACCOUNTS (15)**

Classification of capital and revenue expenses - Final Accounts of Joint Stock Companies – contents, and preparation of Trading and Manufacturing, Profit and Loss Account, Profit and Loss Appropriation Account and Balance sheet with adjustments as per Schedule III of the Companies Act, 2013, Provisions for Statutory Audit. (horizontal and vertical form)

**UNIT III: ISSUE OF SHARES AND DEBENTURES (12)**

Entries for Issue of shares, forfeiture and re-issue of forfeited, Shares - Issue of shares at Discount and premium - Issue and Redemption of Debentures: Meaning, Issue of debentures for cash and other than cash, treatment of discounts and losses on issue, meaning of redemption, redemption out of capital and profits.

#### **UNIT IV: COST-VOLUME-PROFIT ANALYSIS**

**(10)**

Cost, Costing, Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Cost Sheet – Absorption costing and Marginal Costing - Cost-Volume-Profit Analysis: Contribution, Profit-Volume Ratio, Margin of safety, Cost Breakeven Point, Composite Break-even Point, Cash Break-even Point, Key Factor, Break-even Analysis. Relevant Costs and Decision Making

#### **UNIT V: COMPUTERISED ACCOUNTING SYSTEM**

**(8)**

Need and Requirements of Computerized Accounting – Features, Merits and Demerits of Computerized Accounting – Process of Computerized Accounting – Differences between Manual Accounting System and Computerized Accounting System - Components of Computerized Accounting system – Computerized Accounting Package – Tally – Features of Tally – Recording of Business Transactions through Tally.

**Course Outcomes:** Upon Successful completion of the course, students will be able to

1. Understand the fundamentals of financial accounting, the principles and concepts underlying them.
2. Construct the financial statements viz., the Income Statement and Balance Sheet
3. Present share and debenture accounting
4. Exploit the cost -volume-Profit analysis in business decision making
5. Learn the computerized process of accounting

#### **Text Book:**

1. Financial accounting - A management perspective, (4<sup>th</sup> ed.) Narayanaswamy, R. PHI.
2. “Financial Accounting” Tulsian P. C, 1/e, Pearson Education
3. “An Introduction to Accountancy”, Maheshwari S.N. & Maheshwari S.K., Vikas Publishing House, 10<sup>th</sup> Edition.

#### **References:**

1. S. P. Jain and K. L. Narang – Corporate Accounting, Kalyani Publishers.
2. “Essentials of Financial Accounting”, Ashish K. Bhattacharya- (PHI, New Delhi)
3. “Advanced Accountancy”, Gupta R. L & Radhaswamy M–Sultan Chand Publications
4. “Management Accounting”, Khan and Jain, TMH
5. Accounting: Text and Cases 12e Anthony, Hawkins & Merchant, TMH, Special Indian Edition
6. Tally.ERP 9, Wiley India - Kogent Learning Solutions Inc.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

## MBA I Year I Semester

### 20MBAP105 BUSINESS LAW AND REGULATION

L	T	P	C
3	0	0	3

**Course Prerequisite:** None

**Course Description:** This course make student familiar with basic business laws and rights emerging out of business and help them to understand the legal requirements of business transactions both online and offline

**Course Objectives:**

1. To create a knowledge related to Indian Contract Act 1872.
2. To explain the provisions of Indian Partnership Act
3. To understand the provisions of Indian Companies Act.
4. To make students familiar with the provisions of Goods & Services Tax Act; and
5. To make student understand the importance of Information Technology Act in current scenario

**UNIT I: INDIAN CONTRACT ACT, 1872** (10)

Introduction - Overview of Business laws in India - Sources of Business Law - The Indian Contract Act 1872: Definition of a Contract and its essentials, Formation of a valid Contract -Offer and Acceptance, Consideration, Capacity to Contract, Free consent, and Legality of object. Performance of a contract- Discharge of contract - Remedies for breach of contract - Quasi-Contracts

**UNIT II: INDIAN PARTNERSHIP ACT 1932** (8)

Meaning and Essential Elements, Formation of Partnership, Registration, Types of Partners and Partnership, Rights and Duties of Partners, Dissolution of Partnership Firm, Recent Amendments to Partnership Act – Limited Liability Partnership (LLP)

**UNIT III: COMPANIES ACT 2013** (10)

**Companies Act, 2013:** Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Accounts, Audit, Oppression and Mismanagement, Winding up.

#### **UNIT IV: GOODS & SERVICES TAX ACT 2017**

(9)

GST – Meaning – Salient features of GST - Benefits of GST to Industry, to Government and Consumers – Administration of GST in India – Concept of CGST and SGST – Registration under GST – Introduction, Person not liable for Registration, Compulsory registration, Procedure for registration, Revocation and Cancellation of Registration, Filing of Return under GST-Procedure First return, Revision of return and penalty/Late fee., Anti profiteering –Detailed analysis

#### **UNIT V: INFORMATION TECHNOLOGY ACT-2000**

(8)

**Information Technology Act, 2000:** Definitions, Scope and application of IT Act, 2000, Definition Digital signature, e- governance, penalties and adjudication, Cyber appellate tribunals, duties of subscribers, CERT-IN- Objectives and Function, Recent amendments –IT Act,2008

**Course Outcomes:** Upon Successful completion of the course, students will be able to

1. Develop a wider perspective on provisions of Indian Contract Act
2. Understand the provisions of Indian Partnership Act
3. Learn the provisions of Companies Act.
4. Gain an insight into the provisions of Goods & Services Act; and
5. Value the importance and influence of IT Act in business environment

#### **Text Book:**

1. N.D. Kapoor, “Business Laws”, Sultan Chand Publications, New Delhi
2. Tulsian, P C (2009), “Business Laws,” Tata Mc Graw Hill, New Delhi
3. V.S. Datey (2017), “GST Manual”, Taxmann Publications

#### **References:**

1. Gulshan J.J. – “Business Law”, New Age International Publisher, 13th Edition.
2. S.N. Maheshwari & Maheshwari, “*A Manual of Business Laws*”, Himalaya Publishing House

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**MBA I Year I Semester**

**20MBAP106 BUSINESS STATISTICS FOR MANAGERS**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**Course Prerequisite:** None

**Course Description:**

This course presents an overview of the general principles and applications of statistics relevant to management. One of management's key functions is to make decisions. Managers are confronted with ever increasing amounts of information. How can they attempt to assimilate it effectively? For the manager, an understanding of statistics is critically important so that they can figure out what information is relevant and how that information might best be used to achieve their goals. A major emphasis of this course will be the development of skills through practical problem solving. The course is divided into three distinct modules: descriptive statistics, regression analysis and probability distributions. The emphasis of the classes on descriptive statistics is calculation and interpretation of summary statistical measures for describing raw data. Classes on regression analysis are to understand the statistical methodology for prediction and forecasting. Finally, the sessions on probability are designed to provide the background for executing and interpreting hypothesis tests.

**Course Objectives:**

1. To enhance the knowledge of differentiation and matrix techniques to the solution of simple problems in business and management sciences.
2. To develop the analytical skills to solve different problems in business management.
3. To develop an ability to analyze and interpret the bi-variate data for providing meaningful information in making management decisions
4. To introduce the concept of probability and its importance in uncertainty situations of business decisions.
5. To excel the ability to apply probability distributions for data analysis in a business management

**UNIT-I: INTRODUCTION TO STATISTICS**

**(12)**

Statistics in Business, Collection of Data, Presentation of Data, Measures of Central Tendency-Mean, Median, Mode and other Positional measures. Measures of Dispersion- Range, Quartile Deviation, Mean Deviation, Standard Deviation and Coefficient of Variation. Karl Pearson's coefficient of Skewness and Bowley's Coefficient of Skewness.

**UNIT-II: PROBABILITY AND RANDOM VARIABLES**

**(12)**

Basic Concepts of Probability, Addition laws, Multiplication Laws, Conditions Probability, Baye's Rule. Discrete and Continuous Random variables- Mean, Variance and Standard Deviations, Expectations and Properties.

### **UNIT-III: PROBABILITY DISTRIBUTIONS**

(12)

Bernoulli Trail, Binomial Distribution, Poisson Distribution, Uniform Distribution, Normal Distribution and their applications in Business Management.

### **UNIT-IV: STATISTICAL INFERENCE**

(12)

Sampling Methods, Introduction to Hypothesis Testing, Testing Hypotheses about Mean ( $\sigma$  Known and Unknown), Testing Hypotheses about Two Means ( $\sigma$  Known and Unknown), Testing Hypotheses about Proportion, Testing Hypotheses about Two Proportions. T- test, F-test equality of Variances and Chi-Square Test.

### **UNIT-V: CORRELATION AND REGRESSION**

(12)

**Correlation:** Meaning of Correlation, Types of Correlation, Karl Pearson's Coefficient of Correlation, Coefficient of Determination, Probable Error of Correlation Coefficient and Spearman's Rank Correlation Coefficient.

**Regression:** Lines of Regression, Regression Coefficients and its properties, Multiple Linear Regression.

#### **Course Outcomes:**

Upon Successful completion of the course, students will be able to

1. Identify and interpreting business-related problems. Converting those identified requirements to a quantitative styled model and finds the solutions.
2. Understand the need to solve a variety of business-related problems using descriptive statistics.
3. Analyze the problems of management & industry using the techniques of Correlation and Regression concepts.
4. Get the knowledge of applying Probability & Random Variables in solving real time problems related to uncertainty in management.
5. Develop statistical way of thinking to solve the problems in managerial decision making.

#### **Text Book:**

1. Business Statistics for Contemporary Decision Making, Ken Black, John Wiley & Sons, Inc.
2. Business Statistics, J.K.Sharma, Pearson's Education

#### **Reference Books:**

1. Anderson, Statistics for Business & Economics, 9th edition, Cengage Learning, India
2. Fundamental of Applied Statistics, S. C. Gupta & V. K. Kapoor, Sultan Chand & Co.
3. Statistics for Management, Richards I. Levin & Rubin, Pearson Education.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.



**20MBAP107 DESIGN THINKING**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Prerequisite: None**

**Course Description**

This course deals with various techniques of thinking, enhancement of soft skills & personality development; understanding and applying different concepts in Design Thinking Process of Stanford Model.

**Course Objectives**

1. To get exposed to the basic concepts Design Thinking of Stanford Model
2. To appreciate the basic concepts of Empathy and the process of sensitization.
3. To develop an understanding of the basic concepts of ideation techniques
4. To familiarize with the basic concepts of prototyping and testing.
5. To acquire and apply the current knowledge from learning about (knowledge) vs. learning to become (skills and mindsets)

**UNIT I: INTRODUCTION TO DESIGN THINKING (10)**

Open-mindedness; Developing Design Thinking Mindset; Principles of Design Thinking; Primer on Design Thinking; SWOC Analysis for Self-Awareness

**UNIT II: EMPATHY & DEFINE (9)**

Definition & Components of Empathy; Interrelatedness of Components; Steps in Empathy process; Assessment tools; Roots of Empathy (Case studies); Decision making process; Research Components; Hypothesis (Interview, team formation & benefits) Defining Problem Statement, Application of “**How might we Statements**”

**UNIT III: IDEATION TECHNIQUES (8)**

Innovation and Creativity: Ideation Techniques -Role-play; Brainstorming; Pooling Ideas-Idea Clustering; Prioritizing ideas; Analyzing; Synthesizing and integrating the ideas. Mind-mapping the experiences, Flaring & Focus; Introduction to “Yes but” – “Yes and” Impact of Visuals; Exploring resources, Timeline, Creative Business Legends: CEOs of Alibaba, Facebook, Apple, Microsoft, Space-X etc.

**UNIT IV: PROTOTYPING- BUSINESS MODELLING (9)**

Innovation & Competitive uniqueness; Evaluation of ideas - Pros Cons; Criteria for idea Ranking; Building artifacts; Real time evaluation; Bringing idea to the life; Use of Visual Clippings; Involve the tester in prototype; initial insight; Market Testing

## **UNIT V: REFLECTIVE THINKING**

**(9)**

Do it Now- Reflect- Do it Better; DT is a team sport; develop a coach-like stance; Altruistic Approach. Presentation of

1. My Business Idea (Big Picture- Vision- Mission (Connecting Dots))
2. Business Model Presentation
3. Assessment
4. Dissertation/Record

**Course Outcomes:** Upon Successful completion of the course, students will be able

1. To understand the basic concepts of Design Thinking and develop Self Awareness
2. To empathize, get sensitized and identify the problems.
3. To encourage wild ideas. Defer judgement. Build on ideas of others
4. To enable translation of an innovative idea into a prototype.
5. To understand, implement, and apply the Design Thinking Principles in Personal & Professional Life

### **Text Book:**

1. Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, Tim Brown, Harper Business, 2009
2. The Design of Business: Why Design Thinking is the Next Competitive Advantage, Roger L. Martin, Harvard Business Review Press; Third Edition, 2009
3. **“Design Thinking-A Practical Approach”** proprietary material-2018, Stanford Tool Kit.

### **References:**

1. Fourth Eye” by Pradeep Khandwala
2. “Action Research” by Eileen Ferrance, “Themes in Education” Northeast and Islands Regional Educational Laboratory Brown University
3. **“Introduction to Life Skills Education”**- NCERT Training Package
4. **“Make space”** - How to Set the Stage for Creative Collaboration” Scott Doorley and Scott Witout, d. School Hasso Plattner Institute of Design at Stanford.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**MBA I Year I Semester**

**20MBAP201 INFORMATION TECHNOLOGY FOR MANAGERS (LABORATORY)**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>

**Course Prerequisite: None**

**Course Description:** This Course focuses on concepts of office automation, provide an understanding and knowledge of MS Word and MS PowerPoint. The Course also delves deeply into MS-Excel and provides hands on experience to the students in using computers for data organization and using various MS office tools.

**Course Objectives:**

1. To provide basic understanding of applications of Office Automation.
2. To gain knowledge on application of various word techniques in real business scenario.
3. To elucidate and develop understanding and knowledge on application of various PowerPoint techniques in real business scenario.
4. To learn various applications of Excel in real business data
5. To analyze and provide hands on experience to students in using computers for data organization and addressing business needs using advanced Excel Techniques.

**UNIT I: INTRODUCTION TO OFFICE AUTOMATION**

Introduction to office automation software and their use-Microsoft Outlook, Online Collaboration, MS One Drive, Google Drive (Sharing of Files Using Cloud Storage) Online meetings (MS Teams, Google meet etc.), E-Commerce, E-Business.

**UNIT II:MS-WORD**

Creation of Document– Format Document-Text editing and saving– Organizing information with tables and outlines-Mail merge, Macros, Inserting Mathematical Formulas– Publishing documents on Web.

**UNIT III:MS-POWERPOINT**

MS PowerPoint– Creation of slides– Use of templates and slide designs for creating PowerPoints slides-use of drawings and graphics. Developing a Professional presentation on Business Plans, Institutions, Products, People etc.

**UNIT IV:MS-EXCEL BASICS**

Creating and using formulas, editing worksheets– Cell Formatting– Key board shortcuts in excel, Creating and editing charts -dynamic charts, secondary axis and other formatting–Sorting and queryingdata

## **UNIT V:MS-EXCEL ADVANCED**

Filters, Offset Function, Data Analysis with Various 3D Formulae, Paste Special, Creating forms in excel for easy data entry , H-lookup, Sum, Average, Max, Min, Match, IF functions, OR functions, Round functions, Time functions, Pivot Tables, Convert function.

### **LIST OF EXPERIMENTS:**

1. MS One Drive, Google Drive (Sharing of Files Using Cloud Storage)
2. Online meetings (MS Teams, Google meet etc.)
3. Creation, editing and formatting the document
4. Organizing information with tables and outlines
5. Inserting Mathematical Formulas.
6. Publishing documents on Web.
7. Mail merge
8. Creation & Running of Macros
9. Creation and editing of Power Point slides
10. Creation and editing of Excel Sheets
11. Creation and editing of Charts
12. Sorting and Querying the data
13. Creation and Use of filters
14. Data Analysis with Various 3D Formulae
15. H-lookup
16. Sum, Average, Max, Min, Match
17. IF, OR, and Time functions
18. Pivot Tables
19. Convert Functions
20. Creating forms

**Course Outcomes:** Upon Successful completion of the course, students will be able to

1. Understand the Office Automation
2. Gain knowledge about MS Word in detail.
3. Elucidate and learn in detail about MS PowerPoint and Make Effective PowerPoint Presentations
4. Learn and apply Basic Excel Applications
5. Analyze, Process Data and Perform Various Mathematical & Statistical Operations Using MS-Excel

**Text Book:**

1. Peter Norton, Introduction to Computers and Communications, -Sixth Edition-Tata McGraw Hill,2009
2. Cox et al,2007 Microsoft Office System Step-by-Step, First Edition, PHI, 2007.

**References:**

1. V. Rajaraman, Introduction to Information Technology, Prentice Hall India,2008
2. George, SPSS for Windows Step by Step,6/e,Pearson Education,2009
3. Winston, Microsoft Office Excel 2007 Data Analysis and Business Modeling, First Edition, Prentice Hall India,2007.
4. David Whigam, Business Data Analysis Using Excel, First Edition, Oxford University

**Mode of Evaluation** Continuous Internal Examination and End Semester Examination.

## **MBA I Year I Semester**

### **20MBAP202 PERSONALITY DEVELOPMENT WORKSHOP (LABORATORY)**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>

#### **Course Description:**

Personality development is the most important facet that any professional must work on. This course will help students in understanding the various aspects of personality and its need. It will also help in developing creative thinking, presentation skills, interpersonal skills, soft skills and team building skills. All these skills will help the participants in their overall personality development.

#### **Course Objectives:**

1. To develop interpersonal skills among students
2. To improve communication skills among students
3. To enhance presentation skills among students
4. To improve soft skills among students to meet their career aspiration
5. To enhance team building skills among students

#### **UNIT I: INTERPERSONAL SKILLS & COMMUNICATION SKILLS**

Activity 1: T-group or training group

Activity 2: Effective Communication; Non-verbal Activity 1: Wordless Acting, Activity 2: Dialogue (A situation given and ask two students to have talk)

Time management and creative thinking

Activity 1: Time Management Matrix, Urgent, Not Urgent, Important, Not Important

Activity 2: Personal Time Survey

Activity 3: Innovative product

#### **UNIT II: PRESENTATION SKILLS AND STRESS MANAGEMENT**

Activity 1: Seminars

Activity 2: Stress management exercises; Hopes & Fears – Establishing Aims & Objectives, Time Management skills, Fact sheet/work sheet on stress- coping with stress, Relaxation exercises

Etiquettes and role plays:

Activity 1 Email Etiquette, Office Etiquette

Activity 2 Telephone Etiquette, Dining Etiquettes

Activity 1 Great personalities, Managers, Film Heroes, Heroines, Politicians, CEO's,

#### **UNIT III: Group dynamics, Team Building, and Personality Development**

Activity 1: Divide the students into groups and give a task for performance Case studies, Problem solving, Project, Mini conferences,

Activity 2: Group observation on Recruiters expectations on skills and characteristics they are most looking for in college graduates and postgraduates

Team Building

Activity 1: Human Knot Game,

Activity 2: Ice breakers for better teamwork

#### **UNIT IV: CAREER PLANNING MATCHING PERSONALITY WITH JOB MBTI**

MBTI (Type Focus) Activity

The Interview.

#### **UNIT V: PERCEPTION- IMPRESSION MANAGEMENT-DISTORTIONS**

Activities: Discussion Forum

Activity: Exploring Narratives

Activity: Perception-Checking Practice

Activity: Impression Management

Interviewing skills & conversation skills:

Activity 1 Resume Preparation, Difference between Resume and CV, Self-Introduction

Activity 2 Technical round, Finishing School (Group Discussion & HR Round), Negotiation Skills

Activity 1 Dos and Don'ts Conversation Skills

Activity 2 Debates, Discussions, Arguments, Yes or No Games,,

#### **Course Outcomes:**

Upon Successful completion of the course, students will be able to

1. Prepare the students to communicate effectively
2. Adapting the students to design effective presentation and innovative thought process
3. Collaboration among students to build efficient teams
4. Devising the students for better career planning
5. Build the students in terms of interview and management skills

#### **Text Book:**

1. **Michael E. Lamb**, Marc H. Bornstein, Social and Personality Development: An Advanced Textbook
2. **Gillian Bur**, Personal Development All-In-One for Dummies Paperback – 26 Nov 2013, Kindle Pub
3. **E.H. McGrath S.J**, Basic Management skills for all, PHI
4. Managing Time (20-Minute Manager) Paperback – 17 Jul 2014, by Harvard Business Review, Kindle Ed.
5. **Edgar Thorpe**, Showick Thorpe, Winning at Interviews.
6. Personality Development, Elizabeth. B. Hurlock, Tata McGraw-Hill Publishing Company Ltd.,

## References:

1. Dale Carnegie, How to win friends and influence people
2. Stephan R Covey, Habits of Highly Effective people
3. S.P. Sharma, Youngster's Guide to Personality Development by
4. Barun K. Mitra, Personality Development and Soft Skills by **Oxford University Press**
5. Goyal Brothers Prakashan, Personality Development and Soft Skills
6. K. V. K. K Prasad and K. V. S. G. Murali Krishna, Personality Development, 2012, Reem Pub
7. S. Anandamurugan, Placement Interviews: Skills for Success Paperback – 20 May 2011 by
8. (Author)
9. Mark Mc Guinness, Time Management for creative people Manage the mundane-create the
10. extraordinary -[www.wishfulthinking.co.uk/blog](http://www.wishfulthinking.co.uk/blog)-First published on [www.business of designonline.com](http://www.business of designonline.com)
11. [http://www.jocrf.org/Understanding\\_Your\\_Aptitudes.pdf](http://www.jocrf.org/Understanding_Your_Aptitudes.pdf)
12. Johnson O'Connor, Understanding Your Aptitudes, Research Foundation,
13. [http://www.jocrf.org/Understanding\\_Your\\_Aptitudes.pdf](http://www.jocrf.org/Understanding_Your_Aptitudes.pdf)
14. Sandy Green, Role Play, Published by David Fulton Publishers Ltd
15. The Little Book of role Play: Little books with big ideas by sally feather
16. <http://www.amazon.com/The-Little-Book-Role-Play/dp/190223362X>
17. B. Yabrah h. Maslow, Robert Frager, James Fadiman, Cynthia Mcreynolds, Ruth lox, Motivation
18. and Personality, 3rd edition
19. Thorpe Showick., DevakarGoel, Winning of Interviews-MBA

## Internet Sources

1. <http://www.business.pitt.edu/katz/mba/experience/clubs.php>
2. <http://revivallife.wordpress.com/2013/12/02/stress-management-session-for-mba-students/>
3. <http://www.teachingprofessor.com/category/articles/group-work>
4. <http://global.oup.com/us/companion.websites/9780199747382/student/chapter3/activities>

**Mode of Evaluation** Continuous Internal Examination and End Semester Examination.



**MBA I Year II Semester**

**20MBAP108 FINANCIAL MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**Course Prerequisite:** None

**Course Description:** The objective of this course is to acquaint the students regarding financial management tools and techniques in financial decision making

**Course Objectives:**

1. To acquaint students with a conceptual and practical framework of the finance functions
2. To analyze the corporate Financial statements
3. To furnish with working knowledge of evaluating the projects by using capital budgeting techniques
4. To provide students with the knowledge of capital structure
5. To provide students with a conceptual and analytical framework of the working capital

**UNIT I: THE FINANCE FUNCTION**

**(8)**

Nature and Scope. Evolution of finance function – The new role in the contemporary scenario – Goals of finance function – maximizing vs satisfying (School); Profit Vs Wealth Vs Welfare; the agency relationship and costs – The new debate on maximizing Vs satisfying. Wealth maximization and Risk-Return trade off.

**UNIT II: FINANCIAL STATEMENT ANALYSIS**

**(14)**

Financial Statement Analysis – Need – Importance -tools and techniques - Statement of Changes in Working Capital, Funds from Operations - funds flow statement - Cash Flow Analysis – Meaning and Purpose of Cash Flow Statement, Format of Cash Flow Statement (AS3), Cash Flow from Operating Activities, Uses and Limitations of Cash Flow Analysis – Ratio Analysis – Meaning, Need, Advantages and Limitations of Ratio Analysis, Classification of Ratios: Profitability Ratios, Solvency Ratios, Liquidity Ratios and Activity Ratios, Projections through Ratios.

**UNIT III: CAPITAL BUDGETING**

**(15)**

Investment decisions importance, difficulties, determining cash flows, methods of capital budgeting; risk analysis (risk adjusted discount rate method and certainty equivalent method); cost of different sources of raising capital; weighted average cost of capital.

**UNIT IV: CAPITAL STRUCTURE**

**(15)**

Capital structure decisions-financial and operating leverage; capital structure theories - NI, NOI, traditional and M-M theories; determinants of dividend policy and dividend models -Walter, Gordon & M.M. models.

## **UNIT V: WORKING CAPITAL**

**(8)**

Working Capital- meaning, need, determinants; estimation of working capital need; management of cash, inventory and receivables.

**Course Outcomes:** Upon Successful completion of the course, students will be able to

1. Practically understand and follow day-to-day developments in financial management
2. Develop an attitude of integrative thinking while analyzing and interpreting financial statement and accounting information
3. Develop the skill of evaluating the projects using capital budgeting techniques
4. Construct the optimum capital structure of the organization
5. Critically evaluate the working capital requirement of the business firms

### **Text Book:**

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
2. Khan M.Y, and Jain P.K., Financial Management, Tata McGraw Hill, New Delhi

### **References:**

1. Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, Financial Management, Pearson Education
2. Chandra, Prasanna, Financial Management, TMH, New Delhi
3. Van Horne, James C., Financial Management and Policy, Prentice Hall of India
4. Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.
5. Kishore, R., Financial Management, Taxman's Publishing House

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

## MBA I Year II Semester

### 20MBAP109 MARKETING MANAGEMENT

L	T	P	C
3	0	0	3

#### Course Description:

The course explains the nature and purpose of marketing, followed by the fundamentals of each of the most important marketing tasks. In addition, the course explains how to integrate product and service decisions with those on pricing, distribution, and promotion.

#### Course Objectives:

1. Familiarize the students with the basic concepts of Marketing.
2. To design various types of products, product line and brand line decisions.
3. To develop pricing strategies.
4. To enable the students to assess sales and distribution concepts of marketing.
5. To build and marketing communication strategies.

#### UNIT I: INTRODUCTION TO MARKETING

(10)

Introduction to Marketing: Core concepts of marketing – Philosophies of Marketing - Marketing mix, Extended Ps of marketing – Marketing environment, Indian Marketing Environment. Contemporary issues in marketing (Lessons from COVID 19) - Market Segmentation and Targeting (Market Segmentation- Cluster Analysis Research Problems): Identification of Market Segments — Segmenting Consumer Marketing, Segmentation Basis, Selecting Target Markets, Segmentation and Targeting as a basis for Strategy Formulation. Developing and Communicating a Positioning Strategy.

#### UNIT II: PRODUCT MANAGEMENT

(9)

Product Life Cycle, PLC as a tool for Marketing Strategy, Constituents of a Product, Core Product, Augmented Product, Differentiated Products, Potential Product, Product Line, Product Mix, Product line decisions, Brand decisions. New Product Development: Classification of new products, New product development (Multidimensional scaling, Conjoint Analysis-Research Problems), Idea Generation, Idea screening, concept testing, business analysis, market testing, commercialization.

#### UNIT III: PRICING STRATEGY

(8)

Objectives of pricing, methods of pricing (Simple Problems on Pricing Methods), Factors affecting pricing decisions - adopting price, initiating the price cuts, imitating price increases, responding to competitor's price changes.

## **UNIT IV: SALES AND DISTRIBUTION MANAGEMENT**

**(8)**

Channel function and flows, channel levels, channel management decisions, types of retailers, trends in retailing, the growth and trends in wholesaling. Sales force Objectives, Sales force structure and size, Sales force Compensation, Sales force and sales agency – Advantages and disadvantages (**Sales Funnels Problems**).

## **UNIT V: MARKETING COMMUNICATION**

**(10)**

Communicating Value – Role of Marketing Communication – Developing Effective Communication – Marketing Communication Mix – Managing the Integrated Marketing Communications process – Managing Mass Communication – Advertising, Surrogate advertising - Sales promotion (Advertising Metrics Simple Problems) - Word of mouth - Public relations and Direct Marketing, Introduction to Digital Marketing Concepts, Socially Responsible Marketing – Internal Marketing – Rural marketing.

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Understand the basic concepts of marketing.
2. Design various types of products, product line and brand line decisions.
3. Develop various pricing strategies for goods and services.
4. Apply the sales and channels of distribution strategies in marketing.
5. To execute marketing communication strategies.

### **Text Book:**

1. Marketing Management, Phillip Kotler, 14/e, Pearson, 2011
2. Marketing Management, Rajan Saxena, 4/e, TMH, 2010

### **References:**

1. Marketing – The Core, Kerin, Hartley and Rudelius, McGraw Hill, Irwin, 2012
2. Case Studies in Marketing, The Indian Context, Srinivasan, PHI, 2012
3. Marketing, Lamb, Hair and McDaniel, Cengage Learning, 2013
4. Marketing Management, V.S. Ramaswamy and S. Namakumari, 5/e McGrawHill, 2013.
5. Introduction to Marketing theory and practice, Adrian Palmer, 3/e, Oxford University Press 2012
6. Marketing – concepts and Cases, Etzel, Walker, Stanton, Pandit, TMH, 2008

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**MBA I Year II Semester**

**20MBAP110 PRODUCTION AND OPERATIONS MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**Course Prerequisite:** None

**Course Description:**

The course engages students with an introduction to the concepts, principles, problems, and practices of operations management. Emphasizes on tools used in production/operations management and explains the recent trends in quality management.

**Course Objectives:**

1. To familiarize students with the major operational problems, issues, and tools that confront managers.
2. Examine the importance of product design decisions in building environmental concern products.
3. Identify the types of production system and innovation in process of ecofriendly products.
4. Analyze the contemporary facilities layouts for better facility design.
5. Demonstrate the quality tools like SPC, TQM and quality improvements to facilitate organizational effectiveness.

**UNIT I: INTRODUCTION TO OPERATIONS MANAGEMENT (11)**

History of operations management, strategic importance of Operations Management; decisions in operations: products and service, process and technology, Capacity and facilities, human resources, quality, and sourcing. Tools of decision-making decision in operations using excel

**UNIT II: PRODUCT DESIGN (10)**

Product Design Process: Idea generation, feasibility study, Form Design, functional Design, final design and process plans; Technology in Design, Design Quality Review, Design for Environment, Metrics for design quality, Design for Manufacture & Assembly (DFMA), Quality Function Deployment.

**UNIT III: PROCESS DESIGN & TECHNOLOGY (13)**

Types of processes: Projects, batch production, Mass Production, continuous production; Process Planning: Make or buy Design, Process selection with break-even analysis, Process plans; Process analysis, Process Innovation, Technology Decisions, Job sequencing algorithms-Johnsons rule.

## **UNIT IV: FACILITIES DESIGN**

**(12)**

Facility location, Basic Layouts-process, product, fixed position layouts; Designing process layout: block diagramming, relationship diagramming, computerized solutions; Designing a service Layouts, Shared spaces, Designing Product Layouts: Line balancing, computerized line balancing; Hybrid Layouts-Cellular, flexible manufacturing systems, Mixed model assembly lines

## **UNIT V: QUALITY MANAGEMENT**

**(14)**

Evolution of Quality Management System, Quality Management: Statistical Process control, TQM, Cost of Quality, Effect of Quality Management on Productivity, Quality improvement: JIT, Kaizen approach; Work measurements-work study, time study; Forecasting, Inventory management, Human Resource management in operations. An overview of Theory of Constraints.

### **Course Outcomes:**

Upon Successful completion of the course, students will be able to

1. Understand the operational issues and decisions that confront managers.
2. Apply product design tools such as DFMEA and QFD for ecofriendly product design.
3. Analyze the different production methods and innovation for effective process design.
4. Apply facility planning tools to optimize space and cost of operations.
5. Assess the Quality Management Practices of a Business and take Corrective Measures.

### **Text Book:**

1. Operations Management by Roberta S. Russell and Bernard W. Taylor (III); Pearson Education, 2003 edition.

### **Reference books**

- 1 R. Panneerselvam, Production & Operations Management, PHI
- 2 S.N. Chary, Production & Operations Management, TMH
- 3 Shailendra Kale, Production and Operations Management, McGraw Higher Ed
- 4 Operations Management, Arun Kumar and N. Meenakshi, Cengage Learning
- 5 K.C. Jain, Production and Operations Management, Wiley India.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**MBA I Year II Semester**

**20MBAP111 HUMAN RESOURCE MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Prerequisite: None**

**Course Description:**

To introduce the students the fundamental of Human Resource Management and it's various Interventions that facilitate organization in harnessing its performance

**Course Objectives:**

1. To familiarize the students with Human Resource Management; Concepts and Functions.
2. To elucidate the HR Procurement and employee mobility
3. To discuss the significance of Human Resource Development interventions
4. To understand the human resource maintenance issues.
5. To explain Human Resource Measurement and industrial relation

**UNIT I: BASICS OF HUMAN RESOURCES MANAGEMENT**

**(8)**

Concept, Nature and scope of Human Resource Management, Functions, HR profession and HR Department; HR as competitive advantage, Emerging trends of HRM in domestic and global economy: HR and digital and social media, HR Outsourcing, Employee Engagement. Diversity Management – HR issues in Mergers and Acquisitions.

**UNIT II: HUMAN RESOURCES PROCUREMENT**

**(9)**

Job Analysis – Job Description and Job Specification, Recruitment: Concept, Objective, Process; Selection Procedure; Mobility of employees – Promotion and Transfer: Basis and types, Employee Separations.

**UNIT III: HUMAN RESOURCE DEVELOPMENT**

**(9)**

Induction- Concept, importance and coverage and Placement; Training and Development- Concept and Process- Training Need Assessment, Training Program Design, Training Program Implementation, Evaluation of Training Programs; Performance Management – objectives, uses and methods; Career Management: Career stages, anchors and Process.

**UNIT IV: HUMAN RESOURCE MAINTENANCE**

**(9)**

Job Evaluation- Concept, Process and Methods; Compensation management- Concept, Objectives, Policy, Factors influencing employee compensation, Employee Welfare Practices, Managing Knowledge and OPH (Organizational and Personnel Health).

## **UNIT V: HUMAN RESOURCE MEASUREMENT AND INDUSTRIAL RELATIONS (10)**

Introduction to Human Resource Accounting, Human Resource Audit and HR analytics ; Industrial Relation system in India – Definition, scope, objectives and significance; preventive and settlement machinery; discipline in industry; grievance and the procedure for the Redressal of grievance; collective bargaining; worker's participation in management Introduction to Trade Union Act 1926; and Industrial Dispute Act 1947.

**Course Outcomes:** Upon Successful completion of the course, students will be able to

1. Understand basics of Human Resource management
2. Analyze the various aspects of HR Procurement and employee mobility
3. Evaluate the need for Human Resource Development interventions
4. Identify the human resource maintenance issues in HRM.
5. Apply Human Resource Measurement and industrial relation system

### **Text Book:**

1. Dessler Gary, Human Resource Management, 10th Edition, Pearson/Prentice Hall of India 2006.
2. . Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2012). HR from the outside in: Six competencies for the future of human resources. McGraw Hill Professional.

### **References:**

- 1 Bohlander, Human Resource Management, 10th Edition, Thomson 2006.
- 2 Aswathappa, Human Resource Management, 4th Edition, TMH 2006.
- 3 R.Wayne Mondy, Robert M.Noel, Human Resource Management, Pearson
- 4 Subbarao, Personnel and Human Resource Management – Text and cases, Himalaya, 2009
- 5 Noel A.Raymond, John Hollenbeck, Barry Gerhart and Patrick Wright, Human ResourceManagement, Tata McGraw Hill.
- 6 Muller, Human Resource Management a case study approach, Jaico Publishers,2008
- 7 VSP Rao, Human Resource Management, Text and Cases, Excel Books 2006.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.



**MBA I Year II Semester**

**20MBAP112 BUSINESS RESEARCH METHODS USING SPSS**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Course Prerequisite: None**

**Course Description:**

This Course enhance the knowledge of the student by imparting them a fundamental of research right from problem definition research design data collection to report writing and presentation making the students to conduct a disciplined and reliable research.

**Course Objectives:**

1. To Create a knowledge base for better business research
2. To enable the students to follow the basics principle of research.
3. To Illustrate various source and method of data collection
4. To explain the need of different statistical tools
5. To make student follow standards guidelines in preparing and presenting report

**UNIT I: INTRODUCTION TO BUSINESS RESEARCH (6)**

Business research – Definition -Types of Research - Role of Business Research in Managerial Decisions - Scientific Investigation, Deduction and Induction. The Language of Research - Information needs of Business – Commonly used Technologies in Business Research such as Groupware, Neural Networks, CAM, CAD, ERP, SPSS - Ethics in Business Research

**UNITII: RESEARCH PROCESS (6)**

Problem Identification - Preliminary Data Gathering - Literature Survey – Theoretical Framework- Sampling, Hypothesis Development - Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study - Measurement of Variables - Rating Scales- Ranking Scales- Reliability and Validity.

**UNIT III: COLLECTION OF DATA (6)**

Sources of Data-Primary Sources of Data-Secondary Sources of Data - Data Collection Methods- Interviews: Structured Interviews and Unstructured Interviews-Face to face and Telephone Interviews. Observational Surveys: Questionnaire Construction: Organizing Questions-Structured and Unstructured Questionnaires – Guidelines for Construction of Questionnaires.

#### **UNIT IV: INTRODUCTION TO SPSS AND DATA ANALYSIS TECHNIQUE (7)**

Introduction to SPSS – Data Coding, Retrieving - An overview of Descriptive Statistics – Mean, Median, Mode and Bar Diagrams, Pie-Diagram, and Histograms, Reliability analysis. Introduction to statistical techniques - Chi square test, T-test, ANOVA, Exploratory Factor Analysis, Multiple Regression Analysis, Multiple discriminant analysis, Cluster analysis and Binary logistic regression.

#### **UNIT V: RESEARCH REPORT WRITING AND PLAGIARISM CHECK (5)**

Research Report: Research Reports-Components-Title Page - Table of Contents - Executive Summary - Introductory Section - Body of the Report - Conclusion of the Report- References- Appendix - Guidelines for Preparing a Good Research Report Oral Presentation- The Presentation and Handling Questions. Introduction to Plagiarism- What and why

#### **Course Outcomes:**

Upon successful completion of the course, students will be able to

- 1 Understand the basics of business research and use the various technologies in Business Research
- 2 Prepare methodology for pursuing research
- 3 Choose correct data source, design a proper Questionnaire and administer for the collection and analysis of data.
- 4 Apply the required statistic statistical tool based on the nature of data and make better interpretation.
- 5 Create business and research report as per the standard

#### **Text Book:**

- 1 Uma Sekaran, Research Methods for Business–A Skill Building Approach, John Wiley & Sons (Asia) Pte.Ltd, Singapore, 2003.
- 2 Shiv Kumar Practical Statistics, Sultan Chand & Co.
- 3 S.P.Gupta and M.P.Gupta , Business Statistics, Sultan Chand &Co.

#### **References:**

1. Donald R Cooper and Pamela S Schindler, Business Research Methods, 9/e, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2009
2. William G. Zikmund, Business Research Methods, 7/e, Cengage, 2008.
3. J.K.Sharma, Business Statistics, Pearson's Education.
4. S.C.Gupta & V.K.Kapoor Fundamental of Applied Statistics, Sultan Chand & Co
5. JF Hair, WC Black, BJ Babin, RE Anderson , Multivariate Data Analysis, 7e, Prentice Hall, 1998

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

## MBA I Year II Semester

### 20MBAP113 ECONOMETRICS FOR MANAGERS

L	T	P	C
2	0	2	3

**Course Prerequisite:** None

**Course Description:** Basic Econometrics is to familiarize the students the basics of theory and application of econometric models. The course focuses on providing hands on experience with application of econometric models such as regression models, basic time series models, and volatility estimation. It also focuses on understanding and the interpretation of relations among economic variables which have a direct impact on world economic scenario and in formulating, testing microeconomic and macroeconomic hypotheses.

**Course Objectives:**

1. To familiarize students with the basic concepts of econometrics, interpretation of the descriptive statistics and correlation
2. To analyze and estimate the theoretical and practical aspects of simple and multivariate regression.
3. To enable students to examine multicollinearity, auto correlation and heteroscedasticity.
4. To apply Unit Root Test; Causality Test; Cointegration Test; and to construct ARMA – ARIMA Models.
5. To estimate and interpret the time series models and volatility modelling

**UNIT I: INTRODUCTION TO ECONOMETRICS (10)**

Definitions, Importance, and scope of econometrics; Mathematics Vs Statistics Vs Econometrics; the methodology of econometric research; Univariate Statistics. Bivariate Statistics. Specification and estimation of an econometric model; Basic concepts of estimation; Desirable properties of estimators; Unbiasedness, efficiency. Consistency and sufficiency.

**UNIT II: REGRESSION ANALYSIS AND THEORETICAL DISTRIBUTION (12)**

Statistical vs. deterministic relationships; correlation and regression; Coefficient of determination; Estimation of an equation. Bivariate Econometric Modelling; Trivariate Econometric Modelling; Multivariate Econometric Modelling.

**UNIT III: ESTIMATION THEORY (13)**

OLS method –Assumptions –Gauss-Markov Theorem; Testing of regression coefficient; Test for regression, coefficient of determination, t test, ANOVA, F test. Problem of heteroscedasticity; Auto correlation (first order); correlogram, multicollinearity--- their consequences, Lags in econometric models—concepts.

**UNIT IV: TIME SERIES ANALYSIS (13)**

Basics of Time Series; Box - Jenkins Methods ARM and MAM - ARIMA; Error Measurements; Univariate Time Series Modelling; Unit Root Test; Cointegration Test; Causality Test.

## UNIT V: VOLATILITY MODELLING

(12)

Basics of capital markets & volatility, VAR, ARCH/ GARCH - EGARCH/ TGARCH

### LIST OF EXPERIMENTS:

1. Descriptive Statistics
2. Linear Regression using Ordinary Least square method
3. Multiple Regression using Ordinary Least Square method
4. Multicollinearity Test
5. Residual Test 1 (Heteroskedasticity)
6. Residual Test 2 (Auto Correlation)
7. Residual Test 3 (Normality)
8. Auto Regressive Moving Average (ARMA)
9. Unit Root Test (Augmented Dicky Fuller Test)
10. Auto Regressive Integrated Moving Average (ARIMA)
11. Autoregressive Conditional Heteroskedasticity (ARCH)
12. Generalized Autoregressive Conditional Heteroskedasticity (GARCH)

**Course Outcomes:** Upon Successful completion of the course, students will be able to

1. Understand the basic concepts of econometrics, Interpretation of the descriptive statistics and correlation
2. Apply and Estimate the simple and multiple regression models to know the relations among economic variables which have a direct impact on world economic scenario.
3. Diagnose multicollinearity, auto correlation and heteroscedasticity to select correct and better econometric models.
4. Apply Unit Root Test; Causality Test; Cointegration Test; and also, they will be able to Construct ARMA – ARIMA Models.
5. Estimate and Interpret the univariate time series models and volatility modelling

### Text Book:

1. Damodar Gujarati – “Basic Econometrics”., McGraw - Hill, 2007.
2. Joseph F. Hair Jr, William C. Black, Barry J. Babin & Rolph E Anderson – Multivariate Data Analysis -7<sup>th</sup> Edition Pearson
3. Koutsoyiannis A. – “Theory of Econometrics”.
4. William.H. Greene – “Econometric Analysis”.

**References:**

1. William.H. Greene – “Econometric Analysis
2. Dougherty, Christopher. “Elements of econometrics”. Study Guide. University of London, 2004.
3. Brooks, C. (2014). Introductory Econometrics for Finance. Cambridge university press.
4. Bhaumik, S. K. (2015). Principles of Econometrics: A Modern Approach Using EViews. Oxford University Press.
5. 5. Baum, C. F., & Christopher, F. (2006). An Introduction to modern econometrics using Stata. Stata press.
6. Agung, I. G. N. (2011). Time series data analysis using EViews. John Wiley & Sons.
7. Adkins, L. C. (2014). Using GRETTL for Principles of Econometrics, Version 1.0411. Oklahoma State University, Oklahoma, USA.

**Mode of Evaluation:** Continuous Assessment, Mid Term Test, End Semester Examination.

**MBA I Year II Semester**

**20MBAP114 INDIAN ETHOS AND BUSINESS ETHICS**

L	T	P	C
2	0	0	2

**Course Prerequisite: None**

**Course Description:**

This course acquaints the students with Indian ethos and ethics in Business Management.

**Course Objectives:**

- 1 To impart Indian ethos from Indian historical perspectives.
- 2 To discuss Indian heritage in business management.
- 3 To understand contemporary leadership approaches and cosmic laws Karma, creation, Humility, Growth, Responsibility and Connection
- 4 To explain theories and approaches of ethics.
- 5 Discuss ethics in business

**UNIT I: INTRODUCTION**

(5)

History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management Lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Arthashastra,

**UNIT II: INDIAN HERITAGE IN BUSINESS, MANAGEMENT**

(6)

Production and Consumption. Ethics v/s Ethos , Indian v/s Western Management, Work Ethos and Values for Indian Managers- Relevance of Value Based Management in Global Change- Impact of Values on Stakeholders, Trans-Cultural Human Values, Secular v/s Spiritual Values , Value System in Work Culture, Stress Management-Meditation for mental health, Yoga,

**UNIT III: LEADERSHIP AND COSMIC LAWS**

(7)

Contemporary Approaches to Leadership- Joint Hindu Family Business–Leadership Qualities of Karta, Indian Systems of Learning-Gurukul System of Learning , Advantages- Disadvantages of Karma, importance of Karma to Managers-Nishkama Karma- Laws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection-Corporate Karma Leadership.

**UNIT IV: THEORIES AND APPROACHES OF ETHICS**

(6)

Understanding the need for ethics, Ethical values, myths and ambiguity, ethical codes, Ethical Principles in Business; Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Managing Ethical Dilemma.

## **UNIT V: ETHICS IN BUSINESS**

(6)

Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process; ethical dilemmas in different business areas of finance, marketing HRM and international business, Ethical Culture in Organization, Developing codes of Ethics and conduct, Ethical and value based leadership. Role of scriptures in understanding ethics, Indian wisdom & Indian approaches towards business ethics, Cognitive barriers to a good ethical judgement - Whistle Blowing, Corporate Governance and Corporate Social Responsiveness.

### **Course Outcomes:**

Upon Successful completion of the course, students will be able to

1. Understand Indian ethos from Indian historical perspectives.
2. Discover Indian heritage in business management.
3. Analyze and Apply contemporary leadership approaches and cosmic laws Karma, creation, Humility, Growth, Responsibility and Connection
4. Evaluate theories and approaches of ethics.
5. Develop and Apply ethics in business.

### **Text Book**

1. Chakraborty, S.K.: Foundations of Managerial Work – Contributions from Indian Thought, Himalaya Publishing House, Delhi 1998.

### **Reference books:**

1. Chakraborty, S.K.: Ethics in Management: Vedantic Perspectives, Oxford University Press, Delhi 1995.
2. Boatright, John R: Ethics and the Conduct of Business, Pearson Education, New Delhi 2005.
3. Kumar, S. and N.K.Uberoi: Managing Secularism in the New Millenium, Excel Books 2000.
4. Griffiths, B: The Marriage of East and West, Colling , London 1985.
5. Trevion and Nelson: Managing Business Ethics, John Wiley and Sons, 1995.
6. Bhaskar R.K : Man Management: A Value Based Management Perspectives, Sri Satya Sai Students and Staff Welfare Society, 2011

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**MBA.I Year Semester – II**

**20MBAP203 BUSINESS RESEARCH METHODS WITH SPSS (LABORATORY)**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>

**Course Prerequisite:** None

**Course Description:** This course is designed to make student understand various statistical tool available in the SPSS for data analysis and prepare them to choose right statistical tool based on the nature of data. It further enables the student to represent their data in a graphical form

**Course Objectives:**

1. To impart knowledge on different statistical techniques
2. To develop student ability to represent data in graphical forms
3. To Develop students’ critical thinking in deciding type of statistical technique to be used in analysis
4. To develop student’s ability to interpret research finding correctly
5. To make use of statistical techniques in quality decision making

**UNIT I: GRAPHS & DIAGRAMS OF STATISTICAL DATA (4)**

Bar Diagrams and Pie-Diagram, Histogram, Frequency Polygon and Frequency Curve

**UNIT II: CORRELATION, REGRESSION & FACTOR ANALYSIS (7)**

Computing Correlation Coefficient & Coefficient of Determination for Bivariate Distribution., Computing Simple Linear Regression, Computing Multiple Linear Regression, Reliability Test

**UNIT III: LARGE SAMPLE TESTS –INTRODUCTION AND APPLICATION (4)**

Z-test for a Single Mean, Z-test for a Difference of Means, One Sample Test for Proportion, Two Sample Test for difference of Proportions

**UNIT IV: SMALL SAMPLE TESTS AND F TEST -INTRODUCTION (8)**

Chi-Square Test for Goodness of Fit, Chi-Square Test for Independence of Attributes, t-Test for Single Mean, t-Test for Difference of Means, Paired t-Test, ANOVA-One-Way Classification, ANOVA-Two-Way Classification

**UNIT V: MULTIVARIATE ANALYSIS (7)**

Principal Component and Factor Analysis, Cluster Analysis, Multiple discriminant Analysis and Binary logistic regression



## **LIST OF EXPERIMENTS:**

1. Creation of Bar Diagrams and Pie-Diagram, Histogram
2. Simple & Multiple Regression using Ordinary Least Square method
3. Z-test for a Single Mean & Z-test for a Difference of Means
4. Chi-Square Test for Goodness of Fit
5. Chi-Square Test for Independence of Attributes
6. t-Test for Single Mean, t-Test for Difference of Means
7. Paired t-Test
8. ANOVA-One-Way Classification & ANOVA-Two- Way Classification
9. Principal Component and Factor Analysis
10. Cluster Analysis
11. Multiple Discriminant Analysis
12. Binary logistic regression

## **Course Outcomes:**

1. The students will have knowledge on various statistical tools available in SPSS
2. The student can apply correct statistical techniques based on nature of data and type of decision to be made.
3. Students will be able to analyze and represent data in different form.
4. Students will develop the ability to interpret the finding correctly
5. To make use of statistical technique in quality decisions makings

## **Textbook:**

1. Practical Statistics, Shiv Kumar, Sultan Chand & Co.
2. Business Statistics, S.P.Gupta and M.P.Gupta, Sultan Chand &Co.
3. Field, Andy. Discovering statistics using IBM SPSS statistics: sage, 2017.

## **Reference Books:**

1. Business Statistics, J.K.Sharma, Pearson's Education.
2. Fundamental of Applied Statistics, S.C.Gupta & V.K.Kapoor, Sultan Chand & Co.
3. Statistics for Management, Richards I. Levin & Rubin, Pearson Education.
4. Quantitative Methods in Business, Anderson, Thomas Learning.
5. Kashyap Trivedi & Chirag Trivedi- Business Mathematics.
6. S.C.Gupta and V.K.Kapoor, Sultan Chand & Sons New Delhi, Fundamentals of Mathematical Statistics.

**Mode of Evaluation:** Continuous Internal Assessment, End Semester Examination.

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>

**Pre-requisite NIL**

**Course Description:**

The course emphasizes the importance of optimization tools for business decision making. The course covers the topics that include, linear programming, Transportation, Assignment, Game theory, Replacement models, Simulation, Queuing theory, and CPM/ PERT techniques used for managerial decision making in different decision environments.

**Course Objectives:**

1. To understand the significance of Operations research and impart the knowledge of formulation of practical problems using the linear programming method for optimal decision making.
2. To solve specialized linear programming problems like the transportation and assignment problems for making optimize allocation related decisions.
3. 3.To comprehend the methods used for solving game theory and making decision under competitive environment.
4. 4.To familiarize students with various types of simulation& Replacement methods used for better business decisions.
5. 5.To examine project management & queuing theory methods used for optimizing managing projects and queuing system

**UNIT I LINEAR PROGRAMMING PROBLEM**

**(9)**

Introduction to Operations Research, Linear Programming Problem- Formulation and Graphical Solution of LPP, Simplex Algorithm, Artificial Variable Technique- Big M-method. Data using with Excel Solver

**UNIT II TRANSPORTATION AND ASSIGNMENT PROBLEMS**

**(9)**

Transportation problem-mathematical model, IBFS by Vogel’s Approximation method, Optimal solution by MODI’s method.

Assignment problem, mathematical model, Hungarian’s algorithm for solving Assignment problem, Travelling salesman problem.

**UNIT III GAME THEORY**

**(9)**

Introduction to theory of games, Two-person zero-sum games, pure strategies-games with saddle point, mixed strategies- games without saddle point rules of dominance, solution method games without saddle point by algebraic method and arithmetic method.

**UNIT IV REPLACEMENT MODELS & SIMULATION**

**(9)**

Introduction to Simulation, types of simulation, Stochastic Simulation and Random numbers-Monte – Carlo Simulation.

Introduction to replacement models, replacement of items whose efficiency deteriorates with time, replacement of items that completely fail- individual replacement policy.

## **UNIT V PROJECT MANAGEMENT AND QUEUING MODELS**

**(9)**

Network analysis- Network representation, Critical Path Method (CPM) and Project Evolutionary and Review Technique (PERT).

Introduction to Queuing theory. single server queuing models (M/M/1): ( $\infty$ /FCFS)

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Formulate real-world problems as a linear programming model and demonstrate the solution process by excel solver.
2. Analyze transportation and assignment problems for optimal resource allocation in business conditions.
3. Apply the knowledge of game theory concepts to articulate real-world decision situations for strategic decisions in competitive environment.
4. Develop simulation models of business events and understand replacement policy for optimization of resources.
5. Demonstrate project management methods to accomplish projects in time and appropriate queuing model for practical applications.

### **Text Book**

1. J K Sharma, Operations Research: Theory and Practice, Macmillan Publishers India Ltd, 5th Edition, 2013.
2. Reference Books
3. KantiSwaroop, Gupta P.K. Man Mohan, "Operations Research", Sultan Chand and Sons, 2014
4. FS Hillier and GJ Lieberman, Introduction to Operations Research, TMH, 10/E, 2017.
5. A Ravindran, DT Philips and JJ Solberg, Operations Research: Principles and Practice, John Wiley & Sons, Singapore, Second Edition.
6. Jeffrey Strickland, "Operations Research using Open-Source Tools" Lulu Press, US.
7. A. Ravi Ravindran, "Operations Research and Management Science Handbook", CRC Press, Taylor & Francis Group.

Mode of Evaluation: Assignments, Mid Term Tests, End Semester Examination.

L	T	P	C
3	0	0	3

**Pre-requisite NIL**

**Course Description:**

The course imparts the students with an overview of Strategic Management process and also it develops the skills required to formulate and evaluate the strategies required for organizations.

**Course Objectives:**

1. To enable students to define and frame objectives, vision and mission for organizations.
2. To discuss various tools and techniques of strategic analysis and choices.
3. To explain strategy formulation and various kinds of strategies
4. To familiarize the process of Strategy implementation and issues related to it.
5. To examine strategy evaluation and control.

**UNIT I INTRODUCTION**

**(9)**

Concept and Role of Strategy; The Strategic Management Process; Approaches to Strategic Decision Making; Strategic Role of Board of Directors and Top Management; Strategic Intent; Concept of Strategic Fit, Leverage and Stretch; Global Strategy and Global Strategic Management; Strategic flexibility.

**UNIT II STRATEGIC ANALYSIS AND CHOICE: TOOLS AND TECHNIQUES**

**(9)**

Porter's five force model, BCG matrix, GE model, TOWS matrix, Market life cycle model and Organizational learning and the Experience curve. Environment Analysis and Diagnosis. Balanced scorecard, sustainable advantage.

**UNIT III STRATEGY FORMULATION**

**(9)**

Strategic options at Corporate Level –Growth, Stability and Retrenchment Strategies; Corporate Restructuring Strategic options at Business Level and at functional level- Strategies for emerging industries-maturing- declining industries, fragmented industries- hyper –competitive industries and turbulent industries-offensive-defensive strategies. New Business Models and strategies for dealing in Various Situations.

**UNIT IV STRATEGY IMPLEMENTATION**

**(9)**

Interdependence of Formulation and Implementation of Strategy; Issues in global strategy implementation- Planning and allocating resources; Organization Structure and Design; Budgets and support system commitment; culture and leadership. Reasons for Strategy Failure and Methods to Overcome.

**UNIT V STRATEGY EVALUATION AND CONTROL**

**(9)**

Establishing strategic Controls-Role of the strategist -benchmarking to evaluate performance strategic information systems-Guidelines for proper control-Strategic surveillance –strategic audit- Strategy and Corporate Evaluation and feedback in the Indian and international context Reasons and process of firms internationalization; Multi-country and global strategies; Outsourcing strategies.

**Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Apply knowledge acquired during the course to develop clear objectives, vision and mission for organizations.
2. Design various tools and techniques of strategic analysis as appropriate
3. Formulate strategy to address organization's needs.
4. Implement Strategy for organization's success.
5. Ability to analyze and predict the impact of strategic decisions.

**Text Book(s)**

1. Exploring Corporate Strategy: Text & Cases by Gerry Johnson and Kevan Scholes, 7th edition PHI
2. Strategic Management and Business Policy by Azhar Kazmi, 3rd edition Tata McGraw Hill

**Reference Books**

1. Crafting and Executing Strategy: Concepts and Cases, Thompson, Gamble, Jain, 14/e, TMH, 2009.
2. Strategic Management Concepts and Cases, Fred R. David 12/e, PHI, 2008
3. Concepts in Strategic Management and Business Policy, Wheelen & Hunger, Pearson Education, New Delhi, 2008.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**Syllabus – Generic Electives**

**For the students admitted to  
Master of Business Administration from the academic  
Year 2020-21 batch onwards**

**20MBAP501 MANAGEMENT INFORMATION SYSTEMS**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Prerequisite: None**

**Course Description:** This course introduces the various information and communication technologies. Students will study and practice using modern information technologies. Students will examine how information systems are used to solve problems and make better business decisions and apply these concepts to analyze business cases. Students will be able to know information technology security tools and techniques.

**Course Objectives:**

1. To familiarize the students with the foundation concepts of Information System and fundamentals of strategic advantage.
2. To enable the students to have an understanding about the database approach to improve business and decision-making process.
3. To elucidate and learn about the system development life cycle method and different strategies for business development
4. To enable the students to analyze system vulnerabilities and analyze various methods of communications in decision making process.
5. To provide an insight into the management challenges, controlling techniques and establishing security framework.

**UNIT I: INTRODUCTION AND FOUNDATION CONCEPTS**

**(8)**

Foundations of information systems (IS) in business System concepts, Components of an IS, IS Resources, fundamental roles of IS applications in business – trends in IS – types of IS – managerial challenges of information technology. Competing with information technology (IT) Fundamentals of strategic advantage – strategic uses of IT – the value chain and strategic IT – using IT for strategic advantages – the basics of doing business on the Internet.

**UNIT II DATA BASE AND INFORMATION MANAGEMENT**

**(10)**

Data in a Traditional file Environment, The Database Approach to Data Management; Databases improve business performance and decision making, Manage data Resources. The Role of InformationSystem in Business Today, Perspectives on Information Systems, Contemporary Approaches to Information Systems, Organization and Information Systems.

**UNIT III: MIS DEVELOPMENT PROCESS**

**(10)**

System development – System Life cycle method, Structured Development method, Developing Business/IT Strategies Planning for competitive advantage – business models and planning – Business/IT planning – Business application planning – Implementing IT–IS development – the Systems approach – the Systems Development Cycle – Prototyping – Systems development process –End-user

development – implementing new systems – Software development.

#### **UNIT IV: INFORMATION SYSTEMS**

(7)

Computers in Management – MIS Office automation – Decision Support System – Expert System- Knowledge Work Systems, Artificial Intelligence, Group Decision Support Systems (GDSS).

**Control:** System Vulnerability and Abuse, Business value of Security and Control, establishing a Framework for Security and Control, Technologies and Tools for Protecting Information Resources.

#### **UNIT V: SYSTEM AUDIT & MANAGEMENT CHALLENGES**

(10)

Security and ethical challenges Ethical responsibility of a business – computer crime – privacy issues – health issues – Security management of IT – tools of security management -Verification and Validation– internet worked security defenses – security measures - The moral dimensions of Information Systems. Enterprise and global management of IT Managing the IS function – failures in IT management – the international dimension in IT management – Cultural, political, and geo-economic challenges Global business/IT strategies and applications – global IT platforms.

#### **Course Outcomes:**

Upon Successful completion of the course, students will be able to

1. Understand the Information system concepts and strategic advantage.
2. Elucidate and learn about database and Information Management
3. Learn about the Systems development cycle and MIS Development Process.
4. Gain insight into system vulnerabilities and various methods of communications in decision making process.
5. Analyze the management challenges and security issues.

#### **Text Book:**

1. Management Information Systems, C Laudon and Jane P. Laudon, et al, 9/e, PHI and Pearson
2. Stair, R. M. & Reynolds, G. W. (2001). Principles of Information Systems, 5e, Singapore: Thomson Learning.

#### **References:**

1. Management Information Systems, Gordon B. Davis & Margrethe H. Olson, Tata McGraw-Hill, 2006.
2. Management Information Systems Text & Cases, W S Jawadekar, Tata McGraw-Hill , 2009
3. Introduction to Information Systems, Rainer, Turban, Potter, WILEY-India, 2006.
4. Management Information Systems, James A. O brein, Tata McGraw-Hill , 10/e, 2009.
5. Management Information Systems, Dharminder and Sangeetha, 1/e, Excel books, 2006
6. Cases in MIS, Mahapartra, PHI, 2009
7. Management Information Systems, Text & Applications C.S.V. Murthy, Himalaya Publishing House.
8. Management Information Systems, Cengage Learning India Pvt. Ltd, Delhi ,2008.
9. Management Information Systems, Pearson Education, Noida McLeod, 2008
10. Information Systems Project Management, Pearson Education, Noida- John McManus and Trevor Wood-Harper,2010.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.



**20MBAP502 SUPPLY CHAIN ANALYTICS**

L	T	P	C
3	0	0	3

**Course Prerequisite: None**

**Course Description:** This course introduces the students to development of theoretical foundation for building forecasting models incorporating power of predictive analytics and the trends and autocorrelation patterns identified from historical data. Secondly, it teaches the students how use these models on point-of-sale information to build demand forecasts as an aggregation of models across the enterprise, and finally it tells them how to use the developed predictive dynamic models for aggregate supply chain planning and for local distribution decision making as well as to influence and shape demand.

**Course Objectives:**

1. To provide an understanding of the information and process required for preparing demand forecasts required for supply chain management.
2. To enable student to appraise supply chain metrics and key performance indicators.
3. To help student prepare demand forecasts by applying business and economic variable with predictive value.
4. To equip student to assess the impact of various strategies on different aspects of a supply chain
5. To explain the future of supply chain analytics.

**UNIT I: AN OVERVIEW OF SUPPLY CHAIN ANALYTICS (8)**

Core components of supply chain analytics, how supply chain analytics works, what makes a good analytics, types of analytics; Importance of supply chain analytics, big data in the supply chain, how analytics provides solutions, benefits of supply chain analytics, supply chain analytics as a differentiator.

**UNIT II: BASICS METRICS AND KPI (8)**

Strategic goals, two strategic considerations, Supply chain performance and SCOR model, Maturity models, Reference models, and Benchmarking, Applying goals to supply chain. Types of data to be collected, Estimation of various types of costs. Application and appraisal of metrics and KPIs.

**UNIT III: MODELS AND METHODS FOR VISIBILITY IN SUPPLY CHAIN (12)**

Introduction to multiple regression and stepwise selection of predictive variables, model overfitting, model cross validation, selection of variables in linear regression: forward, backward and best subset selection. Model shrinkage methods and selection of variates in linear regression: the lasso; Holt's model, holt-winter model; Introduction to ARIMA Models; Preparation and analysis of demand forecasts.

## UNIT IV: APPLICATION OF SUPPLY CHAIN ANALYTICS

(10)

Demand forecasting, inventory visibility, partner performance reporting, Procurement reporting; Approach to getting started on supply chain analytics: planning and building an analytics initiative, Measuring supply chain performance. Using data analysis to assess the impact of various strategies on different aspects of a supply chain

## UNIT V: EMERGING TRENDS OF SUPPLY CHAIN ANALYTICS

(7)

Pace and variety of current supply chain data, integration and embedding analytics, prescriptive analytics, cognitive analytics; need for planning and strategy, common data structures and terminology, setting achievable and actionable goals.

**Software tools for the course:** R, Rapid miner , KNMIE

**Course outcomes:** Upon Successful completion of the course, students will be able to

1. Explain various aspects of supply chain analytics
2. Appraise supply chain metrics and KPIs
3. Use appropriate regression methods for a given situation
4. Evaluate various supply chain strategies.
5. Understand the future direction of supply chain analytics.

### **Text Book:**

Sunil Chopra and peter Meindl, Supply Chain Management. Pearson Prentice Hall, 6th edition 2016.

### **References:**

1. Hyndman, R. J., & Athanasopoulos, G. (2014). Forecasting: principles and practice, Online OpenAccess Text Book:, <https://www.otexts.org/fpp>
2. James, G., Witten, D., Hastie, T., & Tibshirani, R. (2013). An introduction to statistical learning: with application in R, New York: Springer, <http://www-bcf.usc.edu/~gareth/ISL/>
3. Makridakis, S., Wheelwright, S. C., & Hyndman, R. J. (1997). Forecasting methods and applications. John Wiley & Sons. Third Edition
4. Chopra, S., & Meindl, P. (2012). Supply Chain Management Strategy, Planning and Operation, Prentice Hall, Fifth Edition.
5. Nahmias, S. (2008). Production and operations analysis, McGraw-Hill/Irwin, Sixth Edition
6. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2004). Managing the supply chain: the definitive guide for the business professional. McGraw.
7. Blokdyk, G (2019). Supply chain analytics: A complete guide. 5starcooks.
8. Kusum Deep, Madhu Jain, Said Salhi,(2019). Logistics, Supply Chain and Financial Predictive Analytics [1st ed.]. Springer Singapore.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP503 E-COMMERCE AND DIGITAL MARKETS**

L	T	P	C
3	0	0	3

**Course Prerequisite: None**

**Course Description:**

The course focusses on e-commerce and is divided into five sections to deliver key aspects of E – commerce such as business models, enablers, and supply chain, Social, Political & Ethical Issues of E-Commerce, E-commerce systems and Digital Markets. Each section delves deeply into various intricacies of doing business over the electronic media.

**Course Objectives:**

1. To Introduce the concept of e-business and the business models used in e-commerce
2. To elucidate about the e-commerce enablers and infrastructure
3. To enable the students to learn about supply chain management used by e-commerce players
4. Analyze the socio, political and ethical issues in e-commerce.
5. To develop an insight into e-markets and e-commerce systems.

**UNIT I: E – COMMERCE BUSINESS MODELS****(8)**

The Revolution Continues, E-commerce Business Models and Concepts, B2C business models, B2B models, B2G, G2C, Business models for emerging Ecommerce area – customer to customer business model, P2P business model, M-commerce models. IT in business – functional business systems – cross-functional enterprise systems and applications – e-Business models - Enterprise e-Business systems

**UNIT II: E – COMMERCE ENABLERS****(9)**

E- Commerce enablers, internet and its impact on business strategy Pre and Post Covid-19 Pandemic – industry structure, industry value chain, firm value chain. E-commerce Infrastructure: The Internet, Web, and Mobile Platform

**UNIT III: SUPPLY CHAIN MANAGEMENT IN E – COMMERCE****(9)**

B2B E-commerce: Supply Chain Management and Collaborative Commerce. – Introduction to Customer relationship management (CRM) -Building an E-commerce Presence: Web Sites, Mobile Sites, and Apps, E-commerce Marketing Communications -Pre and Post Covid-19 Pandemic

**UNIT IV: SOCIAL, POLITICAL, AND ETHICAL ISSUES****(9)**

Ethical, Social, and Political Issues in E-commerce, Online Retailing and Services, Online Content and Media, Social Networks, Auctions, and Portals.

## **UNIT V: E-MARKETS**

**(10)**

Factions, e-Markets vs Traditional Market, e-Markets Success factors, e-Market Technology Solutions. E-Procurements: The purchasing process, Developments in IT purchasing, e-procurement-Models, e-procurement- Solutions – E-Commerce systems: E-Commerce systems – Essential e-Commerce processes – electronic payment processes - e-Commerce application trends – Web store requirements – clicks-and-bricks in e-Commerce- Electronic payment systems- impact on the e-business in the pre and post COVID 19 era.

### **Course Outcomes:**

Upon Successful completion of the course, students will be able to

1. Understand the concepts of e-business and the business models used in e-commerce
2. Learn about the e-commerce enablers and infrastructure
3. Develop an insight into supply chain management
4. Analyse into the socio, political and ethical issues in e-commerce.
5. Develop an understanding of e-markets and e-commerce payment systems

### **Text Book:**

1. Laudon Kenneth C., E-Commerce: Business, Technology, Society, prentice Hall of India, 2019 , 15<sup>th</sup> Edition
2. Bhanver, J., & Bhanver, K. (2017). Click!: The Amazing Story of India's E-commerce Boom and Where it's Headed.: Hachette.

### **Reference Books:**

1. Bhaskar, B. (2009). Electronic commerce: Framework, technologies and applications (3rd ed.). New Delhi: Tata McGraw Hill Education.
2. Erisman, P. (2017). Six Billion Shoppers: The Companies Winning the Global ECommerce Boom. Macmillan.
3. Kalakota, R., & Whinston, A. B. (2009). Electronic commerce: A manager's guide. New Delhi: Pearson Education.
4. Vaitheeswaran, K. (2017). Failing to Succeed: The Story of India's First E-Commerce Company. India: Rupa Publications.
5. Kamallesh K Bajaj & Debjani Nag, e-Commerce, the Cutting Edge of Business TMH, 2008
6. Parg Diwan, E-Commerce, Excel, 2008
7. Chaffe, Pearson, e-Commerce and e-Business, 2009

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP504 MANAGING DIGITAL INNOVATION AND TRANSFORMATION**

L	T	P	C
3	0	0	3

**Course Prerequisite: None**

**Course Description:**

Digital Transformation and Innovation is designed to equip students to confidently help conceive, lead and execute digital innovation initiatives and develop new business models for existing and insurgent organizations. The basic premise of the course is that the digital revolution is rapidly transforming the fundamental nature of many companies in a wide range of industries and executives, entrepreneurs and general managers need to understand the economics, technology paradigms and management practices of innovating in digital-centric businesses to ensure corporate and personal success. The course is intended for students pursuing business careers in which digital technologies will be critical to the development of new products and services, e.g., entrepreneurial start-ups, consulting and venture capital, and senior positions in marketing, R&D, and strategy. Visits by case protagonists and industry experts will enable students to understand the career options in this rapidly evolving space.

**Course Objectives:**

1. To provide an overview of the digital transformation
2. To enable student to integrate digital innovation with digital transformation.
3. To enable student to apply Social Media platform for digital transformation.
4. To prepare student to assess how business organizations respond to the emerging trends in digital transformation.
5. To impart the knowledge of digital revolution.

**UNIT-I: OVERVIEW OF DIGITAL TRANSFORMATION****(8)**

Digital Transformation Concepts: Markets, Environment and Structure, Designing your Digital Business Model, Launching and Growing a Digital Platform, Digital Transformation across industries : A Futuristic View-Amazon Case Study

**UNIT II: MANAGING DIGITAL INNOVATION AND TRANSFORMATION****(12)**

Introduction to digital transformation and innovation-classification of digital transformation and innovation – Managing digital innovation and transformation: Need for the transformation; Benchmarking the current digital capabilities, Define resourcing requirements, Change processes to support digital integration, Analyze the results and Optimize performance - Apple case study.

**UNIT-III: SOCIAL MEDIA TRANSFORMATIONS****(8)**

Social Media Transformations-Building Digital Capabilities-Challenges in Going Digital-Digital Transformations in the space of cloud computing-Prepare and Drive Digital Transformations - Raymond's Case Study

#### **UNIT IV: DIGITAL TRANSFORMATION – NEW TRENDS**

(10)

Digital Transformation: From Products to Platforms, Linear Vs Triangular Value Chains, The product Service Model: marketing, Finance and Supply Chains. Technological enabled disruptions intoday's business environment, and Appraisal of response of incumbents to the technological disruptions - Paytm Case Study and Facebook Case Studies.

#### **UNIT V: DIGITAL INNOVATION AND REVOLUTION**

(7)

Leveraging Open innovation, Governing Your Digital Platform, Strategy and Competition in the Digital Age, Factors for Digital Innovation and Revolution, Service Innovation Initiatives -Google Case Study

#### **Recommended software's for Data Analysis**

1. Dronahq
2. Pivotal
3. Adlibsoftware

#### **Course Outcomes:**

Upon Successful completion of the course, students will be able to

1. Elucidate the concept digital transformation
2. Integrate digital innovation with digital transformation
3. Apply advances in social media platform for digital transformation.
4. Evaluate response of business organizations to the emerging trends in area of digital transformation.
5. Discuss digital revolution.

#### **Text Book:**

1. Lindsay Herbert, Digital Transformation, Bloomsburt

#### **Reference Books:**

1. Oswald AJ Mascarenhas, Business Transformation Strategies, SAGE
2. Nagy K Hanna, Mastering Digital Transformation, Emeralds
3. Alexander Rauser, Digital Strategy

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP505 INTERNATIONAL BUSINESS**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Pre-requisite NIL**

**Course Description:**

This course provides an overview of the international organizations and the effects of the foreign environment on international business. The course will focus on cultural differences, theories of international trade and economic development; international finance, marketing internationally and practical applications of starting and maintaining international business relationships.

**Course Objectives:**

1. To explore and offer knowledge on global business environment.
2. To provide students with acquire conceptual frameworks, knowledge, and insight to operate business at International level
3. To assess the effects of current regional trade agreements and economic integration developed/developing/under developing countries
4. To strengthen analytical and decision-making strategies in the functional areas of international marketing & human resource management
5. To understand the student with the significance of economic zones in the international business arena

**UNIT I INTERNATIONAL BUSINESS ENVIRONMENT**

**(9)**

Globalization – Forces, Dimensions and stages in Globalization – Theories of International trade - Mercantilism, theory of absolute advantage, theory of comparative advantage, Heckscher Ohlin theory, Product life cycle theory, Porter’s national competitive advantage – Trading Environment of International Trade - Country Risk Analysis – Political, Social and Economic – Cultural and Ethical practices – Hofstede model.

**UNIT II INTERNATIONAL FINANCIAL FRAMEWORK**

**(9)**

Brief Overview of Bretton woods Agreement, Balance of Trade and Balance of Payment (BOP)- Foreign Exchange market mechanism- Exchange Rates, Risk Management. Methods of payment in International Trade. Export Financing – International Liquidity, Role of IMF and IBRD in International Business. RBI data using with Excel/SPSS Software.

**UNIT III GLOBAL BUSINESS INTEGRATION**

**(9)**

International strategic alliances, nature, benefits, pitfalls, scope, levels of integration, and Major Trade blocks. International Trade Regulatory Framework – Tariff and Non-Tariff Barriers. Trade Agreements, World Trade Organization (WTO). WTO data using with Excel/SPSS Software. FDI and Mode of FDI

## **UNIT IV ORGANIZING FOR INTERNATIONAL BUSINESS**

**(9)**

Strategies and issues in International Human Resource Management and Development, Staffing Policy, Managing the expatriates. Creation of Global Structure-Developing Global Competitiveness, International Marketing Strategies in different stages of Product Life Cycle.

## **UNIT V ECONOMIC ZONES**

**(9)**

Objectives, Foreign Trade zones, Economic Processing Zones and Special Economic Zones. Highlights of current Indian EXIM Policy. India Trade Portal/Cybex/Exim policy data using with Excel/SPSS Software

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Manage ever changing businesses in a competitive globalized business environment and gain business acumen and entrepreneurial skills.
2. Deliberate international financial framework to engage business at international level.
3. Know the effects of current regional trade agreements and economic integration on developed/developing/under developing countries
4. Identify various cultural differences and behavioral factors between countries for better strategies.
5. Enlighten the significance of Economic Zones in global business arena.

### **Text Book(s)**

1. Charles W L Hill and Arun K Jain, (2017), International Business – Competing in the Global Market Place, New Delhi, TMH.
2. Aswathappa K, (2020), International Business, New Delhi, TMH.

### **Reference Books**

1. P Subba Rao, (2013), International Business: Text and Cases, New Delhi, HPH.
2. V K Bhalla, International Business (2013), New Delhi, S Chand.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.



**20MBAP506 INTERNATIONAL TRADE LAWS**

L	T	P	C
3	0	0	3

**Pre-requisite NIL****Course Description:**

This course is a study of the international norms and principles that regulate international trade on goods, services and intellectual property. It also focuses on the history and the creation of the World Trade Organization (WTO) and its current functions. It considers the influence of economic doctrines in the creation of norms and principles of international trade law.

**Course Objectives:**

1. To understand some of the basic norms for regulating international trade
2. To provide knowledge of international trade and the functioning of financial institutions.
3. To critically evaluate the position and relevance international institutions in the international politics.
4. To provide knowledge on Agreements of WTO and intellectual property rights.
5. To educate students in dealing with Law and Policy on Trade and Investment from Indian Perspective.

**UNIT I INTRODUCTION****(8)**

International trade law: definition, scope, codification and development, National treatment, Most Favoured Nation Treatment (MFNT), The Principle of Non-Discrimination and Equality of states, Changing concept of sovereignty and protection of national interests, Transparency and reciprocity.

**UNIT II THE HISTORY AND DEVELOPMENT OF INTERNATIONAL TRADE, AND FINANCIAL INSTITUTIONS****(8)**

History and development of international trade, International Monetary Fund (IMF), International Bank for Reconstruction and Development (IBRD), International Finance Corporation (IFC), International Development Association (IDA), Multilateral Investment Guarantee Agency (MIGA).

**UNIT III INTERNATIONAL TRADE, AND REGULATORY ROLE OF THE UNITED NATIONS AND GATT****(9)**

Role of the UN in promotion and protection of international trade, United Nations and developing countries, Provisions relating to the General Agreement on Tariffs and Trade (GATT) and General Agreement on Trade in Services (GATS).

**UNIT IV WORLD TRADE ORGANIZATION (WTO) & IPR****(10)**

World Trade Organization: establishment, scope, powers, Principles, Functions of WTO, methods of dispute settlement mechanism – TRIPS – TRIMS. Law on carriage of goods by sea, land and air, container transport. International Trade Insurance-Marine and other insurance. Traditional knowledge and protection under the law-Definition, features, Biological Diversity Act, 2002, Geographical indications protection. Turmeric, Neem, Hoodia Cactus, Basmati, Ayahuaska Controversies. Indian law and traditional knowledge, Traditional knowledge protections and strategies

**UNIT V LAW AND POLICY ON TRADE AND INVESTMENT- INDIAN PERSPECTIVE****(10)**

Introduction to Law and Policy of Export-Import Trade in India, Foreign Trade (Development and Regulation) Act, 1992, Foreign Exchange Management Act, 1999, Special Economic Zones and International trade, Law relating to Customs- Customs Act, 1962, Foreign Investment in India-Liberalization in the nineties. Foreign Investment Promotion Board. Current issues relating to foreign direct investment. India Trade Portal/Cybex/Exim policy

**Course Outcomes:**

Upon successful completion of this course, the student will be able to:

1. Demonstrate a thorough and contextual knowledge of the legal framework for international trade law.
2. Evaluate the impact of statutory and regulatory compliance on an organization's integrative trade initiatives.
3. Describe and analyze the principal international trade agreements it administers.
4. Explain and analyze the role of the World Trade Organization and IPR at international trade.
5. Analyze the impact of Law and Policy on Trade and Investment practices.

**Text Books**

1. Schnitzer, Simone; Understanding International Trade Law; Universal Publication. 2006
2. Kaul, A. K.; Guide to the WTO and GATT: Economics, Law and Politics; Kluwer Law International. 6th edition, 2018
3. Daniel C.K. Chow, Thomas J. Schoenbaum; International Trade Law: Problems, Cases, and Materials, 3rd Edition, 2017, Wolters Kluwer publications.

**Reference Books**

1. Goyal, Arun; WTO in the new Millennium: Commentary, Case Law, Legal Texts; MVIRDC World Trade Centre. Edn 6th, 2001
2. Carr, Indira; International Trade Law; Cavendish Publishing House. 6th edition, 2017
3. Rao, M. B; and Guru, Manjula; WTO and International Trade; Vikas Publishing House. Second edition, 2003
4. Ahuja, V.K.; Law relating to Intellectual Property Rights; LexisNexis, Third Edition, 2017
5. Bhandari, M. K.; An Introduction to Intellectual Property Rights; Central Law Publication. Third edition, 2012
6. Leelakrishnan, P, The Environment Law in India (1999), Butterworths, India. Third edition, 2016

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP507 INTERNATIONAL MARKETING MANAGEMENT**

L	T	P	C
3	0	0	3

**Pre-requisite NIL****Course Description:**

This course aims to focus on nature and practices of international marketing. This course equips the students to distinguish international marketing mechanics from the domestic marketing models and approaches. The students would be far more equipped to design and participate in designing an international marketing strategy.

**Course Objectives:**

1. To comprehend the concepts, principles of international marketing and its environment.
2. To enable the students to design products for international markets.
3. To analyze the international pricing strategies used by an organization.
4. To design strategies for international markets.
5. To Design International Marketing Planning, Organizing and Control

**UNIT I INTRODUCTION OF INTERNATIONAL MARKETING****(9)**

Nature, importance and scope of international marketing–International market orientation and involvement, International marketing management process–an overview. Influence of physical, economic, socio, cultural, political and legal environments on international marketing, operations; Scanning and monitoring global marketing environment; Contemporary issues in International markets.

**UNIT II PRODUCT DECISIONS****(9)**

Screening and selection of markets; International market entry strategies. International Product Planning: Major Product and Services decisions. Product standardization vs. adaptation; Managing product line; International product lifecycle (IPLC); New product development.

**UNIT III PRICING AND DISTRIBUTION****(10)**

Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing. International Distribution Decisions: Distribution channel strategy – International distribution channels, their roles and functions; Selection and management of overseas agents; International distribution logistics.

**UNIT IV INTERNATIONAL PROMOTION STRATEGIES****(8)**

Communications across countries complexities and issues; International promotion tools and planning – Advertising, personal selling, publicity and sales promotion; Developing international promotion campaign; Planning for direct mail, trade fairs and exhibitions.

**UNIT V INTERNATIONAL MARKETING PLANNING, ORGANIZING AND CONTROL****(9)**

Issues in international marketing planning, International marketing information system, Organizing and controlling; Emerging trends in International Marketing; International Marketing through Internet, Ethical and social issues

**Course Outcomes:**

Upon Successful completion of the course, students will be able to

1. Understand the concepts, principles of international marketing and its environment.
2. Design new products and services for international markets.
3. Develop skills related to pricing and distribution of products in international market by considering the international marketing opportunities.
4. Develop promotion strategies and tactics to suit international markets.
5. Analyze International Marketing Planning, Organizing and Control.

**Text Books**

1. Francis Cherunilam, "International Marketing", 2015, 14th revised version, HPH, Mumbai, 11th Ed.

**Reference Books**

1. Kate, Jean Pierre, H. David, "International Marketing, 2009, second edition, Cengage Learning, India Pvt. Ltd. New Delhi.
2. Svend Hollensen & Madhumita Banerjee, "Global Marketing", 2020, 8th Ed. Pearson Publications.
3. Onkavisi, "International Marketing", 2008, 5th Ed. Routledge Publications
4. P. K. Vasudeva "International Marketing", 4th Ed Excel Books, New Delhi.
5. Philip R Careora, John L Graham, Prashant Salwan, "International Marketing", Tata McGra Hill Pvt. Ltd. New Delhi. 4th edition, 2019
6. Dr. Gajendra Sharma, "International Marketing, Test and Cases", Excel Books, NewDelhi.
7. Rakesh Mohan Joshi, International Marketing, Oxford University Press, New Delhi, 2014, 4th edition.
8. J. S. Rathor & B. S. Rathor, Export Marketing, Himalaya Publishing House, Mumbai, 2016.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

L	T	P	C
3	0	0	3

**Pre-requisite NIL****Course Description:**

The International Labor Organization (ILO) is devoted to promoting social justice and internationally recognized human and labor rights, pursuing its founding mission that social justice is essential to universal and lasting peace. This course outlines to provide understanding ILO, International Labor Standards, Legislation, and Child labor laws & initiatives as well as women related laws.

**Course Objectives:**

1. To outline the fundamentals of International labour organization and laws.
2. To analyse International Labour Standards and Conventions.
3. To evaluate insights on International labour and legislation
4. To explore Child Labour Law and Initiatives.
5. To familiarize on various legislation relating to women at workplace.

**UNIT I UNDERSTANDING INTERNATIONAL ORGANIZATION****(10)**

The History of International Law and Organization: A Basic Framework-Features and Development of the International Labour Organization, purpose and functions of ILO; International Technical Cooperation and the Theory of Functionalism; Critiques of International Organizations including Charges of Politicization-WIPO and the ICC as Technical and Political Organizations Respectively; Employee code of conduct; The European Union: Regional Supranationalism-The WTO and the International Organization of Trade Rights and Immunities of International Organizations and the Duties of Host Countries.

**UNIT II INTERNATIONAL LABOUR STANDARDS****(10)**

Freedom of Association and the Effective Recognition of the Right to Collective Bargaining - Freedom of Association and Protection of the Right to Organize Convention, 1948 - Right to Organise and Collective Bargaining Convention, 1949; Elimination of all Forms of Forced and Compulsory Labour - Forced Labour Convention, 1930, Abolition of Forced Labour Convention, 1957, Minimum Age Convention, 1973, Worst Forms of Child Labour Convention, 1999, Equal Remuneration Convention, 1951, Discrimination (Employment and Occupation) Convention, 1958.

**UNIT III INTERNATIONAL LABOUR AND LEGISLATION****(10)**

Definition of international law, evolution of the international labor law, Purpose of international labor law, Global Instruments of international labor law, Regional instruments of international labor law, Other regional instruments within Europe-American instruments, African instruments; Minimum Wages Act, 1948-National floor level minimum wages – Revisions of Basic Minimum Wage and Scheduled Employments-Payment of Wages Act, 1936 – Payment of Wages (Amendment) Act, 2017 – Mode of Payment of Wages.

**UNIT IV CHILD LABOUR LAW & INTIATIVES****(8)**

Government Initiatives for the Eradication of Child Labour- The Violation of the Child Labour (Prohibition and Regulation Act) 1986, A Provision to Section 3 of the Child Labour (Prohibition and Regulation) Act, 1986, International Labour Organization's efforts of child labour Elimination (IPEC)- International Labour

Organization's Efforts to Combat Child Labour. Right of Children to free and compulsory education Act, 2009-Juvenile Justice (care and Protection of Children) Act, 2015 Prohibition of Child Marriage Act.

## **UNIT V LAWS RELATED TO WOMEN AT WORKPLACE**

(7)

Indian Constitution and Women: Fundamental Rights – Article 14,15,16- Directive Principles of State Policy –Articles 39(a)&(b), 46,47- Unequal position of Indian women - Uniform Civil Code. Law Relating to Women: Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013: Mandate, Genesis and Act; National Commission for Women Act, 1990; Equal remuneration Act, 1976- Maternity Benefit Act, 1961 Maternity Benefit (Amendment) Act 2016.

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Evaluate the origins of international labour law and its multiple facets.
2. Analyze international Labor standards for sustainable work worldwide.
3. Assess the legal standards of international labour law, and interaction with the international legal framework.
4. Undertake detailed analysis of national initiatives and measures of IPEC on child labour law.
5. Examine the women laws relating to workplace.

### **Text Book(s)**

1. International Labor Organization by Jean – Michel Servais, 4th ed., Kluwer Law International 2014.
2. International Labour Law by Barbara J. Fick, Associate Professor of Law, University of Notre Dame Law School, US

### **Reference Books**

1. Human Rights, Labor Rights, and International Trade by Lance A. Compa; Stephen F. Diamond University of Pennsylvania Press, 1996
2. International Labor Legislation by Iwao Frederick Ayusawa Ams Press, 1969
3. Human Rights and Labor Solidarity: Trade Unions in the Global Economy by Susan L. Kang University of Pennsylvania Press, 2012

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP509 ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT**

L	T	P	C
3	0	0	3

**Pre-requisite NIL**

**Course Description:**

This course presents the concepts, characteristics and role of the entrepreneur, and the various aspects of entrepreneurship, invention and importance of innovation in entrepreneurship and expansion, role, importance, and challenges of women entrepreneurs in India. This course provides an overview of various aspects of project management and different stages in the project management process.

**Course Objectives:**

1. To state theories of entrepreneurship and challenges of women entrepreneurs for starting new ventures.
2. To discuss about business plan and Role of Government in promoting Entrepreneurship with various incentives, subsidies, grants, for in executing various projects.
3. To illustrate the systematic management of projects and need for preparing feasibility reports.
4. To examine different sources of financing the project.
- 5 To appraise different issues and decisions involved in project implementation and scheduling.

**UNIT I FOUNDATIONS OF ENTREPRENEURSHIP****(9)**

Definition, Scope and Importance – Characteristics of entrepreneur - The Cultural and social Environment — Functions of Entrepreneur, Types of Entrepreneurship, Role of entrepreneurship in economic development, Theories of Entrepreneurship, Innovation and Entrepreneurship; managing for innovation – “Design Thinking”, Entrepreneurship as a career, Women Entrepreneurs: Challenges to Woman Entrepreneurs, Achievements of woman Entrepreneurs, role Models of Woman Entrepreneurs.

**UNIT II ENTREPRENEURIAL BUSINESS PLANNING****(9)**

Business Planning Process - The business plan as an entrepreneurial tool; Elements of Business Plan, Objectives, Market Analysis, Development of product / idea, Marketing, Finance, Organisation & Management, Ownership, Critical risk contingencies of the proposal, Scheduling and milestones. MSME, Startup India action plan, Incubation centres, business canvas model. Financial schemes offered by various financial institutions like Commercial Banks, IDBI, ICICI, SIDBI, SFCs Exercises /activities on ‘generating business ideas’ and ‘Identifying problems and opportunities

**UNIT III PROJECT MANAGEMENT****(9)**

Project Management: Meaning of project - concepts - categories - project lifecycle, phases - characteristics of a project – project manager - role and responsibilities of project manager. Technical, Financial, Marketing Personnel and Management feasibility Reports. Role of the following agencies in the Entrepreneurship Development 1. DIC – District Industrial Center, 2. SISI – Small Industries Services Institute, 3. EDII – Entrepreneurship Development Institute of India, 4. NIESBUD – National Institute of Entrepreneurship and Small, Business Development, 5. NEDB – National Entrepreneurship Development Board Interactive sessions with Entrepreneurs, authorities of financial institutions, Government officials to be organized.

#### **UNIT IV PROJECT FINANCING**

**(9)**

Promotion of a Venture, Legal requirements of venture. Stages of Promotion of a Venture, Venture Capital Funding, and Angel Capitalist. Financing - Initial Financing, Types of Financing - Self (Equity & Borrowed), Family Friends, Vendors, Customers, Angels (various halo sizes?), Venture Capital, Venture Leasing. Subsequent Financing – Primary Sources, IPOs, Entrepreneurship in Agriculture.

#### **UNIT V PROJECT IMPLEMENTATION**

**(9)**

Implementation of projects: Graphic Representation of Project Activities, Network Analysis, Management & control of projects, Project scheduling, MIS in project, problems of project implementation, project audit.

#### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Understand theories of entrepreneurship and challenges of women entrepreneurs for starting new ventures.
2. Understand about business plan and Role of Government in promoting Entrepreneurship with various incentives, subsidies, grants, for in executing various projects.
3. Understand the systematic management of projects and need for preparing feasibility reports.
4. Understand different sources of financing the project.
5. Understand the different issues and decisions involved in project implementation and scheduling.

#### **Text Book(s)**

1. Vasanth Desai, The Dynamics of Entrepreneurial Development and Management– Himalaya Publishing House,2019.
2. David H. Holt, Entrepreneurship: New Venture Creation – PHI, 2016
3. H. Nandan, Fundamentals of Entrepreneurship, PHI, First/e, New Delhi, 2013.

#### **Reference Books**

1. Raj Shankar, Entrepreneurship Theory and practice, - Vijay Nicole and Tata McGraw Hill, 2019.
2. Dr. S.S. Khanka, Entrepreneurial Development, - S. Chand & Co. Ltd., Ram Nagar, New Delhi, 2013.
3. A. Sahay, M.S.Chhikara, New Vistas of Entrepreneurship: Challenges & Opportunities, Excel Books, 2007.

Mode of Evaluation: Assignments, Mid Term Tests, End Semester Examination.



**20MBAP510 SOCIAL ENTREPRENEURSHIP**

L	T	P	C
3	0	0	3

**Pre-requisite NIL****Course Description:**

Social entrepreneurship is a rapidly developing and changing business field in which business and nonprofit leaders design, grow, and lead mission-driven enterprises. As the traditional lines blur between nonprofit enterprises, government, and business, it is critical that business students understand the opportunities and challenges in this new landscape. Because the field of social entrepreneurship is interdisciplinary and, in its infancy, the course will be introductory in nature and will draw heavily from cases, speaker experience, and student inquiry.

**Course Objectives:**

1. To clarify the social entrepreneurship and characteristics of social entrepreneurs.
2. To describe different forms of social entrepreneurs for development of society.
3. To express the sustainability potential as well as its pillars for scaling the social and environmental solutions, carry the profitably throughout the business sectors.
4. To elaborate the methods, procedures and assessment tools for prioritizing the start-ups opportunities.
5. To tutor the different models and initiatives of social entrepreneurship, aid to become successful social entrepreneurs.

**UNIT I SOCIAL ENTREPRENEURSHIP****(9)**

Social entrepreneurs, Factors impacting on transformation into social entrepreneur, The characteristics of social entrepreneurs, Classification and types of social entrepreneurs, The four distinctions of social entrepreneurship.

**UNIT II FORMS OF SOCIAL ENTREPRISES****(9)**

Profit and non-profit Proprietorships – partnership – company, non-Governmental organization - Society – Trust and Company (sec. 25) registration, Factors determining selection of forms of registration.

**UNIT III SUSTAINABLE DEVELOPMENT****(9)**

Concept of Sustainable Development and its objective, importance types, Factors affecting sustainable development - Environmental costs and its economic-value - The Political Challenge and development Issues in India, The Millennium Ecosystem Assessment - International Influences.

**UNIT IV OPPORTUNITIES FOR SOCIAL ENTREPRENEURS****(9)**

Methods of sensing opportunities and fields of opportunities, Assessing and prioritizing opportunities, Enterprise launching and its procedures – start-ups – incubation – accessing venture capital – CSR funds – PPP.

**UNIT V SUCCESSFUL SOCIAL ENTREPRENEURSHIP INITIATIVES****(9)**

Study of successful models like Grameen Bank – Aravind Eye Care System’s – LEDeG –TERI – Pasumai Payanam, Siruthuli – SEWA – Amul – Evidence from OASiS, Case Study on SELCO, case study on Annapurna – Goonj.

**Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Sensed the social entrepreneurship and characteristics of social entrepreneurs.
2. Shaped them for different forms of social entrepreneurs for development of society.
3. Capable to apply concept of the sustainability and its pillars for scaling social and environmental solutions, carry the profitably throughout the business sector.
4. Intelligent to apply the methods, procedures, and assessment tools for prioritizing start-ups opportunities.
5. Able to apply different models and initiatives to enrich social entrepreneurship globally.

**Text Book (s)**

1. Bide Amar (2012), Entrepreneurship determinants: culture and capabilities, 12th Edition, Euro Stat, European Union, <http://ec.europa.eu/eurostat>.
2. Dinanath Kaushik (2013) Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publications.
3. Gopalakrishnan (2014) The Entrepreneur's Choice: Cases on Family Business in India, New.
4. London, T. (2016). The Base of the Pyramid Promise: Building Businesses with Impact and Scale, Stanford, CA: Stanford Business Books.
5. Goldsmith, Stephen (March 2010). The Power of Social Innovation: How Civic Entrepreneurs Ignite Community Networks for Good. Jossey Bass. ISBN 978-0-470-57684-7.

**Reference Books & Articles**

1. Heggade (1998) Developing Rural Women Entrepreneurship, New Delhi, Mohit Publications.
2. Philips, Boniefel and Sharma (2011), Global vision publishing house, New Delhi.
3. Rajagopalan (Ed: 2006) Promoting Sustainable Livelihoods: Concepts and Approaches, The Icfai University Press.
4. International Journal of Managing Value and Supply Chains (IJMVSC) Vol.4, No. September 2013 <http://airccse.org/journal/mvsc/papers/4313ijmvsc05.pdf>
5. Journal of International Business and Economy, Fall 2001, Volume 2 Number 1. [http://fufaltin.de/pdf/jibe\\_offprint.pdf](http://fufaltin.de/pdf/jibe_offprint.pdf)

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP511 ENTREPRENEURIAL FINANCE FOR START-UP BUSINESSES**

L	T	P	C
3	0	0	3

**Pre-requisite NIL**

**Course Description:**

This is a broad-ranging course on financing startups and other small businesses, and on corporate restructurings through leveraged buyouts. Its objective is to give students an understanding of how financing from venture capital and private equity funds and angel investors finds its way to entrepreneurial ventures.

**Course Objectives:**

1. To aware from the financing matters and role related to new ventures and the successful growth of emerging companies.
2. To understand the different kinds of financial statements of entrepreneurial process.
3. To grasp the knowledge about many venture valuations and value-added approaches and methods.
4. To understand the venture capital and venture valuation of entrepreneurial firms.
5. To create awareness about the Initial Public Offerings finance in public firms.

**UNIT I INTRODUCTION AND OVERVIEW OF ENTREPRENEURSHIP**

**(7)**

Introduction and Overview of Entrepreneurship, The Entrepreneurial Process, Entrepreneurship Fundamentals, Who Is an Entrepreneur, Basic Definitions, Entrepreneurial Traits or Characteristics, Sources of Entrepreneurial Opportunities, Process for identifying business opportunities, Elements of a sound business model.

**UNIT II ENTREPRENEURIAL FINANCE**

**(10)**

Introduction & Overview; Stages and Types of Financing; Sources and Types of Money, Assessing financial needs; Structuring finance; Principles of Entrepreneurial Finance; Venture Character and Reputation Can Be Assets or Liabilities, Role of Entrepreneurial Finance, The Successful Venture Life Cycle and the Entrepreneurial Process, Financing Through the Venture Life Cycle, Seed, Startup, and First-Round Financing Sources, Financial Bootstrapping, Business Angel Funding, First-Round Financing Opportunities, Debt-Equity financing alternatives.

**UNIT III CREATING AND RECOGNIZING VENTURE VALUES**

**(10)**

Creating and Recognizing Venture Values: Valuing Early-Stage Ventures, What Is a Venture Worth? Does the Past Matter? Looking to the Future, Vested Interests in Value: Investor and Entrepreneur, Basic Mechanics of Valuation: Mixing Vision and Reality, Present Value Concept, If You're Not Using Estimates, You're Not Doing a Valuation, Divide and Conquer with Discounted Cash Flow, Required Versus Surplus Cash, Developing the Projected Financial Statements for a DCF Valuation, Just-in-Time Equity Valuation: Pseudo Dividends, Accounting versus Equity. Valuation Cash Flow: Origins of Accounting Cash Flows, From Accounting to Equity Valuation Cash Flows; Valuation methodologies: Discounted Cash flow and Valuation using Comparable Multiples.

#### **UNIT IV VALUATION OF ENTREPRENEURIAL FIRMS**

**(9)**

The role of the venture capitalist and the private placement market in the early stages of financing a company. Differences between venture capital and other forms of private equity. Risk and return of private equity investments. Valuation of entrepreneurial firms using the Venture capital method. Financial contracting. The incentive effects of alternative venture capital contracts: Structuring a venture capital financing deal. A rationale for why venture capital deals often involve warrants and convertible securities.

#### **UNIT V SECONDARY MARKET AVENUES OF FINANCING**

**(9)**

Initial Public Offerings, why go public? The costs vs. benefits of going public. Theories of IPO pricing. The role of the underwriter in an IPO: The importance of underwriter reputation. The relationship between management quality and IPOs. The long-term (post-IPO) performance of newly public firms.

#### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Able to solve the financial matters pertaining to new ventures and the successful growth of emerging companies.
2. Able to implement the different kinds of financial statements of entrepreneurial process.
3. Able to apply the many venture valuation and value-added approaches and methods.
4. Capable for valuation of the venture capital and Valuation of venture of entrepreneurial firms.
5. Thoughtful about the Initial Public Offerings finance in public firms.

#### **Text Book(s)**

1. Entrepreneurial Finance by J. Chris Leach, Ronald W. Melicher, 4th Edition, South Western Cengage Learning.
2. Alemany, L. (2014) "Entrepreneurial Finance: Lecture Slides, ESADE Master in Innovation and Entrepreneurship Year 2013/2014", ESADE, Barcelona.
3. Reference Books
4. Ibbotson, R., J. Sindelar, and J. R. Ritter, "Initial public offerings" (Chew)
5. Chemmanur, T., "The pricing of initial public offerings: A dynamic model with information production," pages 285-287 and 299-301
6. Loughran, Ritter, and Rydqvist: "Initial Public Offerings: International Insights."
7. Ritter, J. R., "The Long-Term performance of IPOs"

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP512 RURAL ENTREPRENEURSHIP**

L	T	P	C
3	0	0	3

**Pre-requisite NIL**

**Course Description:**

Entrepreneurship is a driving force for rural development. In a rural context, entrepreneurship means building something meaningful by utilizing local resources not practically perceived or valued previously. In this way, the value of natural, capital, and human resources in rural communities can be recreated in a viable way to take the fullest advantage of them. Rural entrepreneurship teaches elements for a solid grounding in the fundamentals of operating a business in rural area, with a focus on the entrepreneurial and the strategic skills needed to realize ideas in unexplored, rural markets and to fulfil the dream of “Self-Reliant India.

**Course Objectives:**

1. To understand the evolution, competencies and challenges in the context of rural entrepreneurship.
2. To craft awareness about various opportunities in rural entrepreneurship.
3. To acquaint about the Micro & small enterprise and their role in economic and social development.
4. To link and analysis the rural entrepreneurship opportunities with Finance and Market.
5. To provide opportunity for solving live projects in rural entrepreneurship.

**UNIT I INTRODUCTION OF RURAL ENTREPRENEURSHIP****(9)**

Understanding Entrepreneurship, Evolution of Entrepreneurship in Rural India, Types of Rural Entrepreneurship, Entrepreneurial Competencies, Challenges for Rural Entrepreneurs.

**UNIT II INSTITUTIONAL ECOSYSTEMS FOR PROMOTION OF RURAL ENTREPRENEURSHIP****(9)**

Rural Eco-System, Natural and Human Resource Base, Panchayati Raj System & Government Schemes Rural Skill Sets and Enhancing Opportunities Institutional Support for Finances and Technical Back-stopping Private-Public Partnership and Corporate Social Responsibility Systems.

**UNIT III MICRO AND SMALL RURAL ENTERPRISES****(9)**

Micro & Small Scale Enterprise: Definition, Characteristics, Role of Small Enterprise in Economic Development, Problems of SSE, and Steps involved to start SSE, Package for promotion of Small Scale Enterprise. Project Identification and Selection Project Formulation, Project Appraisal, Government Policies for Micro and Small Enterprises Rural Business Environment-Social, Economic, Political and Cultural Issues.

**UNIT IV RURAL ENTERPRISE INCUBATION****(9)**

Scanning Rural Environment- Economic, Technical, Technological & Market Business Opportunity, Identification and Project Selection, Business Plan Preparation, Forward and Backward Linkages Market Linkages, Development Rural Marketing.

## **UNIT V LIVE PROJECT AND HANDS-ON SUPPORT**

**(9)**

Study of Rural Entrepreneurs- Growth and Replicability issues Entrepreneurial Opportunities-Potential and Limitations Active Interaction with key Stakeholders Panchayats, NGOs, Schools etc., Working Together and Finalize Interventions List-out and Networking with all Rural Support Systems. Sickness in SME-Reasons and Remedies

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Grasps the momentous knowledge about the evolution, competencies and challenges of rural entrepreneurship.
2. Identify the various opportunities in the rural entrepreneurship.
3. Capable to answer the socio-economic development through SME and issues for developing micro and small enterprises in rural area.
4. Link and analysis rural entrepreneurship opportunities with Finance and Market.
5. Evaluate the role of government and institutional setups in developing entrepreneurial mind-sets and conducive environments for rural entrepreneurship development.

### **Text Book(s)**

1. Chandra, P. "Project Preparation, Appraisal and Implementation" Tata Mc Graw Hill, New Delhi.
2. Drucker, P., "Innovation and Entrepreneurship: Practice and Principles", Harper & Row, New York, 1985; revised edn, Butterworth-Heinemann, Oxford, 1999

### **Reference Books**

1. . A Brief History of Entrepreneurship (2016): The Pioneers, Profiteers, and Racketeers Who Shaped OurWorld, by Joe Carlen, Columbia University press
2. Jennings, R., Cox, C. and Cooper, C., "Business Elites: the Psychology of Entrepreneurs and Intrapreneurs", Routledge, 1994

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP513 CORPORATE SOCIAL RESPONSIBILITY**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Pre-requisite NIL**

**Course Description:**

This course will familiarize the students with the concept of corporate social responsibility. The evolution of CSR has far reaching consequences on the development sector in India. The collaboration of companies and NGOs with the community has initiated a new paradigm of change in the country. The students will have an overview of the theories and the frameworks developed in the area of CSR. The paper will discuss a few prominent case studies of CSR.

**Course Objectives:**

1. To understand the concept of CSR and the theoretical underpinnings.
2. To understand the stakeholder approaches.
3. Provide an experiential, integrative, substantive, and high quality experience surrounding issues of Corporate Social Responsibility
4. To provide participating students with a truly unique curriculum experience with field experience
5. To acquaint the students with the various theories of CSR

**UNIT I CORPORATE SOCIAL RESPONSIBILITY (9)**

Defining CSR. Aim and Objectives, Components of CSR, Key drivers, History and Evolution of CSR in the Indian and international context, CSR policies and Governance, Laws and Regulations. Competencies of CSR Professionals.

**UNIT II STAKEHOLDERS ENGAGEMENT (10)**

Stakeholder engagement, Interaction in a Multi-Stakeholder Context: CSR role on internal environment:: Employees, Human Resource Management - labour security and human rights, Health and Safety. CSR role on External environment: 1) Customers: Consumer rights and movements affecting CSR; (2) Community: Community involvement, (3) Shareholders (4) Suppliers.

**UNIT III CSR TOWARDS ENVIRONMENT AND BIODIVERSITY (9)**

Environment: Need for Environmental assessments. Governments’ response to CSR Role of Biodiversity, Climate change and Environment in business. Environmental compliance

**UNIT IV SUSTAINABILITY MODELS (7)**

Benefits of CSR to Business. Factors hindering CSR activities in companies. Relevant Case Studies related to CSR to be discussed

**UNIT V THEORIES OF CSR (10)**

Theories of CSR: A.B Carroll, Wood, and stakeholders Theories. The triple bottom line approach. Stakeholder engagement, Standards and Codes – SA 8000, the Global Compact, GRI, etc as well as international standards including ISO 26000.

**Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Familiarise the concept of CSR and the theoretical underpinnings.
2. Analyse the importance of stakeholder approaches in CSR
3. Evaluate the issues that are surrounding the concept of Corporate Social Responsibility
4. Examine the benefits of CSR
5. Familiarise with theories of CSR

**Text Book(s)**

1. Agarwal, S. (2008). Corporate social responsibility in India. Los Angeles: Response Publications
2. Visser, W. (2007). The A to Z of corporate social responsibility. A complete reference guide to concepts, codes and organisations. Chichester, England: John Wiley & Sons.
3. Werther, W., & Chandler, D. (2006). Strategic corporate social responsibility: Stakeholders in a global environment. Thousand Oaks: Sage Publications.

**Reference Books**

1. Baxi, C. (2005). Corporate social responsibility: Concepts and cases : The Indian experience. New Delhi, India: Excel Books.
2. Crane, A. (2008). Corporate social responsibility: Readings and cases in a global context. London: Routledge.
3. Visser, W. (2011). The age of responsibility CSR 2.0 and the new DNA of business. Chichester, West Sussex: John Wiley & Sons.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.



**20MBAP514 ENVIRONMENTAL IMPACT ASSESSMENT**

L	T	P	C
3	0	0	3

**Pre-requisite NIL**

**Course Description:**

The course will focus on Basic concepts of Environmental Impact Assessment (EIA), EIA Methodologies, Impact of Developmental Activities and Land use in soil, water, and vegetation, Environmental Audit, Post Audit activities, The Environmental pollution Acts.

**Course Objectives:**

1. To impart knowledge on Environmental management and Environmental Impact Assessment.
2. To give the student the brief knowledge about various legislations and audit protocols.
3. To give student knowledge about the framing of environmental audit through case studies.
4. To understand the procedures and various protocols involved in preparation of environmental audit report.
5. To impart the knowledge on environmental prevention and protection acts in relation to environmental impact assessment.

**UNIT I CONCEPTS AND METHODOLOGIES IN EIA (10)**

Introduction - Elements of EIA - Factor affecting EIA -Impact evaluation and analysis - Preparation of Environmental Base map - Classification of environmental parameters. Criteria for the selection of EIA Methodology - EIA methods: Ad-hoc methods - matrix methods - Network method - Environmental Media Quality Index Method -overlay methods - cost/benefit Analysis.

**UNIT II IMPACT OF DEVELOPMENTAL ACTIVITIES (10)**

Introduction and Methodology for the assessment of soil and ground water - Delineation of study area - Identification of activities. Procurement of relevant soil quality - Impact prediction - Assessment of Impact significance -Identification and Incorporation of mitigation measures. EIA in surface water - Air and Biological environment.

**UNIT III IMPACT ON VEGETATION AND WILD LIFE (7)**

Assessment of Impact of development Activities on Vegetation and wildlife - environmental Impact of Deforestation - Causes and effects of deforestation.

**UNIT IV ENVIRONMENTAL AUDIT (9)**

Environmental Audit & Environmental legislation objectives of Environmental Audit - Types of environmental Audit - Audit protocol - stages of Environmental Audit - onsite activities - evaluation of audit data and preparation of audit report - Post Audit activities.

**UNIT V UNIT V: ENVIRONMENTAL POLLUTION ACTS (9)**

The water Act-1974 - The Air Act-1981 (Prevention & Control of pollution Act.) - Wild life Act- 1972 - Indian Forest Conservation Act-1980 -National Green Tribunal Act –2010 - Biological Diversity Act-2002.

**Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Utilize the various methods used in predicting environmental impacts.
2. Utilize site information to interpret impacts on land and groundwater.
3. Outline the environmental impacts of various development activities on existing ecosystem.
4. Utilize the procedures and various protocols involved in preparation of environmental audit report.
5. Utilize the implications of environmental prevention and protection acts in relation to environmental impact assessment.

**Text Book(s)**

1. Anjaneyulu, Y., Environmental Impact Assessment Methodologies, B.S. Publication, Sultan Bazar, Kakinada.

**Reference Books**

1. Glynn, J. and Gary W. Hein Ke., Environmental Science and Engineering, Prentice Hall Publishers
2. Suresh K. Dhaneja Environmental Science and Engineering, S.K., Katania & Sons Publication, New Delhi.
3. Dr. Bhatia, H.S., Environmental Pollution and Control, Galgotia Publication (P) Ltd, Delhi.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP515 DISASTER MANAGEMENT**

L	T	P	C
3	0	0	3

**Pre-requisite NIL****Course Description:**

The goal of this course is to expose the students regarding different types of disasters and preparedness needed to mitigate their effects. The course matrix will cover various natural, biological, chemical and emerging hazards and risks that may cause property, loss of lives, and livestock's. Thus, the future managers will understand the social responsibility for the preparedness and mitigation of the damages caused by the disasters.

**Course Objectives:**

1. To make aware the students about disasters and their impact on living beings.
2. To ensure the students for the understanding on vulnerability, disasters, disaster prevention and risk reduction.
3. To gain a preliminary understanding of approaches for the Disaster Risk Reduction (DRR)
4. To enhance awareness of institutional processes available in the country for the disaster risk mitigation.
5. To develop rudimentary ability to respond to their surroundings with potential disaster response in areas where they live, with due sensitivity

**UNIT I INTRODUCTION****(6)**

Introduction, Etymology of disaster, Concepts and definitions: disaster, hazard, vulnerability, risks, Resilience, prevention and mitigation.

**UNIT II TYPES OF DISASTERS****(10)**

Types of Disaster; natural disasters (earthquakes, volcanoes, forest fires and explosions, heat and cold waves, floods, draught, cyclones, tsunami, landslides, soil erosion); manmade disasters (industrial pollution, artificial flooding in urban areas, nuclear radiation, chemical spills, transportation accidents, terrorist strikes, etc.), hazard and vulnerability profile of India, mountain and coastal areas, ecological fragility.

**UNIT III DISASTER IMPACTS****(9)**

Disaster Impacts (environmental, physical, social, ecological, economic, political, etc.); health, psycho-social issues; demographic aspects (gender, age, special needs); hazard locations; global and national disaster trends; climate change and urban disasters.

**UNIT IV DISASTER RISK MITIGATION MEASURES****(11)**

Disaster Risk Reduction (DRR) - Disaster management- four phase approach; prevention, mitigation, preparedness, relief and recovery; structural and non-structural measures; risk analysis, vulnerability and capacity assessment; early warning systems, Post disaster environmental response (water, sanitation, food safety, waste management, disease control, security, communications), DRR programmers in India and the activities of National Disaster Management Authority. Roles and responsibilities of government, community, local institutions, NGOs and other stakeholders; Policies and legislation for disaster risk reduction,

## **UNIT V IMPACT OF DEVELOPMENTAL ACTIVITIES**

**(9)**

Disasters, Environment and Development - Factors affecting vulnerability such as impact of developmental projects and environmental modifications (including of dams, landuse changes, urbanization etc.), sustainable and environmental friendly recovery; reconstruction and development methods.

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Understanding on the nature of disasters
2. Application of Disaster Concepts to Management
3. Analyzing Relationship between Development and Disasters.
4. Ability to understand Categories of Disasters
5. Realization of the responsibilities to society

### **Text Book(s)**

1. Ghosh G.K., 2006, Disaster Management, APH Publishing Corporation

### **Reference Books**

1. Pradeep Sahni, 2004, Disaster Risk Reduction in South Asia, Prentice Hall.
2. Singh B.K., 2008, Handbook of Disaster Management: Techniques & Guidelines, Rajat Publication.
3. Disaster Medical Systems Guidelines. Emergency Medical Services Authority, State of California, EMSA no.214, June 2003
4. Inter Agency Standing Committee (IASC) (Feb. 2007). IASC Guidelines on Mental Health and Psychosocial Support in Emergency Settings. Geneva: IASC

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP516 SUSTAINABLE DEVELOPMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Pre-requisite NIL**

**Course Description:**

The goal of this course is to expose the students regarding sustainable development objectives different types of disasters and preparedness needed to mitigate their effects. The course matrix will cover various natural, biological, chemical and emerging hazards and risks that may cause property, loss of lives, and livestock's. Thus, the future engineers will understand the social responsibility for the preparedness and mitigation of the damages caused by the disasters.

**Course Objectives:**

1. To understand the basic concept of Sustainable Development, the environmental,
2. social and economic dimensions.
3. To gain knowledge on sustainable development programs
4. To be able to gain knowledge on the Sustainable Development concept in the economy
5. To familiar with potential strategic options for Sustainable Development
6. To gain knowledge the various Environmental sustainability index

**UNIT I SUSTAINABLE DEVELOPMENT - INTRODUCTION**

(9)

Principles of Sustainable Development: History and emergence of the concept of Sustainable Development, Definitions, Environmental issues and crisis, Resource degradation, greenhouse gases, desertification, social insecurity, Industrialization, Globalization and Environment.

**UNIT II SUSTAINABLE DEVELOPMENT – ISSUES & GUIDELINES**

(9)

Sustainable Development and International Contribution: Components of sustainability, Complexity of growth and equity, International Summits, Conventions, Agreements, Transboundary issues, Action plan for implementing sustainable development, Moral obligations and Operational guidelines.

**UNIT III SUSTAINABLE DEVELOPMENT – ECONOMIC POLICY**

(9)

Socio-economic Sustainable Development Systems: Socio-economic policies for sustainable development, Strategies for implementing eco-development programmes, Sustainable development through trade, Economic growth, Carrying Capacity, Public participation.

**UNIT IV GLOBAL SUSTAINABLE DEVELOPMENT GOALS**

(9)

Agenda for Future Global Sustainable Development: Role of developed countries in the sustainable development of developing countries, Demographic dynamics and sustainability, Integrated approach for resource protection and management.

**UNIT V SUSTAINABILITY & ETHICS**

(9)

Triple bottom line concept for Sustainable Business. Sustainability Reporting: Flavor of GRI, Dow Jones Sustainability Index, CEPI etc.,

**Course Outcomes:**

Upon successful completion of the course, students will be able to

1. To familiarise the concept of Sustainable Development
2. Familiarise with sustainable development programs
3. Evaluate the Sustainable Development importance for the economy
4. Examine and apply potential strategies to frame sustainable economy
5. Familiarise with international agencies focusing on sustainability index

**Text Book(s)**

1. Sustainability: Principles and Practice by Margaret Robertson (2017)
2. The Sustainability Revolution: Portrait of a Paradigm Shift by Edwards, Andres R., New Society Publishers, 2005.

**Reference Books**

1. Report of the Department for Policy Coordination and Sustainable Development (DPCSD), United Nations Division for Sustainable Development.
2. Sustainable development in India: Stocktaking in the run up to Rio+20: Report prepared by TERI for MoEF, 2011.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**Syllabus – Specialisation**

**For the students admitted to  
Master of Business Administration from the academic  
Year 2020-21 batch onwards**

# **FINANCIAL MANAGEMENT**



**20MBAP401 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

L	T	P	C
3	1	0	4

**Pre-requisite NIL**

**Course Description:**

The course is designed with a view to acquaint the students with the working of security market and principles of security analysis; and to develop the skills required for portfolio management and evaluation so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

**Course Objectives:**

1. To acquaint the students with working knowledge of investment
2. To provide students with a conceptual and analytical framework of evaluating a financial security
3. To familiarize students with fundamental analysis and technical analysis
4. To construct the optimum portfolio by diversifying risk and maximizing return
5. To familiarize students with portfolio evaluation and management techniques and strategies.

**UNIT I INVESTMENT (10)**

Investment -Meaning- Types -Traditional and Alternative- Objectives - Investment Vs Speculation Vs Gambling -Primary and Secondary markets – BSE - NSE MSE – NCDEX - SEBI, Trading Mechanism. Online, mock and Virtual trading

**UNIT II RISK AND RETURN (12)**

Approaches of valuation – fixed income valuation -Bond valuation -equity stock Valuation, Risk and Return – risk factors, risk classification – Systematic risk – unsystematic risk - standard deviation – variance – correlation coefficient – Beta – Calculating expected return and risk. Financial calculations in excel using the data from NSE and BSE (Smart beta)

**UNIT III FUNDAMENTAL ANALYSIS AND TECHNICAL ANALYSIS (12)**

Fundamental Analysis Vs Technical Analysis – Fundamental Analysis - Economy, Industry and Company analysis Technical Analysis –Dow Theory -Line chart, Bar chart, Candle stick chart, Point figure chart-Support level, Resistance Level-Head and Shoulders. Using excel for charts. Specific five indicator

**UNIT IV PORTFOLIO MANAGEMENT (13)**

Conceptual and Working an introduction to Portfolio Management Efficient market theory, Random walk – efficient market hypothesis - Some background assumptions; Markowitz Portfolio Theory; Sharpe Single Index model, Arbitrage pricing theory, An introduction to Asset Pricing Models –Capital Market Theory: An overview; The Capital Asset Pricing Model. Using excel for calculation. (Portfolio Optimisation)

## **UNIT V PORTFOLIO MANAGEMENT STRATEGIES AND EVALUATION**

**(13)**

Managing equity and bond funds –managing mutual funds-Equity Portfolio Management Strategies – Passive Vs Active, Portfolio Selection – Revision and Evaluation - Sharpe - Treynor's - Jensen's and Fama performance measures of portfolio evaluation. Financial calculations in excel Exchange traded funds momentum strategies

### **Course Outcomes:**

Upon Successful completion of the course, students will be able to

1. Gain knowledge of Investment,
2. Evaluate Risk and return of Financial Securities
3. Apply fundamental analysis and technical analysis for financial securities for decision making
4. Construct the portfolios and compare the portfolio return and risk with individual securities return and risk.
5. Evaluate the portfolio performance and apply portfolio management strategies

### **Text Book(s)**

1. Donald E. Fishser, Ronald J. Jordan, "Security Analysis and Portfolio Management", Prentice Hall of India (P) Ltd., New Delhi, 7th Edition 2018.
2. Jack Clark Frances, "Investment Analysis and Management", McGraw Hill Book Company New York.

### **Reference Books**

1. Ranganatham & Madhumathi Security Analysis Portfolio Management, , Pearson Education, 2011.
2. Sudhindra Bhat Security Analysis and Portfolio Management, , 2017, excel.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**Pre-requisite NIL**

**Course Description:**

The course provides a comprehensive knowledge to the students about the functioning of the Derivatives Markets with a practical approach. It focuses on risk management using various Instruments and trading strategies. It also provides enough knowledge to determine and analyse various option pricing models and swaps.

**Course Objectives:**

1. To acquaint the knowledge on conceptual and regulatory framework of the Derivative Markets.
2. To enable students to utilize the Hedging and Trading strategies in derivative markets to manage the risk.
3. To understand and analyse the options market using option strategies.
4. To determine options pricing using Binomial and Black scholes options pricing Models.
5. To understand and calculate various types of Swaps.

**UNIT I INTRODUCTION TO FINANCIAL DERIVATIVES**

**(10)**

Financial and Commodity Derivatives- Meaning, Origin and Growth of Financial Derivatives in India—Types of Derivatives –Forwards –Futures –Options-Swaps –Regulatory Framework. Online, Mock and Virtual trading.

**UNIT II FORWARD AND FUTURES MARKET**

**(12)**

Spot Contracts, Forward contracts and its limitations- Financial Futures –Trading –Risk management using derivatives-Hedging strategies—Forward and Future prices –Stock Index futures –Currency futures—Interest rate futures— Future pricing – Trading –Margins Future market in NSE. Using Futures data from NSE, BSE, MCX/MSE and NCDEX.

**UNIT III OPTIONS MARKETS**

**(12)**

Need – Scope – properties of stock option prices —Types of options –Stock index Options –Interest rate options –Currency options –Options market on NSE. Options strategies-Draw Payoff Charts using excel from capital market.

**UNIT IV OPTION PRICING**

**(13)**

Volatility –Causes of volatility, Distinguish between Options and Futures, Trading strategies involving options, Introduction to Binomial model —Black Schole Model pricing –Pricing Index Options. Financial calculations in excel.

**UNIT V SWAPS**

**(13)**

Concept and Nature of Swaps—Major Types of Financial Swaps –Interest Rate Swaps –Currency Swaps –Commodity Swaps – Credit Risk in Swaps, calculations in excel using data from RBI and SEBI.

**Course Outcomes:**

Upon Successful completion of the course, students will be able to

1. Understand conceptual and regulatory framework of the Derivative Markets.
2. Apply the Hedging and Trading strategies in derivative markets to manage the risk.
3. Analyse the options market using option strategies.
4. Determine options pricing using Binomial and Black schools options pricing Models.
5. Analyse various types Swaps.

**Text Book(s)**

1. S.L. Gupta, Financial Derivatives: Theory Concepts and problems, Prentice Hall, New Delhi, 2017.
2. John C. Hull Introduction to Futures and Options Markets, Prentice Hall, New Delhi, 2018.

**Reference Books**

1. Stulz, Risk Management & Derivatives, , Cengage, 2016
2. Jayanth Rama Varma Derivatives and Risk Management, TMH, 2017.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP403 CORPORATE TAX PLANNING**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**Pre-requisite NIL**

**Course Description:**

This course aims at making students conversant with the concept of the corporate tax planning and Indian tax laws, and their implications for corporate management.

**Course Objectives:**

1. To expose the basic provisions of Income Tax Act.
2. To provide an insight of computation of income of companies.
3. To make conversant with the computation of taxable income.
4. To provide knowledge about corporate tax planning methods
5. To provide a broad understanding of corporate tax planning

**UNIT I INTRODUCTION (10)**

Basic Concepts, Assessee, Income, Total Income, Assessment year and previous year. Residential Status of a company - Incidence of Tax - Incomes exempt from Tax applicable to Corporate Assesseees – Tax Rates.

**UNIT II COMPUTATION OF CORPORATE TAX (13)**

Computation of income from business, capital gains and income from other sources with reference to corporate assessee - (Problems-Excel).

**UNIT III CORPORATE TAXATION (13)**

Need, nature and scope -Computation of taxable income- Carry forward and set off of losses - (Problems-Excel) Deductions from gross total income applicable to corporate assessee (Problems- Excel) – problems on computation of taxable income of a company.

**UNIT IV TAX PLANNING (12)**

Concept of Tax planning, Tax avoidance, tax evasion, and tax management - significance of tax planning- Recognized methods of tax planning applicable to corporate assessee –Corporate Tax Planning in respect of employee’s remuneration, capital structure and bonus shares.

**UNIT V TAX CONSIDERATIONS (12)**

Corporate Tax Planning in respect of Mergers and Amalgamations - Tax considerations in setting up New Industrial Undertaking - Tax planning in respect of Export Promotion - Capital Gains Investments - Tax planning and foreign collaborations.

**Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Understand the basic provisions of Income Tax
2. Compute the total income of a company
3. Assess the taxable income of a company
4. Evaluate the tax liability of the companies
5. Analyze the corporate tax planning

**Text Book(s)**

1. Vinod K Singhania and Kapil Singhania. Direct Taxes - Taxmann's Publications, New Delhi 2019 Edition
2. V.P. Gaur and D.B. Narang, Income Tax - Law and practice - Kalyani Publishers, Ludhiana
3. Dr. Vinod K Singhania and Dr. Monica Singhania, Corporate Tax Planning & Business Tax
4. Procedures with Case Studies, Taxmann's Publications, New Delhi

**Reference Books**

1. Dr. H.C. Mehrotra and Dr.S.P.Goya Corporate Tax Planning and Management –Sahitya Bhavan Publications, New Delhi
2. Bhagawathi Prasad Direct Taxes, Law and Practice - Vishwaprakasham – New Delhi
3. Dinkar Pagare,, Direct Taxes – Law and Practice – Sultan and Chand and sons, New Delhi

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP404 FINANCIAL ENGINEERING**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**Pre-requisite NIL****Course Description:**

The purpose of this course is to equip students with theoretical knowledge and practical skills, which are necessary for the analysis of financial product development process, ALM Strategies, corporate restructuring strategies, and volatility-based strategies in global business and economics.

**Course Objectives:**

1. To discuss process and tools of financial engineering
2. To develop new financial products
3. To evaluate ALM risk management strategies and instruments
4. To analyse mergers and acquisitions
5. To analyse and evaluate the recent developments & Volatility-Based Strategies in recent the era of financial globalization

**UNIT I INTRODUCTION TO FINANCIAL ENGINEERING (10)**

Meaning, Scope and Need-Tools of Financial Engineering – Financial Engineering and Financial Analysis – Factors Contributing to the Growth of Financial Engineering – Financial Engineering Process.

**UNIT II FINANCIAL PRODUCT DEVELOPMENT (13)**

Need – Direction – Design – Testing and Introduction – Recent Debt Market Innovations – ZeroCoupon Securities – Repo and reverse Market, Repo Market Strategies, Junk Bonds, Fixed Vs Floating Rate – Equity and Equity Related Instruments – Equity Options – Warrants – Equity Distribution – The Role of Equity in Corporate Capital Structure – Hybrid Securities – Meaning – Need and Types of Securities.

**UNIT III FINANCIAL ENGINEERING PROCESS AND STRATEGIES (13)**

Overview – Changing Face of Liquidity Management – Asset Liability Management (ALM) in Banking sector – Hedging – Process of Hedging – Risk Management issues and Instruments – Liquidity Risk Management – Interest Rate Risk Management – Currency Risk Management – ALM Strategies- GAP – Simulation – Duration Method – Value at Risk (VAR).

**UNIT IV CORPORATE VALUATION (12)**

Introduction on Industrial sickness; Mergers and De-mergers – Motives – Acquisitions –Takeover – LBO – Sources of Value in a Leveraged Buy Out – Disinvestments Process – Motives – The Role of Financial Engineer. Event Study Analysis on corporate restructuring events and decisions. Corporate valuation concepts and strategies.

## **UNIT V FINANCIAL GLOBALIZATION AND FINANCIAL ENGINEERING**

**(12)**

Meaning – Recent Developments Towards Financial Globalization – International Capital Markets and Instruments – Volatility-Based Strategies-Development of New Markets and Market Linkages – Recent Trends in Settlement and Clearing – Financing Engineering and Monetary Policy – Legal Protection for innovative Finance Products – Using a Copy Right – Patent Right and Trade Mark – Legal Protection Against Unfair Competition.

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Explore the process and tools of financial engineering
2. Develop new financial products
3. Apply and evaluate ALM risk management strategies and instruments
4. Analyse mergers and acquisitions for the benefit of shareholders
5. Adapt and analyse the recent developments in International capital markets

### **Text Book(s)**

1. John F. Marshall & Vipul; K. Bansal, Financial Engineering; A complete Guide to Financial innovation, Prentice-Hall of India, Private Ltd., New Delhi,
2. Prasanna Chandra Financial Management, Tata McGraw Hill

### **Reference Books**

1. Gerald A. Fleischer, Capital Allocation Theory: The Study of Investment Decisions, Appleton-Century-Crofts, Merdith Corporation, New York.
2. S. Roman, Introduction to the Mathematics of Finance: From Risk Management to Options Pricing, Springer, 2004.
3. J.C. Hull, Options, Futures and Other Derivatives, 7th Edition, Prentice Hall of India / Pearson Education, 2011.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.



**20MBAP405 INTERNATIONAL FINANCIAL MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>

**Pre-requisite NIL**

**Course Description:**

This course focuses on the theoretical and practical knowledge required for the management of financial and investment functions of multinational corporations. Students will discover how the international capital markets, foreign exchange markets, and the derivatives market can be used to manage transaction and operating risks in international financial environment.

**Course Objectives:**

1. To introduce the environment of international finance and its implications on international business.
2. To identify risk relating to foreign exchange rate fluctuations and develop strategies to deal with them
3. To Identify and evaluate foreign exchange exposure and Risk management in the international context.
4. To provide students with a conceptual and analytical framework of international Financial institutions and working capital management
5. To analyse overseas investment approaches and decisions of multinational corporations.

**UNIT I INTERNATIONAL MONETARY SYSTEM (9)**

Introduction, Gold Standard, Bretton Woods system, Exchange rate regimes, fixed and floating exchange rates, Balance of Payments (Bop), Convertibility currency international liquidity and international reserves, European monetary system, Exchange Rate Theories - Purchase Power Parity - Interest Rate Parity – International Fisher Effect.

**UNIT II FOREIGN EXCHANGE MARKET (9)**

The International Financial Environment- International Financial Management and the multinational firm, geo-political events importance and its impact on international business. Foreign exchange market- Foreign exchange rate determination Spot and forward markets- foreign currency options.

**UNIT III MANAGEMENT OF FOREIGN EXCHANGE EXPOSURE AND RISK (9)**

Types of Exposure, Foreign Currency Exposure, Economic Exposure, Operation exposure, Interest rate exposure and swaps, euro currency market, role of international financial markets in risk management.

**UNIT IV MULTINATIONAL FINANCING INSTITUTIONS AND WORKING CAPITAL MANAGEMENT (9)**

The International Bank for Reconstruction and Development, the International development association, The International Finance Corporation, International monetary fund, international Working Capital Management, Cash management Export and Import financing.

## **UNIT V CROSS-BORDER INVESTMENT DECISIONS**

(9)

Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment Decisions, Incorporate Risk in Investment Decisions. Financing Decisions of MNC`s: Introduction, the cost of capital, capital structure, Methods of raising capital Foreign Direct Investment (FDI) – Foreign Institutional Investment (FII) FPI (Foreign Portfolio Investment)- purpose and Forms of overseas investment.

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Discuss and evaluate the international monetary system
2. Identify risk relating to foreign exchange rate fluctuations and develop strategies to deal with them
3. Evaluate foreign exchange exposure and Risk management in the international context.
4. Analyse the framework of international financial institutions and working capital management
5. Analyse and evaluate overseas investment approaches and decisions of multinational corporations.

### **Text Book(s)**

1. Shapiro Alan C, Multinational Financial Management, New Delhi: Wiley India Pvt.Ltd, 2012, 9th Edition
2. T. Siddaiah International Financial Management, Pearson, May, 2021
3. Apte P G, International Financial Management, New Delhi: Tata McGraw Hills, publications, 2017.
4. O.P.Agarwal, International Financial Management Himalaya publishing house, 2018

### **Reference Books**

1. Machi Raju International Financial Management, HPH, 2016.
2. V. A. Avadhani International Financial Management, Himalaya 2011
3. Eiteman & Stonchill, “Multinational Business Finance”, Addison Wesley Longman, New Delhi, 2001
4. Adrian Buckley, “The Essence of International Management”, 1995
5. Abdullah Faud.A. “Financial Management for the Multinational Firm”, 1987

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP406 FINANCIAL INSTITUTIONS, MARKETS AND SERVICES**

L	T	P	C
2	1	0	3

**Pre-requisite None**

**Course Description:**

The objective of this course is to acquaint the students regarding financial management tools and techniques in financial decision making.

**Course Objectives:**

1. To acquaint the students with the elements of financial system
2. To familiarize the working of banking and non-banking finance companies
3. To enable the students to understand Financial and securities markets
4. To understand various fund-based services
5. To provide the students with the working knowledge of fee-based services

**UNIT I FINANCIAL SYSTEM**

**(7)**

The structure of financial system, Elements of financial system and economic development, Regulatory and Promotional Institutions – Role and functions RBI, SEBI, IRDAI, NABARD, HDFC, IDBI, IFCI & ICICI

**UNIT II THE BANKING AND NON-BANKING INSTITUTIONS**

**(10)**

The public and the private sector banks – structure and comparative performance, Bank capital and Banking Innovations, Commercial and Co-operative banks. Regulatory framework of RBI on banking system-The Non-banking financial Institutions - Mutual Funds, Growth of Indian Mutual funds and SEBI guidelines. Type of mutual funds - The Role of AMFI, Insurance Companies – Life & General -LIC, GIC & other private insurance companies. Life & General -LIC, GIC & other private insurance companies.

**UNIT III FINANCIAL AND SECURITIES MARKETS**

**(10)**

Types of financial Markets -Primary and Secondary Markets, Structure, and functions of Money Market, - Call money market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits. Securities markets - Organization and structure, listing trading and settlement of securities market, The regulatory framework of SEBI.

**UNIT IV FUND BASED SERVICES**

**(9)**

Leasing and hire purchase- consumer credit and Factoring - Definition, Functions, Advantages, Evaluation, venture capital financing, Private equity – Venture capital and Private equity market in India- Housing Finance -HUDCO, HDFC, LIC, HFL.

## **UNIT V FEE-BASED SERVICES 9 hours**

Stock broking, Portfolio management services -Major stockbrokers in India- Credit rating- CRISIL, CARE & ICRA- Merchant Banking – Functions- Underwriting services, Issue management- Challenges faced by investment bankers, Depository services- NSDL & CDSL

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Understand the role and functions of financial system in the economy.
2. Appraise banking and non-banking financial institutions.
3. Evaluate the working of financial and securities markets.
4. Examine the Fund based financial services.
5. Analyze the Fund based financial services

### **Text Book(s)**

1. Bhole, L. M., &Mahakud, J. (2017). Financial Institutions and Markets: Structure, Growth & Innovations. McGraw-Hill Education.
2. Goel, S. (2018). Financial Markets Institutions and Services. Phi Learning Pvt. Ltd.

### **Reference Books**

1. Financial Markets and Institutions, 7th Edition by Anthony Saunders and Marcia Cornett, MH Education
2. Khan, M. Y. (2013). Indian Financial System, Tata McGraw-Hill Education.
3. Khan, M. Y. (2013). Financial Services, Tata McGraw-Hill Education.
4. Financial Services and markets, Dr.Punithavathy Pandian, Vikas
5. Financial Markets and services, Appannaiah, Reddy and Sharma, HPH
6. Indian Financial System, Ramachandra and others, HPH
7. Investment Institutions and Markets, Jeff Madura, Cengage, 1st Edition.
8. Tripathy, N. P. (2007). Financial services. PHI Learning Pvt. Ltd..

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP407 STRATEGIC FINANCIAL MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>

**Pre-requisite NIL**

**Course Description:**

This subject focuses on the contemporary concepts and trends in strategic financial management (SFM), particularly focusing on contemporary areas such as methods of shareholder value creation, evaluation of strategic investment decisions. Further, it focuses on the need, causes and impact of merger and takeover strategy.

**Course Objectives:**

1. To acquaint with concepts of strategic financial management
2. To familiarize various performance measures of strategic financial management
3. To evaluate strategic finance and investment decisions
4. To evaluate financial decisions of mergers
5. To provide with the working knowledge of takeover strategy and tactics

**UNIT I INTRODUCTION TO STRATEGIC FINANCIAL MANAGEMENT (7)**

Financial Policy and Strategic Planning –Strategic Planning Process – Objectives and Goals – Major Kinds of Strategies and Policies –Corporate Planning – Process of Financial Planning – Types of Financial Plan – Financial Models –Process of Financial Model Development- Tools or Techniques of Financial Modeling – Uses and Limitations of Financial Modeling – Types of Financial Models - Applications of Financial Models. (Using Excel for financial modeling)

**UNIT II FINANCIAL PERFORMANCE MEASURES (10)**

Shareholder Value Creation (SVC): Ten ways to create shareholder value - Market Value Added (MVA) – Market-to-Book Value (M/BV) - – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation.

**UNIT III STRATEGIC INVESTMENT DECISIONS (10)**

Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – sensitivity analysis and Monte Carlo Approach to Simulation- Evaluation of Lease Vs Borrowing Decision.

**UNIT IV MERGER & TAKEOVER STRATEGY (9)**

Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control- Problems on mergers – Exchange ratio. Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defenses

## **UNIT V CORPORATE VALUATION & RESTRUCTURING**

**(9)**

Introduction to Valuation -Approaches to corporate valuation - Estimating Free Cash Flows to equity and firm - Valuation based on – FCE, -FCF, DCF - (Simple Problems) – Corporate Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Identify the concepts of strategic financial management in achieving the strategic objectives of a firm.
2. Apply different financial performance measures.
3. Analyze the strategic investment decision of a firm.
4. Assess the impact of merger & takeover decision.
5. Evaluate the corporate valuation & restructuring.

### **Text Book(s)**

1. Samuel C. Weaver, John Fred Weston (2019). Strategic Financial Management: Applications of Corporate Finance. Cengage Learning.
2. RajniSofat, Preetihiro (2019). Strategic Financial Management: PHI, New Delhi
3. Ravi M. Kishore (2017). Strategic Financial Management. Taxmann Publications.

### **Reference Books**

1. Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.
2. G.P.Jakhotiya, Strategic Financial Management, Vikas Publications.
3. Van Horn, JC, Financial Management and Policy, Prentice Hall India
4. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw Hill.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

# **HUMAN RESOURCE MANAGEMENT**

**20MBAP408 HR ANALYTICS**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**Pre-requisite NIL**

**Course Description:**

This course will serve as an introduction to Human Resource Analytics. This course will explore the use of analytics within the Human Resource discipline. Through guest speakers and class case studies, student will hear from HR professionals experienced in the areas of HR Leadership, Employee Benefits, Compensation, Talent Acquisition and Talent Management. This course will also explore how effective story telling techniques with data can help the analytic effort be successful.

**Course Objectives:**

1. To elucidate the significance of HR Analytics in the present-day scenario.
2. To Analyze and interpretation of data to improve HR decisions in organization.
3. To explain an-depth knowledge and application of analytical techniques for predicting performance.
4. To appraise knowledge and application metric for manpower planning and staffing.
5. To Judge metric pay roll and organizational effectiveness.

**UNIT I INTRODUCTION (12)**

Understanding HR Analytics, Difference between traditional HR and data driven HR, Objectives, and Importance of HR Analytics in emerging technologies like cloud computing, Data Science, Mobile and social data explosion, stages of HR Analytics, leveraging HR Analytics for organizational success.

**UNIT II HR INTELLIGENCE FRAMEWORK (12)**

People research & analytics practices; HR intelligence cycle; Organizational Intelligence Model (OIM); HR intelligence implementation, Tools, Techniques and Non-parametric tests in HR Research, Integrating MS Excel and Google spread sheet.

**UNIT III WORKFORCE PLANNING AND STAFFING (12)**

Contingent representation rate, time- to- start, Time-to-productivity, turnover rate, turn over cost, turnover impact; Cost per hire, vacancy costs, vacancy/ occupancy rate; employee retention; yield or selection rate; Job offer: acceptance or decline rate; Promotion rate.

**UNIT IV TALENT AND PERFORMANCE MANAGEMENT (12)**

Human Capital readiness, competency rate, training participation rate, Training spend, Training hours, performance review completion review rate, average performance rating, performance rating distribution, succession planning



## **UNIT V EMPLOYEE COMPENSATION AND ORGANIZATIONAL EFFECTIVENESS (12)**

Annual Base salary increase, target bonus for executives and non-executives, quantitative application in compensation – percentiles, cost benefit analysis, and comp ratios; Calculation of incentives; organizational effectiveness- employee engagement metric; employee relation;

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Understand the significance of HR Analytics in the present-day scenario.
2. Evaluate and apply HR Intelligence to improve HR decisions in organization.
3. Receive an-depth knowledge and application of metric for manpower planning and staffing
4. Apply the knowledge and application of talent and performance management
5. Develop pay roll and organizational effectiveness.

### **Text Book(s)**

1. Fitz-enz, J. (2001). How to Measure Human Resource Management, McGraw-Hill; 3 edition
2. Bhattacharyya, D. K. (2017). HR Analytics: Understanding Theories and Applications. SAGE Publications India Pvt Limited. B.

### **Reference Books**

1. . Edwards, M.R, &Edwards, K (2016). Predictive HR Analytics: Mastering the HR Matric, London: Kogan Page
2. Sesil, J.C (2014). Applying Advanced analytics to HR Management decisions: Methods for selection, developing incentives, improving collaboration, Upper Saddle River, New Jersey: Person Education.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP409 INDUSTRIAL RELATIONS AND LABOUR CODES**

L	T	P	C
4	0	0	4

**Pre-requisite NIL**

**Course Description:**

To have an effective understating of human resource management, the knowledge of Labour Legislation is an indispensable part. Especially in the Indian scenario, the Labour welfare and security is paramount in industrial relations solutions. Thus to enable the students to have a good base in Labour Law, this paper focuses on various Labour legislations, dispute solving machineries and Judicial setup. There are modules with conceptual, descriptive, practical and legal aspects.

**Course Objectives:**

1. To develop an understanding of the occupational safety, health and working conditions code, 2020
2. To acquaint students with the knowledge of the code on social security, 2020
3. To make students understand the code on wages
4. To introduce the industrial relations code, 2020 to the students.
5. To impart in depth knowledge of the industrial relations code, 2020

**UNIT I THE OCCUPATIONAL SAFETY, HEALTH AND WORKING CONDITIONS CODE, 2020 (14)**

Registration, Duties Of Employer And Employees, Etc., Occupational Safety And Health, Health, Safety And Working Conditions, Welfare Provisions, Hours Of Work And Annual Leave With Wages, Maintenance Of Registers, Records And Returns, Inspector-Cum-Facilitators And Other Authority, Special Provision Relating To Employment Of Women, Sexual Harassment of Women at Workplace, Special Provisions For Contract Labour And Inter-State Migrant Worker, Etc. in Mines, Factories Etc., Offences And Penalties, Social Security Fund and Miscellaneous

**UNIT II THE CODE ON SOCIAL SECURITY, 2020 (13)**

Social Security Organizations, Employees' Provident Fund, Employees State Insurance Corporation, Gratuity, Maternity Benefit, Employee's Compensation, Social Security And Cess In Respect Of Building And Other Construction Workers, Social Security For Unorganised Workers, Gig Workers And Platform Workers, Finance And Accounts, Authorities, Assessment, Compliance And Recovery, Offences And Penalties, Employment Information And Monitoring and Miscellaneous

**UNIT III THE CODE ON WAGES, 2019 (10)**

Minimum wages, Payment of wages, Payment Of Bonus, Advisory Board, Payment Of Dues, Claims And Audit, Inspector-Cum-Facilitator, Offences And Penalties and Miscellaneous.

#### **UNIT IV THE INDUSTRIAL RELATIONS CODE, 2020, PART I**

**(10)**

Industrial Relation: Concept, Scope and Approaches to Industrial Relations, Bi-partite forums, Trade unions, Standing orders, Notice of change and Collective bargaining.

#### **UNIT V THE INDUSTRIAL RELATIONS CODE, 2020, PART II**

**(13)**

Voluntary reference of disputes to arbitration, Mechanism for resolution of industrial disputes, Strikes and lock-outs, Lay-off, Retrenchment and Closure, Special provisions relating to lay-off, retrenchment and closure in certain establishments, Worker re-skilling fund, Unfair labour practices, Offences and penalties and Miscellaneous and Contemporary issues in IR.

#### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. To have a knowledge of the occupational safety, health and working conditions code, 2020
2. To apply the knowledge of the code on social security, 2020 in industrial context.
3. To exhibit an understanding of the code on wages.
4. To explain the industrial relations code, 2020
5. To analyse the various chapters in the industrial relations code, 2020.

#### **Text Book(s)**

1. Venkataratnam. C. S. Industrial Relations: Text and Cases. Delhi. Oxford University Press.
2. Industrial Relations, Trade Union & Labor Legislation, Sinha, Sinha, Shekhar, Pearson

#### **Reference Books/material**

1. <https://labour.gov.in/industrial-relations-code>
2. <https://labour.gov.in/code-wages>
3. <https://labour.gov.in/occupational-safety-health-and-working-conditions-code>
4. <https://labour.gov.in/code-social-security>

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

20MBAP410 HUMAN RESOURCE PLANNING

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Pre-requisite NIL**

**Course Description:**

This course aims to create knowledge among students on human resource planning process at macro and micro level and helps them effectively forecast demand and supply of human resource as well as manage them optimally by bridging the HR demand and supply gap.

**Course Objectives:**

1. To explain the need of HR planning at micro and macro level
2. To make students use of various methods of HR demand forecasting in real time scenario
3. To learn and apply various methods of forecasting HR Supply.
4. To prepare students to optimally bridge HR gap.
5. To appraise the importance of HR Audit and Accounting in overcoming barrier to HRP

**UNIT I INTRODUCTION**

**(12)**

Human Resource Planning, Definition, need, importance, objectives, dimensions and benefits of HRP, Business Strategy and HRP, HR Planning Process, Macro and Micro Level Manpower Planning, factors affecting/influencing HRP, Approaches to HRP. Strategic HRP, HRP in changing context.

**UNIT II FORECASTING HR DEMAND**

**(14)**

Need and factors affecting forecasting HR Demand, Forecasting HR Demand at Macro and Micro level, Tools and techniques of forecasting HR Demand- Quantitative Tools- Analysis of workload factors, Ratio Trend, Regression analysis, modelling and multiple predictive techniques; Work measurement –The purpose and basic procedure, The Techniques of Work Measurement; Work Sampling, Structured Estimating, Time Study and Pre-determined Time Standards, Qualitative Determination of Human resource requirements- Job analysis - Managerial judgment, Delphi, Nominal Group Technique.

**UNIT III FORECASTING HR SUPPLY**

**(12)**

Factors affecting HR Supply, Sources of HR Supply- Estimating Internal labour supply, competency mapping -procedures and steps, methods of data collection for mapping, developing competency models from raw data; Estimating External source of supply: Labour Market behavior, Methods of Forecasting Supply- Staffing and Manning table, Markov. Replacement chart.

**UNIT IV BRIDGING HR GAP**

**(12)**

Managing HR Shortage- Strategic Staffing- online recruitment; employee referrals; recruitment process outsourcing, head hunting, tests for selection of employees, use of psychological test, selection process, interviewing skills, errors in selection. Case: Profiling of Candidates; Training and Development, HR Outsourcing; Promotion and Transfer; Managing HR Surplus- Employee Separation- lay off, retrenchment, VRS, transfer, workforce redeployment, Employer branding.

## **UNIT V HUMAN RESOURCE MEASUREMENT**

**(10)**

Potential and Performance Planning; Human Resource Audit and its implications, Human Resource Accounting (HRA) - Accounting standards and their applications in HRP. Barriers to HRP, and guidelines for effective HRP.

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Plan HR activities at micro and macro level.
2. Forecast human resource requirement through application of demand forecasting technique.
3. Employ various methods of HR Supply forecasting process.
4. Manage human resource of the organization at optimum level
5. Understand, analyze and design strategies to overcome barriers to HRP

### **Text Book(s)**

1. Dipak Kumar Bhattacharya, Human Resource Planning, 3rd ed., Exel Books,2016.
2. Gordon and Macbeth, Manpower Planning and Control, McGraw Hill.

### **Reference Books.**

1. R. S. Dwivedi, Manpower Management, McGrawHill.
2. Edward Leek, Love ridge Luembey and Morgan Silver, Manpower Planning Strategy and Techniques, Prentice Hall India.
3. Sahoo C. Human Resource Planning, Paramount.
4. SekhriArun, Human Resource Planning & Audit, Himalaya Publishing House.
5. Anne Anastasi, Susanurbina, Psychological testing, PHI.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

20MBAP411 TALENT MANAGEMENT

L	T	P	C
4	0	0	4

**Pre-requisite NIL**

**Course Description:**

Talent management has become one of the most popular concept of business management, designed to help companies leverage human capital for maximum gain. From strategic planning to acquiring talent to performance management and succession planning, this course will help the students to learn elements of talent management within a framework that uses concrete examples, real language, and contemporary business applications.

**Course Objectives:**

1. To make students understand various concept and approaches to talent management and examine the strategic importance of Talent identification, integration, and retention.
2. To make students learn and analyze different aspect of talent management practices and process.
3. To create knowledge among students on various ways of procuring and developing the talent and talent pool
4. To measure and appraise employee turnover cost and select best employee engagement techniques.
5. To measure the contribution of talent to business performance and, find the ways to transform the HR for the sound health of the organization

**UNIT I INTRODUCTION (12)**

Introduction - Concept, nature and importance of talent management, elements of talent management, role of HR in talent management, approaches to talent management, talent imperatives, workforce diversity and talent management, Talent identification, integration, and retention.

**UNIT II TALENT MANAGEMENT PRACTICES AND PROCESS (12)**

Building the talent pipeline; Key factors and different aspects of talent management; using talent management processes to drive culture of excellence; Role of leadership in talent management;; Future directions in talent management practice.

**UNIT III TALENT PROCUREMENT AND DEPLOYMENT (12)**

Identifying talent needs, sourcing talent; Talent forces of future ,Recruiting Super keepers, developing talent, deployment of talent, establishing talent management system, talent multiplication, building talent database.

**UNIT IV TALENT RETENTION (12)**

Cost and consequences of talent departure, diagnosing causes of talent departure, measuring and monitoring turnover and retention data, An ROI Approach to Manage retention, conducting exit and stay interviews, Employee Engagement- Concept, importance, Gallup Research Studies, designing employee engagement strategies.

## **UNIT V RETURN OF TALENT**

**(12)**

Measuring contribution of talent to business performance, talent metrics, human transformation and reorganization of HR.

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Execute sound strategic approaches to identify, integrate and retail talent.
2. Analyze and apply different concepts and approaches of talent management.
3. Design sound talent management system using best talent procurement and deployment strategies.
4. Determine and use the best employee engagement concepts to reduce the employee turnover.
5. Measure and develop Talent corpus for next generation.

### **Text Book(s)**

1. Cheese, Peter, Robert J Thomas and Elizabeth Craig, The Talent Powered Organization, Kogan Page Ltd.
2. Stringer, Hank & Rusty Rueff, Talent Force: A New Manifesto for the Human Side of Business, Pearson Education, Prentice Hall Upper Saddle River, New Jersey

### **Reference Books**

1. Lawyer III, Edward E, Talent: Making People your Competitive Advantage, Dave Ulrich, Jossey Bass, A Wiley Imprint.
2. Phillips, Jack J, Lisa Edwards, Managing Talent Retention, An ROI Approach, Pfeiffer, A Wiley Imprint.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

20MBAP412 INTERNATIONAL HRM

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Pre-requisite NIL**

**Course Description:**

The course is designed to familiarize the students with international HR practices and help them to handle international recruitment, selection, training, performance appraisal, and expatriation and repatriation process in an effective and efficient manner.

**Course Objectives:**

1. To create a strong knowledge base among students on international human resource practices.
2. To examines the process associated with international human resource assignment and analyze the issues and challenges related to expatriation and repatriation process
3. To prepare student to appraise, train and develop effective international human resources.
4. To create insights on international compensation philosophy and practices.
5. To make student learn, understand and implement best international Industrial Relations & people management practices.

**UNIT I INTRODUCTION TO INTERNATIONAL HRM (10)**

Concept, expanding role – Global issues and challenges, Cross Cultural Differences – Hofstede’s Hermes Study, Hofstede’s model-understanding workplace values., IHRM in Cross-Border merger & acquisitions and international alliances, International migration and Managerial Implications. IHRM trends and future challenges.

**UNIT II INTERNATIONAL STAFFING (10)**

Nature, Sources, Policies – Human Resource Planning – Recruitment and Selection for International Assignment- Training Expatriation – Issues and Challenges of Expatriation- Repatriation – Repatriation Process- Benefits from Repatriates.

**UNIT III TRAINING, DEVELOPMENTAND APPRAISAL IN THE GLOBAL PERSPECTIVE (10)**

Programs and Agencies - Evaluation of Global HRM Practices– Need, Cross Cultural Training, learning, Developing International Staff and Multinational Teams, International leadership development - Performance Management and HR Process –Competency appraisal – Cultural Issues competency models for competency appraisal.

**UNIT IV INTERNATIONAL COMPENSATION PRACTICES (8)**

Compensation Management: International Compensation – Objectives, Components – Approaches of Compensation in Global Assignments – Culture and Compensation



## **UNIT V INTERNATIONAL INDUSTRIAL RELATIONS & PEOPLE MANAGEMENT (7)**

Industrial Relations at Global Level: IR Scenario in Global Organizations – Trade Unions at International Level – Unions and International Industrial Relations. Work life balance in Global Context, People Management – Western Countries – European Countries, and Asian Countries.

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Apply best practices related to international human resource management.
2. Choose best recruitment strategies for international assignment and efficiently handle expatriation and repatriation challenges
3. To appraise, train and develop effective international human resources
4. Design competitive compensation policy for global assignments.
5. Improve interpersonal relations among people of different cultures and maintain cordial industrial relations for organizational success.

### **Text Book(s)**

1. Peter J. Dowling, Marion Festing, Allen D. Engle: International Human Resource Management, 7th ed., 2017, Excel Publications
2. Aswathappa, International Human Resource Management, 3rd ed., 2020, MH.
3. Subarea P, International Human Resource Management, Himalaya.

### **Reference Books**

- 1 C. S. Venkataratnam, Globalization and Labour Management Relations, Sage, New Delhi.
- 2 PS Rao, International HRM, Himalaya, Mumbai.
- 3 Lawrence Kalia, Human Resource Management, Wiley India, New Delhi.
- 4 Tony Edwards & Chris Rees, Internal Human Resource Management, Excel.
- 5 Bartlett, Christopher and Sumantraghoshal, Managing Across Borders: The Transnational Solution, Harvard Business School Press, 1998.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP413 ORGANIZATIONAL CHANGE AND DEVELOPMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Pre-requisite NIL**

**Course Description:**

This course introduces students to the social science techniques and change interventions used to improve organizational effectiveness and enhance the personal development of individuals. It focuses on the philosophy, history, and evolving approaches associated with organizational change and development, with special focus on initiating and managing change. Introduces methods used to identify organizational problems, understand the underlying causes for these problems, and collect information and data about the causes or problems, and present diagnostic results.

**Course Objectives:**

1. To Recognize an improvement in your ability to synthesize, articulate, and disseminate information and knowledge concerning organizational change to others through dialogue and critique.
2. To organizational change processes from multiple role perspectives
3. To learn approaches and strategies for managing organizational change
4. To describe and explain the steps involved to effectively manage organizational change in a variety of contexts and settings.
5. To distinguish between different types and terminologies of organizational change.

**UNIT I INTRODUCTION**

**(9)**

Organizational Change: Concept and types of organizational change - External and Internal, Recognizing the need for change, problem diagnosis, The Six-Box Organizational Model, The 7S framework, Kurt Lewin's Model of Organizational Change, Identifying alternate change techniques Forces and Resistance to change, managing resistance to change, Incremental Change V/s Disruptive Change. Mapping Change-Fishbone cause and effect (qualitative analysis)

**UNIT II MANAGING CHANGE**

**(9)**

Managing Change: Planning, Creating the support system, Internal Resource Persons (IRP) and External agent, managing the transition, organization restructuring, reorganizing work activities, strategies, process-oriented strategies, competitor and customer-oriented strategies, Kotter's 8 steps for managing Change

**UNIT III ORGANIZATIONAL DEVELOPMENT**

**(9)**

Organizational Development: Definition –Contributory Stems, Values, and Assumptions Beliefs in OD- Values in Transition – Ethical issues in OD Characteristics and Foundations of OD- Systems Outlook and Organization Transformation.

## **UNIT IV OD CONSULTATION & PROCESS**

(9)

Organizational change and process Consultation, Consultant Issues – System Ramifications – Power politics in OD –Organization Development - OD process, Action Research orientation.

## **UNIT V OD INTERVENTIONS AND EFFECTIVENESS**

(9)

Interventions classification – Team Interventions – Intergroup Interventions Third party peace making intervention; Structural Interventions- Comprehensive Interventions and Training Experience; Other Interventions- T- Groups, Behavior Modelling, Life and Career Planning, Evaluating OD Effectiveness, Future of OD. Behavior modelling simulation exercises

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Apply the fundamental knowledge of the need for change, why organizations change or fail to change.
2. Enable them how to plan for, manage and measure change; apply basic understanding and
3. appreciation of issues or conditions creating change in modern organizations.
4. Understand about organizational development, ethical issues involved and organizational
5. transformation.
6. Understand about the OD consultation, process and action research orientation.
7. Know about OD intervention, types, evaluation and future of OD.

### **Text Book(s)**

1. Managing Organizational Change, Palmer Dunford Avin- 4th edition TMH
2. Organization Development, French & Bell, 6th edition, Pearson.

### **Reference Books**

1. Organization Change & Development, Kavita Singh, Excel
2. Organizational structure change and management, Bhattacharya, HPH
3. Organization Change and Development, Kavita Singh: Excel, 2008

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP414 REWARD MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Pre-requisite NIL**

**Course Description:**

The course provides students with knowledge of rewards, the single largest budget component for most businesses, and, at the same time, a key to success or failure. Besides being a cost factor, the design of the reward system has a major impact on a company's attractiveness to jobseekers and the behavior of current employees. The course provides a systematic guideline or roadmap for identifying and designing reward systems that add value. Effective reward management would be in line with the principles of both strategic management and the scientific study of human behavior. Students will explore the theory, concepts, and methods used to design compensation and benefits systems in ways that contributes to achieve the goals of the organization and its individual members.

**Course Objectives:**

1. To provide an overview of reward management and understanding of internal alignment in pay model.
2. To explore person based pay structure and illustrate the process of constructing pay policy line.
3. To elucidate pay for performance plans.
4. To impart knowledge of the employer's obligations under labor statutes governing wage and salary administration.
5. To explain the concept of international pay systems.

**UNIT I INTRODUCTION TO REWARD MANAGEMENT AND INTERNAL ALIGNMENT (10)**

Concept and significance of rewards, Forms of pay, Relational returns, Factors influencing employee compensation trends, Role of technology in compensation, Basis for Compensation, Pay model, Internal alignment: Job based structures -: Job evaluation methods - Point method.

**UNIT II PERSON BASED PAY STRUCTURE AND EXTERNAL COMPETITIVENESS (10)**

Person based structures: Competency based pay and skills based pay; External competitiveness: Designing pay levels, mix and pay structure: Salary survey- Purpose, Competitors, Design, Interpret survey results and construct a market line, Pay policy line, Grades and Ranges and Broad banding.

### **UNIT III EMPLOYEE CONTRIBUTIONS**

**(10)**

Introduction to Equity theory; Designing pay for performance plan; Short term incentives: Merit pay, lump sum bonus pay, individual spot awards, Advantages and disadvantages; Long term incentives: Employee ownership, Team incentive plans: Types; Pay strategy for special groups: Directors, Executives and Sales staff.

### **UNIT IV COMPENSATION AND STATUTORY PROVISIONS IN INDIA**

**(8)**

Pay structure: Base pay, HRA, DA, Deductions: ESI, PF, PT, TDS Contributions, Calculation of gross salary and net salary, Retirement Plans including VRS / Golden Handshake Schemes; Introduction to Pay commission. Managing pay during and post Covid 19 pandemic.

### **UNIT V INTERNATIONAL PAY SYSTEMS**

**(7)**

International Pay; Expatriate pay: Concept, Elements of expatriate compensation, Approaches: Balance sheet approach and alternative to balance sheet approach.

#### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Elucidate the fundamental concepts of reward management and an in-depth knowledge of internal alignment.
2. Understand person based pay structures and construct pay policy line and grades and ranges.
3. Analyze the relationship between pay and employee performance and evaluate various incentive plans.
4. Describe compensation and pay related statutory provisions in Indian context.
5. Explain the international pay system.

#### **Text Book(s)**

1. Compensation Management, Milkovich, Newman, Gerhatt, 11th edition, 2014.
2. B.D. Singh, Compensation and Reward Management, 3rd ed., 2017, EB
3. Michael Armstrong, Employee Reward, Oxford Universities Press (India) Ltd. 3rd ed., 2010.

#### **Reference Books**

1. Dr. Kanchan Bhatia, "Compensation Management", 2009, Himalaya Publishing House.
2. A.M. Sharma, Understanding Wage and Compensation System, HPH.
3. Tapomoy Deb, "Compensation Management", 2009, Excel Books, New Delhi.
4. Dipak Kumar Bhattacharyya, "Compensation Management", 2009, Oxford University Press.
5. Barry Gerhart and Sara L. Rynes, Compensation, Sage Response Books.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

# MARKETING MANAGEMENT

**20MBAP415 DIGITAL MARKETING**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**Pre-requisite Nil**

**Course Description:**

Digital marketing course has been designed to help students to transit from a functional role to a management role that requires more strategic digital and web marketing skills. This course also entails online marketing tools like email marketing, SEO/SEM and social media analytics.

**Course Objectives:**

To provide

1. An understating of digital marketing concepts
2. Explain search engine optimization techniques
3. Examine various social media marketing techniques
4. Design social media analytical techniques
5. Build online reputation and content for the firms.

**UNIT I INTRODUCTION TO DIGITAL MARKETING**

**(12)**

Digital marketing – Importance and scope of digital marketing -Digital marketing from traditional to modern era - digital marketing for the 21st century, Importance and scope of digital marketing; How web sites works – dynamic, static, blogs: search engines and types of search engines – meta, crawler, directories; How to create a blog

**UNIT II SEARCH ENGINE OPTIMIZATION**

**(12)**

Search engine optimization &marketing, Online advertisement, Introduction to Search Engines: Google guidelines, Best Practices and guidelines on quality and design, Search engine page results – familiarizing Google results. How Google works: Search engine ranking methods, Techniques to get on top of Google, Meta tags best practices

**UNIT III SOCIAL MEDIA MARKETING**

**(12)**

Introduction to social media, How companies use social media, Impact of social media in search, Benefits of social media: How to get started in social media. Social media profile creation and optimization, Advertising Campaign-PPV,PPC ,PPA etc, Online Ads - Types of online advertisements, How the online ads work, Interactive ads, Creative ads, Google Ad words, Online ad methods, Types of online advertisements, Face book ads, LinkedIn ads, Video ads, Text ads, Image ads, Local ads, Content network Ads.

## **UNIT IV SOCIAL MEDIA ANALYTICS**

**(14)**

Facebook Ad Manager, Campaign Objective-Awareness, Consideration and Conversion, Audience, Placements, Budget and Schedule, Ad Format, Media. Facebook Analytics YouTube Branding, How to Create YouTube Channel, YouTube Analytics, Twitter Marketing, LinkedIn Marketing, WhatsApp Business, Google AdWords and Google AdSense and Affiliate Marketing.

## **UNIT V ONLINE REPUTATION&CONTENT MANAGEMENT**

**(10)**

Online Reputation Management: Brand management, Tools to monitor online brand reputation, Communication online best practices, Email Marketing, Mobile Marketing, Content Management- Types of Digital Content Management, Content Governance , Content Management System and Tools. .Ethics in digital marketing.

### **Course Outcomes:**

Upon Successful completion of the course, students will be able to

1. Explain the concepts of digital marketing
2. Analyze search engine optimization techniques
3. Evaluate various social media marketing techniques
4. Execute social media marketing strategies.
5. Formulate online reputation and content for the firms.

### **Text Books**

1. Digital Marketing by Seema Gupta, Mc-Graw Hill, 2nd edition, 2017.
2. Zimmerman Jan, Sahlin Doug; Social media marketing, All-in-one for dummies, 5th edition, 2021, Wiley India

### **Reference Books**

1. DaveEvans.,SusanBratton,(2012).SocialMediaMarketing:AnHouraDay.,2ndedition, Wiley
2. Dave Evans., Susan Bratton, (2011). Social Media Marketing: The Next Generation of Business Engagement. Wiley.
3. Your Google Game Plan for Success: Increasing Your Web Presence with Google Ad Words, Analytics and Website Optimizer, Joe Teixeira, Wiley 2010

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.



**20MBAP416 RETAIL MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**Pre-requisite Nil**

**Course Description:**

Provides an in-depth understanding of retail management. Topics include an overview of retail marketing, location strategy; merchandising; pricing and distribution; promotion including communications, store layout, store design, visual merchandising; and customer service.

**Course Objectives:**

1. To provide insight into retail sector.
2. To explain various strategies adopted in retail sector.
3. To illustrate the various promotional tools used in retail sector.
4. To explain the various methods of managing retail store and its merchandise.
5. To discuss the emerging trends in retail sector.

**UNIT I OVERVIEW OF RETAILING**

**(12)**

Definition and Scope, Retailers' Role in Distribution Channel, Benefits of retailing. Indian Retail Industry: Factors Behind growth– Changing scenario of global retail sector –The Retailing environment (Lessons from COVID 19) –Classification of Retailers –Store Based and Non-Store Based Retailers.

**UNIT II RETAIL MARKET STRATEGY**

**(11)**

Definition of Retail Market Strategy, Target Market and Retail Format, Building Sustainable Competitive Advantage – Strategic Positioning – Retail location – types, location opportunities – selection of location – Retail pricing.

**UNIT III RETAIL PROMOTION**

**(12)**

Retail promotion–methods for communicating with customers: advertising, sales promotion, public relations, personal selling, Retail communication program. Thumb rule method-Assigning the promotional budget, implementing the advertising programs. Retail database – In-store customer service

**UNIT IV RETAIL STORE AND MERCHANDISE MANAGEMENT**

**(15)**

Managing retail service store Layout and Design –Space Management - store maintenance and store security - Basics of Retail Merchandising, Process of Merchandise Planning, Methods of Merchandise - Procurement, Retail Pricing and Evaluating Merchandise Performance. Visual Merchandise Management– Retail Inventory management– Retail store brands.

## **UNIT V EMERGING TRENDS IN RETAILING**

**(10)**

Online retailing – Growth drivers of online retailing –role of technology in e-tailing – Use of latest technologies in retailing –future of online retailing–retailing of services, emerging trends and challenges to services retailing. –Future trends in retailing.

### **Course Outcomes:**

Upon Successful completion of the course, students will be able to

1. Analyze trends in retail sector
2. Execute retail-marketing strategies.
3. Design and implement promotional tools in retail sector effectively.
4. Design and execute retail store layout and merchandizing process.
5. Implement strategic changes to be in sync with the industry.

### **Text Book(s)**

1. Michael lacy, Barton A Weitzand Ajay Pandit, Retail management, 10th edition, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2019
2. Chetan Bajaj, Rajnish Tuli, Varma and Srivastava, Retail Management, Fourth edition, 2016, Oxford University Press,New Delhi.

### **Reference Books**

1. Retailing Management–Text and Cases, Swapna Pradhan, 3rd Edn., TataMcGrawHill.6th edition, 2020.
2. Retail Marketing Management -Dravid Gilbert, 2/e, 2006,Pearson Education
3. Retail Strategies-understanding why we shop, Jim, Jaico Publishing House, Mumbai, 2008.
4. The Art of Retailing-A. J. Lamba, McGraw Hill. 2002, second edition

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP417 CONSUMER BEHAVIOR AND CRM**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Pre-requisite NIL**

**Course Description:**

Students will develop an appreciation for the influence consumer behaviour has on marketing activities. Students will be able to apply psychological, social and cultural concepts to marketing decision - making. The course is also about the importance of customer relationship management in sustaining competitive business of the current world. It delves into the available solutions and key conceptual aspects of customer relationship management

**Course Objectives:**

1. To gain factual knowledge about consumer behaviour
2. To understand the psyche of consumer with respect to the consumer Behaviour models
3. To impart the skill-based knowledge of Customer Relationship Management.
4. To study the Challenges and strategies of organizations to manage Relationships to meet the demand
5. To aware the CRM effect to build customer satisfaction and loyalty

**UNIT I INTRODUCTION TO CONSUMER BEHAVIOR (13)**

Introduction, Nature, Scope and Significance of consumer behavior, Individual Determinants of Consumer Behavior- Motivation and Involvement, Personality and Self-concept, Perception. Consumer learning and memory, Attitude Formation & Change and Customer Communication Characteristics of Indian Consumer, Buying Decision Roles, Types of Buying Behavior, Factors Influencing Consumer Behavior, Impact of Social Media and technology on consumer buying behavior, Consumer Decision Making Process.

**UNIT II MODELS OF CONSUMER BEHAVIOUR (12)**

The Howard-Sheth Model of Buying Behaviour, The Nicosia Model, The Engel-Kollat-Blackwell Model, The Engel, Blackwell and Miniard (EBM) Model, The Bettman Information-Processing Model, The Andreasan Model, The Sheth-Newman-Gross Model, The Schiffman & Kanuk’s Model of Consumer Decision Making

**UNIT III FUNDAMENTALS OF CUSTOMER RELATIONSHIP MANAGEMENT (13)**

Evolution of relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, CRM Definitions, Emergence of CRM practice: CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, e-CRM, Features and advantage of e-CRM, Application of Microsoft dynamics in Customer service.

**UNIT IV CUSTOMER RELATIONSHIP MANAGEMENT EMERGING PERSPECTIVES (10)**

Employee-Organization Relationship, Employee-Customer Linkage, Employee customer orientation, Factors effecting employee’s customer-oriented behavior, Service Failure, Service Recovery Management, Service Recovery Paradox, Customer Lifetime value, Customer profitability, Customer recall management,

Customer Revenge. Consumer exploitation, (manipulation) Awareness on consumer rights, Consumer Protection process. Challenges and strategies of organizations to manage Relationships to meet the demand during Covid – 19. Customer life cycle and customer value

## **UNIT V CUSTOMER SATISFACTION & CUSTOMER LOYALTY (12)**

Meaning, Definition, Significance of Customer Satisfaction, Components of Customer Satisfaction, Customer Loyalty, Model of Customer Loyalty, Measuring Customer Satisfaction, Customer satisfaction and marketing program evaluation, Customer Satisfaction Practices. Post purchase cognitive dissonance.

### **Course Outcomes:**

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

1. Identify the dynamics of human behaviour and the factors that influence the consumer's buying decision process
2. Analyze how the consumer behavioural models may be applied to design marketing strategy
3. Explore the ways to build customer Relationship
4. Analyze the emerging perspectives of CRM
5. Apply the best practices of CRM to enhance the customer base and loyalty

### **Text Book(s)**

1. Leon G. Schiffman, Kanuk & Ramesh Kumar, Consumer Behavior, Pearson-10th Edition
2. Consumer Behavior; Concepts and Applications – Loudon and Bitta – 4th Edition, TMH
3. Jagdeesh, J. N.; Parvatiyar A. & Shainesh G. Customer Relationship Management-Emerging Concepts, Tools, & Applications, Tata McGraw-Hill Education

### **Reference Books**

1. Consumer Behavior: Insights from Indian Market – Ramanuj Majundar –PHI
2. Knox Simon, Payne Adrian & Maklan Stan., Customer Relationship Management, RoutledgeInc.
3. Dyche., Customer Relationship Management Handbook, PrenticeHall
4. Consumer Behavior: Insights from Indian Market – Ramanuj Majundar –PHI
5. Knox Simon, Payne Adrian & Maklan Stan., Customer Relationship Management, RoutledgeInc.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

20MBAP418 ADVERTISEMENT AND SALES MANAGEMENT

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

Pre-requisite NIL

Course Description:

This course investigates various promotional tools used in the communication mix, such as advertising, sales promotion to sell products and services. It includes the concepts like advertising planning processes, determining advertising and promotional goals and objectives, control and evaluation of advertising and promotional programs. This course also covers the elements of advertising and sales promotion in the business environment and Laws for Protection against Malpractices.

Course Objectives:

1. To discuss the basic concepts of advertising and various aspects of it.
2. To illustrate the design of an ad copy.
3. To explain various types of media and the media selection for advertising.
4. To learn the methods to measure advertising effectiveness.
5. To discuss various sales promotional tools used in marketing communication.

UNIT I ADVERTISING - AN INTRODUCTION (10)

Advertising: Concept, Evolution, Importance, Functions, objectives and types of Advertising, Advertising Planning Frame work, Challenges and Opportunities in Advertising – Economic, Social and Ethical Aspects of Advertising. Rural Advertising: Fundamental Nature of Rural Market, Understanding the rural consumer mindset and buying process

UNIT II ADVERTISING COPY (13)

Advertising copy – Elements of Ad Copy– Types of ad copy – Creation of Ad copy Visualization of Ad Layout –Styles and Stages in advertising copy creation – Methods of ad copy testing.

UNIT III MEDIA DECISIONS (12)

Media Objectives - Media Plan – Factors influencing media selection - Types of Media – Concepts of Reach, Frequency, Continuity, and Selectivity - Measures of Media Cost Efficiency – Media (Readership/Viewership)Research–OnlineandMobileAdvertising–SocialMediaforAdvertising

UNIT IV MEASURING ADVERTISING EFFECTIVENESS (13)

Measuring Advertising Effectiveness: Stages of evaluations and various types of testing-Pre and Post testing – Advertising agencies: history, role and importance.

## UNIT V SALES PROMOTION

(12)

Sales Promotion: Concepts, need, objectives, Types of Sales Promotion – Sales Promotion Strategies-Cross Promotion, Surrogate Selling, Bait and Switch advertising – Ethical and legal aspects of advertising and sales promotion. ASCI guidelines and regulations

### Course Outcomes:

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

1. Develop an understanding of various concepts of advertising
2. Design an advertising copy
3. Choose the suitable media for advertising
4. Assess the effectiveness of reach, frequency and impact of an ad
5. Comprehend sales promotional tools and implement effectively.

### Text Book(s)

1. Batra, Myers & Aaker, Advertising Management, Prentice Hall of India, 2002.
2. Belch, Advertising and Promotion, TataMcGrawHill, Roderick White, Advertising, McGraw Hill.
3. Chunawalla, S. A. (2008). Advertising, sales and promotion management. Himalaya Publishing House.

### Reference Books

1. Belch & Belch, Advertising and Promotions; An IMC Perspective, McGraw Hill
2. Shah & D'Souza, Advertising and Promotions, An IMC Perspective, McGraw Hill
3. Kazmi and Batra, Advertising and Sales Promotion, Excel Publishing
4. Clow and Baack, Integrated Advertising Promotion and Marketing Communications, Prentice Hall

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP419 LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

L	T	P	C
3	0	0	3

**Pre-requisite NIL****Course Description:**

This course will expose students to the challenges involved in managing supply chains and understand the complexity of inter-firm and intra-firm coordination. In addition to the basic challenges and tradeoffs associated with reducing costs and increasing responsiveness, this course will also delve into the supply chain issues such as sourcing and the need for greater visibility in supply chains..

**Course Objectives:**

1. To provide an over view of the major drivers of Supply chain
2. To explore how to design a distribution network
3. To study the forecasting methods to estimate the future demand
4. To plan and Manage the Inventory in Supply Chain
5. To study the strength and weakness of various modes of transportation and different options for designing transportation networks

**UNIT I UNDERSTANDING THE SUPPLY CHAIN (9)**

what is a supply chain, objectives of a supply, importance of supply chain decisions, decision phases in a supply chain, process view of a supply chain, examples of supply chain; supply chain performance, supply chain drivers and metrics - facilities, inventory, transportation, information, sourcing, pricing

Case studies will be used to illustrate quantitative aspects of the unit if any

**UNIT II SUPPLY CHAIN DESIGN (8)**

Role of distribution in a supply chain, factors influencing distribution network design ,Design options for a distribution network, E-business and the distribution network, distribution networks in practice.

case studies will be used to illustrate quantitative aspects of the unit if any

**UNIT III DEMAND FORECASTING IN A SUPPLY CHAIN (9)**

Role of forecasting in a supply chain, components of forecasting and forecasting methods, time series methods, measures of forecasting errors, role of IT in forecasting, risk management in forecasting, forecasting in practice. Case studies will be used to illustrate quantitative aspects of the unit if any

**UNIT IV PLANNING AND MANAGING INVENTORIES IN A SUPPLY CHAIN (9)**

Managing economies of scale in a Supply Chain - Role of cycle inventory, economies of scale, and quantity discounts, role of safety inventory, determining the appropriate level of safety inventory, impact of replenishment policy on safety inventory. Case studies will be used to illustrate quantitative aspects of the unit if any

## **UNIT V TRANSPORTATION & SOURCING DECISIONS IN SUPPLY CHAIN**

**(10)**

Designing and planning transportation network: Role of transportation in supply chain, modes of transport, making transportation decision in practice, Sourcing Decisions in Supply Chain: role of sourcing, third and fourth party logistics providers, supplier scoring & assessment, Supplier selection - auctions, and negotiations, contracts, procurement process, sourcing planning analysis, Case studies will be used to illustrate quantitative aspects of the unit if any

### **Course Outcomes:**

Upon Successful completion of the course, students will be able to

1. Understand the metrics of major drivers of Supply chain
2. Design and develop appropriate distribution network considering the factors affecting.
3. Select the appropriate model for future demand forecasting
4. Plan and manage inventory
5. Plan and design the transportation network

### **Text Book(s)**

1. Sunil Chopra, Peter Meindl, Supply Chain Management – 6 th edition

### **Reference Books**

1. D K Agrawal, Textbook of Logistics and Supply Chain Management,
2. G Raghuram & N Rangaraj, Logistics and Supply Chain Management - Cases and Concepts. Mac Millan
3. Martin Christopher, Logistics & Supply Chain Management: Creating Value-Adding Networks, FT Press.
4. Jannat Shah, Supply Chain Management 2/e: Text and Cases 2016, Pearson

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.



**20MBAP420 BRAND MANAGEMENT**

L	T	P	C
3	0	0	3

**Pre-requisite NIL**

**Course Description:**

The course builds on existing communications and consumer behavior models in many of the issues facing a modern-day brand manager. This course helps to define, develop and apply tactics and strategies in brand management through a systematic model and process. Focus on the concept of brand equity and its creation and growth through brand positioning, measurement of brand performance and strategies to sustain and build over time

**Course Objectives:**

1. To provide an overview of Branding.
2. To understand the dimensions of brand identity.
3. To design brand positioning and repositioning strategies and understand brand equity.
4. To elucidate how to enhance brand value through appropriate communication and brand extension strategies.
5. To assess brand performance and personality.

**UNIT I INTRODUCTION TO BRANDING (9)**

Concept of brand, dimensions of brand, different types of brand, significance and objectives of branding, planning and implementing brand programme, Pioneer brand advantage, Branding: Emerging challenges and opportunities. Branding and Rural Markets. Global Branding strategies.

**UNIT II BRAND IDENTITY (8)**

Brand Identity: concept, elements, benefits, developing brand identity system, brand identity structure, Brand knowledge, Brand awareness & Brand Image, brand failures, Identity, co-brands, store brands, launching new brands.

**UNIT III BRAND POSITIONING AND EQUITY (9)**

Brand positioning: STP in branding, Establishing the Points of Parity & Points of Difference. Brand positioning and repositioning strategies, establishing brand values, Brand equity: concept, elements, types of brand equity: cost based, price brand and customer-based brand equity, need for measuring brand equity, Keller's CBBE Model, brand equity-Issues.

**UNIT IV BRAND COMMUNICATION AND EXTENTION (9)**

Advertising and brand building, Brand promotion methods, Integrated Marketing communications for brand building. Brand extension: concept, need, merits and demerits, guidelines, types. Factors influencing brand extension decisions, Managing Growth through Brand Extensions, Re-branding

## **UNIT V BRAND PERFORMANCE AND PERSONALITY**

**(10)**

Measuring and interpreting brand performance, celebrity endorsements, role of brand ambassadors in creating brand image and improving brand performance. Brand personality: concept, definition, importance, dimensions. Brand personality and brand image in managing brands.

### **Course Outcomes:**

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

1. Give an overview of branding.
2. Develop a brand using branding models
3. Use the appropriate framework to position a given brand and elucidate brand equity.
4. Apply appropriate brand communication and brand extension strategies to enhance the brand value.
5. Assess brand performance and personality.

### **Text Book(s)**

1. Kevin Lane Keller, Strategic Brand Management, Pearson Education, India.
2. Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2003.

### **Reference Books**

1. Mahim Sagar, Deepali Singh, D.P. Agarwal, Achintya Gupta. Brand Management AneBooks Pvt.Ltd , 2009.
2. Mathur, U.G. Brand Management– Text and Cases, Macmillan India Ltd. 2006. Aarsh V. Varma, Brand Management , Excel Books 2007
3. David Aaker, Managing Brand Equity, Free Press, 2009
4. YLR Murthy, Brand Management: Indian Cases .Vikas, New Delhi
5. Chunnawala, S.A., Compendium of Brand Management, Himalaya Publications House, 2004.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP421 SERVICES MARKETING**

L	T	P	C
3	0	0	3

**Pre-requisite NIL****Course Description:**

The service sector has played a vital role in both developed and developing countries as its contribution to GDP and employment grows progressively every year. The marketing and management issues faced by organizations competing in the service sector or other firms developing service as a source of competitive advantage. The course also looks at the implications of relationships, customer satisfaction, service recovery and other critical elements in services marketing.

**Course Objectives:**

1. To understand Foundations for Services Marketing
2. To examine Customer Requirements
3. To Align Service Design and Standards
4. To study the Delivery mechanisms and Performing Services
5. To know Managing Service Promises of various industries

**UNIT I INTRODUCTION TO SERVICES MARKETING (9)**

Services Marketing – Characteristics – Tangibility Spectrum – Classification of Services, Service flow – Growth of Services in Indian economy – Influencing Factors – Goods Vs Services Marketing – Challenges for Service Organizations

**UNIT II BUYER BEHAVIOUR & SELECTING SERVICE MARKETS (8)**

Consumer Decision Making Process in Services – Customer Expectations & Zone of Tolerance – Determinants – Segmentation, Targeting & Positioning – Service Strategy – Managing Demand and Capacity

**UNIT III ELEMENTS OF SERVICES MARKETING MIX Inadequacy of 4 Ps (9)**

Extended Services Marketing Mix – Service Product Development – Role of Customer & Value Creation – Branding of Services – Pricing of Services – Strategies – Educating & Promoting Services – Managing People for service advantage – Mediocrity & Success – Process in Services – Services Blueprinting – Service Environment – (e) Service scapes – Physical Evidence & Challenges

**UNIT IV UNDERSTANDING CUSTOMER EXPECTATIONS AND MANAGING RELATIONSHIP & SERVICE QUALITY (9)**

Understanding customer expectation, Types of service research, Customer Relationships in Services, Managing Relationship & Service Quality – Loyalty — Service triangle, GAP & SERVQUAL Models – Measuring Service Quality – Strategies to improve Service Quality.

## **UNIT V SERVICES INDUSTRIES IN INDIA**

**(10)**

Marketing of Tourism, Travel & Transportation Services – Marketing of Financial Services: Banking, Insurance & Mutual Funds. Communication & Information Services: Telecom & Postal Services, Courier. Marketing of Professional Services: Healthcare, Consultancy, Information Technology, Promotion Services – Marketing of Educational Services – Charities & Social Services Marketing

### **Course Outcomes:**

After completing this course, students should be able to:

1. Examine the nature of services, and distinguish between products and services.
2. Analyze the customer expectations and zone of Tolerance
3. identify critical issues services marketing mix.
4. Identify the serve quality gaps
5. Describe about Services industries in India

### **Text Book(s)**

1. Valarie A. Zeithmal & Mary JoBitner, Services Marketing, New Delhi, Tata McGraw Hill Publishing Co
2. Zeithmal &Parusuraman –Service Quality ,Marketing Science Institute (MSI)
3. Rama Mohana Rao, Services Marketing: Indian Perspectives, Kindle edition 2011

### **Reference Books**

1. Helen Woodroffe – Services Marketing, McMillan India Ltd., yr 1997
2. K. Douglas Hoffman, John. E.G. Bateson, Essentials of Service Marketing, 2nd edn, Thomson – South Western yr.2002.
3. Christian Gronrose: Services Management and Marketing, Maxwell Macmillan.
4. Kenneth E.Clow& David L.Kurtz, Servies Marketing, Wiley India, New Delhi. Julian
5. S.L. Gupta, Marketing of Services, Wisdom Publication.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

# **STRATEGIC MANAGEMENT**

**20MBAP422 MULTINATIONAL AND TRANSNATIONAL STRATEGY MANAGEMENT**

L	T	P	C
4	0	0	4

**Pre-requisite** NIL

**Course Description:**

Examines theories and practices of management in a cross-border context. Focuses on strategies and their implementation in international markets and how management changes when done internationally

**Course Objectives:**

1. .To know about the concept and issues of multinational companies in globalized economy
2. To elucidate strategy content and its formulations
3. To learn the management process and organizational design in strategy implementation in the MNC's.
4. To know about the International Human Resource Management Process
5. To study the multinational company's interaction practices

**UNIT I INTRODUCTION**

**(10)**

Multinational Company, definition, the globalized economy, culture and multinational management: Hofstede cultural model-application for organization and management; managing ethics and social responsibilities challenges in multinational companies.

**UNIT II STRATEGY CONTENT AND FORMULATION**

**(13)**

Basic strategic content applied to the multinational company- competitive advantages and multinational applications of generic strategies, value chain, distinctive competitive advantages, offensive and defensive competitive strategies for international markets, multinational diversification strategies. (External factor evaluation matrix) (Internal Factor Evaluation Matrix)

**UNIT III MANAGEMENT PROCESS IN STRATEGY IMPLEMENTATION: DESIGN CHOICES FOR MULTINATIONAL COMPANIES**

**(13)**

Nature of organization design, organizational structure to design multinational strategies, export department, foreign subsidiaries, international division, worldwide geographic structure and worldwide product structure, hybrid and worldwide matrix structure, transnational network structure, international strategic alliance design and management, multinational e-commerce: strategies and structure.

**UNIT IV STRATEGY IMPLEMENTATION FOR MULTINATIONAL COMPANIES: HUMAN RESOURCE MANAGEMENT**

**(14)**

IHRM: definition, types of employees in multinational companies and expatriate selections: profiling of the candidates, orientations; expatriate training: training need assessment, training program design and delivery, training program evaluations; performance appraisal: identifying KRAs, methods and usage of performance results for various purposes; expatriate compensations: (HR-analytics)

## **UNIT V STRATEGY IMPLEMENTATION FOR MULTINATIONAL COMPANIES: INTERACTION PROCESS (10)**

International negotiation and cross-cultural communication, motivation in cross cultural companies, global leadership.

### **Course Outcomes:**

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

1. Describe the importance of Multinational Corporations to the global economy
2. Explore and identify the development of strategic configurations designed to defend global competitive advantage
3. Outline the management process and organizational design in strategy implementation
4. Recognize HRM interface in strategy implementation for multinational companies
5. Spearhead international negotiation and cross-cultural communication

### **Text Book(s)**

1. John B Cullen, K. Praveen Parbo teeach (2014). 'Multinational Management: A Strategic Approach', Cengage
2. J.H.T. Aggart & M. Berry (2001), Multinational in a New Era: International Strategy and Management Palgrave, NY

### **Reference Books**

1. Wilma W. Swen –“Non-Cooperation -the Dark Side of Strategic Alliances”, Palgrave Macmillan (June 2005). ISBN: 1-4039-4565-9
2. Segil, Lorraine (Vantage Partners) –“Measuring The Value of Partnering –How to use metrics to plan, develop, and implement successful alliances”, Amacom (2004). ISBN: 0-8144-0778-1
3. Spekman, Robert E. and Isabella, Lynn A. –“Alliance competence –maximizing the value of our partnerships” –John Wiley & Sons, inc. (2000)

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP423 STRATEGIC ALLIANCES AND NETWORKS**

L	T	P	C
3	1	0	4

**Pre-requisite NIL****Course Description:**

This course is designed to help students understand the functioning of alliances in a firm's strategies, the benefits, and limitations of collaboration, and how managers can enhance their chances for success. This course focuses on identifying the key structures and processes required for the successful management and development of these cooperative modes of organization. A mix of both theoretical concepts and practical case studies will be used to develop strategic solutions.

**Course Objectives:**

1. To develop a deeper understanding of the different types of strategic alliances in Indian Context.
2. To gain insights into several companies' use of alliances and networks.
3. To explain the Alliance Research Methodologies
4. To acquaint complexities about administrative structures, control systems etc. in managing alliances with partners and effectively dealing with it.
5. To analyse the networks of Strategic Alliances

**UNIT I INTRODUCTION****(12)**

Strategic Alliances – Meaning, definition and types – Significance of Alliances- Value creation in alliances strategy, Management of Strategic Alliances; Strategic Alliances in Indian Context – Managing alliances; the role of top management – Challenges and tasks. The nature of cooperation and its role in strategy – Economic perspectives – Managerial and organizational perspectives – Trust in cooperative strategies.

**UNIT II HYBRID FORMS OF ECONOMIC ORGANISATION****(12)**

Alliances, Networks and Equity Joint Ventures - Typology of Strategic Alliances - Significance of Networks as a Mode of Economic Organization - Knowledge Networks and Technological Innovation in Networks - Networks to Set Industry Standards - Social Networks: Competitive Significance of Relations beyond Firm Boundaries - Alliance between Competitors - Pre- competitive Alliances - Market Sharing Alliances. (Competitive profile matrix).

**UNIT III ALLIANCE RESEARCH METHODOLOGIES****(12)**

Alliance Research Methodologies: Research Methods in Alliances – Research Outside the “Core”: Opportunities in Alternative Approaches and Methods for Studying Cooperative Alliances – Modelling and Measuring the Performance of Alliances. Role of Risk and Trust in Managing Alliances.



## **UNIT IV ORGANISATIONAL LEARNING THROUGH ALLIANCES**

**(12)**

Structures and Systems for Effective Learning for Partners in Alliances - Managing the Process of Alliance Formation: Partner Selection and Negotiation - Contracts and Trust in Managing Partner. Conflict in Alliances - Evolution and Termination of Alliance Relationships – Issues in global strategy implementation. Role of Alliances in Disruptive Innovation.

## **UNIT V NETWORKS OF STRATEGIC ALLIANCES**

**(12)**

From alliances to Networks: The network frontier: Managing the global network corporation - Entrepreneurial Alliances and Networks The essence of strategic network: Competition and cooperation – Reduction of transaction costs – Generating trust – The network’s internal consistency – Setting up and managing in a strategic network(MARKOV CHAIN).

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Illustrate the concept, types, value creation and challenges of strategic alliances.
2. Critique insights into several companies' use of alliances and networks.
3. Devise the Alliance Research Methodologies
4. Discover the complexities about administrative structures, control systems etc. in managing alliances with partners and effectively dealing with it.
5. Synthesize Networks of Strategic Alliances.

### **Text Book (s)**

1. Mike Nevin-“The Strategic Alliance Handbook”; Gower; New edition (Oct. 2014). ISBN-10: 0566087790
2. Brian Tjemkes; Pepijn Vos; Koen Burgers – “Strategic Alliance Management”; Routledge (2012). ISBN 978-0415681292
3. Ranjay Gulati – “managing network resources –Alliances, Affiliations, and Other Relational Assets”; Oxford University Press (2007). ISBN 978-0-19-929935-5.

### **Reference Books**

1. Bartlett C.A, and S. Ghoshal, “Transnational Management: Text, Cases and Readings in Cross Border Management, Irwin, London.
2. Lorange, P. and J. Roos, “Strategic Alliances: Formulation, Implementation and Evolution”, Blackwell, Oxford
3. Michael Y. Yoshino, U. Srinivasa Rangan, “Strategic Alliances: An Entrepreneurial Approach to Globalization”, Harvard Business Press

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP424 STRATEGY EVALUATION AND CONTROL**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**Pre-requisite NIL****Course Description:**

This course describes the strategy evaluation and control activities which include reviewing internal and external factors that are the bases for current strategies, measuring performance, and taking corrective actions. Describes the procedure for measuring performance and taking corrective actions.

**Course Objectives:**

1. To explain the overview of strategic evaluation;
2. To elucidate Process of strategic evaluation;
3. To explain the significance, characteristics and types of strategic evaluation and control;
4. To explain critical success factors of strategy and control
5. To elucidate issues and challenges of strategic control

**UNIT I INTRODUCTION****(9)**

Strategy Evaluation: Nature, importance, overview of strategic evaluation – Participants in strategic evaluation – Barriers in evaluation – Requirements for effective evaluation.

**UNIT II PROCESS OF STRATEGIC EVALUATION****(9)**

Process of strategic evaluation – Criteria for strategic evaluation – Framework for evaluating strategic alternatives - Techniques of strategic evaluation and control, Operational Control – Process of strategic control - Contemporary Issues in Strategic Management - Blue Ocean Strategy, Balanced Score Card, Judo Strategy, Organizational Change and Learning. (Balance score card software) [www.webbsc.com](http://www.webbsc.com)

**UNIT III STRATEGIC CONTROL****(9)**

Strategic control - Characteristics of an effective evaluation and control system – Types of strategic controls – Premise control, implementation control, strategic surveillance and special alert control.

**UNIT IV PERFORMANCE MEASUREMENT****(9)**

Strategy and Control -Critical Success Factors and Controls - Performance Measurement (DEA analysis)

## **UNIT V ISSUES AND CHALLENGES OF STRATEGIC CONTROL**

**(9)**

Monitoring and control of strategic formulation and implementation – Hierarchy of control activities  
– Issues and challenges

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Appraise the overview of strategic evaluation;
2. Formulate process of strategic evaluation;
3. Evaluate the significance, characteristics and types of strategic evaluation and control;
4. Identify critical success factors of strategy and control
5. Contrast issues and challenges of strategic control

### **Text Book(s)**

1. V.S. Ramaswamy, S. Namakumari, “Strategic Planning: Formulation of Corporate Strategy”, Macmillan Publishing House Ltd.
2. Harvard Business Review on Strategic Alliances, Harvard Business School Press, 2002, ISBN:159139133

### **Reference Books**

1. R. Srinivasan (2014), “Strategic Management: The Indian Context”, Prentice Hall India
2. R.M.Shivastava, “Management Policy & Strategic Management”, Himalaya Publishing
3. House, Mumbai.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP425 GREEN BUSINESS MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**Pre-requisite Nil**

**Course Description:**

The objective of the course is to impart students an understanding of green business, its advantages, issues and opportunities and to provide knowledge over the strategies for building eco-business.

**Course Objectives:**

1. To impart students an understanding of green business, its advantages and issues.
2. To provide knowledge over the strategies for building eco-business.
3. To analyze the approaches of ecological economics
4. To elucidate issues at the time of implementing strategies for green business
5. To evaluate green business management techniques and methods

**UNIT I INTRODUCTION TO GREEN MANAGEMENT (12)**

The Concept of Green Management; Evolution; nature, scope, importance and types; Green Management in India; Relevance in twenty first century.

**UNIT II ORGANIZATIONAL ENVIRONMENT (12)**

Indian Corporate Structure and Environment; How to go green; spreading the concept in organization; Environmental and sustainability issues to produce high-tech components and materials, Life Cycle Analysis of materials, sustainable production and its role incorporate environmental responsibility(CER).

**UNIT III APPROACHES FROM ECOLOGICAL ECONOMICS (12)**

Indicators of sustainability; Eco- system services and their sustainable use; Bio-diversity; Indian perspective; Alternate theories

**UNIT IV ENVIRONMENTAL REPORTING AND ISO14001 (12)**

Climate change business and ISO14064; Green financing; Financial initiative by UNEP; Green energy management; Green product management.

**UNIT V GREEN BUSINESS TECHNIQUES AND METHODS 12 hours**

Green tax incentives and rebates (to green projects and companies); Green project management in action; Business re-design; Eco-commerce models

**Course Outcomes:**

Upon Successful completion of the course, students will be able to

1. Use the concept of green business;
2. Build eco-advantage strategies;
3. Examine the ecological approaches.
4. Develop implementable green business strategies; and
5. Apply the green business techniques and methods

**Text Books**

1. Vom Brocke, J., Seidel, S., & Recker, J. (Edition 1). (2012). Green Business Process Management: towards the sustainable enterprise. Springer Science & Business Media.
2. Sommer, A. (2012). Managing green business model transformations. Springer Science & Business Media.
3. Tehrani, N. (2011). Understanding Green Business. Author House. First edition

**Reference Books**

1. Green Marketing and Management: A global Perspective by John F. Whaik, Qbase Technologies.
2. Green Project Management by Richard Maltzman And David Shiden, CRC Press Books. First edition
3. Green and World by Andrew S. Winston, Yale Press B

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP426 MANAGING INNOVATION**

L	T	P	C
3	0	0	3

**Pre-requisite NIL**

**Course Description:**

The course will focus on both the theoretical and analytical understanding of innovation management, including how innovation is managed, and how innovation is measured. It focuses on strategies used to promote development and innovation, and also on the knowledge and the skills to analyze, design and implement innovations.

**Course Objectives:**

1. To explain the significance of innovation for an organization.
2. To explain the process of innovation.
3. To identify the sources of innovation;
4. To discover how innovation can be used to develop new products and services; and
5. To describe the benefits arising out of innovation.

**UNIT I INTRODUCTION**

**(9)**

Why Innovation Matters-Innovation and Entrepreneurship - How Innovation Matters- Old Question- New Context- What is Innovation- A Process View of Innovation-Scope for/Types of Innovation- Exploring Different Aspects of Innovation- Managing Innovation.

**UNIT II INNOVATION AS A CORE BUSINESS PROCESS**

**(9)**

Variations on a Theme- A Contingency Model of the Innovation Process- Evolving Models of the Process- Can We Manage Innovation- Building and Developing Routines Across the Core Process-Learning to Manage Innovation- Measuring Innovation Success- What Do We Know About Successful Innovation Management Diffusion of Innovation-Roger model - Success Routines in Innovation Management- Beyond the Steady State.

**UNIT III SOURCES OF INNOVATION**

**(9)**

Where do Innovations Come From- Knowledge Push- Need Pull - Whose Needs?- Towards Mass Customization- Users as Innovators - Extreme Users- Watching Others- Recombinant Innovation-Designed Innovation – Regulation- Futures and Forecasting- Accidents- A Framework for Looking at Innovation Sources- How to Search- Absorptive Capacity-Balancing Exploitation and Exploration- Tools and Mechanisms to Enable Search-Two Dimensions of Innovation Search-A Map of Innovation Search Space.

## **UNIT IV CREATING NEW PRODUCTS AND SERVICES**

(9)

Processes for New Product Development, Influence of Technology and Markets on Commercialization, Differentiating Products, Building Architectural Products, Commercializing Technological Products, Implementing Complex Products, Service Innovation.

## **UNIT V CAPTURING THE BENEFITS OF INNOVATION**

(9)

Creating Value Through Innovation, Innovation and Firm Performance, Exploiting Knowledge and Intellectual Property, Broader Economic and Social Benefits, Choosing a Business Model.

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Create an environment for innovation;
2. Manage Innovation.
3. Tap sources of innovation for the benefit of organization.
4. design and create new products; and
5. Compute the value from innovations.

### **Text Book**

1. Fourth Eye: Excellence Through Creativity - A Fresh Approach to Effective Management of Individual, Organizational and Social Creativity Paperback by Pradip N. Khandwalla (Sage publications)
2. Corporate Creativity: The Winning Edge (Tata McGraw Hill)
3. Managing Innovation: Integrating Technological, Market and Organizational Change, 5th Edition by Joe Tidd, John R. Bessant wiley publications

### **Reference Book**

1. C.K Prahalad and MS Krishnan: New Age of Innovation (Tata McGraw Hill)
2. Shlomo Maital and D.V. Scshadri: Innovation Management (Response)
3. White/Bruton: The Management of Technology and Innovation (Cengage)
4. Paul E Plesk: Creativity Innovation and Quality (Prentice-Hall)
5. Pradip N-Khandawalla: Fourth Eye (A.H.Wheeler)

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP427 COMPETING THROUGH BUSINESS MODEL**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Pre-requisite NIL**

**Course Description:**

The course aids to determine the business model of any organization; Ascertain how a business model helps the organization create and capture value over time; and describes how to improve a business model.

**Course Objectives:**

1. To elucidate the concept, significance, and challenges of a business model
2. To analyze business model navigator
3. To assess competitive advantages and to impart the knowledge on investment decision making
4. To explain management of change through business model
5. To examine company practices best on their business models through innovation.

**UNIT I INTRODUCTION (9)**

The business model: Concept, importance and Nature, Elements of a business model, challenges of business model innovation.

**UNIT II BUSINESS MODEL NAVIGATOR (9)**

Creative imitation and importance of recombination; initiation- analyzing the eco-system; ideation adopting patterns; integration- shaping business model; implementation: realizing the plans.

**UNIT III BUSINESS MODEL - INVESTING IN COMPANIES WITH STRONG COMPETITIVE ADVANTAGES (9)**

Business models: Investing in companies with strong competitive advantage: Competitors - Customers - Economics - Management - Products – Suppliers Business models: investing in sectors with strong competitive advantage: Competitors - Customers - Economics - Management - Products - Suppliers - Sectors to avoid – Sectors to buy and sell during the economic cycle.

**UNIT IV MANAGING CHANGE THROUGH BUSINESS MODEL (9)**

Drive change; define a plan of action, structure, and goals, building capabilities.

**UNIT V BUSINESS MODEL INNOVATION IN ACTION (9)**

Business Models in 2-wheeler Indian industry, ITC, Unilever, Banking and insurance industry, Healthcare, Hospitality.



**Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Understand the concept, significance, and challenges of a business model
2. Learn the business model navigator
3. Assess the competitive advantages and to impart the knowledge on investment decision making
4. Evaluate the management of change through business model
5. Create company practices best on their business models through innovation.

**Text Book**

1. O Grossman, K Frankenberger, Michaela CSIK. (2014). The Business Model Navigator. FT Publishing Financial Times.

**Reference Book**

1. David Watson. (2014). Business Model: Investing in Companies and Sectors with Strong Competitive Advantages. Harrimon House

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP428 DYNAMICS OF FRAMING AND EXECUTING STRATEGY**

L	T	P	C
3	0	0	3

**Pre-requisite** NIL

**Course Description:**

The course aims to impart the students with an overview of framing and executing the strategies

**Course Objectives:**

1. To aware and analyze the hyper-turbulent business environment.
2. To gain insights into strategic models, which successful deploy organizations to develop their strategies.
3. To understand designing principles to create organizations capable of performing in uncertainty and hyper-turbulence.
4. To aware about HR/People systems and processes required for emergent organizational forms.
5. To explain about business life cycles and strategies.

**UNIT I INTRODUCTION**

**(9)**

Understanding Emerging Environment: Emergence and Understanding Hyper-turbulence environment, Networks and Business Eco-Systems, Role of Information Technology in Shaping Business Environment, Understanding Impact of Technological Discontinuities, Law of Increasing Returns in Networked, Knowledge-Based Economy. Trend analysis, scenarios and simulations

**UNIT II CHANGING MODELS OF STRATEGY**

**(9)**

Changing Models of Strategy, Strategy-Making under Uncertainty, Application of Complexity/Chaos Theory to Strategy, Strategy as “Sense-Making”, Shaping and Adapting to Networks

**UNIT III NEW FORMS OF ORGANISATION**

**(9)**

New Forms of Organization, Organizations as Networks, Types of Network Organizations /Clusters: Kingdom and the Republic, Self-Organizing Systems, Organizational Designs for Change and Innovation, Designing Principle for New Forms of Organizations

**UNIT IV PEOPLE AND PROCESS ISSUES IN EMERGING ORGANISATIONAL FORMS**

**(9)**

People and Process issues in Emerging Organizational Forms, Systems for Team-Based Functioning, High Performance Work Systems, Managing Empowerment and Accountability, Designing Roles and Systems for Flat, Networked Organizations, Developing Competencies for New Organizational Forms.

## **UNIT V BUSINESS LIFE CYCLES AND STRATEGIES**

**(9)**

Business Life Cycles and Strategies, Challenges of Shrinking Product Life Cycles, Fostering Innovation as on-going Process, Challenge of Time Compression, Speed as a Global Competitive weapon in all business process, The New Corporate S Concept. (AHP) ANALYTIC HIERACHY PROCESS)

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Intellectual to the frame and analyze the hyper-turbulent business environment.
2. Boost up brain to frame the strategic models which successful deploy organizations to develop their strategies.
3. Able to apply designing principles to create organizations capable of performing in uncertainty and hyper-turbulence.
4. Enable to tackle HR/People systems and processes, required for emergent organizational forms.
5. Capable to apply the business life cycles and strategies.

### **Text Book**

1. Strategic Management and Business Policy by Azhar Kazmi, Tata Mcgraw Hill
2. Exploring Corporate Strategy: Text & Cases by Gerry Johnson and Kevan Scholes, PHI

### **Reference Book**

1. Crafting and Executing Strategy: Concepts and Cases, Thompson, Gamble, Jain, 14/e, TMH, 2009.
2. Strategic Management Concepts and Cases, Fred R. David 12/e, PHI, 2008
3. Craig R. Hickman & Michael A. Silva, "Creating Excellence", London Universal Book Stall,
4. New Delhi.
5. V.S. Ramaswamy, S. Namakumari, "Strategic Planning: Formulation of Corporate Strategy",
6. Macmillan Publishing House Ltd.
7. Lorange, P. and J. Roos, "Strategic Alliances: Formulation, Implementation and Evolution",
8. Blackwell, Oxford

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

# ANALYTICS

**20MBAP429 BUSINESS ANALYTICS**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**Pre-requisite NIL**

**Course Description:**

This Course delves into commonly encountered business situations requiring optimization of business resources and provides basic solutions methods using traditional and advanced methods.

**Course Objectives:**

1. To understand the importance of business analytics and its applications using various tools.
2. To revise the basics of statistics, understand the importance of descriptive statistics and its application in business analytics.
3. To apply the various tools for predictive modeling
4. To apply the unsupervised learning techniques to make business decisions.
5. To understand and apply the unsupervised techniques for making business decision

**UNIT I INTRODUCTION TO BUSINESS ANALYTICS (12)**

Introduction to Business Analytics (BA). Evolution and Scope of Business Analytics. Data for Business Analytics. Analyzing uncertainty and model assumptions – What if analysis, Data tables, Scenario manager and Goal Seek.

**UNIT II STATISTICS FOR BUSINESS ANALYTICS (12)**

Brief overview of descriptive statistics, graphical representation of data, and overview of hypothesis testing, Introduction to R statistical software.

**UNIT III PREDICTIVE ANALYTICS METHODS (12)**

Regression modeling. Forecasting techniques – Statistical forecasting techniques. Decomposition model – Estimation of trend, seasonality and cyclical components. Smoothing models for forecasting – moving average, exponential smoothing methods, time series analysis.

**UNIT IV SIMULATION, RISK ANALYSIS AND DATA MINING (12)**

Simulation and Risk Analysis – Monte Carlo simulation Examples of simulation models, Introduction to Data Mining – Scope of Data Mining. Data exploration and reduction. Classification – Measuring classification performance. Classification techniques – K nearest neighbor, Discriminant Analysis, and factor analysis.

**UNIT V DECISION ANALYSIS (12)**

Decision making with uncertain information. Decision strategies for a minimize objective. Decision strategies for a maximize objective. Decision Tress. Building a decision tree. Decision trees and risk. Sensitivity analysis, Bayes' Rule.

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

**Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Apply appropriate business analytics tools for decision making
2. Extract insights from data with the use of various descriptive statistics tools
3. Implement regression technique to build predictive models
4. Apply various unsupervised learning techniques for better business decisions
5. Apply various supervised techniques to make complex business decisions

**Text Book(s)**

1. Essentials of Business Analytics, Jeffrey Camm, James Cochran, Michael Fry, Jeffrey Ohlmann, David Anderson.

**Reference Books**

1. Albright C. S., Winston Wayne L. and Zappe C. J (2009). Decision Making Using Microsoft Excel (India Edition). Cengage Learning.
2. Evans J. R (2013). Business Analytics Methods, Models and Decisions. Pearson, Upper Saddle River, New Jersey.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP430 DATA VISUALIZATION FOR MANAGERS**

L	T	P	C
3	1	0	4

**Pre-requisite NIL**

**Course Description:**

Spreadsheets and large tables can be complex to decipher and often present barriers to extracting valuable information from an organization's data. This course provides the students a foundation in how to build effective charts and graphs that stand out and communicate data-driven messages to the audience with ease. This course helps how to learn the basics of visual perception of data, how to select the most important elements from the data, and which chart types best convey those critical insights.

**Course Objectives:**

1. Describe the importance of data visualization for business intelligence and decision-making
2. Identify purposes and uses of data visualization for the organization
3. Analyze effective design practices for data visualization
4. Compare and contrast performance measurement data using effective data visuals
5. Use data visuals to convey distribution and relationships and construct effective data visuals to solve workplace problems

**UNIT I INTRODUCTION**

**(12)**

The purpose of visualization –Data visualization between science and journalism- The concept of Data Design- Structure and Technical Requirement-Basic R-Installation- Graphic Concepts in R – Basic packages and Functions used for Data visualization

**UNIT II DATA VISUALIZATION FOR CATEGORICAL DATA**

**(12)**

Bar Chart-Bar chart for multiple response questions-two response-Pie Charts-pie chart panel-spie chart-- Radial Diagrams- radial polygon--Chart Tables- Gantt chart-heat map- bump chart-mosaic plot-ballon plot-Tree map

**UNIT III DATA VISUALIZATION THROUGH DISTRIBUTIONS**

**(12)**

Histograms and Box Plots-Histogram Overlay-Box plots for groups-Pyramids- Pyramids with multiple colours-aggregated pyramids– simple Lorenz curve-Quintile-Decile-

**UNIT IV DATA VISUALIZATION THROUGH TIME SERIES**

**(12)**

Short time series-Areas underneath beneath and between time series-presentation of daily-weekly and monthly values-Special cases in times series

## **UNIT V DATA VISUALIZATION THROUGH SCATTER PLOTS AND MAPS**

**(12)**

Introduction to scatter plots-Scatter plot variant 1,2,3,4,5-Special cases in scatter plots-Introduction to maps-Points, Diagrams and symbols in maps-Choropleth maps- Special cases in maps.

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

Relevant practise exercises for each unit will be done using appropriate tool.

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Ability to visualize the raw data for business intelligence and decision-making
2. Ability to apply different visualizing techniques the data for effective business decision-making
3. Analyze effective design practices for data visualization
4. Compare and contrast performance measurement data using effective data visuals
5. Use data visuals to convey distribution and relationships and construct effective data visuals to solve workplace problems

### **Text Book(s)**

1. Data Visualization with R, Thomas Rahlf, Springer Publication, 2017, ISBN 978-3-319-49750-1.
2. R for Data science, Dan Toomy, Packt Publishing Ltd. 2014, ISBN 978-1-78439-086-0

### **Reference Books**

1. The Art of R Programming, Norman Matloff, 2009
2. Introductory Statistics with R, Peter Dalgaard, Springer Science+Business Media, LLC , ISBN: 978-0-387-79053-4

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.



**20MBAP431 BUSINESS FORECASTING**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**Pre-requisite NIL****Course Description:**

This course helps the students in forecasting at the macroeconomic, industry, or individual company level. It will enable the students to empirically implement the robust theories using available data. This course helps the students to learn forecasting techniques, models and applications used in business and industry.

**Course Objectives:**

1. Discuss the key factors which affect the success of forecasting procedures.
2. Model and Forecast the different possible Trend components of a set of values.
3. Use the World Wide Web to obtain information on forecasting methods and useful data to be used when forecasting
4. Analyze and Forecast the Seasonal component of a set of values.
5. Model the different types of Cyclical behaviour observed in different sets of values.

**UNIT I INTRODUCTION****(12)**

Introduction-Choosing right type of forecasting model-Concept of forecasting accuracy-Alternative types of forecast-Types and sources of data-Forecasting under uncertainty-using EViews- Utilizing graphs and charts-cases.

**UNIT II APPLICATION OF LINEAR REGRESSION AND CORRELATION IN FORECASTING****(12)**

General linear model- Simple-multiple regression-uses and misuses of R square-measuring partial Correlation-Testing adjusting for autocorrelation- testing and adjusting for heteroscedasticity-cases

**UNIT III TIME SERIES FORECASTING TECHNIQUES****(12)**

The basic time series decomposition model-linear –nonlinear trends-methods of smoothing data-methods of seasonal adjustments-univariate time series modelling and Forecasting-Box Jenkins approach-ARMA Models-Estimation of ARMA models-cases.

**UNIT IV SHORT-TERM AND LONG-TERM FORECASTING****(12)**

Combining forecasts-theory of forecast combination-errors in combined Forecasts-Short term sales Forecasting-Endogenous-exogenous variables in sales forecasting- Methods of long term Forecasting-Methods of Determining Nonlinear Trends: Nonlinear Growth and Decline, Logistics, and Saturation Curves-Predicting Trends Where Cyclical Influences are Important-Forecasting Very Long-range Trends: Population and Natural Resource Trends.

## **UNIT V MACROECONOMIC FORECASTING**

**(12)**

Structural versus VAR Models-Preparing the Model for Forecasting-Forecasting with AR (1) Adjustments -Forecasting with Constant Adjustments-Comparison of Alternative Forecasts - Using Indexes of Consumer and Business Sentiment for Forecasting

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

Relevant practise exercises for each unit will be done using appropriate tool.

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Apply all forecasting techniques in real life business problems
2. Forecast efficiently
3. Gain knowledge on how to use forecasting software's such as E views, SPSS and other software's
4. Predict accurate forecasting by understanding behaviour of data.
5. Apply VAR model in real time business problems.

### **Text Book(s)**

1. Practical Business Forecasting, Michael K. Evans (2009), Blackwell Publishers, ISBN 0-631-22065-

### **Reference Books**

1. Business Forecasting 9th Edition (2015), Dean Wichern, John E. Hanke, Pearson Publications, ISBN: 9789332549609, 9332549605
2. Business Forecasting (with CD) 5th Edition, Barry Keating, J. Holton Wilson, John Galt (2010), Publisher: McGraw Hill Education, ISBN: 9780070706651, 0070706654

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP432 DATA SCIENCE USING R**

L	T	P	C
3	1	0	4

**Pre-requisite** NIL

**Course Description:**

This course introduces the student to a set of common steps that data scientists use to transform a spreadsheet into a useful description or illustration. This course covers acquiring, cleaning, merging, managing, summarizing, and visualizing quantitative data. While these tasks can be accomplished using different software, this course demonstrates the students how to use “R”, a free and popular statistical program in analyzing data.

**Course Objectives:**

1. To write down a recipe (i.e., a set of ordered steps) for transforming a dataset into a table or figure that describes a pattern;
2. To Identify and apply functions/packages in R for accomplishing the steps of this recipe;
3. Combine data from multiple (unrelated) sources; and
4. Apply best practices in writing code, including using clear naming conventions, commenting steps, and avoiding repetition.
5. Help ensure that code is error-free and legible to our colleagues and future selves.

**UNIT I INTRODUCTION TO R****(12)**

Introduction to data analytics, data types and data models, History and Evolution of R, R-Features, R environment setup, R basic syntax, R command prompt, R script file, how to import data into R and R packages

**UNIT II R DATA STRUCTURES, DATA TYPES AND VARIABLES****(12)**

Studying Vectors, defining factors, Defining list, data frames, Matrixes, and arrays, understanding R variables, Data type of variable, Type of operators, What is R decision making, Understanding R if statement, R switch statement.

**UNIT III R- LOOPS, FUNCTIONS, STRINGS, VECTORS, ARRAYS AND FACTORS****(12)**

Loops, User defined function, Control structures, data manipulation using r, String construction, R vector creation, access, Manipulate and merge list, Access array elements, Studying R factors, Generate factor levels.

**UNIT IV R WEB DATA AND TEXT MINING****(12)**

Write read Binary file, understanding XML files, Studying R data bases, understanding R my SQL, Query, update tables and rows, create/ drop table using mysql, Text mining using RQDA and JGR package.

## **UNIT V MACHINE LEARNING USING R**

**(12)**

Understanding supervised and non-supervised Techniques, Data partitioning, Cluster analysis, linear, prediction model, logistic regression, K-nearest neighbour, Naïve Bayes, Random forests.

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

Relevant practise exercises for each unit will be done using appropriate tool.

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Understand the need and significance of R software for decision making
2. Use statistical tools to extract information from raw data
3. Use regression technique to build predictive models
4. Use data mining techniques to make business decisions
5. Use clustering algorithm for classification

### **Text Book(s)**

1. R for Data science, Dan Toomy, Packt Publishing Ltd. 2014, ISBN 978-1-78439-086-0

### **Reference Books**

1. The Art of R Programming, Norman Matloff, 2009
2. Introductory Statistics with R, Peter Dalgaard, Springer Science + Business Media, LLC, ISBN:978-0-387-79053-4

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP433 BIG DATA ANALYTICS**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>

**Pre-requisite NIL**

**Course Description:**

This course introduces fundamental concepts and tools required to understand Data analytics. The also discusses big data applications in Data Science and covers the applications and technologies needed to process the large-scale data.

**Course Objectives:**

1. To learn data mining and big data basics
2. To learn the big data in technology perspective
3. To learn Hadoop framework for data analytics
4. Applying MapReduce paradigm to solve problems
5. To interpret the potential applications in big data scenario.

**UNIT I INTRODUCTION TO DATA MINING AND BIG DATA (9)**

Introduction to Data mining, KDD process, Data Mining Techniques: Mining Frequent patterns, Association rule, Cluster analysis, Classification and Regression. Introduction to Big Data – What is Big Data? Explosion in Quantity of Data, Big Data Characteristics, Types of Data, Common Big data Customer Scenarios, BIG DATA vs. HADOOP, A Holistic View of a Big Data System, Limitations of Existing Data Analytics Architecture

**UNIT II DATA ANALYTICS LIFE CYCLE (9)**

Introduction to Big data Business Analytics - State of the practice in analytics role of data scientists- Key roles for successful analytic project - Main phases of life cycle - Developing core deliverables for stakeholders.

**UNIT III INTRODUCTION TO HADOOP (9)**

Why DFS? What is Hadoop? Hadoop Distribution, Hadoop Key Characteristics, RDBMS vs. Hadoop, Hadoop 2.x Cluster Architecture, Hadoop Architecture, Hadoop Storage: HDFS, Common Hadoop Shell commands, Anatomy of File Write and Read., Name Node, Secondary Name Node, and Data Node, Hadoop 2.0 New Features – Name Node High Availability, HDFS Federation, MRv2, YARN, Running MRv1 in YARN Hadoop Distributed File System.

**UNIT IV PROGRAMMING FOR DATA ANALYTICS (9)**

Map Reduce program in Java – Map Reduce API – Programming Examples- Combiner Functions Streams and Files - Streams – Text Input and Output – Reading and Writing Binary Data..

## **UNIT V DATA SCIENCE AND APPLICATIONS**

**(9)**

Data Loading Techniques & Data Analysis, Text Analytics for Large unstructured information, Analytic Stack, Big Data Applications - Fraud detection in Stock markets, Sentiment Analysis

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

Relevant practise exercises for each unit will be done using appropriate tool.

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Apply data mining algorithms for classification and clustering.
2. Understand Big data framework.
3. To understand the map reduce way of solving analytic problems.
4. Illustrate the problem and its solution.
5. Analyze big data applications.

### **Text Book(s)**

1. Jiawei Han Micheline Kamber Jian Pei, Data Mining: Concepts and Techniques, Third Edition, Elsevier, Morgan Kaufmann, 2011.
2. Tom White, "Hadoop: The Definitive Guide", 3rd Edition, O'reilly, 2012.
3. Alberto Cordoba, "Understanding the Predictive Analytics Lifecycle", Wiley, 2014
4. Eric Siegel, Thomas H. Davenport, "Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die", Wiley, 2013.

### **Reference Books**

1. Chuck Lam , Hadoop in Action, Manning, Second Edition ,2016.
2. Mark Gardener, Beginning R: The Statistical Programming Language, Wiley, 2013.
3. Jiawei Han and Micheline Kamber, Data Mining, Second Edition, Elsevier, 2007. ISBN: 81-312-0535-5

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP434 PREDICTIVE ANALYSIS AND MODELING**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>

**Pre-requisite NIL****Course Description:**

In the rapidly changing business environment, with global competition and maturing markets, competitive advantage is extremely important. Business can exploit the wealth of massive amounts of data being collected through operational processes as well as from external sources. This course introduces techniques for data mining and its use in various business applications to enable business decisions. The course uses both hands-on experiences using state-of-the-art data mining tools to model business problems and discover interesting patterns for decision support as well as several cases that discuss strategies, outcomes and impact on organizations when using data mining.

**Course Objectives:**

1. To provide fundamental knowledge on predictive analysis and modeling.
2. To familiarize the students with the concepts of sampling multivariate design and analysis
3. To get insights into sampling design, tools and techniques
4. To understand the predictive analysis concepts like simple linear regression and logistics and multinomial regression
5. To know the applications of predictive analysis in various functional areas

**UNIT I CONCEPTUAL FOUNDATIONS OF RESEARCH (9)**

Meaning of research and scope of research methodology, Identification of problem area, Formulation of research questions, Typology of Research Designs. Overview of quantitative research, Logic of Inquiry, Construction of theories, Conceptual framework in quantitative research. Introduction to Academic Writing, Structure of Academic Writing, Reading for Research, Academic Styles, Plagiarism, Publication, Online Resources – Specific Research Methodology

**UNIT II SAMPLING DESIGN AND TOOLS (9)**

Sampling: Process and Types sampling; probability and non-probability sampling, Validity: Internal and external validity, Threats to Validity: Threats to internal validity and external validity, balancing internal and external validity. Reliability: Factors influencing reliability.

**UNIT III MULTIVARIATE DESIGNS AND ANALYSIS (9)**

Introduction to Multivariate methods and analysis, Discriminant Analysis Multiple, logistic and hierarchical regression Factor analysis, structural equation modeling (SEM), Meta analysis, Mediation Analysis, Canonical Analysis. Advantages of multivariate strategies

**UNIT IV PREDICTIVE ANALYTICS (9)**

Simple linear regression: Coefficient of determination, Significance tests, Residual analysis, Confidence and Prediction intervals Multiple linear regression: Coefficient of multiple coefficient of determination, Interpretation of regression coefficients, Categorical variables, heteroscedasticity, Multi-collinearity, outliers, Auto regression and Transformation of variables

## UNIT V LOGISTIC AND MULTINOMIAL REGRESSION

(9)

Logistic and Multinomial Regression: Logistic function, Estimation of probability using logistic regression, Deviance, Wald Test, Hosmer Lemshow Test Forecasting: Moving average, Exponential smoothing, Trend, Cyclical and seasonality components, ARIMA (autoregressive integrated moving average). Application of predictive analytics in retail, direct marketing, health care, financial services, insurance, supply chain, etc. Analytic Stack, Big Data Applications - Fraud detection in Stock markets, Sentiment Analysis

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

Relevant practise exercises for each unit will be done using appropriate tool.

### Course Outcomes:

Upon successful completion of the course, students will be able to

1. Fundamental knowledge on predictive analysis and modeling
2. The concepts of sampling multivariate design and analysis
3. Getting insights into sampling design, tools and techniques
4. The predictive analysis concepts like simple linear regression and logistics and
5. multinomial regression
6. The applications of predictive analysis in various functional areas

### Text Book(s)

1. Max Kuhn and Kjell Johnson, Applied Predictive Modeling, Springer Science & Business Media. 2018
2. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.

### Reference Books

1. William G Zikmund, Barry J Babin, Jon C.Carr, AtanuAdhikari,Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.
2. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata McGraw Hill, New Delhi, 2012.
3. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination



**20MBAP435 DATA MINING FOR BUSINESS DECISIONS**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>

**Pre-requisite NIL**

**Course Description:**

In the rapidly changing business environment, with global competition and maturing markets, competitive advantage is extremely important. Business can exploit the wealth of massive amounts of data being collected through operational processes as well as from external sources. This course introduces techniques for data mining and its use in various business applications to enable business decisions. The course uses both hands-on experiences using state-of-the-art data mining tools to model business problems and discover interesting patterns for decision support as well as several cases that discuss strategies, outcomes and impact on organizations when using data mining.

**Course Objectives:**

1. To develop strong data analytic skills using a case-based approach
2. To enable application of data mining and advanced statistical techniques to business problems. Examples from finance, marketing, operations management and HR will be discussed.
3. To introduce students to the basic concepts and techniques of Data Mining and develop skills of using recent data mining software for solving practical problems.
4. To expose students to independent study and research
5. Develop and apply critical thinking, problem solving, and decision-making skills.

**UNIT I INTRODUCTION DATA VISUALIZATION (9)**

Understanding business scenarios by analyzing patterns in data. Would cover linear patterns, curved patterns, Normal models, linear models and nonlinear models. Visualizing higher dimensional data.

**UNIT II DECISION TREES (9)**

Value of information: Review concepts from probability and discuss construction of decision trees. Applications include use of decision trees to evaluate options,

**UNIT III CLASSIFICATION (9)**

General approach to solve a classification problem. Evaluating performance of a classifier. Rule based classification, nearest-neighbor classifiers and Bayes classifiers. Applications include Anomaly detection, fraud detection in credit card etc.

**UNIT IV EXPLORATORY AND CONFIRMATORY MODELS (9)**

Maximum Likelihood estimation and application to management. Dimensionality Reduction: Principal component analysis, Singular Value Decomposition, Factor Analysis, Multidimensional scaling and cluster analysis

## **UNIT V PREDICTIVE MODELLING**

**(9)**

Multiple Regressions: Multivariate Linear Regression and Statistical Inference in multiple regressions.

Case Study: Compulsory and Relevant Cases have to be discussed in each unit.

Assignment: Two relevant assignments have to be given to the students

Relevant practise exercises for each unit will be done using appropriate tool.

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Gather and analyze large sets of data to gain useful business understanding.
2. Produce a quantitative/qualitative analysis report/memo with the necessary information to make decisions.
3. Describe and demonstrate basic data mining algorithms, methods, and tools Identifying business applications of data mining
4. Follow the developments in web mining and text mining
5. Develop models for current problems using the skills acquired during the course.

### **Text Book(s)**

1. Pang-Ning Tan, Michael Steinbach and Vipin Kumar (2009), "Introduction to Data Mining", Pearson Education Inc.

### **Reference Books**

1. Dean Foster, Robert Stine and Richard Waterman (1998), "Business Analysis using Regression", Springer Verlag.
2. Dimitris Bertsimas and Robert M. Freund (2004), "Data, Models and Decisions: The Fundamentals of Management Science", Dynamic Ideas LLC.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

# BANKING AND INSURANCE

**20MBAP436 BANKING PRINCIPLES AND PRACTICES**

L	T	P	C
3	1	0	4

**Pre-requisite None**

**Course Description:**

This course provides a Comprehensive knowledge to the students about Functioning of banking and Principles and Practices. It focuses on Indian financial system, functions of commercial banks, approach to Lending and Ancillary Services of Banks

**Course Objectives:**

1. To introduce the Indian Banking and Financial system
2. To discuss about the roles and functions of commercial banks in India
3. To identify the Approach to Lending and Credit Appraisal Techniques.
4. To introduce the legal and regulatory aspects of banking in India
5. To Examine the Ancillary Services of Banks.

**UNIT I INDIAN FINANCIAL SYSTEM**

**(12)**

Indian Financial System - Central Banking Authority - Roles and Functions - Commercial Banks and Financial Intermediaries - Enactments Governing Banks – Financial Market – Structure - Role and Functions - Capital Market – Money Market - Mutual Funds – Insurance Companies –Role and functions of SEBI and IRDA.

**UNIT II FUNCTIONS OF BANKS**

**(12)**

Functions of Banks- Deposits types – Concept of CASA - KYC Guidelines - Different Deposit Products - Services Rendered by Banks – Opening of Accounts for Various Types of Customers - Minors - Joint Account Holders -HUF -Firms - Companies - Trusts - Societies - Govt. and Public Bodies etc.

**UNIT III APPROACH TO LENDING**

**(12)**

Approach to Lending - Credit distribution - Principles of good Lending - Credit Products & Facilities – Documentation Procedures and Practices – Working Capital Assessment – Priority Sector Lending- Agriculture/SMEs/SHGs/SSI/Tiny Sector Financing – Consortium Financing - Credit Appraisal Techniques – CIBIL Procedures.

**UNIT IV LEGAL ASPECTS OF BANKS**

**(12)**

Legal Aspects of banks - Important Provisions of RBI Act, 1934 – Salient Features of Banking Regulations Act 1949 and Negotiable Instrument Act 1881 – Overview of Bankers Book of Evidence Act 1879 and Indian Contract Act 1872.

## **UNIT V ANCILLARY SERVICES OF BANKS**

**(12)**

Ancillary Services of Banks - Remittances, Safe Deposit Lockers- Merchant Banking – Credit Information Bureau (India) Limited- Fair Practices Code for Debt Collection - Banking Codes and Standards Board of India - Financial Inclusion, SHGs - Lead bank Scheme – Financial Innovation- ADR & GDR.

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Understand the Indian Banking and Financial system
2. Gain the Knowledge on roles and functions of commercial banks in India
3. Examine the Approach to Lending and Credit Appraisal Techniques.
4. Understand the legal and regulatory aspects of banking in India.
5. Gain the Knowledge on Ancillary Services of Banks.

### **Text Book(s)**

1. IIBF, Principles & Practices of Banking, Macmillan Education ; 5th edition (1 January 2021); Macmillan Education India,

### **Reference Books**

1. IIBF, Principles and Practices of Banking, 3rd Edition, MacMillan Education. 2015
2. IIBF, Legal and Regulatory Aspects of Banking, 3rd Edition, MacMillan Education. 2015
3. M.Y.Khan, Indian Financial System, McGraw Hill Education Pvt. Ltd, 9th Edition, 2015
4. Preethi Singh, Dynamics of the Indian Financial system: Markets, Institutions and Services, Ane BooksPrivate Ltd. 2015.
5. V.Nitynanada Sharma, Banking and Financial System, Cambridge University Press-New Delhi, 2011.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP437 BANKING OPERATIONS AND MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**Pre-requisite None**

**Course Description:**

This subject provides the fundamentals of the management, risk, regulation and operation and performance of a commercial bank. The course examines the theoretical concepts underpinning the operation of commercial banking in the form of financial intermediation and the unique role of banks in the economy. The structure of the financial system and problems posed by managing commercial banks in today's environment are given real-time practical applications that assess the performance of financial institutions from a creditor's, investor's and regulator's viewpoint.

**Course Objectives:**

1. To introduce the overview of risk management in Banks
2. To explain the various kinds of bank funds and risks in Indian Banks
3. To appraise about the credit policy, NPA's and debt recovery tribunal to the Students.
4. To understand the retail banking approach, delivery channels of banking Products and services and customer relationship.
5. To analyse the Prudential Norms of commercial banks in India.

**UNIT I BIS - BASEL COMMITTEE NORMS (12)**

BIS - Basel Committee Norms – Risks in Bank – Management of Risk in Banks and its Impact– Factoring & Forfeiting Alliances –Consolidation in Banking sector – Issues - Off Balance Sheet Items and Issues- Due Diligence – AML and its compliance.

**UNIT II UNDERSTANDING BANK FUNDS (12)**

Understanding Bank Funds – Liquidity Management Practices – RBI Guidelines – Asset Liability Management – Gap Analysis – Liquidity Risk – Interest Rate Risk – Market Risk.

**UNIT III CREDIT POLICY (12)**

Credit Policy - Credit Monitoring and Recovery Management – Non Performing Assets – Management of NPAs- Documentation and Procedures - Modes of Charges - Collateral and Characteristics – Loan Syndication - Priority Sector Lending Issues– New Products & Services – Factoring – Securitization – Lok Adalat – Debt Recovery Tribunal – Prompt Corrective Action.

**UNIT IV BRANDING AND STRATEGIES (12)**

Branding and Strategies - Retail Banking: Approach, Products, Marketing - Promotion and delivery channels of banking Products and services - Traditional and modern – Bank assurance -Direct selling agents - Customer Relationship Management- eCRM.

## **UNIT V PRUDENTIAL NORMS**

**(12)**

Prudential Norms – IRAC Norms - Capital Adequacy Norms - Exposure Norms for Advances and Investments – SARFAESI Act - Insolvency and Bankruptcy Code.

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Understand the overview of risk management in Indian Banks.
2. Gain Knowledge on various kinds of bank funds and risks in Indian Banks
3. Gain Knowledge on credit policy, NPA's and debt recovery tribunal to the Students.
4. Understand the retail banking approach, delivery channels of banking Products and services and customer relationship.
5. Examine the Prudential Norms of commercial banks in India.

### **Text Book(s)**

1. Bimal Jaiswal, Banking Operation Management, Vikas publishing, 2015.

### **Reference Books**

1. IIBF, Advanced Bank Management, 3rd Edition, MacMillan Education. 2015
2. IIBF, Risk Management, 3rd Edition, MacMillan Education. 2015
3. IIBF, Bank Financial Management, 3rd Edition, MacMillan Education. 2015
4. W.Koch, S.Scott Mac Donald Timothy Bank Management, 8th Edition, Cengage Learning, 2014.
5. John a.Haslem, Banks Fund Management, Pearson Education.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP438 INSURANCE LAW AND REGULATIONS**

L	T	P	C
3	1	0	4

**Pre-requisite None**

**Course Description:**

This course provides a Comprehensive knowledge to the students about Source of law, Law of contract, Group insurance and other schemes, Claim settlement and legal status of individual and life insurance.

**Course Objectives:**

1. To identify the sources of law and various types of law in India.
2. To discuss about the Law of contract and elements of contract.
3. To examine the group insurance and schemes.
4. To evaluate the claim settlement and its process.
5. To asses legal status of individual and life insurance exchange control regulation.

**UNIT I SOURCE OF LAW**

**(12)**

Source of law –definition- statute - common law-justice in India –various laws and Acts –RTI act- cyber laws act –prevention of money laundering act-insurance act 1938- LIC act 1956- IRDA act -1999-protection of consumer interest act 1986- arbitration and consolation act1996- arbitration and conciliation act 1996 - GST act 2017

**UNIT II LAW OF CONTRACT**

**(12)**

Law of contract: Elements of contract- consensus–aid-idem-life insurance Contract-provisions-proposal-conditions and privileges of policy

**UNIT III GROUP INSURANCE AND OTHER SCHEMES**

**(12)**

Group insurance and other schemes: Group life insurance-superannuation-gratuity- reinsurance-key man and property insurance –rights under life insurance –nomination-MWP act- tax laws –income –life insurance-service tax

**UNIT IV CLAIM SETTLEMENT: PROCESS**

**(12)**

Claim settlement: process- maturity-death-missing persons- evidence of title and succession-attachments and prohibitory rules- insurance intermediaries- agency-brokers-corporate agents-rights –termination-renewals –heredity commission.



## **UNIT V LEGAL STATUS OF INDIVIDUAL AND LIFE INSURANCE**

**(12)**

Legal status of individual and life insurance: Exchange control regulation- life insurance involving foreign currency-settlements of claims -unfair and restricted trade practices- insurance ombudsman.

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Understand the sources of law and various types of law in India.
2. Gain the knowledge on Law of contract and elements of contract.
3. Gain the knowledge on group insurance and schemes.
4. Examine evaluate the claim settlement and its process.
5. Assess legal status of individual and life insurance exchange control regulation.

### **Text Book(s)**

1. IC 24 – Legal Aspects of Life Assurance, Indian Institute of Insurance,2012

### **Reference Books**

1. K.C.Mishra and M.Bakshi , Legal and Regulatory Aspects of Insurance, CENGAGE Learning, Delhi
2. M. N Srinivasan, ‘Principles Of Insurance Law’ (Life - Fire - Marine - Motor And Accident).
3. KSN Murthy & Dr KVS Sarma, ‘Modern Law Of Insurance’.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP439 PRINCIPLES AND PRACTICE OF GENERAL INSURANCE**

L	T	P	C
3	1	0	4

**Pre-requisite NIL**

**Course Description:**

This course provides a Comprehensive knowledge to the students about Functioning of General Insurance. It focuses on Evolution and growth of General Insurance and various types of policies on various hazards. It also provides Computation of Premiums and Settlement of claims.

**Course Objectives:**

1. To describe the general Insurance Market in India..
2. To make the student understand with different policies of general insurance.
3. To enable students understand Non life miscellaneous insurances.
4. To provide knowledge of Underwriting and Settlement of Claims.
5. To acquaint the knowledge of Claim procedure and TPAs Investigation / Assessment.

**UNIT I INTRODUCTION TP GENERAL INSURANCE (9)**

Meaning of General Insurance – The Evolution and Growth of General Insurance – Types of General Insurance – Fundamentals of General Insurance –Recent innovations. Organization and Management of General Insurance Companies – Regulatory Framework for General Insurance in India.

**UNIT II FIRE INSURANCE (9)**

Fire Insurance: Standard policies – Fire Insurance coverage – Consequential loss (fire) Insurance policies – Declaration policies, Marine Insurance: Marine Cargo policies – Hull policies – Institute cargo clauses – Institute hull clauses – Open policies – Accumulation of risk per location -Motor Insurance: Types of policies – Third party Insurance – Comprehensive coverage – Conditions and Exclusions – premium.

**UNIT III NON LIFE MISCELLANEOUS INSURANCES (9)**

Non life miscellaneous insurances: Personal Accident Insurance, Health Insurance and Mediclaim policies, Liability Insurance, Burglary Insurance other Miscellaneous Insurances, Rural Insurance covers, Engineering Insurance and its Consequential loss covers, Aviation hull and Aviation liability.

**UNIT IV UNDERWRITING AND SETTLEMENT OF CLAIMS (9)**

Underwriting and Settlement of Claims: Proposal forms – Cover notes – Certificates of Insurance – Endorsements – Moral and Physical Hazards – Statistics – Spreading of Risks –Premium Rating –Premium Loading –

## **UNIT V SETTLEMENT OF CLAIMS**

(9)

Settlement of Claims: Claim procedure – TPAs – Claim forms – Investigation / Assessment – Essential Claim Documents – Settlement Limitation, Arbitration, Loss Minimization and Salvage.

### **Course Outcomes:**

Upon Successful completion of the course, students will be able to

1. Understand and follow day-to-day developments in the General Insurance Market
2. Gain Knowledge on various policies and their features.
3. Knowledge on Burglary Insurance, Rural Insurance covers
4. Have an understand on Underwriting and Settlement of Claims
5. Apply of Knowledge on Claim procedure TPAs, Investigation / Assessment.

### **Text Book(s)**

1. Insurance Institute of India – IC 32- Practice of General Insurance
2. H Narayanan, Indian Insurance: A Profile, Jaico Publishing House: Mumbai.

### **Reference Books**

1. K.C. Mishra and G.E. Thomas, General Insurance - Principles and Practice, Cengage Learning: New Delhi.
2. Insurance Institute of India – IC 45- General Insurance Underwriting
3. Mode of Evaluation: Assignments, Mid Term Tests, End Semester Examination.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP440 RURAL BANKING AND MICRO FINANCE**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>

**Pre-requisite None**

**Course Description:**

This course provides a Comprehensive knowledge to the students about Demographic features. Role of agriculture in economic development. policies and programmes for rural farm and non-farm sectors. Economic reforms and its impact on rural economy. Genesis and evolution of microfinance. Problems of Rural branches of Commercial banks

**Course Objectives:**

1. To Understand the Problems of Rural branches of Commercial banks
2. To Discuss about the Agricultural Economy
3. To Asses the Rural Financing and Development Policy
4. To examine the different models of microfinance operating in India
5. To discuss about Problems of Rural branches of Commercial banks

**UNIT I INTRODUCTION**

**(9)**

Demographic features- Population- occupation- literacy, socioeconomic development – indicators-health-nutrition and education, - urban migration--Caste and power structure - rural social stratification- Economic life of rural people, share in National income- Trends in per capita income, rural money markets, rural indebtedness, rural poverty - main causes and methods of measuring rural poverty.

**UNIT II AGRICULTURAL ECONOMY**

**(9)**

Agriculture Economy-Structure and characteristics of Indian agriculture- Role of agriculture in economic development-agriculture-industry linkages -constraints to agriculture development- Emerging issues in Indian Agriculture- Rural infrastructure; Transport, Power- Markets and other services.

**UNIT III RURAL FINANCING AND DEVELOPMENT POLICY**

**(9)**

Policies and programmes for rural farm and non-farm sectors. Economic reforms and its impact on rural economy-Regulation of Rural Financial Services; - NABARD, RBI- role, refinance support.Lead bank approach, State level and- District level Credit committees- subsidy-linked credit programmes of the Government- -Priority Sector Financing

**UNIT IV MICRO FINANCE**

**(9)**

Genesis and evolution of microfinance- different models of microfinance operating in India; - Bank Linkage Programme (SBLP) as an innovative strategy of microfinance evolved in India - SME Finance; Definition of SME .Importance to Indian economy- Financing of SME- Revival of sick units; revival package- and implementation, Stressed assets under rehabilitation.

## **UNIT V PROBLEMS AND PROSPECTS IN RURAL BANKING**

**(9)**

Problems of Rural branches of Commercial banks- transaction costs and risk costs- Technology based Financial Inclusion- Emerging trends in rural banking-financing poor as bankable opportunity- Micro Credit, Self- Help Groups / NGOs, linkages with banking, latest guidelines of GOI and RBI

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Understand the Problems of Rural branches of Commercial banks
2. Gain the knowledge on Agricultural Economy
3. Asses the Rural Financing and Development Policy
4. Examine the different models of microfinance operating in India
5. Understand the Problems of Rural branches of Commercial banks

### **Text Book(s)**

1. Karmakar, K. G. Rural credit and self-help groups: micro-finance needs and concepts in India. Sage Publications India Pvt Ltd, 1999.
2. Harper, Malcolm. Profit for the poor: cases in micro-finance. Intermediate Technology Publications Ltd (ITP), 1998.

### **Reference Books:**

1. Robinson, Marguerite S. The microfinance revolution: sustainable finance for the poor. Vol. 1. World Bank Publications, 2001.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP441 RISK MANAGEMENT IN BANKS**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>

**Pre-requisite None**

**Course Description:**

This course provides a Comprehensive knowledge to the students about Basel Committee, credit risk, Operational risk and market risk and risk management frame work risk measurement and RBI guidelines for risk management

**Course Objectives:**

1. To make the student understand the Basel Committees
2. To discuss credit risk faced by banks with a view to provide necessary knowledge and impart the skills required to
3. To examine the operational risk and its causes
4. To Assess the market risk and ALM.
5. To compute the risk measurement, control and risk management.

**UNIT I INTRODUCTION AND OVEVIEW**

**(9)**

Risk definition - BIS – Basel Committee – Basel I, II and III norms; Risk Process- Risk Organization - Key risks-Credit risk, market risk ,operational risk, liquidity risk, legal risk, interest rate risk and currency risk – Concept of ALM for Banks.

**UNIT II CREDIT RISK**

**(9)**

Definition - - Framework for risk management - RBI guidelines for risk management - Risk rating and risk pricing - Methods for estimating capital requirements -Credit risk - standardized approach and advanced approach – Credit rating /scoring - Credit Bureaus - Stress test and sensitivity analysis - Internal Capital Adequacy Assessment Process (ICAAP) - Structured products.

**UNIT III OPERATIONAL RISK**

**(9)**

Definition - RBI guidelines for Operational risk - Types of operational risk - Causes for operational risk - Sound Principles of Operational Risk Management (SPOR) - Identification, measurement, control / mitigation of operational risks; Organizational set up and Policy requirements; Strategic approach and key responsibilities of ORM; Capital allocation for operational risk, methodology and qualifying criteria for banks for the adoption of the methods; Computation of capital charge for operational risk.

## **UNIT IV MARKET RISK**

**(9)**

Definition - Liquidity risk - Interest rate risk - foreign exchange risk -ALM organization - ALCO - Simulation, Gap, Duration analysis, Linear and other statistical methods of control; Price risk (Equity) - Commodity risk - Treatment of market risk under Basel- Standardized duration method- Internal measurement approach – VaR.

## **UNIT V RISK MEASUREMENT, CONTROL AND RISK MANAGEMENT**

**(9)**

Risk Calculation – Risk exposure analysis - Risk management / mitigation policy - Risk immunization policy/ strategy for fixing exposure limits - Risk management policy and procedure – Risk adjusted return on capital - Prudential norms – Income Recognition and Asset Classification (IRAC) norms -Capital adequacy norms - Hedging – Forwards – Futures– Options Arbitrage opportunities -Regulatory prescriptions of risk management –Exposure Norms - Systems Audit - Risk Organization and Policy.

### **Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Student understand the Basel Committees
2. Gain the knowledge on credit risk faced by banks with a view to provide necessary knowledge and impart the skills required to
3. Understand the operational risk and its causes
4. Asses the market risk and ALM.
5. Gain the knowledge on risk measurement, control and risk management.

### **Text Book(s)**

1. Foundations of Banking Risk: An Overview of Banking, Banking Risks, and Risk-Based Banking Regulation by GARP (Global Association of Risk Professionals).
2. Moorad Choudhry, Bank Asset and Liability Management: Strategy, Trading, Analysis, Wiley Publishing.

### **Reference Books:**

1. Foundations of Banking Risk: An Overview of Banking, Banking Risks, and Risk-Based Banking Regulation by GARP (Global Association of Risk Professionals).
2. Moorad Choudhry, Bank Asset and Liability Management: Strategy, Trading, Analysis, Wiley Publishing.
3. John C. Hull, Risk Management and Financial Institutions, Pearson, 2009
4. . Indian Institute Of Banking, Amp, Finance(IIBF), Risk Management , Macmillan Publishers India, 2010
5. Risk Measurement Models to Capital Allocation Policies, Wiley, ISBN: 978-0-470-02978 IIBF Material.

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**20MBAP442 AGRICULTURAL AND RURAL INSURANCE**

L	T	P	C
2	1	0	3

**Pre-requisite None****Course Description:**

This course provides a Comprehensive knowledge to the students about Demographic features. Role of agriculture in economic development. policies and programmes for rural farm and non-farm sectors. Economic reforms and its impact on rural economy. Genesis and evolution of microfinance. Problems of Rural branches of Commercial banks

**Course Objectives:**

1. To provide a broad overview of Agricultural and rural insurance in India.
2. To familiarize the students with products in rural insurance.
3. To discuss about various Crop insurance Schemes
4. To understand IRDA regulations in rural insurance
5. To gain insight into various agricultural insurance schemes

**UNIT I INTRODUCTION (9)**

Indian agriculture: Introduction - Agriculture in India – leader - distribution and indicators - agricultural in the post independence era – agricultural census – modernization

**UNIT II RISK IN AGRICULTURE (9)**

Risk in Agricultural and coping mechanism- climate change and agriculture crop insurance - schemes in India – Types of Agricultural insurance - NAIS- premium rating in crop insurance-mNAIS –WBCI

**UNIT III CROP INSURANCE (9)**

Design consideration - concepts - agricultural insurance Vs Agricultural relief approaches to crop insurance - crop insurance – design and operations - weather based crop insurance model

**UNIT IV IRDA REGULATIONS IN RURAL INSURANCE (9)**

Livestock - types of cattle – buffaloes -Characteristics – classification - cattle insurance – market-market agreements –schemes-poultry – comprehensive coverage – duck insurance – exclusions.

**UNIT V AGRICULTURAL INSURANCE SCHEMES (9)**

Pet insurance - sheep – goat – pig –elephant - agricultural pump set-cart-hut-gobar gas plant - lift irrigation insurance – comparative package for tribal



**Course Outcomes:**

Upon successful completion of the course, students will be able to

1. Understand the overview of Agricultural and rural insurance in India.
2. Gain the knowledge on various products in rural insurance.
3. Asses the various Crop insurance Schemes
4. Examine the IRDA regulations in rural insurance
5. Understand the various agricultural insurance schemes

**Text Book(s)**

1. Insurance Institute of India – IC 71- Agricultural Insurance

**Reference Books:**

1. Mishra & Promod ,Agricultural risk Insurance & Income , The maritime and Insurance Book shop
2. Dr.S S Raju & Dr.Ramesh Chand , Agricultural Risk & Insurance in India ,NCAEPR , New Delhi
3. Deshpande S.P, Rural insurance business : Potentially and marketing, National insurance academy , 1999

**Mode of Evaluation:** Assignments, Mid Term Tests, End Semester Examination.

**Syllabus – Open Electives**

**For the students admitted to  
Master of Business Administration from the academic  
Year 2020-21 batch onwards**

**20MEP301 TOTAL QUALITY MANAGEMENT**

L	T	P	C
3	0	0	3

**Course Prerequisite:** None

**Course Description**

Total quality management (TQM) is a philosophy, methodology and system of tools aimed to create and maintain mechanism of organization's continuous improvement. It involves all departments and employees for the improvement of processes and products. It helps to reduce costs, exceed needs and expectations of customers and other stakeholders of an organization. TQM encompasses the concepts of business and social excellence that is sustainable approach to organization's competition, efficiency improvement, leadership and partnership.

**Course Objectives:**

The students will be able to:

1. Study comprehensive knowledge about the principles, practices, tools and techniques of total quality management.
2. Gain knowledge on leadership, customer satisfaction, addressing customer complaints, team work, employee involvement, related to customer and supplier partnership.
3. Gather information on various tools and techniques, concept on Six Sigma, bench marking and Failure Mode Effective Analysis (FMEA).
4. Know the importance of Quality circle, Quality Function Deployment, Taguchi design and case studies related to TQM.
5. Implement TQM

**UNIT I: INTRODUCTION****(9)**

Introduction - Need for quality - Evolution of quality - Definition of quality – Quality control, Quality management and Quality Assurance - Definition of TQM – Basic concepts of TQM - TQM Framework - Contributions by Deming, Juran and Crosby – Dimensions of quality – Benefits of quality and Barriers.

**UNIT II: TQM PRINCIPLES****(9)**

TQM principles - Strategic quality planning, Quality statements - Customer focus – Customer orientation, Customer satisfaction, Customer complaints, Customer retention - Employee involvement – Motivation, Empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal - Continuous process improvement – Supplier partnership – Partnering, Supplier selection, Supplier Rating.

**UNIT III: TOOLS AND TECHNIQUES I****(9)**

The seven traditional tools of quality – New management tools – Six-sigma: Concepts, methodology, applications to manufacturing, service sector including IT – Bench marking – Reason to bench mark, Bench marking process – FMEA.

#### **UNIT IV: TOOLS AND TECHNIQUES II**

**(9)**

Quality circles – Quality Function Deployment (QFD) – Design of Experiments-Taguchi quality loss function – TPM – Concepts, improvement needs – Cost of Quality – Performance measures.

#### **UNIT V: IMPELMENTATION OF TQM**

**(9)**

Steps, KAIZEN, 5S, JIT, POKAYOKE, I - Introduction to Robust Design, ISO Standards and Case studies.

#### **Course Outcomes:**

Upon successful completion of this course, the student will be able to:

1. Understand the various principles and practices of TQM to achieve quality.
2. Identify the various statistical approaches for Total Quality Control.
3. Demonstrate the TQM tools for continuous process improvement.
4. Adopt the importance of ISO and Quality systems.
5. Make use of the concepts of TQM to solve case studies

#### **Text Books:**

1. Dale H. BesterField, et al., Total Quality Management, Pearson Education Asia, Third Edition, Indian Reprint (2003).

#### **References:**

1. James R. Evans and William M. Lindsay, The Management and Control of Quality, (6th Edition), South-Western (Thomson Learning), 2005.
2. Oakland, J.S. TQM – Text with Cases”, Butterworth – Heinemann Ltd., Oxford, Third Edition (2003).
3. Suganthi,L and Anand Samuel, Total Quality Management, Prentice Hall (India) Pvt. Ltd. (2006) Model.

**Mode of Evaluation:** Assignments, Internal Mid Examinations, End Examination.

**20CSEP301 MULTIMEDIA TECHNOLOGIES**

L	T	P	C
3	0	0	3

**Course Prerequisite:** NONE

**Course Description:**

This course aims to introduce the students to Multimedia technologies and their usage in real world applications. This course covers introduction to multimedia, different image, video and audio formats, image coding and compression techniques, I/O technologies, Multimedia network and Multimedia Security and Forensics:

**Course Objectives**

1. To provide the foundation knowledge of multimedia computing.
2. To provide the knowledge about media characteristics, compression standards, multimedia representation, data formats, multimedia technology development.
3. To understand Multimedia, I/O technologies
4. To understand Multimedia Networks
5. To understand Multimedia security and forensics:

**UNIT I- INTRODUCTION TO MULTIMEDIA TECHNOLOGIES****(9)**

Introduction to Multimedia: Multimedia Elements – Multimedia applications – Multimedia System Architecture – Evolving technologies for Multimedia – Defining objects for Multimedia systems – Multimedia Data interface standards – Multimedia Databases.

**UNIT II - COMPRESSION AND FILE FORMATS****(9)**

Compression and Decompression: Need for Data Compression – Types of Compression – Binary Image Compression Schemes – Image Compression – Video Compression – Audio Compression. Data and File Format Standards: Rich Text Format – TIFF File Format – Resource Interface File Format – MIDI File Format - JPEG DIB File Format – AVI Indeo File Format – MPEG Standards –TWAIN.

**UNIT III - MULTIMEDIA I/O TECHNOLOGIES****(9)**

Input and Output Technologies: Multimedia I/O Technologies: Image Scanners – Digital Voice and Audio – Digital Camera – Video Images and Animation – Full Motion Video -Video Motion Analysis.

**UNIT IV - MULTIMEDIA NETWORKS****(9)**

Protocol - QOS Issues - RTP, RTCP, RTSP, SIP - Media on demand –ITV - STB Broadcast Schemes for VoD Buffer Management- Multimedia over wireless networks.

**UNIT V - MULTIMEDIA SECURITY AND FORENSICS****(9)**

Multimedia encryption - Digital Watermarking Security Attacks- Digital Forensics taxonomy, goals/requirements - Forensic Data Acquisition -Forensics Analysis and Validation.

**Course Outcomes:**

Upon completion of this course, students should be able to

1. Understand the characteristics of different media and the representations of different multimedia data formats.
2. Understand the characteristics of Image, Audio and Video systems and takes into considerations in multimedia techniques design and implementation. □
3. Describe different coding and compression principles and compare different compression techniques.
4. Design multimedia components efficiently
5. Develop integrated, collaborative multimedia systems

**Text Books**

1. K. Andleigh, Kiran Thakrar , Multimedia Systems Design, PHI, 2007
2. ZeNian Li, S. Drew, “Fundamentals of Multimedia”, PHI, 2006
3. Li, Ze-Nian and Mark S. Drew, “Fundamentals of Multimedia”, Prentice Hall of India, 2004.
4. Steinmetz Ralf and K. Nahrstedt “Multimedia: Computing, Communications & Applications”, Pearson Education, 1995.

**Reference Books**

1. Ralf Steinmetz and Klara, “Multimedia Computing, Communications and Applications”, Pearson Education, 2009
2. Min Wu, Bede Liu, “Multimedia Data Hiding”, Springer-Verlag, 2002
3. I. Cox, M. Miller, and J. Bloom, "Digital Watermarking", Morgan Kaufman Publishers, 2001
4. Chun-Shien Lu, “Multimedia Security : Steganography and Digital Watermarking techniques for Protection of Intellectual Property”, Springer Inc 2007
5. Wenjun Zeng, Heather Yu and Ching, Yung Lin, “Multimedia Security technologies for Digital rights Management”, Elsevier Inc 2006

**Mode of Evaluation:** Assignments, Internal Mid Examinations, External End Examination.

**20CSEP302 SOFTWARE PROJECT MANAGEMENT****Course Prerequisite: NONE**

L	T	P	C
3	0	0	3

**Course Description:**

Software Project Management is generally seen as a key component of successful software projects. Together with software techniques it can produce software of high quality. This course deals with the decisions and actions related to planning, organizing, leading, and controlling programs and projects. Students are expected to gain a comprehensive understanding of Strategy, organization, and leadership in managing projects and understanding of Processes, methods and systems used to plan, schedule and monitor projects.

**Course Objectives:**

1. To understand the basic concepts and issues of software project management.
2. To understand successful software projects that support organization's strategic goals.
3. Develop the skills for tracking and controlling software deliverables.
4. Match organizational needs to the most effective software development model.
5. Create project plans that address real-world management challenges.

**UNIT I: SPM CONCEPTS****(9)**

Definition – components of SPM – challenges and opportunities – tools and techniques – managing human resource and technical resource – costing and pricing of projects – training and development – project management techniques. \*

**UNIT II: SOFTWARE MEASUREMENTS****(9)**

Monitoring & measurement of SW development – cost, size and time metrics – methods and tools for metrics – issues of metrics in multiple projects. \*

**UNIT III: SOFTWARE QUALITY****(9)**

Quality in SW development – quality assurance – quality standards and certifications – the process and issues in obtaining certifications – the benefits and implications for the organization and its customers – change management. \*

**UNIT IV: RISK ISSUES****(9)**

The risk issues in SW development and implementation – identification of risks – resolving and avoiding risks – tools and methods for identifying risk management. \*

**UNIT V: SPM TOOLS****(9)**

Software project management using Primavera & Redmine and case study on SPM tools. \*

\*-Programming assignments are mandatory.

**Course Outcomes:** Upon successful completion of the course, students will be able to

1. Maintain software projects and monitor software project process
2. Design and develop project modules and assign resources
3. Understand software quality and project management techniques
4. Comprehend, assess, and calculates the cost of risk involved in a project management
5. Use Primavera & Redmine software management tools.

**Textbooks:**

1. Richard H. Thayer, “Software Engineering Project Management”, John Wiley & Sons, 2nd edition, 2001
2. Royce, Walker, “Software Project Management”, Pearson Education, 2002
3. Kelker, S. A., “Software Project Management”, Prentice Hall, 2003

**References:**

1. Software Project Management, Bob huges, Mike cotterell, Tata McGraw Hill, New Delhi,2002.
2. Software Project Management: A Concise Study, S. A. Kelkar, PHI.
3. Software Project Management, Joel Henry, Pearson Education.
4. Software Project Management in practice, Pankaj Jalote, Pearson Education

**Mode of Evaluation:** Assignments, Internal Mid Examinations, External End Examination.



**20HUMP301 INTRODUCTION TO INTELLECTUAL PROPERTY RIGHTS**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Description:** Intellectual property (IP) is a legal term that refers to creations of the mind. Examples of intellectual property include music, literature, and other artistic works; discoveries and inventions; and words, phrases, symbols, and designs. Under intellectual property laws, owners of intellectual property are granted certain exclusive rights. Some common types of intellectual property rights (IPR) are copyright, patents, and industrial design rights; and the rights that protect trademarks, trade dress, and in some jurisdictions trade secrets. Intellectual property rights are themselves a form of property, called intangible property.

**Course Objectives:** The course is intended to:

1. Explain the importance of Intellectual Property Rights, its protection and management;
2. Explain the types/tools of IPR;
3. Make aware the students to understand the commercialization of IPR;
4. Know the filing of patent rights, acts, rules & portfolio analysis, management, patent strategy; and
5. Create awareness about Right to Information Act (RTI), its powers, functions, penalties and appeal.

**UNIT I: INTRODUCTION****(9)**

Intellectual property and its protection, WTO, TRIPS Agreement & its Protection

**UNIT II: INTRODUCTION TO COPY RIGHTS****(9)**

Copyright Principles – Copyright Law - Copyright ownership - Right to prepare derivative works – Rights of Distribution - Copyright Formalities and Registrations - Copyright disputes - International Copyright Law – Patent Trademark – Geographical indications

**UNIT III: COMMERCIALIZATION OF IP ASSETS****(9)**

Contracting, Licensing, Assignment and technology transfer; Drawing up a business strategy IP rights in export markets; Ownership of rights by employees; Valuation of intellectual property rights.

**UNIT IV: PROCEDURE FOR FILING PATENT IN INDIA AND OTHER COUNTRIES****(9)**

PCT filing, Patent Search, Patent Acts & Rules, Patent Infringement, Patent Portfolio analysis and management, Patent Strategy.

**UNIT V: RTI****(9)**

Introduction – Objectives – Obligation of Public Authorities – The Central & State information commission – Powers & Functions – Penalties & Appeal.

**Course Outcomes:**

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

1. Understand the importance of Intellectual Property Rights, its protection and management.
2. Analyze and apply the types/tools of IPR.
3. Identify the process of commercialization of IPR.
4. Understand the procedure of filing of patent, acts, rules and portfolio analysis, management, patent strategy.
5. Apply the Right to Information Act (RTI) in real life situation.

**Text Book:**

1. Intellectual Property: The Law of Trademarks, Copyrights, Patents, and Trade Secrets, 4th Edition (2013)  
By **Deborah E. Bouchoux, Cengage Learning**

**References:**

1. Latest Research Papers

**Mode of Evaluation:** Written Examination (Internals Only)

**Syllabus – Audit Courses**

**For the students admitted to  
Master of Business Administration from the academic  
Year 2020-21 batch onwards**

## 20MBAP901 SOFT SKILLS

L	T	P	C
2	0	0	0

**Course Prerequisite:** NONE

**Course Description:** This course intends and aims to enhance the confidence of the students by exposing them to various situations and contexts they face in their career. It is imperative for Engineering students to start preparing for the ever-growing competition in the Job market. This course focuses on the practical aspects of soft skills relevant to the requirements of the prospective employers in view of globalization.

**Course Objectives:** 1. To expose the students to those soft skills which are crucial to an employee's ability to work smarter. 2. To enhance Art of Communication, Team Skills, Presentation & GD handling skills and preparing resume & Interview Skills.

**UNIT I:****(6)**

Verbal Communication - Effective Communication - Active listening - Paraphrasing - Feedback Non-Verbal Communication - Body Language - Greetings, Introductions, Small Talk.

**UNIT II:****(6)**

Self Enhancement - Importance of developing assertive skills - developing self-confidence – developing emotional intelligence - Importance of Team work – Team vs. Group - Attributes of a successful team – Barriers involved working with Groups – Dealing with People - Group Decision Making - Leadership skills - Empathy, self-realization (Identifying strengths and weaknesses), Motivation.

**UNIT III:****(6)**

Presentation Skills – Stages involved in an effective presentation – selection of topic, content, aids – Engaging the audience – Time management – Mock Presentations & Feedback - GD skills – Understanding the objective and skills tested in a GD – General types of GDs – Roles in a GD – Do's & Don'ts – Mock GD & Feedback.

**UNIT IV:****(6)**

Types of Resumes – Resume preparation - Tips in writing resume - Interview handling Skills – Self preparation checklist – Grooming tips: do's & don'ts – mock interview & feedback - Goal setting.

**UNIT V:****(6)**

Grooming etiquette – Telephone etiquette – E-mail etiquette, Professional electronic communication – Dining etiquette – Do's & Don'ts in a formal setting – How to impress.

**Course Outcomes:**

1. Upon completion of this course the students shall be able to communicate effectively and enhance their interpersonal relationship and building skills with renewed self-confidence.
2. Work together in teams and accomplish objectives in a cordial atmosphere.
3. Face presentations and Group Discussions
4. Prepare resume and face interviews.
5. Understand and develop the etiquette necessary to present oneself in a professional setting.

**Text Book:****References:**

1. “Soft Skills”. Dr K Alex. S Chand Publications, New Delhi
2. The Seven Habits of Highly Effective People by Stephen R. Covey, Covey Leadership Center, 2005.
3. Negotiate to Close by Gary Karnass, Simon and Schuster, 1987.
4. The greatest miracle in the world – OgMandino, Random House Publishing Group, 2009.
5. Working with Emotional Intelligence - Daniel Goleman, A&C Black, 2009.
6. Developing Communication Skills by Krishna Mohan and Meera Banerji; MacMillan India Ltd., Delhi, 2000.
7. Essentials of Effective Communication, Ludlow and Panthon; Prentice Hall of India, 1993.
8. Effective Presentation Skills (A Fifty-Minute Series Book) by Steve Mandel, Crisp Publications, 1996.
9. “Strategic interviewing” by Richaurd Camp, Mary E. Vielhaber and Jack L. Simonetti – Published by Wiley India Pvt. Ltd, 2007.
10. “Effective Group Discussion: Theory and Practice” by Gloria J. Galanes, Katherine Adams, John K. Brillhart, Tata McGraw-Hill, 2010.

**Mode of Evaluation:** Written Examination, Day-to-day Assessment

**20ENGP901 CREATIVE WRITING**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Course Prerequisite: None**

**Course Description:** The course functions as a broad-based introduction to various forms of creative writing, such as short fiction, poetry and drama. Short story writing is geared toward creative writing so that students learn about character, dialogue, voice, style and description in fiction. The course provides them with the opportunity to delve deeper into the analysis of selected short fiction and to work on stories of their own. Students explore the genre of poetry in-depth through their own writing and that of published poets. The study of playwriting involves many of the same focuses as short story writing, such as dialogue, character and plot. Students also experiment with writing these genres. The class is usually comprised of technique and style discussions, reading assignments and writing exercises.

**Course Objectives:**

1. To familiarize the students with different forms of writing: poetry, scene writing, and vignette and feature writing.
2. Apart from writing, the course will also encourage students to read and acquaint, appreciate and respond to different genres of writing.

**UNIT I:****(6)**

Introduction to creative writing and reading, Poetry, Short Story, Drama, Fiction, Non Fiction, Feature Writing, etc.

**UNIT II:****(6)**

Poetry, Scenario writing, feature and vignette writing, Haiku, Object Poem, List Poem, Visual Poem, Nature Poem, Scanning a poem and understanding its meaning

**UNIT III:****(6)**

Writing a scene, finding sources from which to draw ideas to write scenes, creating an effective setting for a scene to take place; creating strong, believable characters in a scene.

**UNIT IV:****(6)**

Learning how a scene can drive the plot of a story, how to effectively use point of view to enhance a scene, how to write interesting and useful dialogue, self-editing own writing.

**UNIT V:****(6)**

Writing a vignette, finding sources from which to draw ideas to write a vignette, organizing one's time and ideas to produce a longer piece of writing.

**Course Outcomes:**

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

1. Develop skills in writing, editing, and revision in the literary genre.
2. Analysis to inform appreciation and understanding of poetry.
3. Demonstrate the ability to read and respond thoughtfully.
4. Develop plot of the story and sketch characters with relevant dialogues; overall script writing and editing skills are imparted.
5. Understand the effective writing skills such as good essays and projecting scholarly ideas to the mass media.

**Text Book:**

Mills, Paul. 2006. Creative Writing Course Book. New York: Routledge.

**References:**

1. Jaron, Philip K. and Allan B. Lefcowitz. 2004. Creative Writer's Hand Book. 4<sup>th</sup> ed. Prentice Hall.
2. Bulman, Colin. 2007. Creative Writing: A guide and glossary to fiction writing. Polity Press.
3. Coles Notes. 1991. Dictionary of Literary Terms. Delhi: Chaman Enterprises.
4. Minot, Stephen. 1971. Three Genres: The Writing of Poetry, Fiction, and Drama. Englewood Cliffs: Prentice-Hall.

**Mode of Evaluation:** Assignments, Written Examination (Internal Only)

**20ENGP902 EFFECTIVE PUBLIC SPEAKING**

L	T	P	C
2	0	0	0

**Course Prerequisite:** None

**Course Description:**

This course provides effective presentation training tools and skills include good content, organization, delivery, audience, and analysis. These enhance students' traits in becoming a more critical consumer of information and delivery of speeches within a public setting and group discussion. Emphasis is on research, preparation, delivery, and evaluation of informative, persuasive, and special occasion public speaking.

**Course Objectives:**

1. To improve student's speaking skills in various professional contexts and enable one to develop the art of public speaking.
2. To improve student's speaking skills in various professional contexts and enable one to develop the art of public speaking.
3. To develop the necessary skills through actual practice in presenting information, giving seminars, participating in group talk etc.

**UNIT I:** (6)  
Public Speaking- an overview- Significance to professionals- Importance of Listening and Speaking Skills

**UNIT II:** (6)  
Credibility & Confidence- Preparation of Speech & Audience Analysis.

**UNIT III:** (6)  
Organization of Speech- Platform Manners & Use of Microphones- Modes of Delivery.

**UNIT IV:** (6)  
Use of Visual Aids- Psychology of Persuasion- Speeches for Special Occasions.

**UNIT V:** (6)  
Speech Practice.

**Course Outcomes:**

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

1. Understand public speaking and its significance to professionals.
2. Know the importance of listening for effective speaking.
3. Develop speeches that can increase self-confidence and credibility.
4. Understand how to prepare, rehearse, and present a speech.
5. Become aware of the different nuances involved in the speeches for different occasions such as giving seminars and participating in group talks etc.



**Textbook:**

Pushp Lata and Sanjay Kumar. Communicate or Collapse New Delhi: Prentice Hall of India, 2007.

**References:**

1. Lucas, Stephen E. The Art of Public Speaking. Third Edition, Singapore: McGraw-Hill, 1989.
2. Deanna D Sell now Public Speaking A Process Approach Media Edition, Wadsworth/Thomson, 2003.
3. Jaffe, Clella. Public Speaking New Delhi: Cengage Learning India Pvt. Ltd, 2008.
4. Bellingham, Jo. Giving Presentations Delhi: Oxford University Press. 2003.
5. Qubein, Nido. How to be a Great Communicator New Delhi: Viva. 1997.

**Mode of Evaluation:** Assignments, Written Examination (Internal Only)

**20CSEP901 DATA ANALYSIS USING R**

L	T	P	C
2	0	0	0

**Course Prerequisite:** None

**Course Description:** This course is an applied statistics course focusing on data analysis. The course will begin with an overview of how to organize, perform, and write-up data analyses. Instead of focusing on mathematical details, the lectures will be designed to help you apply these techniques to real data using the R statistical programming language, interpret the results, and diagnose potential problems in your analysis. The course covers practical issues in statistical computing which includes programming in R, reading data into R, accessing R packages, writing R functions, debugging, profiling R code, and organizing and commenting R code.

**Course Objectives:** Students will be able

1. To learn techniques of statistical modeling.
2. To communicate their results effectively to others, including non-experts.
3. To have hands-on experience with analyzing diverse data types, using modern statistical computer tools.
4. To profiling R code
5. To vector and variables

**UNIT I: INTRODUCTION TO R**

Overview of R, R data types and objects, reading and writing data.

**UNIT II: CONTROL STRUCTURES AND FUNCTIONS**

Control structures, functions, scoping rules, dates and times.

**UNIT III: LOOP FUNCTIONS AND DEBUGGING**

Loop functions, debugging tools.

**UNIT IV: PROFILING R CODE**

Simulation, code profiling.

**UNIT V: VECTOR AND VARIABLES**

Interacting with the interpreter, R Functions, Vector and Variables.

**Course Outcomes:** At the end of this course, students will able to

1. A good understanding of data types available in R.
2. A good understanding of various control structures, scope rules present in R.
3. A good understanding of loop functions and debugging tools.
4. Simulation and code profiling capability.
5. A good understanding of R Functions, Vectors, etc.

**Textbooks:**

1. R Programming for Data Science by Roger D.Peng, Lean publisher.
2. 25 Recipes for Getting Started with R, Publisher: O'Reilly Media, January 2011.
3. Learning R Paperback by Richard Cotton, Publisher: O'Reilly; 1 edition (20 September 2013).

**References:**

1. <https://www.coursera.org/course/rprog>
2. <https://www.coursera.org/course/dataanalysis>

**Mode of Evaluation:** Assignments, Written Examination (Internal Only)