KONGU ENGINEERING COLLEGE

(Autonomous Institution Affiliated to Anna University, Chennai)

PERUNDURAI   ERODE – 638 060

TAMILNADU INDIA

Estd : 1984

REGULATIONS, CURRICULUM & SYLLABI – 2022

**(CHOICE BASED CREDIT SYSTEM AND
OUTCOME BASED EDUCATION)**

(For the students admitted during 2022 - 2023 and onwards)

MASTER OF BUSINESS ADMINISTRATION

DEPARTMENT OF MANAGEMENT STUDIES

KONGU
Assuring the Best

INDEX

KONGU ENGINEERING COLLEGE
PERUNDURAI ERODE – 638 060
(Autonomous)

INSTITUTE VISION

To be a centre of excellence for development and dissemination of knowledge in Applied Sciences, Technology, Engineering and Management for the Nation and beyond.

INSTITUTE MISSION

We are committed to value based Education, Research and Consultancy in Engineering and Management and to bring out technically competent, ethically strong and quality professionals to keep our Nation ahead in the competitive knowledge intensive world.

QUALITY POLICY

We are committed to

- Provide value based quality education for the development of students as competent and responsible citizens.
- Contribute to the nation and beyond through research and development
- Continuously improve our services

DEPARTMENT OF MANAGEMENT STUDIES

VISION

To be a centre of excellence for development and dissemination of knowledge in Management for the Nation and beyond.

MISSION

Department of Management Studies is committed to:

MS1:   Transform the Student Community into ethically and socially inclined Business Leaders

MS2:   Provide a conducive environment for Innovation, Continuous improvement and Value addition in Management education

MS3:   Contribute to the whole society by conducting Research, MDPs and Consultancy in Business related areas.

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

PEO1:   Graduates will be business leaders and managers with leadership and problem-solving skills in the business world.

PEO2:   Graduates will drive entrepreneurship initiatives either on their own or within other organizations where they are employed.

PEO3:   Graduates will update conceptual and practical knowledge in the field of business management to contribute to the business and nation building while upholding ethical practices.

MAPPING OF MISSION STATEMENTS (MS) WITH PEOs

MS\PEO	PEO1	PEO2	PEO3
MS1	3	3	2
MS2	3	3	3
MS3	3	3	2

1 – Slight, 2 – Moderate, 3 – Substantial

PROGRAM OUTCOMES (POs)	
Graduates of Management Studies will**:**	
PO1	**Business Environment and Domain Knowledge:** Graduates are able to improve their knowledge about the fundamentals of business, its functioning and current strategies adopted across industries.
PO2	**Critical thinking, Business Analysis, Problem Solving and Innovative Solutions:** Graduates are expected to develop skills on analysing the business data, application of relevant analysis, and problem solving in functional areas such as marketing, finance, operations and human resources.
PO3	**Leadership and Teamwork:** Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.
PO4	**Effective Communication:** Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).
PO5	**International Exposure and Cross-Cultural Understanding:** Graduates are expected to demonstrate a global outlook with the ability to identify aspects of the global business and Cross Cultural Understanding.
PO6	**Social Responsiveness and Ethics:** Graduates are expected to demonstrate awareness of ethical issues, identify the contemporary social needs and explore the opportunities for social entrepreneurship.

MAPPING OF PEOs WITH POs

PEO\PO	PO1	PO2	PO3	PO4	PO5	PO6
PEO1	3	3	3	3	3	3
PEO2	3	3	3	3	3	3
PEO3	2	2	2	2	3	3

1 – Slight, 2 – Moderate, 3 – Substantial

KONGU ENGINEERING COLLEGE, PERUNDURAI, ERODE – 638060

(Autonomous)

REGULATIONS 2022

CHOICE BASED CREDIT SYSTEM & OUTCOME BASED EDUCATION

MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE PROGRAMME

These regulations are applicable to all candidates admitted into MBA Degree programme from the academic year 2022 – 2023 onwards.

1.   **DEFINITIONS AND NOMENCLATURE**

In these Regulations, unless otherwise specified:

i.   "University" means ANNA UNIVERSITY, Chennai.

ii.   "College" means KONGU ENGINEERING COLLEGE.

iii. "Programme" means Master of Business Administration (MBA) Degree programme

iv.   "Course" means a Theory / Practical course that is normally studied in a trimester like Financial Management , Organization Behaviour, etc.

v.   "Credit" means a numerical value allocated to each course to describe the candidate's workload required per week.

vi.   "Grade" means the letter grade assigned to each course based on the marks range specified.

vii. "Grade point" means a numerical value (0 to 10) allocated based on the grade assigned to each course.

viii. "Principal" means Chairman, Academic Council of the College.

ix.   "Controller of Examinations" means authorized person who is responsible for all examination related activities of the College.

x.   "Head of the Department" means Head of the Department concerned of the College.

2.   **PROGRAMME OF STUDY**
The MBA programme approved by Anna University, Chennai and All India Council for Technical Education, New Delhi is offered by the College.

3.   **ADMISSION REQUIREMENTS**
Candidates seeking admission to the first trimester of the MBA Degree programme shall be required to have passed an appropriate qualifying degree examination of Anna University, Chennai or any examination of any other university or authority accepted by the Anna University, Chennai as equivalent thereto, subject to amendments as may be made by the Anna University, Chennai from time to time. The candidates shall also be required to satisfy all other conditions of admission prescribed by the Anna University, Chennai and Directorate of Technical Education from time to time.

4. STRUCTURE OF PROGRAMMES

4.1 Categorisation of Courses

The MBA programme shall have a curriculum with syllabi comprising of theory courses, practical courses, project work, internship, etc. that have been approved by the respective Board of Studies and Academic Council of the College. MBA programme has well defined Programme Outcomes (PO) and Programme Educational Objectives (PEOs) as per Outcome Based Education (OBE). The content of each course is designed based on the Course Outcomes (CO).

The courses shall be categorized as follows:

i. Core Courses (CC)

ii. Elective Courses (EC)

To facilitate students to have enough choice in electives, Elective Courses (EC) have been further categorized as Functional Electives, Non Functional Electives, Skill Enhancement Electives and Alternative Credit Courses.

iii. Field Work courses (FW) – Field work courses include Summer Internship and Capstone Project

4.1.1 Credit Composition:

The minimum number of credits to complete the MBA programme is 102 with 54 credits under core courses, 42 credits under elective courses and 6 credits under field work courses.

4.1.2 The Candidate shall earn 42 credits from elective courses satisfying the minimum requirement from various categories of elective courses as given below.

S. No.	Category	Minimum credit requirement
1	Functional Electives (FE)	18
2	Non Functional Electives (NFE)	6
3	Skill Enhancement Electives (SEE)	3
4	Alternative Credit Courses (ACC)	6

4.2 Credit Assignment

Each course is assigned certain number of credits as follows:

Contact period per week	Credits
One Lecture / Tutorial Period	1
Two Practical Periods	1
Two Project Work Periods	1
Two Internship Periods	1

4.3 Skill Enhancement Electives

To mould the students to be work-ready when they join an organization, the candidates are offered with a number of one credit Skill Enhancement Elective courses to update various skills.

These courses will be offered from first trimester onwards.

4.4 Alternative Credit Courses and Self Study Courses

In order to prepare MBA students for VUCA (Volatile, Uncertain, Complex and Ambiguous) world, apart from regular core courses and elective courses (functional, non functional and skill enhancement electives), the candidates are encouraged to take up alternative credit courses and self study courses.

4.4.1 Alternative Credit Courses:

These are non-classroom non-traditional sources of learning where candidates are permitted to earn credits through courses such as Outbound Experiential Learning, SWAYAM Courses, National Stock Exchange (NSE), Indian Institute of Banking Finance (IIBF) and other online certification courses, Courses offered by Foreign Universities, and Other Agencies which are approved by the respective Board of Studies and the Principal.

4.4.2 Self Study Courses:

The Department may offer an elective course as a self study course. The syllabus of the course shall be approved by the respective Board of Studies. However, mode of assessment for a self study course will be the same as that used for other courses. The candidates shall study such courses on their own under the guidance of member of the faculty. Self study course is limited to one per trimester.

4.4.3 The elective courses in the final trimester may be exempted if a candidate earns the required credits vide clause 4.3, 4.4.1 and 4.4.2 by registering the required number of courses in advance (up to fifth trimester).

4.4.4 A candidate can earn a maximum of 18 credits through all alternative credit courses and self study courses

4.5 Flexibility to Add or Drop Courses

4.5.1 A candidate has to earn the total number of credits specified in the curriculum of the respective programme of study in order to be eligible to obtain the degree. However, if the candidate wishes, then the candidate is permitted to earn more than the total number of credits prescribed in the curriculum of the candidate's programme.

4.5.2 The candidates have the option of registering for additional elective courses or dropping of already registered elective courses within two weeks from the start of the trimester. Add / Drop is only an option given to the candidates. Total number of credits of such courses during the entire programme of study cannot exceed six.

4.6 Maximum number of credits the candidate can enroll in a particular trimester cannot exceed 24 credits.

4.7 The blend of different courses shall be so designed that the candidate at the end of the programme would have been trained not only in his / her relevant professional field but also would have developed to become a socially conscious human being.

4.8 The medium of instruction, examinations and project report shall be English.

5. DURATION OF THE PROGRAMME

5.1 A candidate is normally expected to complete the MBA Degree programme in six trimesters (2 Years), but in any case not more than twelve trimesters (4 Years).

5.2 Each trimester shall consist of a minimum of 60 working days including continuous assessment test period. The Head of the Department shall ensure that every teacher imparts instruction as per the number of periods specified in the syllabus for the course being taught.

5.3 The total duration for completion of the programme reckoned from the commencement of the first trimester to which the candidate was admitted shall not exceed the maximum duration specified in clause 5.1 irrespective of the period of break of study (vide clause 11) or prevention (vide clause 9) in order that the candidate may be eligible for the award of the degree (vide clause 16). Extension beyond the prescribed period shall not be permitted.

6. COURSE REGISTRATION FOR THE EXAMINATION

6.1 Registration for the end trimester examination is mandatory for courses in the current trimester as well as for the arrear courses failing which the candidate will not be permitted to move on to the higher trimester. This will not be applicable for the courses which do not have an end trimester examination.

6.2 The candidates who need to reappear for the courses which have only continuous assessment shall enroll for the same in the subsequent trimester, when offered next, and repeat the course. In this case, the candidate shall attend the classes, satisfy the attendance requirements (vide clause 8), earn continuous assessment marks. This will be considered as an attempt for the purpose of classification.

6.3 If a candidate is prevented from writing end trimester examination of a course due to lack of attendance, the candidate has to attend the classes, when offered next, and fulfill the attendance requirements as per clause 8 and earn continuous assessment marks. If the course, in which the candidate has a lack of attendance, is an elective, the candidate may register for the same or any other elective course in the subsequent trimesters and that will be considered as an attempt for the purpose of classification

7. ASSESSMENT AND EXAMINATION PROCEDURE FOR AWARDING MARKS

7.1 The MBA programme consists of Theory Courses, Theory cum Practical Courses, Practical courses, Capstone Project and Internship. Performance in each course of study shall be evaluated based on (i) Continuous Assessments (CA) throughout the trimester and (ii) End Trimester Examination (ETE) at the end of the trimester except for the courses which are evaluated based on continuous assessment only. Each course shall be evaluated for a maximum of 100 marks as shown below:

Sl. No.	Category of Course	Continuous Assessment Marks	End Trimester Examination Marks
1.	Theory	40	60
2.	Theory cum Practical	50	50
3.	Practical	60	40
4.	Summer Internship	100	---
5.	Capstone Project	50	50

7.2 Examiners for setting end trimester examination question papers for theory courses, practical courses and evaluating end trimester examination answer scripts, project works shall be appointed by the Controller of Examination

s after obtaining approval from the Principal.

7.3 **Theory and Theory Cum Practical Courses**

For all theory courses out of 100 marks, the continuous assessment shall be 40 marks and the end trimester examination shall be for 60 marks. However, the end trimester examinations shall be conducted for 100 marks and the marks obtained shall be reduced to 60. For all theory cum practical courses out of 100 marks, the continuous assessment shall be 50 marks and the end trimester examination shall be for 50 marks. However, the end trimester examinations shall be conducted for 100 marks and the marks obtained shall be reduced to 50. The continuous assessment tests shall be conducted for 50 marks as per the academic schedule laid down. The total of the continuous assessment marks and the end trimester examination marks shall be rounded off to the nearest integer. The continuous assessment pattern given in 7.3.1.

7.3.1 The assessment pattern for awarding continuous assessment marks shall be as follows:

S. No	Description	Credit Distribution	
		Theory	Theory cum Practical
		3 T/ 2T	2T + 1P
THEORY COMPONENT			
1	Continuous Assessment Test	CAT I - 12.5 Marks CAT II – 12.5 Marks Total: 25 Marks	CAT I - 7.5 Marks CAT II - 7.5 Marks Total: 15 Marks
2	Seminar / Assignments /Simulation / Mini Project / Case Studies / Field Work/ Any other activity relevant to the course	10 Marks	5 Marks
3	Tutorials / MCQs / Class Participation	5 Marks	-
PRACTICAL COMPONENT			
1	Continuous Assessment for Experiments	-	15
2	Assessment Test	-	15
CONTINUOUS ASSESSMENT MARKS		40	50
END TRIMESTER EXAMINATION		60	50
TOTAL		100 Marks	100 Marks

However, the assessment pattern for awarding the continuous assessment marks may be changed based on the nature of the course and is to be approved by the Principal.

7.3.2 A reassessment test or Open Book / MCQ Test covering the respective portions may be conducted for those candidates who were absent with valid reasons (Hospitalised / Sports or any other reason approved by the Principal).

7.3.3 The end trimester examination for theory courses shall be for duration of three hours.

7.4 Practical Courses

For practical courses out of 100 marks, the continuous assessment shall be for 60 marks and the end semester examination shall be for 40 marks. Every exercise / activity shall be evaluated based on the candidate's performance and the candidate's records shall be maintained.

7.4.1 The assessment pattern for awarding continuous assessment marks for each course shall be decided by the course teacher based on rubrics of that particular course, and shall be based on rubrics for each experiment.

7.5 Capstone Project

7.5.1 Capstone project has to be done individually by students. The project can be done in an organization on an assigned topic or it can be done on a research problem by using primary and/or secondary data. Students are expected to develop and present customized, solutions-based recommendations for the organization or for a research problem.

7.5.2 The Head of the Department shall constitute review committee for Capstone project work. There shall be two assessments by the review committee during the trimester. The candidate shall make presentation on the progress made by him/her before the committee.

7.5.3 The continuous assessment and end trimester examination marks for Capstone Project Work and the Viva-Voce Examination shall be distributed as below.

Continuous Assessment (Max. 50 Marks)						End Trimester Examination (Max. 50 Marks)			
Zeroth Review		Review I (Max.. 20 Marks)		Review II (Max. 30 Marks)		Report Evaluation (Max. 20 Marks)	Viva - Voce (Max. 30 Marks)		
Rv. Com	Guide	Review Committee (excluding guide)	Guide	Review Committee (excluding guide)	Guide	External Exr.	Guide	External Exr	Exr.2
0	0	10	10	15	15	20	10	10	10

7.5.4 The Project Report prepared according to approved guidelines and duly signed by the Guide and Project Coordinator shall be submitted to Head of the Department. The candidate(s) must submit the project report within the specified date as per the academic schedule of the trimester. If the project report is not submitted within the specified date then the candidate is deemed to have failed in the Capstone Project Work and redo it in the subsequent trimester.

7.5.5 The Capstone project work shall be evaluated based on the project report submitted by the candidate and viva-voce examination by a three member committee consisting of one external examiner who is either from industry or academic institution, one internal examiner and guide of the project work.

7.5.6 If a candidate fails to secure 50 % of the end trimester examination marks in the Capstone project work, he / she shall be required to resubmit the project report within 30 days from the date of declaration of the results and a fresh viva-voce examination shall be conducted as per clause 7.5.5

7.5.7 A copy of the approved project report after the successful completion of viva-voce examination shall be kept in the department library.

7.6 Summer Internship

Each candidate has to attach with an organization as an intern for four weeks after the completion of first year and shall submit weekly reports about the internship undergone and a certificate issued from the organization concerned within 15 days after completion of internship to the guide. The candidate shall also submit an internship report. A review committee shall be formed by Head of the Department consisting of two examiners and the guide. The assessment of internship work is to be done with the following apportionment.

Continuous Assessment (Max. 100 Marks)				
Weekly report Evaluation (guide) (Max 50 Marks)	Internship Report Evaluation (Max. 20 Marks)	Viva –Voce (Max. 30 Marks)		
Guide	Examiner 1 and 2	Guide	Exr. 1	Exr. 2
50	20	10	10	10

7.7 Skill Enhancement Elective courses

All skill enhancement elective courses are one credit practical course and the assessment pattern is the same as that of a practical course vide clause 7.4.

7.8 Online Courses and other alternative credit courses

The Board of Studies will provide methodology for the evaluation of the online courses and other alternative credit courses.

The Board can decide whether to evaluate the online courses through continuous assessment and end trimester examination or through end trimester examination only. In case of credits earned through online mode from SWAYAM / a University / Other Agencies approved by BOS and the Principal, the credits may be transferred and grades shall be assigned accordingly.

7.9 Self Study Course

The member of faculty approved by the Head of the Department shall be responsible for periodic monitoring and evaluation of the student in a self study course. The course shall be evaluated through continuous assessment and end trimester examination. The evaluation methodology shall be the same as that of a theory course.

8. REQUIREMENTS FOR COMPLETION OF A TRIMESTER

8.1 A candidate who has fulfilled the following conditions shall be deemed to have satisfied the requirements for completion of a trimester and permitted to appear for the examinations of that trimester.

8.1.1 Ideally, every candidate is expected to attend all classes and secure 100 % attendance. However, a candidate shall secure not less than 80 % (after rounding off to the nearest integer) of the overall attendance taking into account the total number of working days in a trimester.

8.1.2 A candidate who could not satisfy the attendance requirements as per clause 8.1.1 due to medical reasons (hospitalization / accident / specific illness) but has secured not less than 70 % in the current trimester may be permitted to appear for the current trimester examinations with the approval of the Principal on payment of a condonation fee as may be fixed by the authorities from time to time. The medical certificate needs to be submitted along with the leave application. A candidate can avail this provision only twice during the entire duration of the degree programme.

8.1.3 In addition to clause 8.1.1 or 8.1.2, a candidate shall secure not less than 60 % attendance in each course.

8.1.4 A candidate shall be deemed to have completed the requirements of study of any trimester only if he/she has satisfied the attendance requirements (vide clause 8.1.1 to 8.1.3) and has registered for examination by paying the prescribed fee.

8.1.5 Candidate's progress is satisfactory.

8.1.6 Candidate's conduct is satisfactory and he/she was not involved in any indisciplined activities in the current trimester.

8.2. The candidates who do not complete the trimester as per clauses from 8.1.1 to 8.1.6 except 8.1.3 shall not be permitted to appear for the examinations at the end of the trimester and not be permitted to go to the next trimester. They have to repeat the incomplete trimester in next academic year.

8.3 The candidates who satisfy the clause 8.1.1 or 8.1.2 but do not complete the course as per clause 8.1.3 shall not be permitted to appear for the end trimester examination of that course alone. They have to repeat the incomplete course in the subsequent trimester when it is offered next.

9. REQUIREMENTS FOR APPEARING FOR END TRIMESTER EXAMINATION

9.1 A candidate shall normally be permitted to appear for end trimester examination of the current trimester if he/she has satisfied the trimester completion requirements as per clause 8, and has registered for examination in all courses of that trimester. Registration is mandatory for current trimester examinations as well as for arrear examinations failing which the candidate shall not be permitted to move on to the higher trimester.

9.2 When a candidate is deputed for a National / International Sports event during End Trimester examination period, supplementary examination shall be conducted for such a candidate on return after participating in the event within a reasonable period of time. Such appearance shall be considered as first appearance.

9.3 A candidate who has already appeared for a course in a trimester and passed the examination is not entitled to reappear in the same course for improvement of letter grades / marks.

10. PROVISION FOR WITHDRAWAL FROM EXAMINATIONS

10.1 A candidate may, for valid reasons, be granted permission to withdraw from appearing for the examination in any regular course or all regular courses registered in a particular trimester. Application for withdrawal is permitted only once during the entire duration of the degree programme.

10.2 The withdrawal application shall be valid only if the candidate is otherwise eligible to write the examination (vide clause 9) and has applied to the Principal for permission prior to the last examination of that trimester after duly recommended by the Head of the Department.

10.3 The withdrawal shall not be considered as an appearance for deciding the eligibility of a candidate for First Class with Distinction/First Class.

10.4 If a candidate withdraws a course or courses from writing end trimester examinations, he/she shall register the same in the subsequent trimester and write the end trimester examinations. A final trimester candidate who has withdrawn shall be permitted to appear for supplementary examination to be conducted within reasonable time as per clause 14.

10.5 The final trimester candidate who has withdrawn from appearing for project viva-voce for genuine reasons shall be permitted to appear for supplementary viva-voce examination within reasonable time with proper application to Controller of Examinations and on payment of prescribed fee.

11. PROVISION FOR BREAK OF STUDY

11.1 A candidate is normally permitted to avail the authorised break of study under valid reasons (such as accident or hospitalization due to prolonged ill health or any other valid reasons) and to rejoin the programme in a later trimester. He/She shall apply in advance to the Principal, through the Head of the Department, stating the reasons, in any case, not later than the last date for registering for that trimester examination. A candidate is permitted to avail the authorised break of study only once during the entire period of study for a maximum period of one year. However, in extraordinary situation the candidate may apply for additional break of study not exceeding another one year by paying prescribed fee for the break of study.

11.2 The candidates permitted to rejoin the programme after break of study / prevention due to lack of attendance shall be governed by the rules and regulations in force at the time of rejoining.

11.3 The candidates rejoining in new Regulations shall apply to the Principal in the prescribed format through Head of the Department at the beginning of the readmitted trimester itself for prescribing additional/equivalent courses, if any, from any trimester of the regulations in-force, so as to bridge the curriculum in-force and the old curriculum.

11.4 The total period of completion of the programme reckoned from the commencement of the trimester to which the candidate was admitted shall not exceed the maximum period specified in clause 5 irrespective of the period of break of study in order to qualify for the award of the degree.

11.5 If any candidate is prevented for want of required attendance, the period of prevention shall not be considered as authorized break of study.

11.6 If a candidate has not reported to the college for a period of two consecutive trimesters without any intimation, the name of the candidate shall be deleted permanently from the college enrollment. Such candidates are not entitled to seek readmission under any circumstances.

12. PASSING REQUIREMENTS

12.1 A candidate who secures not less than 50 % of total marks (continuous assessment and end trimester examination put together) prescribed for the course with a minimum of 45 % of the marks prescribed for the end trimester examination in all category of courses vide clause 7.1 except for the courses which are evaluated based on continuous assessment only shall be declared to have successfully passed the course in the examination.

12.2 A candidate who secures not less than 50 % in continuous assessment marks prescribed for the courses which are evaluated based on continuous assessment only shall be declared to have successfully passed the course. If a candidate secures less than 45% in the continuous assessment marks, he / she shall have to re-enroll for the same in the subsequent trimester and satisfy the attendance requirements.

12.3 For a candidate who does not satisfy the clause 12.1, the continuous assessment marks secured by the candidate in the first attempt shall be retained and considered valid for subsequent attempts. However, from the fourth attempt onwards the marks scored in the end trimester examinations alone shall be considered, in which case the candidate shall secure minimum 45 % marks in the end trimester examinations to satisfy the passing requirements, but the grade awarded shall be only the lowest passing grade irrespective of the marks secured.

13. REVALUATION OF ANSWER SCRIPTS

A candidate shall apply for a photocopy of his / her trimester examination answer script within a reasonable time from the declaration of results, on payment of a prescribed fee by submitting the proper application to the Controller of Examinations. The answer script shall be pursued and justified jointly by a faculty member who has handled the course and the course coordinator and recommended for revaluation. Based on the recommendation, the candidate can register for revaluation through proper application to the Controller of Examinations. The Controller of Examinations will arrange for revaluation and the results will be intimated to the candidate concerned. Revaluation is permitted only for Theory courses where end trimester examination is involved.

14. SUPPLEMENTARY EXAMINATION

If a candidate fails to clear all courses in the final trimester after the announcement of final end trimester examination results, he/she shall be allowed to take up supplementary examinations to be conducted within a reasonable time for the courses of sixth trimester alone, so that he/she gets a chance to complete the programme.

15. AWARD OF LETTER GRADES

For all the passed candidates, the relative grading principle is applied to assign the grades

Marks / Examination Status	Letter Grade	Grade Point
Based on relative grading	O (Outstanding)	10
	A+ (Excellent)	9
	A (Very Good)	8
	B+ (Good)	7
	B (Average)	6
	C (Satisfactory)	5
Less than 50	U (Reappear)	0
Successfully Completed	SC	0
Withdrawal	W	-
Absent	AB	-
Shortage of Attendance in a course	SA	-

The Grade Point Average (GPA) is calculated using the formula:

$$\text{GPA} = \frac{\sum\left[(\text{course credits})\times(\text{grade points})\right] \text{ for all courses in the specific trimester}}{\sum(\text{course credits}) \text{ for all courses in the specific trimester}}$$

The Cumulative Grade Point Average (CGPA) is calculated from first trimester to final trimester using the formula

$$\text{CGPA} = \frac{\sum\left[(\text{course credits})\times(\text{grade points})\right] \text{ for all courses in all the trimesters so far}}{\sum(\text{course credits}) \text{ for all courses in all the trimesters so far}}$$

The GPA and CGPA are computed only for the candidates with a pass in all the courses.

The GPA and CGPA indicate the academic performance of a candidate at the end of a trimester and at the end of successive trimesters respectively.

A grade sheet for each trimester shall be issued containing Grade obtained in each course, GPA and CGPA.

A duplicate copy, if required can be obtained on payment of a prescribed fee and satisfying other procedure requirements.

Withholding of Grades: The grades of a candidate may be withheld if he/she has not cleared his/her dues or if there is a disciplinary case pending against him/her or for any other reason.

16. ELIGIBILITY FOR THE AWARD OF DEGREE

A candidate shall be declared to be eligible for the award of the MBA Degree provided the candidate has

i. Successfully completed all the courses under the different categories, as specified in the regulations.

ii. Successfully gained the required number of total credits as specified in the curriculum corresponding to the candidate's programme within the stipulated time (vide clause 5).

iii. Successfully passed any additional courses prescribed by the respective Board of Studies whenever readmitted under regulations other than R-2022 (vide clause 11.3)

iv. No disciplinary action pending against him / her.

17. CLASSIFICATION OF THE DEGREE AWARDED

17.1 First Class with Distinction:

A candidate who qualifies for the award of the degree (vide clause 16) and who satisfies the following conditions shall be declared to have passed the examination in First class with Distinction:

- Should have passed the examination in all the courses of all the six trimesters in the **First Appearance** within six consecutive trimesters excluding the authorized break of study (vide clause 11) after the commencement of his / her study.

- Withdrawal from the examination (vide clause 10) shall not be considered as an appearance.

- Should have secured a CGPA of not less than 8.5

17.2   **First Class:**

A candidate who qualifies for the award of the degree (vide clause 16) and who satisfies the following conditions shall be declared to have passed the examination in First class:

- Should have passed the examination in all the courses of all six trimesters within nine consecutive trimesters excluding authorized break of study (vide clause 11) after the commencement of his / her study.

- Withdrawal from the examination (vide clause 10) shall not be considered as an appearance.

- Should have secured a CGPA of not less than 7.00

17.3   **Second Class:**

All other candidates (not covered in clauses 17.1 and 17.2) who qualify for the award of the degree (vide clause 16) shall be declared to have passed the examination in Second Class.

17.4   A candidate who is absent for end trimester examination in a course / capstone project work after having registered for the same shall be considered to have appeared for that examination for the purpose of classification.

18.   MALPRACTICES IN TESTS AND EXAMINATIONS

If a candidate indulges in malpractice in any of the tests or end trimester examinations, he/she shall be liable for punitive action as per the examination rules prescribed by the college from time to time.

19.   **AMENDMENTS**

Notwithstanding anything contained in this manual, the Kongu Engineering College through the Academic council of the Kongu Engineering College, reserves the right to modify/amend without notice, the Regulations, Curricula, Syllabi, Scheme of Examinations, procedures, requirements, and rules pertaining to its MBA programme.

CURRICULUM BREAKDOWN STRUCTURE – R2022

Summary of Credit Distribution

Category	Trimester						Total number of credits	Curriculum Content (% of total number of credits of the program)
	I	II	III	IV	V	VI		
CC	18	19	6	4	7	-	54	53
EC*	-	-	12	12	12	6	42	41
FW	-	-	-	2	-	4	6	6
Trimester wise Total	18	19	18	18	19	10	102	100.00

* Elective courses have four subdivisions and the minimum credit requirement for each subdivision is as follows.

Subdivision	Minimum Credit requirement
A. Functional Electives (FE)	18
B. Non Functional Electives (NFE)	6
C. Skill Enhancement Electives (SEE)	3
D. Alternative Credit Courses (ACC)	6

Category	Abbreviation
Lecture hours per week	L
Tutorial hours per week	T
Practical, Project work, Internship, Professional Skill Training, Industrial Training hours per week	P
Credits	C

CATEGORISATION OF COURSES
CORE COURSES (CC)

Sl. No.	Course Code	Course Name	L	T	P	C	Pre-requisites	Trim	Domain /Stream
1.	22MBT11	Organization Behaviour	2	0	0	2	Nil	I	
2.	22MBT12	Organization Design	2	0	0	2	Nil	I	
3.	22MBT13	Managerial Economics	3	0	0	3	Nil	I	
4.	22MBT14	Business Statistics And Analytics	3	0	0	3	Nil	I	
5.	22MBT15	Financial Statements Reporting and Analysis	3	0	0	3	Nil	I	
6.	22MBT16	Legal Aspects of Business	3	0	0	3	Nil	I	
7.	22MBL11	Business Communication	0	0	4	2	Nil	I	
8.	22MBT21	Quantitative Techniques	3	0	0	3	Nil	II	

			L	T	P	C	Pre-requisites	Trim	Domain/Stream
9.	22MBT22	Marketing Management	3	0	0	3	Nil	II	
10.	22MBT23	Financial Management	3	0	0	3	Nil	II	
11.	22MBT24	Operations Management	3	0	0	3	Nil	II	
12.	22MBT25	Human Resource Management	3	0	0	3	Nil	II	
13.	22MBT26	Business Research Methods	3	0	0	3	Nil	II	
14.	22MBL21	Computer Applications for Business	0	0	2	1	Nil	II	
15.	22MBT31	Entrepreneurship and Innovation	3	0	0	3	Nil	III	
16.	22MBT32	Indian Economy and Policy	2	0	0	2	Nil	III	
17.	22MBL31	Managerial Skills for Effectiveness	0	0	2	1	Nil	III	
18.	22MBT41	Indian Financial System and Markets	2	0	0	2	Nil	IV	
19.	22MBT42	Business Ethics and Indian Ethos	2	0	0	2	Nil	IV	
20.	22MBT51	Project Management	2	0	0	2	Nil	V	
21.	22MBT52	Corporate Strategy	3	0	0	3	Nil	V	
22.	22MBT53	Corporate social responsibility	2	0	0	2	Nil	V	
		Total Credits to be earned				**54**			

FIELD WORK COURSES (FW)									
Sl. No.	Course Code	Course Name	L	T	P	C	Pre-requisites	Trim	Domain/Stream
1.	22MBP41	Summer Internship	0	0	4	2		IV	
2.	22MBP61	Capstone project	0	0	8	4		VI	
		Total Credits to be earned				**6**			

ELECTIVE COURSES (EC)									
Sl. No.	Course Code	Course Name	L	T	P	C	Pre-requisites	Trim	Domain/Stream
A. FUNCTIONAL ELECTIVES (FE)									
1.FINANCE									
1.	22MBE01	Security Analysis and Portfolio Management	3	0	0	3			
2.	22MBE02	Working Capital Management	3	0	0	3			
3.	22MBE03	Merchant Banking and Financial Services	3	0	0	3			
4.	22MBE04	Financial Derivatives	3	0	0	3			
5.	22MBE05	Behavioural Finance	3	0	0	3			
6.	22MBE06	Business Valuation and Corporate Restructuring	3	0	0	3			
7.	22MBE07	Project Finance	3	0	0	3			
8.	22MBE08	Introduction to Goods and Service Tax (GST)	3	0	0	3			
2. MARKETING									
9.	22MBE09	Consumer Behaviour	3	0	0	3			
10.	22MBE10	Retail Management	3	0	0	3			
11.	22MBE11	Digital and Social Media Marketing	3	0	0	3			
12.	22MBE12	Services Marketing	3	0	0	3			
13.	22MBE13	Product and Brand Management	3	0	0	3			
14.	22MBE14	Integrated Marketing Communication	3	0	0	3			
15.	22MBE15	Sales and Distribution Management	3	0	0	3			

		3. HUMAN RESOURCE							
16.	22MBE16	Industrial Relations and Labour Welfare	3	0	0	3			
17.	22MBE17	Compensation and Benefits Management	3	0	0	3			
18.	22MBE18	Performance Management Systems	3	0	0	3			
19.	22MBE19	Strategic Human Resource Management	3	0	0	3			
20.	22MBE20	Organizational Development and Change Management	3	0	0	3			
21.	22MBE21	Team Dynamics at Work	3	0	0	3			
22.	22MBE22	Labour Legislations	3	0	0	3			
		4. OPERATIONS							
23.	22MBE23	Supply Chain and Logistics Management	3	0	0	3			
24.	22MBE24	Quality Toolkit for Managers	3	0	0	3			
25.	22MBE25	Lean Manufacturing	3	0	0	3			
26.	22MBE26	Management of Service Operations	3	0	0	3			
27.	22MBE27	Plant Layout and Location Planning	3	0	0	3			
28.	22MBE28	Six Sigma	3	0	0	3			
29.	22MBE29	Industry 4.0	3	0	0	3			
30.	22MBE30	Managing Inventory System	3	0	0	3			
		5. SYSTEMS							
31.	22MBE31	Data Mining For Business Decisions	3	0	0	3			
32.	22MBE32	E-Commerce And Digital Markets	3	0	0	3			
33.	22MBE33	Software Project Management	3	0	0	3			
34.	22MBE34	Software Quality Management	3	0	0	3			
35.	22MBE35	IT Consulting	3	0	0	3			
		B. NON FUNCTIONAL ELECTIVES (NFE)							
		1. BUSINESS ANALYTICS							
1.	22MBF01	Marketing Analytics	2	0	2	3			
2.	22MBF02	Human Resource Analytics	2	0	2	3			
3.	22MBF03	Supply Chain Analytics	2	0	2	3			
4.	22MBF04	Financial Analytics	2	0	2	3			
		2.ENTREPRENEURSHIP							
5.	22MBE36	Indian Models in Entrepreneurship	3	0	0	3			
6.	22MBE37	Entrepreneurial Marketing	3	0	0	3			
7.	22MBE38	Social Entrepreneurship	3	0	0	3			
8.	22MBE39	Entrepreneurship and IP Strategy	3	0	0	3			
9.	22MBE40	Managing Innovation	3	0	0	3			
		3.BANKING							
10.	22MBE41	Management of Banks and Financial Institutions	3	0	0	3			
11.	22MBE42	Banking Technology Management	3	0	0	3			
12.	22MBE43	Legal and Regulatory aspects of Banking	3	0	0	3			
		4. INTERNATIONAL BUSINESS							
13.	22MBE44	International Financial Management	3	0	0	3			
14.	22MBE45	International Marketing	3	0	0	3			
15.	22MBE46	International Human Resource Management	3	0	0	3			
16.	22MBE47	International Business	3	0	0	3			
		C. SKILL ENHANCEMENT ELECTIVES (SEE)							
1.	22MBG01	Text Analytics	0	0	2	1			

2.	22MBG02	Data Visualization	0	0	2	1			
3.	22MBG03	Management and Cost Accounting using Spread Sheet	0	0	2	1			
4.	22MBG04	Multivariate Data Analytics	0	0	2	1			
5.	22MBG05	Structural Equation Modelling	0	0	2	1			
6.	22MBG06	Univariate Time Series Analysis	0	0	2	1			
7.	22MBG07	Multivariate Time Series Analysis	0	0	2	1			
8.	22MBG08	Transactional Analysis	0	0	2	1			
9.	22MBG09	Frugal Innovation	0	0	2	1			
10.	22MBG10	Leadership and Team Building	0	0	2	1			
11.	22MBG11	Social Psychology	0	0	2	1			
12.	22MBG12	Research Paper Writing	0	0	2	1			
13.	22MBG13	Basic Financial Statement Analysis And Modelling	0	0	2	1			
14.	22MBG14	Software Application For Basic Statistical Analysis	0	0	2	1			
15.	22MBG15	Developing Marketing Campaign	0	0	2	1			
D. ALTERNATIVE CREDIT COURSES (ACC) #									
1.	22MBG16	Outbound Experiential Learning	0	0	4	2			
2.	22MBG17	Business Plan Preparation for a Venture	0	0	4	2			
3.	22MBG18	National / Global Virtual Team Project	0	0	4	2			
4.	22MBG19	Social Sensitization Project	0	0	4	2			
5.	22MBG20	Rural Innovation Project	0	0	4	2			
6.	22MBG21	International Visit and Environment Study	0	0	4	2			

MAPPING OF COURSES WITH PROGRAM OUTCOMES

Tri.	Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6
I	22MBT11	Organization Behaviour	✓	✓	✓	✓		
	22MBT12	Organization Design	✓	✓	✓	✓		
	22MBT13	Managerial Economics	✓	✓				✓
	22MBT14	Business Statistics And Analytics	✓	✓		✓		
	22MBT15	Financial Statements Reporting and Analysis	✓	✓		✓		✓
	22MBT16	Legal Aspects of Business	✓	✓	✓	✓		✓
	22MBL11	Business Communication	✓	✓	✓	✓		
II	22MBT21	Quantitative Techniques	✓	✓		✓		
	22MBT22	Marketing Management	✓	✓		✓	✓	✓
	22MBT23	Financial Management	✓	✓		✓		✓
	22MBT24	Operations Management	✓	✓		✓	✓	✓
	22MBT25	Human Resource Management	✓	✓		✓		
	22MBT26	Business Research Methods	✓	✓	✓		✓	
	22MBL21	Computer Applications for Business		✓	✓	✓	✓	
III	22MBT31	Entrepreneurship and Innovation	✓	✓	✓	✓	✓	✓
	22MBT32	Indian Economy and Policy	✓	✓		✓	✓	✓
	22MBL31	Managerial Skills for Effectiveness	✓	✓	✓	✓		✓
IV	22MBT41	Indian Financial System and Markets	✓	✓		✓		✓
	22MBT42	Business Ethics and Indian Ethos	✓	✓	✓	✓	✓	✓
	22MBP41	Summer Internship	✓	✓	✓	✓	✓	✓
V	22MBT51	Project Management	✓	✓		✓		
	22MBT52	Corporate Strategy	✓	✓			✓	
	22MBT53	Corporate social responsibility	✓	✓		✓	✓	✓
VI	22MBP61	Capstone project	✓	✓	✓	✓	✓	✓
		LIST OF ELECTIVES						
		A. FUNCTIONAL ELECTIVES (FE)						
S. NO		**1.FINANCE**						
1.	22MBE01	Security Analysis and Portfolio Management	✓	✓		✓		✓
2.	22MBE02	Working Capital Management	✓	✓		✓		
3.	22MBE03	Merchant Banking and Financial Services	✓	✓		✓		
4.	22MBE04	Financial Derivatives	✓	✓		✓	✓	
5.	22MBE05	Behavioural Finance	✓	✓	✓	✓		
6.	22MBE06	Business Valuation and Corporate Restructuring	✓	✓		✓		✓
7.	22MBE07	Project Finance	✓		✓	✓		
8.	22MBE08	Introduction to Goods and Service Tax (GST)	✓	✓		✓		
		2. MARKETING						
9.	22MBE09	Consumer Behaviour	✓	✓		✓	✓	✓
10.	22MBE10	Retail Management	✓	✓		✓	✓	
11.	22MBE11	Digital and Social Media Marketing	✓	✓	✓	✓	✓	✓
12.	22MBE12	Services Marketing	✓	✓	✓			

13.	22MBE13	Product and Brand Management	✓	✓	✓	✓	✓	
14.	22MBE14	Integrated Marketing Communication	✓	✓	✓			
15.	22MBE15	Sales and Distribution Management	✓	✓		✓		
		3. HUMAN RESOURCE						
16.	22MBE16	Industrial Relations and Labour Welfare	✓	✓				✓
17.	22MBE17	Compensation and Benefits Management	✓	✓	✓		✓	
18.	22MBE18	Performance Management Systems	✓	✓	✓			
19.	22MBE19	Strategic Human Resource Management	✓	✓	✓	✓	✓	✓
20.	22MBE20	Organizational Development and Change Management	✓		✓		✓	✓
21.	22MBE21	Team Dynamics at Work	✓	✓	✓	✓		
22.	22MBE22	Labour Legislations	✓	✓				✓
		4. OPERATIONS						
23.	22MBE23	Supply Chain and Logistics Management	✓	✓				
24.	22MBE24	Quality Toolkit for Managers	✓	✓	✓		✓	
25.	22MBE25	Lean Manufacturing	✓	✓	✓		✓	
26.	22MBE26	Management of Service Operations	✓	✓			✓	
27.	22MBE27	Plant Layout and Location Planning	✓	✓				
28.	22MBE28	Six Sigma	✓	✓				
29.	22MBE29	Industry 4.0	✓	✓			✓	
30.	22MBE30	Managing Inventory System	✓	✓				
		5. SYSTEMS						
31.	22MBE31	Data Mining For Business Decisions	✓	✓				
32.	22MBE32	E-Commerce And Digital Markets	✓	✓		✓		✓
33.	22MBE33	Software Project Management	✓	✓				
34.	22MBE34	Software Quality Management	✓	✓				
35.	22MBE35	IT Consulting	✓	✓				✓

B. NON FUNCTIONAL ELECTIVES (NFE)								
		1. BUSINESS ANALYTICS						
1.	22MBF01	Marketing Analytics	✓	✓				
2.	22MBF02	Human Resource Analytics	✓	✓				
3.	22MBF03	Supply Chain Analytics	✓	✓		✓		
4.	22MBF04	Financial Analytics	✓	✓		✓		
5.		**2.ENTREPRENEURSHIP**						
6.	22MBE36	Indian Models in Entrepreneurship	✓	✓	✓	✓		✓
7.	22MBE37	Entrepreneurial Marketing	✓	✓	✓	✓		✓
8.	22MBE38	Social Entrepreneurship	✓	✓	✓	✓		
9.	22MBE39	Entrepreneurship and IP Strategy	✓	✓		✓		
10.	22MBE40	Managing Innovation	✓	✓				
		3.BANKING						
11.	22MBE41	Management of Banks and Financial Institutions	✓	✓				
12.	22MBE42	Banking Technology Management	✓	✓				
13.	22MBE43	Legal and Regulatory aspects of Banking	✓	✓		✓		

4. INTERNATIONAL BUSINESS								
14.	22MBE44	International Financial Management	✓	✓		✓	✓	
15.	22MBE45	International Marketing	✓	✓			✓	
16.	22MBE46	International Human Resource Management	✓	✓			✓	
17.	22MBE47	International Business	✓	✓		✓	✓	
C. SKILL ENHANCEMENT ELECTIVES (SEE)								
1.	22MBG01	Text Analytics	✓	✓	✓	✓		
2.	22MBG02	Data Visualization		✓		✓		
3.	22MBG03	Management and Cost Accounting using Spread Sheet	✓	✓		✓		
4.	22MBG04	Multivariate Data Analytics		✓		✓		
5.	22MBG05	Structural Equation Modelling	✓	✓	✓	✓	✓	
6.	22MBG06	Univariate Time Series Analysis	✓	✓		✓		
7.	22MBG07	Multivariate Time Series Analysis	✓	✓		✓		
8.	22MBG08	Transactional Analysis	✓	✓	✓	✓		
9.	22MBG09	Frugal Innovation	✓	✓	✓	✓		
10.	22MBG10	Leadership and Team Building	✓	✓	✓	✓		
11.	22MBG11	Social Psychology	✓	✓	✓	✓		
12.	22MBG12	Research Paper Writing	✓	✓		✓		✓
13.	22MBG13	Basic Financial Statement Analysis And Modelling		✓		✓		
14.	22MBG14	Software Application For Basic Statistical Analysis	✓	✓		✓		
15.	22MBG15	Developing Marketing Campaign	✓	✓		✓		
D. ALTERNATIVE CREDIT COURSES (ACC) #								
1.	22MBG16	Outbound Experiential Learning	✓	✓	✓	✓	✓	
2.	22MBG17	Business Plan Preparation for a Venture	✓	✓		✓		✓
3.	22MBG18	National / Global Virtual Team Project		✓	✓	✓	✓	
4.	22MBG19	Social Sensitization Project			✓	✓	✓	✓
5.	22MBG20	Rural Innovation Project			✓	✓	✓	✓
6.	22MBG21	International Visit and Environment Study		✓	✓	✓	✓	✓

MASTER OF BUSINESS ADMINISTRATIONCURRICULUM – R2022

TRIMESTER – I									
Course Code	**Course Title**	**Hours / Week**			**Credit**	**Maximum Marks**			**Category**
		L	**T**	**P**		**CA**	**ETE**	**Total**	
Theory / / Theory with Practical									
22MBT11	Organization Behaviour	2	0	0	2	40	60	100	CC
22MBT12	Organization Design	2	0	0	2	40	60	100	CC
22MBT13	Managerial Economics	3	0	0	3	40	60	100	CC
22MBT14	Business Statistics And Analytics	3	0	0	3	40	60	100	CC
22MBT15	Financial Statements Reporting and Analysis	3	0	0	3	40	60	100	CC
22MBT16	Legal Aspects of Business	3	0	0	3	40	60	100	CC
Practical / Employability Enhancement									
22MBL11	Business Communication	0	0	4	2	60	40	100	CC
Total Credits to be earned					**18**				

TRIMESTER – II									**Category**
Course Code	**Category**	**Hours / Week**			**Credit**	**Maximum Marks**			
		L	**T**	**P**		**CA**	**ETE**	**Total**	
Theory / / Theory with Practical									
22MBT21	Quantitative Techniques	3	0	0	3	40	60	100	CC
22MBT22	Marketing Management	3	0	0	3	40	60	100	CC
22MBT23	Financial Management	3	0	0	3	40	60	100	CC
22MBT24	Operations Management	3	0	0	3	40	60	100	CC
22MBT25	Human Resource Management	3	0	0	3	40	60	100	CC
22MBT26	Business Research Methods	3	0	0	3	40	60	100	CC
Practical / Employability Enhancement									
22MBL21	Computer Applications for Business	0	0	2	1	60	40	100	CC
Total Credits to be earned					**19**				

MASTER OF BUSINESS ADMINISTRATION CURRICULUM – R2022
(For the students admitted from academic year 2022-23 onwards)

TRIMESTER – I

Course Code	Course Title	L	T	P	Credit	CA	ETE	Total	Category
Theory / / Theory with Practical									
22MBT11	Organization Behaviour	2	0	0	2	40	60	100	CC
22MBT12	Organization Design	2	0	0	2	40	60	100	CC
22MBT13	Managerial Economics	3	0	0	3	40	60	100	CC
22MBT14	Business Statistics And Analytics	3	0	0	3	40	60	100	CC
22MBT15	Financial Statements Reporting and Analysis	3	0	0	3	40	60	100	CC
22MBT16	Legal Aspects of Business	3	0	0	3	40	60	100	CC
Practical / Employability Enhancement									
22MBL11	Business Communication	0	0	4	2	60	40	100	CC
	Total Credits to be earned				**18**				

Hours / Week: L, T, P. Maximum Marks: CA, ETE, Total.

TRIMESTER – II

Course Code	Category	L	T	P	Credit	CA	ETE	Total	Category
	Theory								
22MBT21	Quantitative Techniques	3	0	0	3	40	60	100	CC
22MBT22	Marketing Management	3	0	0	3	40	60	100	CC
22MBT23	Financial Management	3	0	0	3	40	60	100	CC
22MBT24	Operations Management	3	0	0	3	40	60	100	CC
22MBT25	Human Resource Management	3	0	0	3	40	60	100	CC
22MBT26	Business Research Methods	3	0	0	3	40	60	100	CC
	Practical								
22MBL21	Computer Applications for Business	0	0	2	1	60	40	100	CC
	Total Credits to be earned				**19**				

MASTER OF BUSINESS ADMINISTRATION CURRICULUM – R2022
(For the students admitted in the academic year 2022-23 onwards)

TRIMESTER – III									
Course Code	**Course Title**	**Hours / Week**			**Credit**	**Maximum Marks**			**Category**
		L	**T**	**P**		**CA**	**ETE**	**Total**	
	Theory								
22MBT31	Entrepreneurship and Innovation	3	0	0	3	40	60	100	CC
22MBT32	Indian Economy and Policy	2	0	0	2	40	60	100	CC
	6 credits are to be earned from Functional Electives								
	6 more credits are to be earned from Non Functional Electives/ Skill Enhancement Electives/ Alternative Credit Courses								
	Practical								
22MBL31	Managerial Skills for Effectiveness	0	0	2	1	60	40	100	CC
	Total Credits to be earned				**18**				

After I Year, as part of IV Trimester, students will take Summer Internship for 4 weeks in industry or academic institution.

TRIMESTER – IV									
Course Code	**Course Title**	**Hours / Week**			**Credit**	**Maximum Marks**			**Category**
		L	**T**	**P**		**CA**	**ETE**	**Total**	
	Theory								
22MBT41	Indian Financial System and Markets	2	0	0	2	40	60	100	CC
22MBT42	Business Ethics and Indian Ethos	2	0	0	2	40	60	100	CC
	6 credits are to be earned from Functional Electives								
	6 more credits are to be earned from Non Functional Electives/ Skill Enhancement Electives/ Alternative Credit Courses								
	Practical								
22MBP41	Summer Internship	0	0	4	2	100	-	100	FW
	Total Credits to be earned				**18**				

MASTER OF BUSINESS ADMINISTRATION CURRICULUM – R2022
(For the students admitted in the academic year 2022-23 onwards)

Course Code	Course Title	Hours / Week			Credit	Maximum Marks			Category
TRIMESTER – V									
		L	T	P		CA	ETE	Total	
	Theory								
22MBT51	Project Management	2	0	0	2	40	60	100	CC
22MBT52	Corporate Strategy	3	0	0	3	40	60	100	CC
22MBT53	Corporate Social Responsibility	2	0	0	2	40	60	100	CC
	6 credits are to be earned from Functional Electives								
	6 more credits are to be earned from Non Functional Electives/ Skill Enhancement Electives/ Alternative Credit Courses								
	Total Credits to be earned				**19**				

Course Code	Course Title	Hours / Week			Credit	Maximum Marks			Category
TRIMESTER – VI									
		L	T	P		CA	ETE	Total	
	Theory								
	6 credits are to be earned from Functional Electives / Non Functional Electives/ Skill Enhancement Electives/ Alternative Credit Courses								
	Practical								
22MBP61	Capstone Project	0	0	8	4	50	50	100	FW
	Total Credits to be earned				**10**				

Total Credits : 102

LIST OF ELECTIVES

Sl. No.	Course Code	Course Title	Hours / Week			Credit	Maximum Marks		
			L	T	P		CA	ETE	Total
A. FUNCTIONAL ELECTIVES (FE)									
1.FINANCE									
1.	22MBE01	Security Analysis and Portfolio Management	3	0	0	3	40	60	100
2.	22MBE02	Working Capital Management	3	0	0	3	40	60	100
3.	22MBE03	Merchant Banking and Financial Services	3	0	0	3	40	60	100
4.	22MBE04	Financial Derivatives	3	0	0	3	40	60	100
5.	22MBE05	Behavioural Finance	3	0	0	3	40	60	100
6.	22MBE06	Business Valuation and Corporate Restructuring	3	0	0	3	40	60	100
7.	22MBE07	Project Finance	3	0	0	3	40	60	100
8.	22MBE08	Introduction to Goods and Service Tax (GST)	3	0	0	3	40	60	100
9.	22MBE48	Fintech	3	0	0	3	40	60	100
2. MARKETING									
10.	22MBE09	Consumer Behaviour	3	0	0	3	40	60	100
11.	22MBE10	Retail Management	3	0	0	3	40	60	100
12.	22MBE11	Digital and Social Media Marketing	3	0	0	3	40	60	100
13.	22MBE12	Services Marketing	3	0	0	3	40	60	100
14.	22MBE13	Product and Brand Management	3	0	0	3	40	60	100
15.	22MBE14	Integrated Marketing Communication	3	0	0	3	40	60	100
16.	22MBE15	Sales and Distribution Management	3	0	0	3	40	60	100
17.	22MBE49	Customer Relationship Management	3	0	0	3	40	60	100
3. HUMAN RESOURCE									
18.	22MBE16	Industrial Relations and Labour Welfare	3	0	0	3	40	60	100
19.	22MBE17	Compensation and Benefits Management	3	0	0	3	40	60	100
20.	22MBE18	Performance Management Systems	3	0	0	3	40	60	100
21.	22MBE19	Strategic Human Resource Management	3	0	0	3	40	60	100
22.	22MBE20	Organizational Development and Change Management	3	0	0	3	40	60	100
23.	22MBE21	Team Dynamics at Work	3	0	0	3	40	60	100
24.	22MBE22	Labour Legislations	3	0	0	3	40	60	100
25.	22MBE50	Knowledge Management	3	0	0	3	40	60	100

		4. OPERATIONS							
26.	22MBE23	Supply Chain and Logistics Management	3	0	0	3	40	60	100
27.	22MBE24	Quality Toolkit for Managers	3	0	0	3	40	60	100
28.	22MBE25	Lean Manufacturing	3	0	0	3	40	60	100
29.	22MBE26	Management of Service Operations	3	0	0	3	40	60	100
30.	22MBE27	Plant Layout and Location Planning	3	0	0	3	40	60	100
31.	22MBE28	Six Sigma	3	0	0	3	40	60	100
32.	22MBE29	Industry 4.0	3	0	0	3	40	60	100
33.	22MBE30	Management of Inventory Systems	3	0	0	3	40	60	100
		5. SYSTEMS							
34.	22MBE31	Data Mining For Business Decisions	3	0	0	3	40	60	100
35.	22MBE32	E-Commerce And Digital Markets	3	0	0	3	40	60	100
36.	22MBE33	Software Project Management	3	0	0	3	40	60	100
37.	22MBE34	Software Quality Management	3	0	0	3	40	60	100
38.	22MBE35	IT Consulting	3	0	0	3	40	60	100

		B. NON FUNCTIONAL ELECTIVES (NFE)							
		1. BUSINESS ANALYTICS							
1.	22MBF01	Marketing Analytics	2	0	2	3	50	50	100
2.	22MBF02	Human Resource Analytics	2	0	2	3	50	50	100
3.	22MBF03	Supply Chain Analytics	2	0	2	3	50	50	100
4.	22MBF04	Financial Analytics	2	0	2	3	50	50	100
		2.ENTREPRENEURSHIP							
5.	22MBE36	Indian Models in Entrepreneurship	3	0	0	3	40	60	100
6.	22MBE37	Entrepreneurial Marketing	3	0	0	3	40	60	100
7.	22MBE38	Social Entrepreneurship	3	0	0	3	40	60	100
8.	22MBE39	Entrepreneurship and IP Strategy	3	0	0	3	40	60	100
9.	22MBE40	Managing Innovation	3	0	0	3	40	60	100
		3.BANKING							
10.	22MBE41	Management of Banks and Financial Institutions	3	0	0	3	40	60	100
11.	22MBE42	Banking Technology Management	3	0	0	3	40	60	100
12.	22MBE43	Legal and Regulatory Aspects of Banking	3	0	0	3	40	60	100
		4. INTERNATIONAL BUSINESS							
13.	22MBE44	International Financial Management	3	0	0	3	40	60	100
14.	22MBE45	International Marketing	3	0	0	3	40	60	100
15.	22MBE46	International Human Resource Management	3	0	0	3	40	60	100
16.	22MBE47	International Business	3	0	0	3	40	60	100
		C. SKILL ENHANCEMENT ELECTIVES (SEE)							
1.	22MBG01	Text Analytics	0	0	2	1	60	40	100
2.	22MBG02	Data Visualization	0	0	2	1	60	40	100
3.	22MBG03	Management and Cost Accounting using Spread Sheet	0	0	2	1	60	40	100
4.	22MBG04	Multivariate Data Analytics	0	0	2	1	60	40	100
5.	22MBG05	Structural Equation Modelling	0	0	2	1	60	40	100
6.	22MBG06	Univariate Time Series Analysis	0	0	2	1	60	40	100
7.	22MBG07	Multivariate Time Series Analysis	0	0	2	1	60	40	100

8.	22MBG08	Transactional Analysis	0	0	2	1	60	40	100
9.	22MBG09	Frugal Innovation	0	0	2	1	60	40	100
10.	22MBG10	Leadership and Team Building	0	0	2	1	60	40	100
11.	22MBG11	Social Psychology	0	0	2	1	60	40	100
12.	22MBG12	Research Paper Writing	0	0	2	1	60	40	100
13.	22MBG13	Basic Financial Statement Analysis And Modelling	0	0	2	1	60	40	100
14.	22MBG14	Software Application For Basic Statistical Analysis	0	0	2	1	60	40	100
15.	22MBG15	Developing Marketing Campaign	0	0	2	1	60	40	100
16.	22MBG22	Interactive Dashboard For Business Decision Support	0	0	2	1	60	40	100
D. ALTERNATIVE CREDIT COURSES (ACC) #									
1.	22MBG16	Outbound Experiential Learning	0	0	4	2	60	40	100
2.	22MBG17	Business Plan Preparation for a Venture	0	0	4	2	60	40	100
3.	22MBG18	National / Global Virtual Team Project	0	0	4	2	60	40	100
4.	22MBG19	Social Sensitization Project	0	0	4	2	60	40	100
5.	22MBG20	Rural Innovation Project	0	0	4	2	60	40	100
6.	22MBG21	International Visit and Environment Study	0	0	4	2	60	40	100

22MBT11 ORGANIZATION BEHAVIOUR

Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	NIL	1	CC	2	0	0	2

Preamble	This course presents theoretical and practical coverage regarding individuals, their attitude, personality, behavior towards organization. This course helps the student to identify motivation technique, leadership styles and the influence of organizational culture and Systems.

Unit – I	Introduction to Organizational Behaviour & Personality	4

Introduction to Organizational Behaviour: Contributors - Challenges and Opportunities.
Personality: Determinants, Traits - Personality Frameworks - Myers - Brigg Type Indicator, Big Five Personality Model. Attitudes - Job Attitudes.

Unit – II	Human Traits Influencing OB & Emotions and Moods:	4

Human Traits Influencing OB: Perceptions - Common Shortcuts in Judging others - Biases and Errors in Decision Making.
Emotions and Moods: Sources - Emotional Intelligence - Shaping and Modifying Behaviour.

Unit – III	Motivation	4

Motivation: Early Theories - Contemporary Theories - Interpreting Contemporary Theories of Motivation- **Groups:** Converting Groups into Effective Teams - Team Roles and Cohesiveness.

Unit – IV	Leadership	4

Leadership: Trait Theories - Behavioral Theories - Leader Member Exchange Theory - Charismatic Leadership - Transactional and Transformational Leadership.

Unit – V	Conflict	4

Conflict: Process - Conflict Management –Managing Diversity. Organizational Culture -Types. Power and Politics in Organization - Power Tactics. Work Stress - Causes and Consequences - Stress Management.

	Total:20

REFERENCES:

1.	Stephen P Robbins, Timothy A Judge, Neharika Vohra "Organizational Behavior", 18th Edition, Pearson Education, Noida, 2019.
2.	Luthans Fred, "Organizational Behavior", 12th Edition, McGraw Hill Publishing, New Delhi, 2017.
3.	PareekUday, Sushama Khanna, "Understanding Organizational Behavior" 4th Edition, Oxford University Press, New Delhi, 2018.
4.	Robert Konopaske, John Ivancevich, Michael Matteson, "Organizational Behavior and Management", 11th Edition, McGraw Hill Publication, New Delhi, 2017.
5.	Aswathappa K, "Organizational Behaviour" 12th Edition, Himalaya Publishing House, Mumbai, 2018.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	relate the different personality types and attitudes	Applying (K3)
CO2	describe various causes of perception, emotions and moods to shape and modify behavior.	Applying (K3)
CO3	discuss the various theories of motivation and apply them to create effective team	Applying (K3)
CO4	compare and contrast various leadership theories and styles	Analyzing (K4)
CO5	apply various methods for conflict management	Applying (K3)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			1		1
CO2	3	2		1		1
CO3		3		1		1
CO4			3	1		1
CO5			3	1		1

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	20	40	40				100
CAT2	10	10	60	20			100
ETE	10	26	32	32			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBT12 ORGANIZATION DESIGN

Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	NIL	1	CC	2	0	0	2

Preamble	This course aims at enabling the students to understand the broader spectrum of Organizational process and management. This course helps the students to identify the primary and ancillary functions of management. The students can also identify the ways to manage external environmental challenges.	
Unit – I	Management	4

Management: Levels of Management - Functions of Management - Role of Manager - Evaluation of Management Thought. Organizations - Dimensions of Organizational Design.

Unit – II	Organizational Structural Design:	4

Organizational Structural Design: Importance of Organizational Structures - Organization Design Alternatives: Functional, Divisional, Geographical, Matrix structure, Virtual network - Role of Strategic Directions in Organizational Design - Organizational Purpose.

Unit – III	External Environment	4

External Environment: Organization's Environment – Framework for Response to Environmental change –Establishing formal relationship – Organizational Ecosystem – Collaborative Networks. .

Unit – IV	Internal Design Elements	4

Internal Design Elements: Organizational Size –Organizational Life Cycle – Bureaucracy and Control - Forms of Control - Organizational decline and downsizing.

Unit – V	Decision Making	4

Decision Making: Decision Making Process - Approaches to Decision Making - Decision Making Style - Decision Making Biases and Errors - Decision Making in Today's World.

		Total:20

REFERENCES:

1.	Richard L. Daft, Nishant Uppal, "Understanding the Theory and Design of Organizations", 11th Edition, Cengage Learning, New Delhi, 2020.
2.	Koontz Harold, Heinz Weihrich, "Essentials of Management - An International and Leadership Perspective", 10th Edition, McGraw Hill Education, New Delhi, 2017.
3.	Robbins, Coulter, "Management", 17th Edition, PHI Learning, New Delhi, 2018.
4.	Chuck Williams, "MGMT: Principles of Management", 8th Edition, Cengage Learning, New Delhi, 2016.
5.	Stoner, Freeman, Gilbert, "Management", 6th Edition, PHI Learning, New Delhi, 2018.

	COURSE OUTCOMES: On completion of the course, the students will be able to	BT Mapped (Highest Level)
CO1	interpret the Organization system and Compare the various functions of Management	Understanding (K2)
CO2	modify appropriate organizational structure according to the need of the environment.	Applying (K3)
CO3	classifying the organizational environment and examine organizational ecosystem to design organizational structure to meet global challenges	Analyzing (K4)
CO4	distinguish between different stages of organizational life cycle and appraise the forms of control to ensure the success	Applying (K3)
CO5	list the merits and demerits of decision making in management process and understand the current management ecosystem	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			1		
CO2	3	1		1		
CO3	3	3		1		
CO4	3	2	3	1		
CO5	3	2	3	1		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	16	34	34	16			100
CAT2	17	17	50	16			100
ETE	6	25	40	29			100
* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)							

22MBT13 MANAGERIAL ECONOMICS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**1**	**CC**	**3**	**0**	**0**	**3**

Preamble	This course offers the fundamentals of the economic principles, which helps to make decision on allocation of resources based on the economic scenario. This course helps to bring conceptual knowledge on demand, supply, profit maximisation, production, cost, and market structures for managerial decisions.

Unit – I	**Basic Concepts and Principles**	6

Basic Concepts and Principles: Definition - Basic Assumptions - Types of Economic Analysis - Kinds of Economic Decision - Economic Principles.
Theory of Firms: Forms of Ownership, Profit Maximization Theory.

Unit – II	**Demand and Supply Analysis**	6

Demand and Supply Analysis: Demand Determinants - Law of Demand - Supply Determinants –Law of Supply - Market Equilibrium, Elasticity of Demand - Law of Diminishing Marginal Utility.

Unit – III	**Theory of Production**	6

Theory of Production: Types of Inputs - Production Functions with one and two variable input – Isocost Line - Producer's Equilibrium - Return to Scale – Technical Progress.

Unit – IV	**Cost Concepts**	6

Cost Concepts: Types - Average and Marginal Costs in the Short Run and Long run – Cost of Multi Product firm and Joint product - Economics of Scale – Economies of scope – Cost and Learning Curves.

Unit – V	**Market Structures**	6

Market Structures: Market Morphology - Types of Market Structures and its Characteristics - Price Output Decisions for Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly.

	Total:30

REFERENCES:

1.	Geetika, Piyali Ghosh, Purba Roy Choudhury, "Managerial Economics", 3rd Edition, McGraw Hill Education, New Delhi, 2017.
2.	Mark Hirschey, "Managerial Economics", 15th Edition, Cengage Learning, New Delhi, 2019.
3.	Gupta. G, "Managerial Economics", 2nd Edition, McGraw Hill Education, New Delhi, 2017.
4.	Ahuja. H. L, "Principles of Microeconomics", 22nd Edition, S.Chand Publishing, New Delhi, 2019.
5.	Panneer Selvam R, "Managerial Economics", 1st Edition, Cengage Learning, New Delhi, 2018.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand the basic concept with the help of economic principles.	Understanding (K2)
CO2	appraise the knowledge of demand and supply under different business decisions.	Analyzing (K4)
CO3	Examine the concept of production function and role of technology.	Applying (K3)
CO4	analyze the importance of matching costs with different time frames.	Analyzing (K4)
CO5	differentiate the output and price decision of firms under different market structures.	Analyzing (K4)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					1
CO2	2	3				
CO3	2	3				
CO4	2	3				1
CO5	2	3				1

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	17	35	32	16			100
CAT2	18	18	32	32			100
ETE	6	24	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBT14 BUSINESS STATISTICS AND ANALYTICS

Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	NIL	1	CC	3	0	0	3

Preamble	This course will introduce the application of statistics in the workplace for analyzing and interpreting data and drawing conclusions, and making predictions of the future. This course will begin with data description followed by probability analysis and distributions, sampling for estimation, hypothesis testing, and finally regression. This course also makes use of spreadsheets, an important tool for working with and making sense of numerical data.

Unit – I	Descriptive Statistics	6

Descriptive Statistics: Introduction to Business Statistics –Analytics – types - Data - types - Measures of Central Tendency: Mean, Median, Mode, Quartiles and Percentiles - Measurement of Dispersion: Quartile Deviation - Standard Deviation - Coefficient of variation- Caselet discussion.

Unit – II	Data Visualisation	6

Data Visualisation: Bar Chart – Histogram – Pie Chart – Scatter Plot – Pareto chart – Box plot – Stem and Leaf Plot – Examples from Business world.

Unit – III	Probability	6

Probability: Meaning - events – types of events - Types of probability - Addition and Multiplication Rules - Bayes's Theorem – Business applications.

Unit – IV	Probability Distribution	6

Probability Distribution: Discrete and Continuous distributions - Binomial, Poisson and Normal Distribution - Application in real life cases. Sampling distribution – Confidence interval.

Unit – V	Predictive Analytics	6

Predictive Analytics: Correlation and regression – Hypothesis Framing – Non parametric analytics – Wilcoxon Rank sum test – Wilcoxon Signed rank test - Kruskal Wallis H Test.

	Total:30

REFERENCES:

1.	Srivastava,Rego , "Statistics for Management", 3rd Edition, McGraw Hill Education, New Delhi, 2018.
2.	SanjivJaggia, "Business Statistics", 2nd Edition, McGraw Hill Education, New Delhi, 2020.
3.	Dinesh Kumar, "Business Analytics: The Science of Data - Driven Decision Making", 1st Edition, Wiley, New Delhi, 2018.
4.	David M. Levine, David F. Stephan, "Business Statistics", 7th Edition, Pearson Education, Noida, 2018.
5.	Tanushri Banerjee, Arindam Banerjee, "Business Analytics", 1st Edition, Sage Publications, New Delhi, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	describe data by measures of location and dispersion for managerial decision making	Understanding (K2)
CO2	present data in tables and charts and make meaningful interpretation from charts comprehend probability concepts and apply probability concepts to various business problems	Applying (K3)
CO3	use probability concepts to various business problems	Applying (K3)
CO4	apply probability distributions to business situations	Applying (K3)
CO5	examine the pattern of relationship between variables and make a prediction about dependent variable and perform distribution – free tests.	Analyzing (K4)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			1		
CO2	3	3		1		
CO3		3		1		
CO4	3	2		1		
CO5	3	2		1		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	10	40	50				100
CAT2	10	20	50	20			100
ETE	7	23	60	10			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBT15 FINANCIAL STATEMENTS REPORTING AND ANALYSIS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**1**	**CC**	**3**	**0**	**0**	**3**

Preamble	The purpose of the financial accounting component of the course is to provide an understanding of how to communicate the results of these business transactions in the form of financial statements. The objectives of financial analysis is to provide an introduction to interpreting the accounting information for planning, control and decision making

Unit – I	**Introduction**	**6**

Introduction: Financial, Cost and Management Accounting - Generally Accepted Accounting Principles, Conventions and Concepts - Balance Sheet and Related concepts - Profit and Loss Account and Related Concepts, an overview of Accounting Standards in India.

Unit – II	**Preparation of Financial Statement**	**6**

Preparation of Financial Statement: Preparation of Trading Account - Profit and Loss Account - Balance Sheet - Reading and Interpreting the Published Financial Statements.

Unit – III	**Financial Statement Analysis**	**6**

Financial Statement Analysis: Financial Statement Analysis Features, Techniques - Ratio Analysis. **Types:** Profitability Ratios, Liquidity Ratios, Solvency Ratios and Activity Ratios - Merits and Demerits of Ratio Analysis.

Unit – IV	**Fund Flow Statement Analysis**:	**6**

Fund Flow Statement Analysis: Preparation of Statement of Change in Working Capital – Computation of Fund From Operation and Preparation of Fund Flow Statement - Advantages of Fund Flow Statement.

Unit – V	**Cash flow Statement Analysis**	**6**

Cash flow Statement Analysis: Computation of cash from operations -Preparation of Cash Flow Statement as per AS 3-Distinction between Fund Flow Statements and Cash Flow Statement.

	Total:30

REFERENCES:	
1.	Maheswari S.N., CA Sharad K. Maheswari, Suneel K. Maheswari, "A Textbook of Accounting for Management", 4th Edition, Vikas Publishing, New Delhi, 2018.
2.	Ambrish Gupta, "Financial Accounting for Management", 6th Edition, Pearson Education, Noida, 2018 .
3.	Khan M.Y., Jain P.K., "Management Accounting, Text, Problems and Cases", 7thEdition, McGraw Hill Education, New Delhi, 2017.
4.	Jain S.P, Narang K.L. Simi Agrawal, "Financial Accounting", 1st Edition, Kalyani Publishers, New Delhi, 2016.
5.	Shashi K. Gupta, Sharma R.K., "Management Accounting Principles Practice", 13thEdition, Kalyani Publishers, New Delhi, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	comprehend the basic principles of accounting	Understanding (K2)
CO2	prepare and interpret the financial statements, namely Trading Accounts, Profit and Loss Account and Balance Sheet	Applying (K3)
CO3	assess the financial soundness of the company using Ratio analysis	Evaluating (K5)
CO4	construct the Fund flow statements and analyze the financial statements using fund flow	Analyzing (K4)
CO5	construct cash flow statement and analyze the Financial Statements using cash flow.	Analyzing (K4)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			1		1
CO2	3	3		1		1
CO3		3		1		1
CO4	3	2		2		1
CO5	3	2		2		1

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	15	25	30	15	15		100
CAT2	5	20	20	35	20		100
ETE	11	19	20	30	20		100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBT16 LEGAL ASPECTS OF BUSINESS

Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	NIL	1	CC	3	0	0	3

Preamble	This course is designed to help students to provide comprehensive knowledge on Indian contract act, sale of goods act, laws relating to business organization.	
Unit – I	**Indian Contract Act**	**6**

Indian Contract Act: Meaning, Essential of a Valid Contract - Performance of Contract - Discharge of Contract - Modes - Breach of Contract - Remedies.

Unit – II	**The Sale of Goods Act**	**6**

Sale of Goods Act: Definition - Essentials - Sale and agreement to Sell - Goods: Classification - Price - Transfer of Title by Non Owners - Unpaid Seller: Rights.

Unit – III	**Partnership Act and Negotiable Instruments Act:**	**6**

Partnership Act: Meaning - Essential of Partnership – Formation - Kind - Expulsion of a Partner - Dissolution of firm.
Negotiable Instruments Act: Promissory Note - Bill of Exchange – Cheque - Holder for Value - Holder in Due Course - Forgery.

Unit – IV	**Companies Act:**	**6**

Companies Act: Companies - Characteristics - Incorporation - Classification - Articles of Association - Memorandum of Association – Prospectus - Meetings.

Unit – V	**Consumer Protection Act and Information Technology Act:**	**6**

Consumer Protection Act: Objectives - Rights of Consumers - Remedies Available to Consumers.
Information Technology Act: Cyber Laws – Digital Signature, Electronic Governance.

	Total:30

REFERENCES:	
1.	N.D. Kapoor, "Elements of Mercantile Law", 38th Edition, S.Chand Publishing, New Delhi, 2020.
2.	Tejpal Sheth, "Business Law" 3rd Edition, Pearson Education, Noida, 2017.
3.	P C Tulsian, Bharat, Tulsian., "Business Law", 3rd Edition, McGraw Hill Education, New Delhi, 2017.
4.	Akhileswar Pathak, "Legal Aspects of Business", 7th Edition, McGraw Hill Education, New Delhi, 2018.
5.	Parul Gupta, "Legal Aspects of Business, Concepts and Application", 2nd Edition, Vikas Publishing, New Delhi, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand the modes of discharge of contract, remedies for breach of contract	Understanding (K2)
CO2	identify the provision of sale of goods act.	Understanding (K2)
CO3	apply the law relating to partnership and negotiable instrument act.	Applying (K3)
CO4	analyze the impact of provisions of company law on business decision.	Analyzing (K4)
CO5	analyze the concept and provision of consumer protection act and IT act in business decision.	Analyzing (K4)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			2		1
CO2	3	2		2		1
CO3		3		2		1
CO4			3	2		1
CO5			3	2		1

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	30	35	35				100
CAT2	17	17	33	33			100
ETE	25	25	30	20			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBL11 BUSINESS COMMUNICATION							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	I	CC	0	0	4	2

Preamble	This course enhances the students' knowledge in the application of business communication principles through creation of effective business documents and oral presentations. This allows the students to gain knowledge and apply them in team communication and also enables them in the use of technology to facilitate the communication process.

LIST OF EXPERIMENTS / EXERCISES:

1.	Reading - Book reading with written review and oral presentation
2.	Writing - Email, Business Letter, resume
3.	Individual Presentation - Presentation on business topic
4.	Team Presentation / Pair Discussion
5.	Listening -Video comprehension
6.	Just-a-minute - Photo topics & feedback
	Total:40

REFERENCES/ MANUAL /SOFTWARE:

1.	Rajendra Pal, J.S. Korlahalli, "Essentials of Business Communication", 13th Edition, S. Chand Publishing, New Delhi, 2017.
2.	https://www.esl-lab.com/
3.	Herta Murphy, "Effective Business Communication", 7th Edition, McGraw Hill Education, New Delhi, 2017.
4.	R. C. Sharma, Krishna Mohan, "Business Correspondence & Report Writing", 5th Edition, McGraw Hill Education, New Delhi, 2016.
5.	Asha Kaul, "Effective Business Communication", 2nd Edition, PHI Learning, New Delhi, 2015.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	Demonstrate his/her ability to write a business document	Applying(K3) / Imitation (S1)
CO2	Exercise critical thinking by designing and developing content for presentations.	Applying(K3) / Imitation(S1)
CO3	Participate effectively in groups with emphasis on listening, thinking & responding	Understanding (K2) / Manipulation (S2)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1			2	3		
CO2	2		3	3		
CO3	2	3	2	3		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

22MBT21 QUANTITATIVE TECHNIQUES

Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	NIL	2	CC	3	0	0	3

Preamble	Decision making is a fundamental part of the management process and it pervades the activities of every business manager. This course aims at solving the decision making problems that confront managers in both the public and private sector by developing quantitative models of those problems.

Unit – I	Linear Programming	6

Linear Programming: Introduction to Linear Programming (LP) - LP Formulations - Graphical Solution - Special Cases – Infeasibility - Unbounded - Simplex Method- Interpreting Simplex Table - Duality Concepts -Sensitivity Analysis.

Unit – II	Transportation and Assignment Models	6

Transportation and Assignment Models: Finding an Initial Feasible Solutions using North - West Corner Method - Least Cost Method and Vogel's Approximation Method - Variations in Transportation Problem. Assignment Problems – Hungarian Method – Variations of the Assignment Problem.

Unit – III	Network Optimization	6

Network Optimization: Introduction – frequency used Algorithms - Shortest Path Problem - Maximum Flow Problem - Minimum Spanning Tree -Network Models with yields -Integer Programming (IP) Formulations Case problems.

Unit – IV	Game Theory	6

Game Theory: Definition of Game - Payoff and Two Person Zero Sum Game – Maximin Principle - Minimax Principle - Saddle Point - 2 X 2 Games without Saddle Point – The Rules of Dominance - Graphical Method for 2 x n or m x 2 Games

Unit – V	Decision Theory	6

Decision Theory: Decision making process- Types of Decision Making Environments- Payoff and Regret Table - Decision Making Under Uncertainty - Maximin Criterion - Maximax Criterion - Regret Criterion - Hurwicz Criterion – Laplace Criterion - Decision Making Under Risk - EMV.

	Total:30

REFERENCES:

1.	Vohra N.D., "Quantitative Techniques in Management", 6th Edition, McGraw Hill Education, New Delhi, 2022.
2.	William Steverson & Ceyhun Ozgur, "Introduction to management science", 1st edition, McGraw Hill Education, New Delhi, 2017.
3.	Sharma J.K., "Operations Research - Theory and Application", 6th Edition, Laxmi Publications, New Delhi, 2017.
4.	Hamdy A. Taha , "Operations Research An Introduction";, 10th Edition, Pearson Education, Noida, 2018.
5.	Paneer Selvam R., "Operations Research", 2nd Edition, PHI Learning, New Delhi, 2014.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	formulate and use linear programming techniques to solve and justify decisions in different operational functions of business.	Applying (K3)
CO2	understand and use transportation and assignment problems to implement the best routes and allocation of resources in matching supply and demand.	Applying (K3)
CO3	formulate and appraise the different network models for minimizing costs, distance and time in industrial and business projects.	Evaluating (K5)
CO4	examine the optimal strategies that are formulated for a conflicting business situation where two or more competitors are involved.	Analyzing (K4)
CO5	appraise the decision theory models and select the best outcome from the different alternatives in situation.	Evaluating (K5)

Mapping of COs with POs and PSOs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3		1		
CO2	2	3		1		
CO3	2	3		1		
CO4	2	3		1		
CO5	2	3		1		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	5	15	35	25	20		100
CAT2	5	15	25	35	20		100
ETE	5	5	40	40	10		100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBT22 MARKETING MANAGEMENT							
Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	NIL	2	CC	3	0	0	3

Preamble	The course has been designed to make acquaint students with marketing theories, concepts, contexts and practical application of marketing in real life corporate environment and to understand the business veracity through real life case studies and to have a better intellectual capacity to derive decisions in marketing functions.

Unit – I	**The Marketing Paradigm& Marketing Environment**	6

The Marketing Paradigm – Global Marketing Evolution – Core Concepts, Needs, Wants, Demand, Products & Services and Markets – B2C, B2B and B2G.
Marketing Environment : Global Micro and Macro Environment - Marketing Mix for Products and Services

Unit – II	**Understanding Consumer & Purpose and Methods**	6

Understanding Consumer: Consumer vs Customer – Customer Buying Motives – Consumer Buying Process.
Purpose and Methods: Market Segmentation - Targeting and Positioning – Managing STP Process.

Unit – III	**Product Planning & Branding and Packaging Strategy**	6

Product Planning - Types of product – Product mix – New Product Development – Product life Cycle.
Branding and Packaging Strategy- Types of branding – Brand strategy - Brand equity – Importance of Packaging – Types of Packaging – Indian Consumer Act.

Unit – IV	**Pricing Strategy: Role & Channel System**	6

Pricing Strategy: Role of pricing in firm's profitability – Dynamics of Pricing – Value for the Product and Service.
Channel System: Role of different channel members – Channel Management – Channel Behaviours – Channel Decisions.

Unit – V	**Integrated Marketing Communications**	6

Integrated Marketing Communications: Promotion Mix Strategy, Promotion Vehicles - Digital & Social Media Marketing – Technology in Marketing - Public Relations –Word of mouth – Customer Delight, Personal Selling: Importance of Direct Marketing.

	Total:30

REFERENCES:

1.	Philip T. Kotler, Gary Armstrong, Prafulla Agnihotri, "Principles of Marketing", 17th Edition, Pearson Education, Noida, 2018.
2.	Ramasamy, Namakumari, "Marketing Management – Indian Context – Global Perspective", 6th Edition, Sage Publications, New Delhi, 2018.
3.	Philip Kotler, Kevin Lane Keller., "Marketing Management", 15th Edition, Pearson Education, Noida, 2018.
4.	Warren J Keegan, "Global Marketing Management", 8th Edition, Pearson Education, Noida, 2017.
5.	Rajan Saxena, "Marketing Management", 6th Edition, McGraw Hill Education, New Delhi, 2016.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	comprehend the various concepts in marketing and the global marketing Environment of a firms	Understanding (K2)
CO2	analyze the consumer buying behavior by apply the principles of segmentation, targeting and positioning	Analyzing (K4)
CO3	examine the product mix and brand strategy for the product and services	Applying (K3)
CO4	compare the pricing and channel strategy based on real world market and company objectives	Understanding (K2)
CO5	selecting media strategy to reach the target audience and deliver the brand promise through an IMC campaign for a variety of brands.	Evaluating (K5)

Mapping of COs with POs and PSOs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			1		1
CO2		3		1	2	1
CO3	3			1		1
CO4	3			1		1
CO5	1	3		1		2

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	25	15	30	30			100
CAT2	15	15	30	20	20		100
ETE	10	20	35	20	15		100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBT23 FINANCIAL MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**2**	**CC**	**3**	**0**	**0**	**3**

Preamble	To acquaint students with various issues involved in management of finance in a firm and also equip them with advanced analytical tools and techniques that are used for making sound financial decisions and policies.

Unit – I	**Introduction to Financial Management**:	**6**

Introduction to Financial Management: Scope-Functions –Goals- Risk Return trade off - Role of Finance Manager - Agency Problem. Time Value of Money - Present Value and Future Value: Single Cash Flow, Annuity, Annuity Due, Perpetuity.

Unit – II	**Capital budgeting**	**6**

Investment Decision: Principles and Nature of Capital Budgeting - Evaluation Techniques: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF Techniques

Unit – III	**Cost of Capital**	**6**

Finance Decision: Long Term Sources of Finance-Concept of Cost of Capital, Measurement of Specific Costs – Weighted Average Cost of Capital using Market Value and Book Value.

Unit – IV	**Capital Structure**	**6**

Capital Structure: Financial and Operating Leverage, Indifference Point – EBIT- EPS Relationship, Factors Determining Capital Structure Decision.

Unit – V	**Dividend Decision**	**6**

Dividend Decision: Forms of Dividend, Dividend Theory: Relevance Theory and Irrelevance Theory: Walter's Model, Gordon's Model, MM Hypothesis, Dividend Policy, Determinants of Dividend Policy.

	Total:30

REFERENCES:	
1.	Khan M Y, Jain P K, "Financial Management: Text, Problems and Cases", 8th Edition, McGraw Hill Education, New Delhi, 2018.
2.	Pandey I M, "Financial Management", 12th Edition, Pearson Education, Noida, 2021.
3.	Jonathan Berk, Peter De Marzo, JarradHarford, "Fundamentals of Corporate Finance", 3rd Edition, Pearson mEducation, Noida, 2019.
4.	Brealey, Myers, Allen., "Principles of Corporate Finance", 12th Edition, McGraw Hill Education, New Delhi, 2018.
5.	Stephen A. Ross, "Fundamentals of Corporate Finance", 11th Edition, McGraw Hill Education, New Delhi, 2018.

	COURSE OUTCOMES: On completion of the course, the students will be able to	BT Mapped (Highest Level)
CO1	examine the risk return trade off involved in the functions of financial management.	Applying (K3)
CO2	weigh investment opportunities using investment appraisal techniques and select appropriate investments.	Evaluating (K5)
CO3	compare the impact of specific and overall cost of capital on capital structure	Analyzing (K4)
CO4	defend the capital structure decisions made using leverage	Evaluating (K5)
CO5	relate the influence of dividend policy adopted by the firm on the share prices.	Analyzing (K4)

Mapping of COs with POs and PSOs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			1		1
CO2	3	3		1		1
CO3	3	3		1		1
CO4	3	3		1		1
CO5	3	3		1		1

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	10	20	35	20	15		100
CAT2	5	20	20	30	25		100
ETE	5	7	20	40	28		100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBT24 OPERATIONS MANAGEMENT

Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	NIL	2	CC	3	0	0	3

Preamble	The course provides the foundation for the operations function of a manufacturing or service organization. It highlights how the various components of operations function can be managed to improve the operational efficiency and effectiveness.

Unit – I	Introduction to Operations Management &Product and Service Design	6

Introduction to Operations Management: Production versus Service Operations - Production as a System - Scope – Evolution - Operations Decision Making. **Product and Service Design:** Factors - Legal and Ethical Considerations, Human Factors, Cultural Factors and Environmental Factors.

Unit – II	Forecasting System	6

Forecasting System: Qualitative and Quantitative Methods - Time Series Forecasting - Associative Forecasting Methods.

Unit – III	Facility Location and Layout Design & Process Selection	6

Facility Location and Layout Design: Factors Affecting Location - Layout Types - Designing Product Layout - Line Balancing. **Process Selection** - Job Shop, Batch, Repetitive and Continuous Production.

Unit – IV	Aggregate Planning & Material Requirement Planning	6

Aggregate Planning: Strategies - Techniques for Aggregate Planning – Master Production Scheduling.
Material Requirement Planning: Inputs, Processing and Outputs - MRP II and ERP.

Unit – V	Inventory Management & Contemporary OM Techniques	6

Inventory Management: Types - Basic EOQ model - P System and Q System - ABC Analysis.
Contemporary OM Techniques: Introduction to JIT and Lean systems, Six Sigma, Industry 4.0.

	Total:30

REFERENCES:

1.	Stevenson W.J, "Operations Management", 13th Edition, McGraw Hill Education, New Delhi, 2018.
2.	Chary S.N., "Production and Operations Management", 6th Edition, McGraw Hill Education, New Delhi, 2019.
3.	Gerard Cachon, Christian Terwiesch, "Loose-Leaf for Operations Management", 2nd Edition, McGraw Hill Education, New Delhi, 2019.
4.	Jay Heizer, "Operations Management", 12th Edition, Pearson Education, Noida, 2017.
5.	Nigel Slack, Alistair Brandon-Jones, "Operations Management", 9th Edition, Pearson Education, Noida, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	interpret the concepts in operation management and product design.	Applying (K3)
CO2	appraise the appropriate forecasting techniques to different business situations.	Evaluating (K5)
CO3	elucidate the factors influencing location, process and layout decision	Evaluating (K5)
CO4	examine the various techniques in the strategic operations planning decisions.	Analyzing (K4)
CO5	analysis the functions of inventory in operation and examine the suitable modern operations management techniques for improving productivity.	Analyzing (K4)

<table>
<tr><th colspan="7">Mapping of COs with POs and PSOs</th></tr>
<tr><th>COs/POs</th><th>PO1</th><th>PO2</th><th>PO3</th><th>PO4</th><th>PO5</th><th>PO6</th></tr>
<tr><td>CO1</td><td>3</td><td></td><td></td><td>1</td><td>1</td><td>1</td></tr>
<tr><td>CO2</td><td>2</td><td>3</td><td></td><td>1</td><td></td><td></td></tr>
<tr><td>CO3</td><td>3</td><td>2</td><td></td><td>1</td><td></td><td></td></tr>
<tr><td>CO4</td><td>2</td><td>3</td><td></td><td>1</td><td></td><td></td></tr>
<tr><td>CO5</td><td>3</td><td>3</td><td></td><td>1</td><td></td><td>1</td></tr>
</table>

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	16	16	34	17	17		100
CAT2	16	16	17	34	17		100
ETE	6	6	39	39	10		100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBT25 HUMAN RESOURCE MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**2**	**CC**	**3**	**0**	**0**	**3**

Preamble	This course aims at enabling the students to understand the broader spectrum of Human Resource management. This course helps the students to understand the primary and ancillary functions of human resource management.

Unit – I	**Introduction to HRM**	**6**

Introduction to HRM: Scope of HRM- Objectives - Functions of HRM - Models of HRM - Strategic HRM - Factors Affecting HR Environment – HR Planning: Process.

Unit – II	**Recruitment& Selection**	**6**

Recruitment: Job Analysis - Job Description - Job Specification - HR Planning: Process - Recruitment - Sources - Pros and Con's - Selection - Process - Selection Tests - Types of Interview - Concept of Induction and Placement.

Unit – III	**Employee Training & Compensation**	**6**

Employee Training: Need –Training methods. Management Development: Programme – Methods - Job evaluation. **Compensation:** Pay for performance, competency based pay, equity based rewards, team rewards – Executive compensation

Unit – IV	**Employee Performance**	**6**

Employee Performance: Performance Appraisal - Process, Methods, Potential Appraisal. **Morale**- Importance - Employee Engagement, Employee Productivity. - Stress: Source, Individual and Organizational Coping Strategy.

Unit – V	**Enrichment in HRM**	**6**

Enrichment in HRM: Terms and Conditions of Employment – Chief Fun Officer - HR Outsourcing – HRIS – Employee Turnover and Retention – Managing Separation. Employee Relations: Strategies for Building and Maintaining Positive Employee Relations.

	Total:30

REFERENCES:	
1.	Rao V. S. P., "Human Resource Management: Text and Cases", 4th Edition, Excel Books, 2016.
2.	Dessler, "Human Resource Management", 16thEdition, Pearson Education, Noida, 2019
3.	Aswathappa K., "Human Resource and Personnel Management", 8thEdition, McGraw Hill Education, New Delhi, 2017.
4.	De Cenzo, D.A., Robbins S.P., "Human Resource Management", 12thEdition, Wiley, New Delhi, 2016.
5.	Pareek, Udai, "Designing and Managing Human Resource System", 3rdEdition, Oxford University Press, New Delhi, 2015.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	classify the functions of human resources and understanding the strategies for existing environment.	Understanding (K2)
CO2	appraise the methods of recruitment and prepare a selection strategy for a specific job.	Analyzing (K4)
CO3	demonstrate appropriate implementation, monitoring and assessment procedures of training and design compensation schemes that are cost effective, improve productivity and comply with the legal framework.	Analyzing (K4)
CO4	demonstrate knowledge on appraisal method and develop strategies to empower employees.	Analyzing (K4)
CO5	investigate the enrichment concepts in HRM with its latest trends.	Applying (K3)

Mapping of COs with POs and PSOs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			2		
CO2	3	2		2		
CO3	3	2		2		
CO4	3	2		2		
CO5	3			2		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	16	34	16	34			100
CAT2	17	17	33	33			100
ETE	5	21	26	48			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBT26 BUSINESS RESEARCH METHODS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**2**	**CC**	**3**	**0**	**0**	**3**

Preamble	This course is designed to help students undertake research project and also intends to provide comprehensive knowledge on research process and introduces the concepts, tools and techniques that are used at each of these steps thereby honing the research skills of future managers.

Unit – I	**Introduction to Research**	**6**

Introduction to Research: Definition of Research - Need for Business Research - Formulation of the Research Problem - The Process of Business Research. Literature Review - Identifying, Assessing and Managing Sources of Information - Steps in Literature Review - Research Ethics.

Unit – II	**Research Design and Data Collection**	**6**

Research Design and Data Collection: Research Design - Research Data - Qualitative Methods. The Nature and Types of Qualitative Research. Data Collection Methods – Primary and Secondary Data Resources - Questionnaire Design Procedure.

Unit – III	**Sampling Design**	**6**

Sampling Design: Sampling Design Process - Sample vs Non Sampling Errors. Sampling Techniques - Choosing Probability vs Non-Probability Sampling. Sample Size Determination - Data Preparation Process - Data Entry - Data Editing, Coding, Classification and Tabulation of Data.

Unit – IV	**Data Analysis**	**6**

Data Analysis: Types of Data Analysis - Univariate and Bivariate Analysis (Concepts) - Descriptive and Inferential Statistics. Hypothesis Testing - Chi Square Test - T Test - Reliability and Validity (Concepts).

Unit – V	**Report Writing and Preparation**	**6**

Report Writing and Preparation: Report Writing - Types of Report - Report Structure - Guidelines for Effective Documentation and Presentation - Oral Presentation - Mechanics of Writing a Research Report.

	Total:30

REFERENCES:

1.	Naresh K Malhotra, SathyaBhusan Dash, "Marketing Research: An Applied Orientation", 7th Edition, Pearson Education, Noida, 2019.
2.	Donald R. Cooper, Pamela S Schindler J.K. Sharma, Business Research Methods, 12th Edition, McGraw Hill Education, New Delhi, 2019.
3.	O.R.Krishnaswami, M.Ranganathan, P.N.Harikumar, "Research Methodology", 1st Edition, Himalaya Publishing, Mumbai, 2019.
4.	Deepak Chawla, NeenaSondhi, "Research Methodology Concepts and Cases", 2nd Edition, Vikas Publishing, New Delhi, 2015.
5.	Priti Ranjan Majhi, "Introduction to Research Methodology (Theory and Project Report)", 1st Edition, Himalaya Publishing, Mumbai, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand the research process, Research Problem and literature review	Understanding (K2)
CO2	identify the criteria for evaluating data collection methods, and Preparation of Questionnaire Design.	Applying (K3)
CO3	Apply the principles of sampling and data preparation to the contemporary business research problems	Applying (K3)
CO4	assess different types of testable hypotheses and interpret the statistical test	Applying (K3)
CO5	construct a report writing and proposal writing in business research.	Analyzing (K4)

<div align="center">Mapping of COs with POs and PSOs</div>

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2				
CO2	2	3				
CO3	3	2	2			
CO4	3	2				
CO5		3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

<div align="center">ASSESSMENT PATTERN - THEORY</div>

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	17	30	28	25			100
CAT2	17	19	32	32			100
ETE	25	25	30	20			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBL21 COMPUTER APPLICATIONS FOR BUSINESS

Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	Nil	2	CC	0	0	2	1

Preamble	This course enhances the students' knowledge in the application of business communication principles through creation of effective business documents and oral presentations. This allows the students to gain knowledge and apply them in team communication and also enables them in the use of technology to facilitate the communication process.

LIST OF EXPERIMENTS / EXERCISES:

1.	**MS Word:** Text Manipulations – Usages of spell check – Text Formatting – Picture Insertion and alignment – Creation of documents using templates – Inserting Graphics & Text Boxes- Advanced Functions- Mail Merge, Macro.
2.	**MS Power Point**: Designing Presentations–Slide show controls–Making notes on Pages and Handouts–Printing Presentations–Customizing Presentations-Auto content Wizard.
3.	**MS Excel** – Worksheet Preparation – Constructing Excel Formulas - Using Excel's Built-in Functions – Creating and Modifying charts - Pivot Tables and Pivot Chart - Scenario Manager, Solver, V-Lookup.
4.	**Ms Access**: Tables and Queries.
5.	Working with Google Drive and Google Forms - Collaborative Editing of Documents - Creating simple Blogs and Web Pages.

Total:20

REFERENCES/ MANUAL /SOFTWARE:

1.	Joan Lambert, Curtis Frye, "Microsoft Office 2016 Step by Step", 1st Edition, Microsoft Press, 2015.
2.	S.S. Shrivastava, "MS-Office", First Edition, Laxmi Publications, New Delhi, 2015.
3.	Wallace Wang, "Microsoft Office 2019 For Dummies", 1st Edition, Wiley, New Delhi, 2018.
4.	Ellan F.Monk, Joseph A.Brady, Gerard S.Cook, "Problem – Solving Cases in Microsoft Access and Excel", 12thEdition, Cengage Learning, New Delhi, 2015.
5.	Charles Derrick, "Google Drive and Docs Ultimate User's Guide: Beginners Illustrative Guide to Google Drive, Docs, Sheets and Slides", Kindle Edition, Amazon Asia-Pacific Holdings Private Limited.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	Create and edit doucument using MS Word and MS Power Point.	Applying (K3), Imitation (S1)
CO2	Format, organize and calculate data in a spread sheet.	Applying (K3), Manipulation (S2)
CO3	Work with Google drive, design simple databases, handle queries, create blogs and web pages.	Applying (K3), Manipulation (S2)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1		3		3	2	
CO2		3	2	3	2	
CO3		3		3	2	

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

22MBT31 - ENTREPRENEURSHIP AND INNOVATION							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**3**	**CC**	**3**	**0**	**0**	**3**

Preamble	The main aim of the course is to create awareness about Entrepreneurship, Business Plan, Financing New Venture, Managing the Business.

Unit – I	**Introduction to Entrepreneur**	**6**

Introduction to Entrepreneur: Nature and development of Entrepreneurship – The Entrepreneurial decision process – Types of startups - Role of Entrepreneurship in Economic development – Entrepreneur characteristics.

Unit – II	**Innovation and IPR**	**6**

Innovation and IPR: Innovation – Types of Innovation – Application of Innovation in Business - Sources of new ideas – Methods of Generating Ideas – Opportunity Recognition – Product planning and development process – Intellectual property – Legal Issues in setting up the organization – Patents - International Patents – Patent Infringement – Trademarks – Registering the trade mark – copy rights – Trade secret - Licensing.

Unit – III	**Business Plan**	**6**

Business Plan: Contents of the Business Plan – Writing the Business Plan – Executive summary – Environmental and Industry Analysis – Description of venture – production plan – marketing plan – organization plan – financial plan – failure of business plan evaluation of business plan- Business Model Canvas.

Unit – IV	**Financing New Venture**	**6**

Financing New Venture: Internal and external sources of funds – Commercial Banks – Types of Bank Loans – Cash flow financing – Long term Loans – Government grants and subsidy – venture capital funding – Institutional Finance to Entrepreneur – Institutional support to entrepreneur.

Unit – V	**Managing, Growing The New Venture**	**6**

Managing, Growing The New Venture:

Assessing the attractiveness of a new entry opportunity – Entry strategy for new entry exploitation – Growth strategies – Penetration strategies – Market development strategies – product development strategies – Diversification strategies – Economic implication of growth.

	Total:30

REFERENCES:

1.	Robert D Hisrich, Michael P Peters, Dean A Shepherd, Sabyasachi Sinha "Entrepreneurship" 11th Edition, McGraw Hill Education, 2020.
2.	T. H. Byers, R. C. Dorf, A. Nelson, "Technology Ventures: From Idea to Enterprise",4th Edition, McGraw Hill Education, New Delhi, 2014.
3.	Prasad, Rohit, "Start-up sutra: what the angels won't tell you about business and life", 1st Edition, Hachette India, Gurgaon, 2013.
4.	Raj Shankar, "Entrepreneurship - Theory and Practice", 1st Edition, Vijay Nicole Imprints, Chennai, 2014.
5.	E. Gordon, K. Natarajan., "Entrepreneurship Development", 6th Edition, Himalaya Publishing, Mumbai, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand the concepts of entrepreneurship and its importance	Understanding (K2)
CO2	understand the need of generating innovative business ideas and appraise the legal issue in establishment of business.	Applying (K3)
CO3	applying the components of business plan	Analyzing (K4)
CO4	analyze the sources of finance and institutions supporting entrepreneurship	Analyzing (K4)
CO5	asses the entry level and growth strategies in new venture	Analyzing (K4)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			2		2
CO2		3	3	2		
CO3				3		2
CO4	3			1	2	
CO5				1	3	1

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	17	33	33	17			100
CAT2	17	17	33	33			100
ETE	5	25	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBT32 - INDIAN ECONOMY AND POLICY							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**3**	**CC**	**2**	**0**	**0**	**2**

Preamble	The objective of this course is to familiarise the students with the basic concepts, structure and policies concerning Indian economy. This course also attempt to analysis the issues that consistently remain in the limelight relating to Indian economy.

Unit – I	**Macroeconomic Overview**	4

Macroeconomic Overview: Macro Variables – Circular Flow of Income –National Income and Measurement - Inflation - Current Scenario - Case Study.

Unit – II	**Basic features of Indian Economy**	4

Basic features of Indian Economy: Nature of Indian Economy- Demographic features - Human Development Index- Poverty- Employment- Income Distribution in India - Case Study

Unit – III	**Sectoral composition of Indian Economy**	4

Sectoral composition of Indian Economy: Agriculture sector in India - Issues -Policies, Industrial development - MSME - Industrial Policy- Service sector in India.

Unit – IV	**Economic Policies**	4

Economic Policies: Economic Planning in India , NITI Aayog, Monetary policy in India, Fiscal Policy in India

Unit – V	**External sector in India**	4

External sector in India: India's foreign trade value, composition and direction - India's Balance of payment since 1991- FDI in India- Impact of Globalization on Indian Economy-WTO in India.

	Total:20

REFERENCES:

1.	V.K Puri, S.K Mishra , Indian Economy, 37th Edition, Himalaya Publishing, Mumbai, 2019.
2.	Sankar Ganesh Karuppiah, "Indian Economy" , 6th Edition, McGraw Hill Education, New Delhi, 2020.
3.	Ramesh Singh, "Indian Economy", 11th Edition, McGraw Hill Education, New Delhi, 2019.
4.	Sri Ram Srirangam, Manish Kumar, "Indian Economy", 1st Edition, Pearson Education, Noida, 2019.
5.	Ahuja H.L, "Macro Economics", 20th Edition, S.Chand Publishing, New Delhi, 2016.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand the basic concept and structure of various macroeconomics indicators.	Understanding (K2)
CO2	appraise the various issues such as poverty relating to structure of Indian economy	Applying (K3)
CO3	examine the sectorial policy issues related to Indian Agriculture and Industry and service sector.	Analyzing (K4)
CO4	illustrate the monetary and fiscal policy implications on the economy of the nation	Analyzing (K4)
CO5	demonstrate the contribution of foreign trade on the nation's economy	Applying (K3)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2		1		1
CO2	3	2		1		1
CO3	3	2		1		1
CO4	3	2		1		1
CO5	3	2		1	2	1

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1	17	34	33	16			100
CAT2	17	17	33	33			100
ETE	6	26	39	29			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBL31 - MANAGERIAL SKILLS FOR EFFECTIVENESS

Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	Nil	3	CC	0	0	2	1

Preamble	Through exercises students will practice developing managerial skills and effectiveness to enable them to work as smart managers and to meet challenges in their work situations.

LIST OF EXPERIMENTS / EXERCISES:

1.	Analysing Internal Self to Know – Introvert / Extrovert - Peep into yourself.
2.	Hands on Activity to Explore the Effectiveness of Planning and Implementation When Introducing a New Concert and Managing Strength - Qutub Minar.
3.	Activity on Team Work, Creativity, Time and Resource Management, Waste Reduction and Productivity Improvement - Planes and Boats.
4.	Knowing how to Avoid Information Overload and Take Smart Strategic Choices - Strategic Choice.
5.	Group Productivity and Keeping the Members Satisfied - Social Welfare.
6.	Know Your Profile - Thinker, Intuitor, Feeler, Sensor for Problem Solving.

	Total:20

REFERENCES/ MANUAL /SOFTWARE:

1.	P. L Rao., "HR Trainer's Handbook of Management Games", 1st Edition, Excel Books, 2010.
2.	Shikha Kapoor, "Personality development and soft skills : Preparing for tomorrow", 1st Edition, Dream Tech Press, New Delhi, 2020.
3.	Bruce Tulgan., "Bridging the Soft Skills Gap", 1st Edition, Pan McMillan, New Delhi, 2016.
4.	Stefan H. Krieger, Richard K, Jr. Neumann, Renee McDonald Hutchins, 'Essential Lawyering Skills: Interviewing, Counseling, Negotiation, "Persuasive Fact Analysis", 6th Edition, Wolters Kluwer, Gurgaon, 2020.
5.	Paul Sloane, 'The leaders guide to lateral thinking skills: Unlock the creativity and innovation in you and your team"3rdEdition, Kogan Page, UK, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to	BT Mapped (Highest Level)
CO1	participate effectively in individual / group activities and know about yourself.	Applying (K3), Manipulation (S2)
CO2	apply managerial skills like negotiation, assertiveness, critical thinking, etc. in various business situations.	Applying (K3), Imitation (S1)
CO3	enhance themselves with managerial attributes like interpersonal skills, leadership, analytical, networking and rational thinking.	Applying (K5), Imitation (S1)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			2		1
CO2		3		1		1
CO3			3	1		1

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

	22MBT41 - INDIAN FINANCIAL SYSTEM AND MARKETS						
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**4**	**CC**	**2**	**0**	**0**	**2**

Preamble	This course is designed to help students to understand functions and operations of the financial system and institutions operating in India. It also explains the role of financial system on economic development.

Unit – I	**Indian Financial System**	**4**

Indian Financial System: An overview – The structure of the Financial System - Evolution of the Financial System – Financial System and Economic Development – Functions of Financial System – Major Issues in the Indian Financial System.

Unit – II	**Financial Markets**	**4**

Financial Markets: Money Markets – call Money Market – Government Securities Market –Bill Market–Capital Market -Debt Market –Derivatives Market - Foreign Exchange Market.

Unit – III	**Financial Market Intermediaries**	**4**

Financial Market Intermediaries: Stock Exchange –Asset management Company - Discount and Finance House of India – Stock Holding Corporation of India – Credit Rating in India.

Unit – IV	**Financial Institutions and Regulatory**	**4**

Financial Institutions: Reserve Bank of India: Commercial Banking - Non Banking Finance Companies - Development Finance Institutions – Securities and Exchange Board of India - IRDA.

Unit – V	**Financial Instruments**	**4**

Financial Instruments: Ad hoc Treasury Bills – 182 Days Treasury Bills – Certificate of Deposits – Commercial Paper – Equity shares, Bond, Debenture.

	Total:20

REFERENCES:

1.	Vasanth Desai, "The Indian Financial System and Development Innovating Success", 5th Edition, Himalaya Publishing, Mumbai, 2019.
2.	L M Bhole, Jitendra Mahakud, "Financial Institutions and Markets", 6th Edition, McGraw Hill Education, New Delhi, 2017.
3.	Anthony Saunders, Marcia Cornett, "Financial Markets and Institutions", 7th Edition, McGraw Hill Education, New Delhi, 2019.
4.	E. Gordon, K.Natarajan, "Financial Markets and Services", 11th Edition, Himalaya Publishing, Mumbai, 2019.
5.	Frederic S Mishkin, Stanely G Eakins, Tulsi Jayakumar, R.K.Pattnaik "Financial Markets and Institutions", 8th Edition, Pearson Education, Noida, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand the role of Indian financial system on economic development of a country	Understanding (K2)
CO2	identify the linkage between various financial markets	Applying (K3)
CO3	appraise the role of financial market intermediaries	Analyzing (K4)
CO4	explore the role of financial institutions	Analyzing (K4)
CO5	assess the advantages of various financial instruments	Analyzing (K4)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2		1		1
CO2	3	2		1		1
CO3	3	2		1		1
CO4	3	2		1		1
CO5	3	2		1		1

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBT42 - BUSINESS ETHICS AND INDIAN ETHOS

Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	**NIL**	**4**	**CC**	**2**	**0**	**0**	**2**

Preamble	This course helps the students to have a broader spectrum of the Business Ethics, Values And Indian Ethos and its implications. The students can able to solve the ethical dilemma situations arise during business decisions.

Unit – I	**Ethics**	**4**

Ethics: Need - Ethical values - ethical codes - Ethical Principles in Business- Kohlberg's six stages of Moral Development. Indian wisdom & Indian approaches towards business ethics - cases.

Unit – II	**Ethical Dilemma**	**4**

Ethical Dilemma: Managing Ethical Dilemma- Characteristics- ethical decision making, ethical reasoning, the dilemma resolution process. Cases on ethical dilemmas in different business areas of finance, marketing, HRM and international business.

Unit – III	**Values**	**4**

Values: Ethics v/s Ethos , 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, Gurukul System of Learning.

Unit – IV	**Ethos**	**4**

Ethos: Ancient Indian ethos relevant to Management: Management concepts from Thirukkural, Mahabharata, Arthashastra, Rajarajachola, Vivekananda - cases. Indian v/s Western Management thoughts.

Unit – V	**Karma to Managers**	**4**

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.

		Total:20

REFERENCES:

1.	P. Kamatchi, "Business Ethics: Foundation for Corporate Social Responsibility and Governance", 1st Edition, Dream Tech Press, New Delhi, 2020.
2.	Nagarajan K, "Indian Ethos and Values", 1st Edition, New Age International, New Delhi, 2019.
3.	Shailendra Kumar, Alok Kumar Rai, "Business Ethics", 1st Edition, Cengage Learning, New Delhi, 2019.
4.	Institute Of Directors India, "Directors Handbook on Business Ethics", Institute Of Directors India, 1st Edition, 2018.
5.	Pawar Ganjre, "Indian Ethos -: Modern Management", 1st Edition, Himalya Publishing, Mumbai, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand ethical practices in business	Understanding (K2)
CO2	competent to manage ethical dilemma and take ethical business decisions	Analyzing (K4)
CO3	appreciate the trans cultural values in the business scenario	Applying (K3)
CO4	aligning Indian ethos and management thoughts to modern management.	Applying (K3)
CO5	apply the law of karma in day to life to cope with work life balance	Applying (K3)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1			2		3
CO2		1		2		3
CO3			1	2	3	2
CO4				2		3
CO5				2		3

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		50	50				100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBP41 - SUMMER INTERNSHIP							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	4	FW	0	0	4	2

Preamble	The purpose of the Industrial / Academic Internship is to enable students to integrate the concepts and theory of management functions with real life practices adopted by industries/academia

LIST OF EXPERIMENTS / EXERCISES:

1.	Introduction about the company
2.	Organizational profile
3.	Marketing Functions and activities
4.	Finance functions and activities
5.	HRM Functions and activities
6.	Production Function and Product Layout, Location
7.	Relevant activity, charts, tables, graphs, diagrams

Total:40

REFERENCES/ MANUAL /SOFTWARE:

1.	Summer Internship Guidelines.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	discover the application of management concepts in the functional areas	Applying (K3), Manipulation (S2)
CO2	demonstrate the understanding of professional and ethical practice followed in organization	Understanding (K2), Manipulation (S2)
CO3	acquire skills to communicate efficiently and gain management skills related to organization	Applying (K3), Precision (S3)

Mapping of COs with POs						
COs/POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3			2		2
CO2	2		2	2		3
CO3	2	3		2	2	2

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

22MBT51 - PROJECT MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**5**	**CC**	**2**	**0**	**0**	**2**

Preamble	The aim of this course is to impart necessary knowledge and skills for project formulation and project management relevant for business. This course also empowers the students to conduct project planning activities that accurately forecast project costs, timelines and quality.	
Unit – I	**Project Management concept& Project Initiation**	**4**

Project Management concept: Project life cycle - The Project Management process- Benefits of Project Management.
Project Initiation: Strategic Management and Project Selection - Criteria of Choice – Nature and Type of Project Selection Models - Analysis under Uncertainty - Project Portfolio Process - Project Proposals.

Unit – II	**The Project Manager**	**4**

The Project Manager: Selecting the Project Manager - Negotiation and the Management of Conflict – Nature, Partnering, Chartering and Scope Change - Conflict and the PLC - Requirements and Principles of Negotiation.

Unit – III	**Project Activity Planning & Budgeting and Cost Estimation**	**4**

Project Activity Planning: Initial Project Coordination and the Project Plan - Action Plan - Work Breakdown Structure and Linear Responsibility Chart
Budgeting and Cost Estimation: Estimating Project Budgets & Improving the Process of Cost Estimation.

Unit – IV	**Scheduling & Resource Allocation**	**4**

Scheduling: Network Techniques - PERT and CPM
Resource Allocation – CPM - Crashing a Project - Resource Loading &Leveling - Constrained Resource Scheduling.

Unit – V	**Project Execution**	**4**

Project Execution: Project Management Information Systems - Project Control - Project Auditing - Project Termination.

	Total:20

REFERENCES:

1.	Jack R. Meredith, "Project Management: A Managerial Approach", 10th Edition, Wiley, New Delhi, 2017.
2.	Erik Larson, Clifford Gray, "Project management: The managerial Process", 7th Edition, McGraw Hill Education, New Delhi, 2017.
3.	John M. Nicholas, Herman Steyn, "Project Management for Business, Engineering and Technology", 6th Edition, Routledge, USA, 2020.
4.	Kerzner H, "Project management: A Systems Approach to Planning, Scheduling and Controlling", 12th Edition, Wiley, New Delhi, 2017.
5.	Joseph Heagney, "Fundamentals of Project Management", 5th Edition, Amacom, New York, 2016.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	execute the different role and importance of projects in business environement.	Understanding (K2)
CO2	examine and understand project selection process for implementation in real time business.	Applying (K3)
CO3	analyze the project activity plan and identify the tools useful in organizing and staffing the various project tasks	Analyzing (K4)
CO4	appraise the common scheduling models such as the PERT, CPM, and precedence diagramming	Evaluating (K5)
CO5	Select the appropriate action to monitor, evaluate, control and execute the project	Analyzing (K4)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2		1		
CO2	3			1		
CO3	2	3		1		
CO4	2	3		1		
CO5	3	2		1		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	30	25	15		100
ETE		12	40	40	8		100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBT52 - CORPORATE STRATEGY							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**5**	**CC**	**3**	**0**	**0**	**3**

Preamble	This course enlightens the learners with the concepts of strategic management, strategy analysis and strategy implementation. The students can equip themselves with strategic management tools and trends, and also develop functional strategies to respond to business situations.

Unit – I	**Strategy & Internal Environment**	6

Strategy: Strategic Management Process-Values-Vision and Mission Statement- Types of Strategy.
Strategic Analysis: General Environment – Porter's Five Forces Framework-Value Net-Strategic Groups.
Internal Environment: Value chain Analysis-SWOT Analysis-Resource Based View Strategy – Competencies, Core Competencies-Distinctive Capabilities-Assessing Organization Performance.

Unit – II	**Business Level Strategy**	6

Business Level Strategy: Business Level Strategy – Cost Leadership, Differentiation and Focus Strategies, Industry Life Cycle.

Unit – III	**Corporate Level Strategy**	6

Corporate Level Strategy: Growth strategies-Related and Unrelated Diversification-Implementing Growth Strategies-Portfolio Analysis – BCG Matrix- GE McKinsey Matrix.

Unit – IV	**International Strategy and Globalization**	6

International Strategy and Globalization: International Strategy-MNC Goals-Types-Entry Mode Strategies- Porter's Diamond of Competitive Advantage-The Challenge of Globalization.

Unit – V	**Strategy Implementation**	6

Strategy Implementation: Organizational Structures-Organizational Processes - Strategic Change Strategic Leadership - The Leadership Organization-The Impact of Leadership on Vision and Value-Strategic Change, Strategic Control.

	Total:30

REFERENCES:

1.	Anthony Henry, "Understanding Strategic Management", 4th Edition, Oxford University Press, New Delhi, 2021.
2.	John A. Pearce II, Richard B. Robinson, AmitaMital, "Strategic Management Formulation, Implementation and Control", 14th Edition, McGraw Hill Education, New Delhi, 2018.
3.	Michael A. Hitt, Duane Ireland R, Robert E. Hoskisson, "Strategic Management: Concepts and Cases", 12th Edition, Cengage Learning, New Delhi, 2017.
4.	Fred R, David, Forest R, "David. Strategic Management: Concepts: a Competitive Advantage Approach", Global Edition, Pearson Education, Noida, 2017.
5.	Eisner, Alan, "Strategic Management: Creating Competitive Advantages", 8th Edition, McGraw Hill Education, New Delhi, 2015.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	Assess the strategic decisions that organizations make and have an ability to engage in strategic planning	Applying (K3)
CO2	apply the basic concepts, principles and practices associated with strategy formulation	Applying (K3)
CO3	Analyze a strategic plan that takes into account on different corporate level strategy	Analyzing (K4)
CO4	Apply the international strategy adoption in organization.	Applying (K3)
CO5	Analyze on formulation and implementation of strategy from holistic and multi-functional perspectives	Analyzing (K4)

Mapping of COs with POs						
COs/POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2				
CO2	3					
CO3	3	2			1	
CO4	3				2	
CO5		3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	**Remembering (K1) %**	**Understanding (K2) %**	**Applying (K3) %**	**Analyzing (K4) %**	**Evaluating (K5) %**	**Creating (K6) %**	**Total %**
CAT1		30	35	35			100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBT53 - CORPORATE SOCIAL RESPONSIBILITY							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**NIL**	**5**	**CC**	**2**	**0**	**0**	**2**

Preamble	This course aims at enabling the students to understand Corporate Social Responsibility and Governance. This course helps the students to balance the organization's Profit and wealth creation goals.

Unit – I	**Social Responsibility**	**4**

Social Responsibility: Introduction-System Concepts of Business Society- Business and Society Relationship- Business Environment-Business in a Social World - Case Study.

Unit – II	**Corporate Social Responsibility**	**4**

Corporate Social Responsibility: Introduction - Approaches to CSR- CSR in India – Corporate Social Performance-Corporate Social Accountability – Social Responsibility Tools - Case Study.

Unit – III	**Corporate Governance**	**4**

Corporate Governance: Meaning- Features – Objectives- Principles of Corporate Governance Corporate Board Management- Legal Framework of Corporate Governance- Corporate Governance: Indian Experience - Case Study.

Unit – IV	**Social Accounting Auditing and Reporting**	**4**

Social Accounting Auditing and Reporting : Introduction- social Accounting- Social Auditing – corporate social reporting- Auditing the social reporting process - Case Study.

Unit – V	**Contribution of NGOs to CSR**	**4**

Contribution of NGOs to CSR: Introduction- Characteristics-Types of NGOs- Social Welfare Schemes of the Government-United Nation Development Programme- United Nations Children's Fund - Case Study.

	Total:20

REFERENCES:

1.	V Balachandran, V Chandrasekaran., "Corporate Governance Ethics and Social Responsibility", 2nd Edition, PHI Learning, New Delhi, 2021.
2.	Nayan Mitra, Rene Schmidpeter,., "Corporate Social Responsibility in India, Cases and Developments" Springer International Publishing, Switzerland, 2017.
3.	Subhash Chandra Das, "Corporate Governance In India: An Evaluation" 4th Edition, PHI Learning, New Delhi, 2019.
4.	Institute of Directors India,"A handbook on Corporate Social Responsibility" 1st Edition, Institute of Directors India, 2017.
5.	Camilleri Mark Anthony, "Corporate Sustainability, Social Responsibility and Environmental Management: An Introduction to Theory and Practice with Case Studies" 1st Edition, Springer, Switzerland, Switzerland, 2018

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand the role of business towards the society.	Understanding (K2)
CO2	identify the CSR activity by a business entity.	Analyzing (K4)
CO3	demonstrate the corporate governance to be followed by the organization.	Applying(K3)
CO4	demonstrate the standards in which organization meeting its stated and ethical goal.	Applying (K3)
CO5	describe the role of NGO in CSR.	Analyzing (K4)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1			1	1	3
CO2		3		2	1	
CO3	3			2	1	
CO4				2	1	3
CO5				2	1	3

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBP61 - CAPSTONE PROJECT

Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	---	6	FW	0	0	8	4

Preamble	Project Work provides a learning experience in which students have the opportunity to synthesis knowledge from various areas of learning in business administration, and apply it critically and creatively to real-life situations. Students are able to learn on their own by practice, reflect on their learning and improve upon it. They are also able to provide solution to business problem by adopting a structured methodology.

LIST OF ACITIVITIES:

1.	Review of Literature
2.	Research gap and Research questions
3.	Research Method
4.	Research Study
5.	Report Preparation
	Total:80

REFERENCES/ MANUAL /SOFTWARE:

1.	Project Guidelines Manual

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	discover potential research areas in the functional areas of management	Applying (K3), Manipulation (S2)
CO2	demonstrate the knowledge of contemporary issues in their chooses field of research	Applying (K3), Manipulation (S2)
CO3	formulate and propose a plan for creating a solution for the research plan identified	Creating (K6), Imitation (S1)
CO4	conduct an independent research project, resulting in research outputs in the form of journal publication or conference or seminar presentations confidently	Creating (K6), Articulation (S4)
CO5	demonstrate an ability to present and defend their research work to a panel of experts	Evaluating (K5), Manipulation (S2)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1		3		2		2
CO2	3			2		2
CO3		3	2	2		2
CO4				3		1
CO5				2	1	3

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

22MBE01 - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The course intends to enhance the knowledge of the students in understanding various securities for investment and the investment process. The students would be able to analyse the risk – return relationship involved in the security investment, recognise the impact of economy, industry and company on security performance and apply investment theories to construct an optimal portfolio	
Unit – I	**Introduction to Investment and Securities**	**6**
Introduction to Investment and Securities: Investment Objectives- Investment Process- Speculation, Investment and Gambling- Investment Alternatives- Sources of Investment Information- Securities-Securities Markets in India.		
Unit – II	**Capital Market& Risk and Return**	**6**
Capital Market: Primary Market – Participants- Listing Formalities and Procedure- Secondary Market - Buying and Selling Mechanisms- Margin and Settlement of Shares- Regulating Framework, SEBI – Functions, Guidelines and Regulations- Stock Exchanges In India – Indices- Depositories in India. **Risk and Return:** Components- Elements-Measures of Risk-Capital Asset Pricing Model- Security Market Line.		
Unit – III	**Fundamental Analysis**	**6**
Fundamental Analysis: Economic Analysis – Forecasting Model, Industry Analysis, Company Analysis – Measuring Earnings.		
Unit – IV	**Technical Analysis**	**6**
Technical Analysis: Need and Importance-Fundamental Vs Technical-Tools of Technical Analysis – Charts Indicators and Oscillators-Dow Theory-Efficient Market Theory.		
Unit – V	**Portfolio Analysis**	**6**
Portfolio Analysis: Approaches in Portfolio Construction-Portfolio Theory-Markowitz Model-Portfolio Performance Evaluation – Sharpe, Treynor's and Jensen's Measure-Portfolio Revision.		
		Total:30

	REFERENCES:	
1.	Prasanna Chandra, "Investment Analysis and Portfolio Management",6th Edition, McGraw Hill Education, New Delhi, 2021.	
2.	Punithavathy Pandian., "Security Analysis and Portfolio Management", 2nd Edition, Vikas Publishing, New Delhi, 2013.	
3.	M Ranganatham, R Madhumathi, "Security Analysis and Portfolio Management", 2nd Edition, Pearson Education, Noida, 2015.	
4.	K Sasidharan, Alex k Mathews, "Security Analysis and Portfolio Management", 2nd Edition, McGraw Hill Education, New Delhi, 2015.	
5.	V.K. Bhalla., "Investment Management: Security Analysis and Portfolio Management", 19th Edition, S.Chand Publishing, New Delhi, 2018.	

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	evaluate the various alternatives available for investment.	Understanding (K2)
CO2	assess the risk and return of securities.	Evaluating (K5)
CO3	perform macroeconomic, industry, fundamental analysis;	Evaluating (K5)
CO4	perform technical analysis	Analyzing (K4)
CO5	develop a portfolio of stocks and perform portfolio analysis	Analyzing (K4)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3		2		1
CO2	2	3		2		
CO3		3		2		1
CO4		3		2		
CO5	2	3		2		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	30	25	15		100
CAT2		30	30	25	15		100
ETE		12	40	40	8		100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE02 - WORKING CAPITAL MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The main goal of the course is to provide the conceptual background for working capital analysis from the point of corporate value creation. The course is focused on developing skills in analyzing corporate policy regarding granting credit, inventory management and obtaining working capital finance.	
Unit – I	**Working Capital Management**	**6**
Working Capital Management: Assessment of average requirement of working capital - Working Capital Controls and Banking Policy: Tandon Committee, Chore Committee.		
Unit – II	**Receivables Management**	**6**
Receivables Management: Objectives- Credit Policy -Nature and Goals - Optimum Credit Policy - Credit Policy Variables- Credit Evaluation-Monitoring Receivables.		
Unit – III	**Inventory Management**	**6**
Inventory Management: Nature of Inventories- Need to Hold Inventories- Objectives of Inventory Management- Inventory Management Techniques- Analysis of Investment in Inventory- Inventory Control Systems-Aging Schedule of Inventory.		
Unit – IV	**Cash Management:**	**6**
Cash Management: Facets of Cash Management-Managing Cash Collections and Disbursements- Optimal Cash Balance Model.		
Unit – V	**Working Capital Finance**	**6**
Working Capital Finance: Accruals-Trade Credit and other current liabilities-Working Capital Advance by Commercial Banks: Certificate of Deposits, Public Deposits, Inter-corporate Deposits, Commercial Paper.		
		Total:30

REFERENCES:

1.	Pandey I M, "Financial Management", 12th Edition, Pearson Education, Noida, 2021..
2.	Bhattacharya H, "Working Capital Management: Strategies and Techniques", 3rdEdition, PHI Learning, New Delhi, 2014.
3.	Bhalla V.K, "Working Capital Management", 3rd Edition, S.Chand Publishing, New Delhi, 2014.
4.	R.K.Gupta, Himanshu Gupta, "Working Capital Management & Finance: A Hand Book for Bankers and Finance Managers", 1st Edition, Notion Press, Chennai, 2019.
5.	James Sagner, "Working Capital Management: Applications and Case Studies", 1stEdition, Wiley, New Delhi, 2014.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	comprehend the controls and policy of working capital finance from bank	Understanding (K2)
CO2	appraise the credit policy adopted by the company	Evaluating (K5)
CO3	select the appropriate inventory management control technique suitable for the firm	Evaluating (K5)
CO4	compare cash management techniques used for deciding on the optimum cash balance	Analyzing (K4)
CO5	analyse the various instruments available for raising working capital finance	Analyzing (K4)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2		2		
CO2	3	2		2		
CO3	2	3		2		
CO4	2	3		2		
CO5	3	2		2		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	30	25	15		100
CAT2		30	40	15	15		100
ETE		12	40	40	8		100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE03 - MERCHANT BANKING AND FINANCIAL SERVICES							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The purpose of this course is to acquaint the students with various components of the merchant banking and financial services and its workings. In the globalized context, the Indian Financial Services has metamorphosed in to a substantive, competitive and cost effective system and hence, it is essential to study in depth about its structure and recent developments. The students can learn about various Merchant Banking operations and functions.	
Unit – I	**Merchant Banking**	**6**
Merchant Banking: Functions - Regulatory Framework - SEBI Regulations on Merchant Bankers - SEBI Guidelines on Capital Markets - Merchant Banking in India.		
Unit – II	**Public Issue Management**	**6**
Public Issue Management – Mechanism - Categories of Securities Issue - Role of Issue Manager - Marketing of New Issues - Post Issue Activities – Pricing - Laws Relating to Issue Management.		
Unit – III	**Role of Merchant Banker**	**6**
Role of Merchant Banker: Prospectus Preparation – Underwriting of Securities - Capital Structure Decisions - Dealing with Registrar - Brokers and Advertising Consultant.		
Unit – IV	**Fee Based Management Services**	**6**
Fee Based Management Services – Merger and Acquisition Advisory Services -Corporate Restructuring -Portfolio Management Services - Credit Syndication - Credit Rating - Mutual Funds.		
Unit – V	**Fund Based Financial Services**	**6**
Fund Based Financial Services – Leasing and Hire Purchasing - Financial Evaluation and Implications- Consumer Credit - Credit Cards - Real Estate Financing - Bills Discounting - Factoring and Forfeiting - Venture Capital.		
		Total:30

REFERENCES:	
1.	H.R.Machiraju., "Merchant Banking", 4th Edition, New Age International, New Delhi, 2019.
2.	Madhu Vij, Swati Dhawan, "Merchant Banking and Financial Services", 2nd Edition, McGraw Hill Education, New Delhi, 2017.
3.	Khan M Y., "Financial Services", 10th Edition, McGraw Hill Education, New Delhi, 2019.
4.	NISM, "Merchant Banking", 1st Edition, Taxmann, New Delhi, 2019.
5.	Dr. K. Ravichandran., "Merchant Banking and Financial Services", 2nd Edition, Himalaya Publishing, Mumbai, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	examine the role and functions of merchant banker.	Analyzing (K4)
CO2	illustrate public issue activities of merchant banker	Understanding (K2)
CO3	interpret the merchant banking regulatory frameworks	Applying (K3)
CO4	evaluate the various fee based management services	Evaluating (K5)
CO5	evaluate the various fund based management services	Evaluating (K5)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			2		
CO2	3			2		
CO3	3	2		2		
CO4	3	3		1		
CO5		3		1		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	20	15		100
ETE		12	40	40	8		100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE04 - FINANCIAL DERIVATIVES							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	This course is designed to know about various financial derivatives product. By studying this course students will able to understand the concept of derivatives and various products in India. They also able to know about the hedging techniques and option trading mechanism.	
Unit – I	**Financial Derivatives**	**6**
Financial Derivatives: Introduction – Types of financial derivatives – Features of derivatives market – Factors contributing to the growth of derivatives – functions of derivatives markets – Exchange traded Versus OTC derivatives – traders in derivatives market – Derivative market in India.		
Unit – II	**Futures & Forwards**	**6**
Futures & Forwards: Futures & Forward contract differences - Valuation of futures valuation of long and short forward contract, mark to margin, open Interest – Hedging through futures - Contango and backwardation – Basis Risk.		
Unit – III	**Options**	**6**
Options: Types of option - payoff of long and short call - Payoff of Long and short put - European call/put : upper bound price, Lower bound price		
Unit – IV	**Option Strategies and Valuation**	**6**
Option Pricing : Factors affecting Option Pricing - Option pricing models**:** Binomial model, Black – Scholes- Merton model – Basic option strategies: Covered Calls ,Protective Puts , Straddle , Strips , Straps , Strangles , Bear Spread , Butterfly Strategy , Calendar Spreads.		
Unit – V	**Swaps**	**6**
Swaps: Concept and nature, evolution of swap market, Features of swaps, major types of swaps, managing risk using swaps, pricing and valuation swaps.		
		Total:30

REFERENCES:	
1.	Gupta S.L, "Financial Derivatives Theory, Concept and Problems", 2nd Edition, PHI Learning, New Delhi, 2017.
2.	Prakash Yaragol, "Financial Derivatives: Text and Cases", 1st Edition, Vikas Publishing, New Delhi, 2018.
3.	N.R. Parasuraman, "Fundamentals of Financial Derivatives",3rd Edition, Wiley, New Delhi,2014.
4.	Rajiv Srivastava., "Derivatives and Risk Management", 2nd Edition, Oxford University Press, New Delhi, 2014.
5.	John C. Hull, SankarshanBasu, "Options Futures & Other Derivatives", 10th Edition, Pearson Education, Noida, 2018.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	Understand the various products of Derivatives	Understanding (K2)
CO2	Mitigate the risk in Futures and forward market through hedge	Evaluating (K5)
CO3	Select various options and apply them for risk mitigation	Applying (K5)
CO4	Evaluate the various hedging strategies using Options	Evaluating (K5)
CO5	Acquire knowledge about swaps and how they are priced	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3		2	2	
CO2	2	3		2		
CO3		3		2		
CO4		3		2		
CO5	2	3		2		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		50	50				100
CAT2		30	35	20	15		100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE05 - BEHAVIOURAL FINANCE						
Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	Nil	3/4/5/6	FE	3	0	0	3

Preamble	This course describes how individuals and firms make financial decisions, and explores the existence of psychological biases in financial decision-making, and examine the impacts of these biases in financial markets and other financial settings. The course examines how the insight of behavioral finance complements the traditional finance paradigm.

Unit – I	**Behavioral Finance: Introduction**	6

Behavioral Finance: Introduction: Foundation of Behavioural Finance, Rationality to Psychology, Agency Theory, Prospect Theory, Traders Brain, Reasoned Emotions; Overreaction and Optimism.

Unit – II	**Efficient Market Hypothesis**	6

Efficient Market Hypothesis: Challenges to Market Efficiency, Small Firm Effect, Momentum Vs Reversal, Noise Trader Risk in Financial Market, Attitude to Risk, Expected Utility, Mental Accounting

Unit – III	**Behavioral Economics and Finance**	6

Behavioral Economics and Finance: Heuristic and Biases, Over Confidence, Emotion and Reasoning, Excessive Risk Taking, Behavioural Explanation for Anomalies, Excessive Volatility, Loss Aversion, Gamblers' Fallacy.

Unit – IV	**Heuristics and Behavioral Biases of Investors**	6

Heuristics and Behavioral Biases of Investors: Investor Behaviour, Conformity, Contrarian Investing, Social Forces Selfishness or Altruism, Group Psychology on Board, Resistance to Recognising Failure, Conflict of Interest. Cases of Enron, Satyam.

Unit – V	**Behavioural Corporate Finance**	6

Behavioural Corporate Finance: Empirical Data on Dividend Presence or Absence, Ex-Dividend Day Behaviour. Timing of Good and Bad Corporate News Announcement. Systematic Approach of Using Behavioural Factors in Corporate Decision-Making. Neurophysiology of Risk-Taking.

	Total:30

REFERENCES:

1.	Kent Baker. H, Greg Filbeck, and John R. Nofsinger, "Behavioral Finance: What Everyone Needs to Know®", 1st Edition, Oxford University Press, New Delhi, 2019.
2.	Prasanna Chandra, "Behavioural Finance", 2nd Edition, McGraw Hill Education, New Delhi, 2020.
3.	Ranjit singh, " Behavioural Finance", 2nd Edition, PHI Learning, New Delhi, 2019.
4.	Lucy F.Ackert and Richard Deaves, "Understanding Behavioral Finance", 3rd Edition, Cengage Learning, New Delhi, 2019.
5.	Hersh Shefrin, "Behavioral Corporate Finance", 3rd Edition, McGraw Hill Education, New Delhi, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand how investors' interpret and act on available, fallible information	Understanding (K2)
CO2	identify persistent or systematic behavioural factors that influence investment behaviour	Applying (K3)
CO3	gain knowledge on cognitive psychology decision theory	Applying (K3)
CO4	assess the behavior of investors for different corporate decisions	Analyzing (K4)
CO5	predict the investor behavior for different corporate decisions using systematic approach	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			2		
CO2	2	3		2		
CO3	2	3		2		
CO4	2	3	2	1		
CO5	3	2	2	2		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		50	50				100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE06 - BUSINESS VALUATION AND CORPORATE RESTRUCTURING

Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	Nil	3/4/5/6	FE	3	0	0	3

Preamble	This course aids the student to have an understanding of corporate restructuring and to do corporate valuation by using different discounted cash flow techniques and able to differentiate the optimal mix.

Unit – I	Introduction	6

Introduction: Merger, Amalgamation, Acquisition, Demerger, Reverse Mergers, Takeover. DCF and Other Models, Non - DCF Approaches.

Unit – II	Valuation	6

Valuation: Determining the Value of Acquiring and Target Firms, Valuation of Intangible Assets. Valuation Techniques - Asset and Market based, Writing the Valuation Report , Case Studies in Valuation.

Unit – III	Corporate Restructuring	6

Corporate Restructuring: Need and Objectives of Restructuring, Techniques – expansion, Financial Restructuring, Process of Restructuring, The Impact of Restructuring on the Value of the Firm.

Unit – IV	M and A in companies Act, 2013	6

M and A in companies Act, 2013: Restrictions on insider trading, Approval process, issue of bonus shares, Due Diligence, SEBI Guidelines, and Solvency Code.

Unit – V	Gains Analysis of Mergers and Acquisitions	6

Gains Analysis of Mergers and Acquisitions: Funding of Mergers and Acquisitions, Various Sources of Financing Including Deferred Payment, Leveraged Buyouts.

	Total:30

REFERENCES:

1.	Patrick A.Ganghan, "Merger, Acquisition and Corporate Restructuring", 7th Edition, Wiley, New Delhi, 2020.
2.	Chandrashekar, Krishnamurti and Vishwanath S.R, "Merger, Acquisitions and Corporate Restructuring"", 3rd Edition, Sage Publications, New Delhi, 2018.
3.	Prasanna Chandra, "Corporate Valuation- a guide for analyst- manager and investor ", 2nd Edition, Mc Graw Hill Education, New Delhi, 2020.
4.	Vinod Kumar, Priti Sharma, "An Insight into Mergers and Acquisitions: A Growth Perspective", 1st Edition, Springer International Publishing, Switzerland, 2019
5.	Aswath Damodaran, "Damodaran on valuation", 2nd Edition, Wiley, New Delhi, 2015.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply different models for valuation of an organisation	Applying (K3)
CO2	value intangible assets and write valuation report	Analyzing (K4)
CO3	assess the impact of restructuring on the value of the firm	Applying (K3)
CO4	apply the SEBI guidelines and solvency codes	Applying (K3)
CO5	analyze the gains of restructuring for a given company	Analyzing (K4)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2		1		2
CO2	1	3		1		2
CO3	2	3		1		1
CO4		3		1		1
CO5	2	3		2		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE07 - PROJECT FINANCE							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The course is designed to provide students with an introduction to the expanding and rapidly-changing project finance market and an understanding of the myriad risks involved in developing large-scale projects around the world. The course seeks to develop the technical and analytical skills — both quantitative and qualitative — that are required to evaluate, structure and finance complex infrastructure projects	
Unit – I	**Project**	**6**
Project: Concept, Classification, Project Organizational Structures. Project Finance: Definition, Components, Project Financing versus Direct Financing, International Project Finance, Project Finance Participants and their roles – Commercial lenders, Bond holders, Types of Capital Investments.		
Unit – II	**Capital Budgeting**	**6**
Capital Budgeting: Phase of Capital Budgeting, Risk Identification and Management in Project Finance - Credit Risk and Refinance Risk		
Unit – III	**Project Formulation and Analysis**	**6**
Project Formulation and Analysis: Generation and Screening of Project Ideas Project Analysis: Feasibility Study, Market and Demand Analysis, Technical Analysis, Financial Estimates and projections – case study.		
Unit – IV	**Project Evaluation**	**6**
Project Evaluation: Basic Techniques, Investment Criteria and Project Cash Flows, Advanced Techniques, Risk Analysis, Sensitivity Analysis, Scenario Analysis, Simulation Analysis and Decision Tree Analysis.		
Unit – V	**Financing**	**6**
Financing: Financing of Projects, Project Finance Structures, Source of project Funds - Commercial loan financing, Equity investments, Export Credit Financing, Financing Infrastructure Projects, Public Private Partnership and Other financing options.		
		Total:30

REFERENCES:

1.	Stefano Gatti, "Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public Projects", 3rd edition, Academic Press, US, 2020.
2.	Jay Ranivir, "Project finance for the banker by the banker", 1st Edition, Orange Books Publication, Bhilai, 2020
3.	Prasanna Chandra, "Projects: Planning, Analysis, Selection, Financing, Implementation and Review", 9th Edition, McGraw Hill Education, New Delhi, 2019.
4.	John D. Finnerty, "Project Financing: Asset-based Financial Engineering", 3rd Edition, Wiley, New Delhi, 2021.
5.	Vikas Srivastava , V. Rajaraman, "Project and Infrastructure Finance: Corporate Banking Perspective", 1st Edition, Oxford University Press , 2017

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the concept of project financing and its significance in large projects	Applying (K3)
CO2	evaluate the risk associated with capital budgeting	Evaluating (K5)
CO3	apply the knowledge for preparing a project analysis	Applying (K3)
CO4	evaluate the projects using advances in investment evaluation technique	Evaluating (K5)
CO5	identify and appraise the various source of project financing	Analyzing (K4)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			1		
CO2	1		3	1		
CO3	2		3	1		
CO4	2		3	1		
CO5	3		2	1		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	30	20	20		100
CAT2		30	35	20	15		100
ETE		12	40	40	8		100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE08 - INTRODUCTION TO GOODS AND SERVICE TAX

Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	Nil	3/4/5/6	FE	3	0	0	3

Preamble	The course is intended to give an idea on Goods and Service Tax (GST)

Unit – I	Introduction and overview of GST	6

Introduction to GST: Tax Classification - Direct Taxes - Indirect Taxes - Benefits of GST- Over view of GST- Scope of Supply- Levy of GST

Unit – II	Reverse charge mechanism	6

Concept of reverse charge mechanism composition scheme.

Unit – III	Valuation of GST	6

Valuation of Rules - Payment of GST- Input tax credit – concept of Input tax credit- Payment of GST

Unit – IV	Returns under GST	6

Furnishing of Returns- Books of Accounts- Different book of accounts

Unit – V	Interest Penalty and Prosecution	6

Provision of Interest – Provision of Penalty and prosecution

		Total:30

REFERENCES:

1.	Dr.H.C.Mehrotra ,Prof V.P.Agarval, "Goods and Service Tax", 9th Edition, Sahitya Bhawan Publication, Agra,2022.
2.	Gupta, S.S,"GST Law and Practice", 1st Edition,Taxman Publication, New Delhi, India 2022.
3.	Garg, Keshav. R, "GST Ready Reckoner" 3rdEditon, Bharat Publisher, New Delhi, India, 2022.
4.	Datey V.S, "GST Readdy Reckoner", 1st Edition, Taxman Publication, New Delhi, India 2022.
5.	Subramanian, P.L., "Guide to GST" 3rd Edition , Snow white publication, Pune, India, 2022.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand the concept of GST	Understanding (K2)
CO2	analyze the importance of Reverse Charge Mechanism	Analyzing (K4)
CO3	comprehend the principles of valuation of GST	Applying (K3)
CO4	evaluate the implication of furnishing of returns	Evaluating (K5)
CO5	understand the implication of Interest, Penalty and prospecution	Understanding (K2)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2		2		
CO2	1	3		2		
CO3	2	3		2		
CO4	3	2		1		
CO5		3		1		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	20	15		100
ETE		12	40	40	8		100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE09 - CONSUMER BEHAVIOUR							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	This course is aimed at making the students understand the relationship between consumer behavior and the marketing concept. The students get familiarized about how theories and concepts are applied and combined to consumer issues in the marketing environment.	
Unit – I	**Introduction to Consumer Behaviour**	**6**
Introduction to Consumer Behaviour: Introduction to Consumer Behaviour- Definition - Consumer and Customers - Development of Marketing Concept - Marketing Segmentation and Positioning relevant to CB -Consumer Behaviour and its Applications in Marketing.		
Unit – II	**Internal Influences on Consumer Behaviour**	**6**
Internal Influences on Consumer Behaviour: Consumer Motivation - Personality - Perception - Learning - Attitude.		
Unit – III	**External / Group Influences on Consumer Behaviour**	**6**
External / Group Influences on Consumer Behaviour: Class Categories - Family Life Cycle Stages -Personal Influence and Opinion Leadership - Reference Group Influences on Consumption - Culture Influence on Consumer Behaviour - Case Study.		
Unit – IV	**Decision Rating Process & Post Purchase**	**6**
Decision Rating Process & Post Purchase: Consumer Decision Making Process - Post- Purchase Dissonance - Product Disposition - Purchase Evaluation and Consumer Satisfaction.		
Unit – V	**Diffusion of Innovations & Research**	**6**
Diffusion of Innovations & Research: Diffusion of Innovations - Consumer Research - Ethics in Marketing.		
		Total:30

REFERENCES:	
1.	Leslie Lazar, Schiffman G, Kanuk, "Consumer Behaviour", 12th Edition, Pearson Education, Noida, 2019.
2.	Hawkins, Motherbaugh, Mookerjee, "Consumer Behaviour: Building Marketing Strategy", 13th Edition, McGraw Hill Education, New Delhi, 2019.
3.	Andrew J Smith, "Consumer Behaviour and Analytics", 1st Edition, Routledge, USA, 2019.
4.	David L Loudon, Albert J, Della Bitta, "Consumer Behaviour", 4th Edition, McGraw Hill Education, New Delhi, 2017.
5.	S Ramesh Kumar, "Consumer Behaviour: The Indian Context (Concepts and Cases)", 2nd Edition, Pearson Education, Noida, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	describe the concepts of segmentation towards consumer behavior	Understanding (K2)
CO2	Illustrate the concepts of internal influences on consumers	Applying (K3)
CO3	comprehend the impact of external / group influence on consumers.	Analyzing (K4)
CO4	analyze how consumers make decisions for purchasing.	Analyzing (K4)
CO5	carry out research on consumer behaviour.	Evaluating (K5)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			2		
CO2		3		2		
CO3		3		2	2	
CO4	3			2		
CO5		3		2		1

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	20	15		100
ETE		12	40	40	8		100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE10 - RETAIL MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The objective of this course is to introduce the students to the domain of organized retailing. This course is planned to provide a strategic perspective of the retailing industry and explore how managers can use the framework of Retail mix and each of its elements to optimize decision making.	
Unit – I	**Introduction to Retailing**	**6**
Introduction to Retailing - Definition - Scope and evolution of retailing - Types of retail formats - trends in Indian retailing industry - Benefits of retailing - Global retailing environment		
Unit – II	**Retail Location & Retail Financing**	**6**
Retail Location: Techniques to evaluate potential site for store location - Retail store layout, design and visual merchandising. **Retail Financing**: Financial analysis for retailer - Evaluation of retailer's financial Strategic Profit models.		
Unit – III	**Retail Merchandising & Retail Logistics**	**6**
Retail Merchandising - Introduction to Merchandising - merchandising plans - Category Management – Managing Private labels - Inventory Management **Retail Logistics -** physical flow of Merchandise – Reverse Logistics		
Unit – IV	**Retail CRM**	**6**
Retail CRM : Domestic and International Customer attitudes towards shopping – Buying Process - Retail Service Quality Techniques - E-commerce shopping behavior **Retail Pricing:** Pricing Objectives - Pricing Strategies – Framework to develop retail pricing mechanism		
Unit – V	**Retail Promotion & Retail Management System**	**6**
Retail Promotion : Aspects of retail promotion - Major types of retail promotions - Effectiveness of retail promotion - Retail Sales force – Public Relations **Retail Management System :** Introduction – Purpose of Retail Information system – Tools and Technology in gathering data – Big data in retailing		
		Total:30

REFERENCES:

1.	Barry Berman, Joel R. Evans, Patrali Chatterjee, Ritu Srivastava "Retail Management: A Strategic Approach", 13th Edition, Pearson Education, Noida, 2017
2.	Michael Levy, Barton Weitz, Dhruv Grewal "Retailing Management",10th Edition, McGraw Hill Education, New Delhi, 2018.
3.	Gibson G. Vedamani, "Retail Management", 5th Edition, Pearson Education, Noida, 2018.
4.	Swapna Pradhan, "Retailing Management: Text and Cases", 4th Edition, McGraw Hill Education, New Delhi, 2017.
5.	Prashant Chaudhary, "Retail Marketing in the Modern Age", 1st Edition, Sage Publications, New Delhi, 2016.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understanding the basics of retailing.	Understanding (K2)
CO2	recognizing the choice of retail shop locations, retail store image and retail financing strategy	Applying (K3)
CO3	understanding retail merchandizing, inventory and logistics management	Understanding (K2)
CO4	ability to engage domestic & international customer, satisfying customer through quality service and managing customer through affordable pricing strategies	Analyzing (K4)
CO5	demonstrate retail advertising and promotions through retail management system	Analyzing (K4)

<table>
<tr><th colspan="7">Mapping of COs with POs</th></tr>
<tr><th>COs/POs</th><th>PO1</th><th>PO2</th><th>PO3</th><th>PO4</th><th>PO5</th><th>PO6</th></tr>
<tr><td>CO1</td><td>3</td><td>2</td><td></td><td>2</td><td></td><td></td></tr>
<tr><td>CO2</td><td>3</td><td>3</td><td></td><td>1</td><td></td><td></td></tr>
<tr><td>CO3</td><td>3</td><td>2</td><td></td><td>1</td><td></td><td></td></tr>
<tr><td>CO4</td><td>3</td><td>2</td><td></td><td></td><td>2</td><td></td></tr>
<tr><td>CO5</td><td>3</td><td>2</td><td></td><td>2</td><td></td><td></td></tr>
</table>

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		50	50				100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE11 - DIGITAL AND SOCIAL MEDIA MARKETING							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	This course aims at straddles breadth as well as depth in different facts of digital marketing by blending of theory and applications. It ensures to acquire digital marketing skill.

Unit – I	**Introduction to Digital Marketing**	**6**

Introduction to Digital Marketing : Evolution – Traditional Marketing Vs Digital Marketing – Demography of Internet users in India – Digital Advertising Landscape in India – Digital Marketing Strategy – Skills required for Digital Marketing - Digital Marketing Plan.

Unit – II	**Display Advertisement**	**6**

Display Advertisement: Concept and types of Display Advertisement – Digital Metrics - Buying Models- CPC,CPM,CPL and CPA – Tagging - Display Plan - Remarketing - Programmatic Digital Advertisement – Optimisation of display ads

Unit – III	**Search Engine Optimisation**	**6**

Search Engine Optimisation – SEO Phases **–** SEO elements – Role of Advertiser, Networker and Publisher – Pay per click – Split testing - AD Rank – Google Ad words – Google Ad sense

Unit – IV	**Social Media Marketing**	**6**

Social Media Marketing : Social Media principles and policies – Types of social media – Advantages of Social media marketing - Facebook - Instagram – Linkedin – Blogs - Mobile – Youtube – Vimeo – Twitter – Social Media Process – Social Media Campaign – Recent social media campaign of MNCs'

Unit – V	**Social Media Analytics(SMA)**	**6**

Social Media Analytics(SMA) :.Define Social Media Analytics - Data mining Vs Data Analytics - Types of SMA Data – Need of Social media Analytics – Types of SMA – Behaviour Analysis - Outcomes Analysis – Experience Analysis - Dashboard – Google Analytics - Competitive Intelligence

	Total:30

REFERENCES:	
1.	Seema Gupta,"Digital Marketing", 2nd Edition, McGraw Hill Education, New Delhi,2020.
2.	Puneet Sigh Bhatia., "Social Media in Mobile Marketing: Include Online Worksheet", Wiley Publication, 2019
3.	Puneet Singh Bhatia "Fundamentals of Digital Marketing", 2nd Edition, Pearson Education, Noida, 2019.
4.	Chuck Hemann, "Digital Marketing Analytics", 2nd Edition, Pearson Education, Noida, 2019.
5.	Mathew Ganis, AvinashKohirkar, "Social Media Analytics", 1st Edition, Pearson Education, Noida, 2016.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understanding digital marketing in the development of the business firms	Understanding (K2)
CO2	analyzing different types display advertisement and its metrics to the improvement in sales of the business firm	Analyzing (K4)
CO3	Assess SEO concept digital and social media market.	Applying (K3)
CO4	applying innovative idea to attract the customer through social media advertisements	Applying (K3)
CO5	analyze social media analytics in business	Analyzing (K4)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1			
CO2	2	3	1			
CO3	2	3	2			
CO4	3	2	2	2		1
CO5	3		2	2	1	1

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	35			100
ESE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ESE – 100 marks)

22MBE12 - SERVICES MARKETING							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The aim of this course is to learn the services marketing foundation, understanding customers, service design standards and managing service performance.

Unit – I	**Services Marketing Foundations**	**6**

Services Marketing Foundations: Trends in the Service Sector - Characteristics – Classification of Services- Service Marketing Mix - Gaps Model of Services. Case Studies on Services Mix and Gaps Model of Services.

Unit – II	**Focus on the Customer**	**6**

Focus on the Customer: Consumer Behaviour in Services – Customer Expectations and Perceptions of Service – Customer Satisfaction – Service Quality.

Unit – III	**Understanding Customers and Customer Relation**	**6**

Understanding Customers and Customer Relation: Listening to Customers through Research – Building Customer Relationship – Service Recovery and Guarantees. Case Study on Customer Relationship

Unit – IV	**Service Design and Standards**	**6**

Service Design and Standards: Services Design and Standards – New Service Development – Developing Customer Defined Service Standards – Service Blueprint – Physical Evidence. Case Study on Service Design

Unit – V	**Service Performance and Managing Service Promises**	**6**

Service Performance and Managing Service Promises: Service Intermediaries - Managing Demand and Capacity – Integrated Services Marketing Communications – Service Pricing– Financial and Economic Impact of Service.

	Total:30

REFERENCES:

1.	Valarie A Zeithaml, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit, "Service Marketing Integrating Customer Focus Across the Firm", 7th Edition, McGraw Hill Education, New Delhi, 2018.
2.	Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, "Services Marketing: People, Technology, Strategy", 8th Edition, Pearson Education, Noida, 2017
3.	William Chitty, Steven D'Alessandro, Andrew Hughes,, "Services Marketing", 2nd Edition, Oxford University Press, New Delhi, 2019.
4.	Muhammad Sabbir Rahman, Mahmud Habib Zaman, MdAfnan Hossain, "Service Marketing Strategies for Small and Medium Enterprises: Emerging Research and Opportunities", 1st Edition, IGI Global, 2019.
5.	Jochen Wirtz, Christopher Lovelock, "Essentials of Services Marketing", 3rd Edition, Pearson Education, Noida, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	compare the service sector growth and distinguish goods vs. services	Applying (K3)
CO2	comprehend the basis of service marketing.	Applying (K3)
CO3	appraise the importance of customer relation, Service promises and guarantees	Applying (K3)
CO4	examine the service standards, blueprint and physical evidence in service delivery	Analyzing (K4)
CO5	recognize the importance of using technology, and communication in services	Applying (K3)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	3				
CO2	3					
CO3	3		2			
CO4	3		1			
CO5	1	3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		50	50				100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE13 - PRODUCT AND BRAND MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The course provides students with valuable perspectives and a common denominator to interpret the potential effects and trade-offs of various strategies and tactics for product and brand management.

Unit – I	**Foundations in New Product Development**	**6**

Foundations in New Product Development: The Product and Product Life Cycle in Theory and Practice, Product Portfolios, New Product Strategy, Idea Management, Screening New Product Ideas, Concept Development and Testing, Business Analysis, Product Testing.

Unit – II	**Product Management and Elimination**	**6**

Product Management and Elimination: Commercialization, Managing Growth and Mature Products, Controlling the Product Line, Reaching the Decision to Delete a Product and Implementing the Deletion Decision.

Unit – III	**Design and Implementation of Brand strategy**	**6**

Design and Implementation of Brand strategy: Developing a Brand Strategy – Customer-based Brand Equity and Brand Positioning, Brand Resonance and the Brand Value Chain Designing and Implementing Brand Marketing Programs – Choosing Brand Elements, Designing Marketing Programs, Integrate Marketing Communication and Leverage Secondary Brand Association.

Unit – IV	**Measure and Interpret Brand Performance**	**6**

Measure and Interpret Brand Performance: Developing Brand Equity Measurement and Management System, Measuring Sources and outcomes of Brand Equity.

Unit – V	**Growing and Sustaining Brand Equity**	**6**

Growing and Sustaining Brand Equity: Design and Implement Branding Architecture Strategies, Introducing and Naming New Products and Brand Extensions, Managing Brands over Time and over Geographic Boundaries and Market Segments.

	Total:30

REFERENCES:

1.	Tapan K Panda," Product and Brand Management", 1st Edition, Oxford University Press, Noida, 2016
2.	Kevin Lane Keller, Ambi M. G. Parameswaran and Isaac Jacob, "Strategic Brand Management: Building, Measuring, and Managing Brand Equity", 9th Edition, Pearson Education, New Delhi, 2015.
3.	Brian Lawley, Pamela Schure, "Product Management for Dummies", 1st Edition, John Wiley & Sons, Inc., New Jersey, 2017
4.	Tapan K. Panda, "Product and Brand Management", 1st Edition, Oxford University Press, New Delhi, 2016.
5.	Karl T.Ulrich, Steven D.Eppinger, Maria C.Yang," Product design and development", 7th Edition, MC Graw Hill, New Delhi, 2020.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the theoretical aspects and the importance of New Product development to enhance competitive position	Applying (K3)
CO2	understate the managerial perspectives of what, why and how product management should be done to give a successful new product	Understanding (K2)
CO3	understand knowledge relating to brand building by means of choosing, designing and leveraging brand elements	Understanding (K2)
CO4	analyse the different approaches to measure brand equity and ways to implement equity measurement system	Analyzing (K4)
CO5	apply the alternative branding strategies in decision making	Applying (K3)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2		3	1			
CO3		3		2		
CO4		3				
CO5		3			2	

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		50	50				100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE14- INTEGRATED MARKETING COMMUNICATION							
Programme & Branch	**Master of Business Administration**	Trim.	Category	L	T	P	Credit
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**
Preamble	The course gives a hands-on experience in developing an integrated marketing communication plan, facilitates understanding of how advertising, sales promotion, public relation, personal selling and other promotional tools form a coordinated marketing communication strategy.						
Unit – I	**Integrated Marketing Communications**						**6**
Integrated Marketing Communications: An Introduction – Role of IMC in Marketing Process – Role of Ad Agencies – Establishing Objectives and Budgeting for Promotional Program							
Unit – II	**Advertising Management**						**6**
Advertising Management: An Overview- Effective and Creative Ad Messages - Endorsers and Message Appeals in Advertising - Traditional Ad Media – Introduction to Online Advertising, Social Media, Direct Advertising and Other Media, Case Study.							
Unit – III	**Media Tactics**						**6**
Media Tactics: Media Planning and Strategy – The Media Plan - Evaluation of Broadcast and Print Media – Methods of Buying of Time and Space - Measuring Ad Effectiveness, Case Study.							
Unit – IV	**Sales Promotion**						**6**
Sales Promotion: Overview and the Role of Trade Promotion - Consumer Sales Promotion: Sampling and Couponing - Premiums and other Promotions, Case Study.							
Unit – V	**Other IMC Tools**						**6**
Other IMC Tools: Public Relations, Buzz Marketing, and Sponsorships - Packaging, POP Communications, and Signage - Personal Selling.							
							Total:30
REFERENCES:							
1.	George E Belch, Michel A Belch, Keyoor Punrani, " Advertising and Promotion: An Integreted marketing Communication Perspective",7th Edition Mc Grew Hill, New Delhi,2021.						
2.	PR Smith, Ze Zook, **"**Marketing Communications: Integrating Online and Offline, Customer Engagement and Digital Technologies", 7th Edition, Kogan Page, London, United Kingdom, 2017.						
3.	J Craig Andrews, Terence A. Shimp "Advertising, Promotion, and Other Aspects of Integrated Marketing Communications", 10th Edition, Cengage Learning, New Delhi, 2017.						
4.	Kruti Shah, "Advertising And Integrated Marketing Communications", 1st Edition, McGraw Hill Education, New Delhi, 2015.						
5.	Philippe Malaval, Marie Helene Abbo, Muneesh Kumar, Jean Marc Decaudin, "Integrated Marketing Communication: Pent", 4th Edition, Pearson India, Chennai, 2017.						

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	relate the fundamental concepts used in integrated marketing communications for real time application	Applying (K3)
CO2	examine how integrated marketing communications help to build brand identity and brand relationship	Analyzing (K4)
CO3	choose a marketing communication mix to achieve the communication and behavioral objectives of the IMC campaign plan	Applying (K3)
CO4	develop an integrated cross-media strategy and creative message to reach the target audience and deliver the brand promise	Analyzing (K4)
CO5	critically evaluate the communication's effects and results of an IMC campaign	Analyzing (K4)

<table>
<tr><td colspan="7" align="center">Mapping of COs with POs</td></tr>
<tr><td>COs/POs</td><td>PO1</td><td>PO2</td><td>PO3</td><td>PO4</td><td>PO5</td><td>PO6</td></tr>
<tr><td>CO1</td><td>3</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>CO2</td><td></td><td>3</td><td></td><td>2</td><td></td><td></td></tr>
<tr><td>CO3</td><td></td><td></td><td></td><td>3</td><td></td><td></td></tr>
<tr><td>CO4</td><td></td><td>3</td><td></td><td>2</td><td></td><td></td></tr>
<tr><td>CO5</td><td></td><td>3</td><td></td><td>3</td><td></td><td></td></tr>
</table>

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	35			100
ETE		30	40	30			100
* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)							

22MBE15 - SALES AND DISTRIBUTION MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The course is aimed at developing an understanding of the sales and distribution processes in organizations. The students gain insights on the approaches, strategic aspects and trends in sales force and distribution channel management.

Unit – I	**Sales Management**	6

Sales Management: Introduction, Nature and Scope, Role and Skill of Sales Manager, Types of Sales Management Positions, Theories of Personnel Selling, Personal Selling Strategies, Sales Forecasting and Budgeting Decisions, Emerging Trends in Sales Management.

Unit – II	**Personal Selling Process**	6

Personal Selling Process: The Personnel Selling Process, Relationship Selling, Designing and Managing Sales Territories, Sales Quotas and Sales Organization Structures, Case Studies.

Unit – III	**Sales Force Management**	6

Sales Force Management: Recruitment and Selection of Sales Force, Training, Motivating and Compensating the Sales Force, Controlling the Sales Force, Case Studies

Unit – IV	**Distribution Management**	6

Distribution Management: Introduction, Need and Scope of Distribution Management, Marketing Channels Strategy, Levels of Channels, Institutions for Channels- Retailing Wholesaling, Designing Channel Systems, Channel Management, Case Studies.

Unit – V	**Market Logistics and Supply Chain Management**	6

Market Logistics and Supply Chain Management: Definition and Scope of Logistics, Components of Logistics, Inventory and Warehouse Management, Transportation, Channel Information Systems, Distribution Management in International Markets, Case Studies.

	Total:30

REFERENCES:

1.	Havaldar, K. Krishna, Cavale, M. Vasant, "Sales and Distribution Management – Text and Cases", 3rd Edition, McGraw Hill Education, New Delhi, 2017.
2.	Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni, Sandeep Puri, "Sales and Distribution Management – Decisions, Strategies and Cases", 6th Edition, Pearson Education, Noida, 2017.
3.	Tapan K. Panda, Sunil Sahadev, "Sales and Distribution Management", 3rd Edition, Oxford University Press, New Delhi, 2019.
4.	Satish S. Uplaonkar, "Sales and Distribution Management: An Indian Perspective", 1st Edition, Book Enclave, Jaipur, 2019.
5.	Ramendra Singh, "Sales and Distribution Management: A Practice Based Approach", 1st Edition, Vikash Publishing House Pvt. Ltd, Noida, 2016.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	relate the concepts of selling and sales management in real time contexts	Applying (K3)
CO2	apply knowledge relating to functional framework in sales management for strategic decisions	Applying (K3)
CO3	develop managerial abilities in executing HR activities relating to salespeople	Analyzing (K4)
CO4	design and manage distribution channel strategy efficiently and effectively	Analyzing (K4)
CO5	comprehend logistics and SCM basics and its business application	Applying (K3)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2		3	1			
CO3			3			
CO4	3			1		
CO5		3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE16 - INDUSTRIAL RELATIONS AND LABOUR WELFARE							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The aim of this course is to make the students, understand the issues involved in industrial relations and its components in order to create peaceful organizational environment. The students can gain knowledge to solve industrial disputes and use trade unions and welfare positively for betterment of organizational environment.	
Unit – I	**Industrial Relations**	**6**
Industrial Relations: Objectives, Factors Determining Industrial Relations, Approaches to Industrial Relations, Prerequisites for Harmonious Industrial Relations, Overcoming the Shortcomings of the Industrial Relations – Case Study on Industrial Relations		
Unit – II	**Industrial Disputes**	**6**
Industrial Disputes: Forms, Causes, Prevention, Machinery for settlement of Industrial Disputes, Conciliation, Arbitration, Adjudication-Case Study on industrial Disputes- Maruti Suzuki Conflict.		
Unit – III	**Collective Bargaining**	**6**
Collective Bargaining: Concepts, Significance and Levels of Collective Bargaining- Process of Collective Bargaining - Prerequisites of Successful Bargaining - Case Studies.		
Unit – IV	**Trade Union**	**6**
Trade Union: Objectives, Reasons for Workers Join TU, Functions, Registration and Recognition of Trade Union, Rights and Privileges of Registered Trade Unions, Penalties and Fines– Case Study on Trade Union Practices.		
Unit – V	**Labour Welfare**	**6**
Labour Welfare: Statutory and Non - Statutory Welfare Schemes - Concepts of Differently abled Labour Welfare, BPO and KPO Labour - Labour Welfare Officers: Functions and Duties - Industrial Health and Safety - Components of Safety Programme - Need for Safety Programme.		
		Total:30

REFERENCES:	
1.	Piyali Ghosh, Shefali Nandan, "Industrial Relation and Labour Laws ", 1st Edition, McGraw Hill Education, New Delhi, 2017.
2.	Gupta Parul, "Industrial Relations and Labour Laws for Managers", 1st Edition, Sage Publications, New Delhi, 2019.
3.	Sivarethinamohan R, "Industrial Relations and Labour Welfare" 3rd revised Edition, PHI Learning, New Delhi, 2018.
4.	Venkataratnam.C.S, Manoranjan Dhal, "Industrial Relations", 2nd Edition, Oxford University Press, New Delhi, 2019.
5.	Dwivedi R.S., "Human Relations and Organizational Behaviour", 5th Edition, Macmillan Publishers, New Delhi, 2016.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	interpret the dynamics of industrial relation environment by contemporary developments	Understanding (K2)
CO2	investigate solutions to industrial disputes and provide solutions to solve disputes.	Analyzing (K4)
CO3	demonstrate descriptive knowledge of the collective bargaining.	Applying (K3)
CO4	gain knowledge on trade union system in industries and use it for firms growth.	Analyzing (K4)
CO5	implement the Labour and Special Categories of Labour welfare measures in the organization.	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	3	2				
CO3	3	2				
CO4	3					2
CO5	3					2

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE17 - COMPENSATION AND BENEFITS MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The course helps the students in determining the wage, pay structures, design benefits and incentives for individuals and team in an organization.	
Unit – I	**Wages**	**6**
Wages: Concept-Determination Process-Influencing Factors. Wage Plans: Types- Time Wages- Piece Wages- Balance or Debt Method.		
Unit – II	**Pay Structures**	**6**
Pay Structures: Pay Surveys- Grades. Variable Pay: Types. Salary: Components – Scale of Pay- Allowances- Fringe Benefits- Perquisite - Wage and Salary Structure.		
Unit – III	**Pay Determining**	**6**
Pay Determining: Pay for performance- Team Based Incentives- Organization Based Profit Sharing- Bonus Plans- Gain Sharing Plans- ESOPs – Case Study on Pay Determining.		
Unit – IV	**Compensation**	**6**
Compensation: Designing a Compensation System: Approaches- Principles- Perception of Fairness. Compensation and Benefits to gain Competitive Advantage - Compensation Design Exercise.		
Unit – V	**Compensation Administration & Flexible Workforce**	**6**
Compensation Administration: Monitoring - Audit - Review of the system – Matching to Market Force. **Flexible Workforce:** Contingent Employees - Flexible Work Schedules. – Case Study on Flexible Workforce.		
		Total:30

	REFERENCES:
1.	Singh B.D, "Compensation and Reward Management", 3rd Edition, Excel Books, New Delhi, 2017.
2.	Lanu A Berger, Dorthy R Berger, "The Compensation Handbook", 6th Edition, McGraw Hill Education, New Delhi, 2015.
3.	Dipak Kumar Bhattacharyya, "Compensation Management", 2nd Edition, Oxford University Press, New Delhi, 2014.
4.	Dewakar Goel, "Performance Appraisal and Compensation Management", 2nd Edition, PHI Learning, New Delhi, 2012.
5.	George Milkovich, Jerry New Man, Venkataratnam C.S., "Compensation", 9th Edition, McGraw Hill Education, New Delhi, 2014.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand the compensation determination process in fixing pay to employees.	Understanding (K3)
CO2	design pay structures for different categories of employees in the organizations.	Applying (K3)
CO3	determine individual and team pay based on various parameters.	Analyzing (K4)
CO4	design and develop a compensation system for employees in modern organizations	Applying (K3)
CO5	prepare work schedule and audit system for flexible work force.	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2		3				
CO3		3	1			
CO4		3	1			
CO5					3	

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE18 - PERFORMANCE MANAGEMENT SYSTEMS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	Performance Management Systems would help the students to use objectives and measurable criteria for assessing employee performance in organizations. Students will understand that the organization's goal become part of the requirements for individual employees.

Unit – I	**Performance Management**	**6**

Performance Management: Definition - Objectives - Characteristics - Process - Functions. Principles of Management Plan - Steps in Performance Management Process - Case Study.

Unit – II	**Performance Appraisal**	**6**

Performance Appraisal: Definition - Approaches - Factors Distorting Appraisal - Essential Conditions for Effective Appraisal - Characteristics of a Sound Appraisal Plan - Limitations of Performance Appraisal.

Unit – III	**Performance Appraisal Process**	**6**

Performance Appraisal Process: Purpose of Performance Appraisal - Steps to Performance Appraisal - Performance Appraisal Design - Approaches - Biases in Performance Appraisal - Case Study.

Unit – IV	**Team Performance Management**	**6**

Team Performance Management: Principles - Work Wheel and Team Performance - Measuring and Managing Team Performance - Case Study.

Unit – V	**Performance Audit**	**6**

Performance Audit: Steps - Methods and Techniques. Methods of Valuating Human Resources – Scope, HR audit objectives, purpose, benefits.

	Total:30

REFERENCES:	
1.	Ram Kumar Balyan, Vikramender Singh Balyan, SumanBalyan, "Performance Management (Text and Cases)", 1st Edition, Himalaya Publishing, Mumbai, 2017.
2.	Dipak Kumar Battacharyya., "Performance Management Systems and Strategies", Pearson, New Delhi, 2011.
3.	A.M. Sarma, "Performance Management System",First Edition, Himalaya Publishing, Mumbai, 2016.
4.	Aguinis, Herman, "Performance Management", 3rd Edition, Pearson Education, Noida, 2013.
5.	T V Rao, "Performance Management", 2nd Edition, Sage Publications, New Delhi, 2015.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	demonstrate the different dimensions of performance management.	Applying (K3)
CO2	identify the technique to conduct performance appraisal to the employees in the organization.	Applying (K3)
CO3	discover the performance appraisal and its biases.	Analyzing (K4)
CO4	classify the team and work wheel performance to measure and manage the team performance.	Analyzing (K4)
CO5	Categorize the steps, methods and techniques in HR audit.	Analyzing (K4)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2		3				
CO3		3	2			
CO4		3	1			
CO5		3	1			

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE19 - STRATEGIC HUMAN RESOURCE MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The course help the students to develop the perspective of strategic human resource management, distinguish the strategic approach to human resources from the traditional functional approach and to understand the relationship of HR strategy with overall corporate strategy.

Unit – I	**Introduction**	**6**

Introduction : Business - Corporate strategies**-** Integrating HR strategies with business strategies - Analyzing HR Practices followed by different firms -Human Resource System. Business Strategy and Organizational Capability.

Unit – II	**HR Strategies**	**6**

HR Strategies: Performance management strategies-reward and compensation- retrenchment-Human aspects of strategy implementation. Corporate Ethics- Values and SHRM. Case study.

Unit – III	**Implementation of SHRM**	**6**

Implementation of SHRM: Measurement – Challenges -HR as a Strategic Partner. Process based approach. Aligning HR with Corporate Strategy, Strategic HR Planning - Acquisition and Development. Case study.

Unit – IV	**Human Resource Environment**	**6**

Human Resource Environment: Technology- structure- Workforce diversity- Demographic changes-Temporary and Contract labour. Competencies of HR Professional in a SHRM Scenario.

Unit – V	**Strategies in Global Environment**	**6**

Strategies in Global Environment: Recruitment - Retention strategies - Training and Development strategies. Corporate Strategy and Career Systems. Evaluating the Effectiveness of SHRM.

	Total:30

REFERENCES:

1.	Ekta Sharma, "Strategic Human Resource Management and Development", 1st Edition, Pearson Education, Noida, 2019.
2.	Randall S. Schuler, Susan E. Jackson, "Strategic Human Resource Management", 2nd Edition, Wiley, New Delhi, 2008.
3.	Paul Boselie, "Strategic Human Resource Management", 1st Edition, McGraw Hill Education, New Delhi, 2011.
4.	Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, "Managing Human Resources", 8th Edition, PHI Learning, New Delhi, 2015.
5.	Feza Tabassum Azmi, "Strategic Human Resource Management", 1st Edition, Cambridge University Press, New York, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	interpret the HR practices related to business strategies in organizations.	Understanding (K2)
CO2	describe how HR strategies can be formed by a knowledge of labour markets and product markets by considering the value system.	Applying (K3)
CO3	comprehend the need for different HRM practices in alignment with different business strategies while execution.	Applying (K3)
CO4	analyze various environmental conditions in which HR activities can be performed effectively.	Analyzing (K4)
CO5	assess ethical, environmental and sustainability considerations in SHRM for effective decision-making and practice.	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2		3	1			
CO3			3		2	
CO4				3	2	
CO5					3	2

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		50	50				100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE20 - ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT							
Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites		3/4/5/6	FE	3	0	0	3

Preamble	The course helps the students to learn the concepts of organization development and change management. Inputs are given on various models, interventions and to manage OD and change management processes in business organization.	
Unit – I	**Organization Development**	6
Organization Development: Importance and Relevance of OD – OD values and Assumptions –Theories of Organization Development – Systems Theory –Teams and Team Work.		
Unit – II	**Process of OD**	6
Process of OD: OD Consultant – Diagnosing Organizations – Case on Organizational Diagnosing – Diagnosing Groups and Jobs – Analyzing Diagnosis Information.		
Unit – III	**OD Interventions**	6
OD Interventions: Human Process Interventions – Techno Structural Interventions – HRM Interventions – Strategic Change Interventions – Training Methods used for OD.		
Unit – IV	**Organizational Change**	6
Organizational Change: Dynamics of Change – Models of Change: Process Based Change Models – Mode of Evolving Managerial Interpretations of Change – Contents Based Models.		
Unit – V	**Integration of Change Models**	6
Integration of Change Models: Role of Change Agents and Leadership –Strategy for Organizing Change – Organizational Culture and Change – Case on Change Management. Monitoring Change Management.		
		Total:30

REFERENCES:	
1.	Wendell L French, Cecil H Bell, "Organization Development: Behavioral Science Interventions for Organizational Improvement", 6th Edition, Pearson Education, Noida, 2017.
2.	Thomas G Cummings, Christopher G Woreley, "Organizational Development and Change", 10th Edition, Cengage Learning, New Delhi, 2015.
3.	Ian Palmer, Richard Dunford, Gib Akin, "Managing Organizational Change: A Multiple Perspective Approach", 3rd Edition, McGraw Hill Education, New Delhi, 2016.
4.	Susan Bridges, William Bridges, "Managing Transitions", 4th Edition, Da Capo Lifelong Books, Lebanon, 2017.
5.	Ratan Raina, "Change Management and Organizational Development", 1st Edition, Sage Publications, New Delhi, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	implement OD by appreciating the importance and need for organization development.	Applying (K3)
CO2	understand OD in organizations by diagnosing groups.	Understanding (K2)
CO3	examine different OD interventions and its appropriateness of applying OD and training methods used in OD.	Analyzing (K4)
CO4	appreciate the dynamics and models of changes in business organizations.	Applying (K3)
CO5	apply change process in business organizations.	Applying (K3)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	3					
CO3	3		1			
CO4	3					
CO5	3				1	

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE21 - TEAM DYNAMICS AT WORK							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	This course would make the students to understand how team dynamics in management help managers to coordinate the behavior of individuals to achieve organizational goals. The study of team dynamics helps in understanding decision-making behavior, tracking epidemics, creating therapy, and following new ideas and technologies at work place.

Unit – I	**Team**	**6**

Team: Definition, Types , Teams Vs Groups in Organizations, Teams in Organizations Today, IPO Model of Group Functioning, Synergy, Case Study.

Unit – II	**Formation of Team**	**6**

Formation of Team: Team Formation and Development, Team Member Socialization, Person - Organization Fit, ASA Model, Understanding the Impact of Diversity on Groups and Teams.

Unit – III	**Team Effectiveness**	**6**

Team Effectiveness: Team Task, Setting Team Goals, Member Identify and Roles and Teams, Three Interventions to Improve Initial Team Functioning: Conducting Role Analysis, Defining Team Goals, Case Study.

Unit – IV	**Problem Solving and Decision Making**	**6**

Problem Solving and Decision Making: Steps, Strong Members / Un Equal Power, Poor Information Sharing, Group Polarization, Group Think, Intervention: The Nominal Group Technique, Dialectical Inquiry.

Unit – V	**Dysfunctional Conflict and Cooperation**	**6**

Dysfunctional Conflict and Cooperation: Nature, Causes: Social Dilemmas, Social Loafing, Communication Problems, Personality and Individual Differences. Understanding and Managing Different Personalities, Intervention: Conflict Management Procedure, Mediation / Arbitration.

	Total:30

REFERENCES:

1.	Timothy M. Franz, "Group Dynamics and Team Interventions: Understanding and Improving Team Performance", 1st Edition, Wiley, New Delhi, 2018.
2.	Donelson R. Forsyth, "Group Dynamics", 7th Edition, Cengage Learning, New Delhi, 2018.
3.	GHiriyappa B, "Group Dynamics and Team Building: A hand book", 1st Edition, Create Space Independent Publishing, New Delhi, 2016.
4.	Ray Aldag, Loren Kuzuhara, "Creating High Performance Teams: Applied Strategies and Tools for Managers and Team Members", 1st Edition, Routledge, USA, 2015.
5.	Heidi Helfand, "Dynamic Reteaming: The Art and Wisdom of Changing Teams", 1st Edition, O'Reilly, USA, 2020.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	demonstrate the importance of team at work place	Applying (K3)
CO2	interpret the team formation and development process	Applying (K3)
CO3	execute the knowledge on conceptual understanding of team effectiveness	Analyzing (K4)
CO4	use of problem solving and decision making skills for effective team management	Applying (K3)
CO5	discover the importance of reducing dysfunctional conflict and improving cooperation in teams.	Analyzing (K4)

Mapping of COs with POs						
COs/POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2		1		
CO2		3	3	1		
CO3		3	2	1		
CO4		3	2			
CO5	3			2		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	**Remembering (K1) %**	**Understanding (K2) %**	**Applying (K3) %**	**Analyzing (K4) %**	**Evaluating (K5) %**	**Creating (K6) %**	**Total %**
CAT1		30	35	35			100
CAT2		30	35	35			100
ETE		30	40	30			100
* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)							

22MBE22 - LABOUR LEGISLATIONS

Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	Nil	3/4/5/6	FE	3	0	0	3

Preamble	The course will help students to know the legal provisions, facilities, benefits and protection, available to Indian Labour and enable them to ensure legal compliance relating to labour in industries and business organizations.

Unit – I	The Factories act 1948	6

The Factories act 1948: Definitions – Duties of Occupier, Manufactures – Powers of Inspector – Provisions Relating to Health Safety and Welfare – Case study

Unit – II	Payment of Wages Act 1936 & Minimum Wages Act 1948	6

Payment of Wages Act 1936: Definition of Wages, Payment – Authorised Deduction from Wages – Case study on Payment of Wages
Minimum Wages Act 1948: Fixing of Minimum Rate of Wages – Revising Minimum Wages.

Unit – III	The Employees Compensation Act 1923	6

The Employees Compensation Act 1923: Coverage – Dependents – Disablement: Partial, Total – Employers Liability for Compensation – Distribution of Compensation – Case on Employee Compensation

Unit – IV	Employees Provident Fund and Miscellaneous Provision act 1952 & Employees State Insurance Act 1948	6

Employees Provident Fund and Miscellaneous Provision act 1952: Applications – EPF Scheme – Employees Pension Scheme – Employers Obligations.
Employees State Insurance Act 1948: Applicability – Contributions – Benefits to Employees

Unit – V	Payment of Gratuity act 1972 & Child Labour Prohibition and Regulation act 1986	6

Payment of Gratuity act 1972: Coverage – Eligibility – Payment of Gratuity – Case study on Payment of Gratuity.
Child Labour Prohibition and Regulation act 1986: Prohibition of Employment of Children – Regulation of Conditions of Work for Children – Health and Safety of Children.

	Total:30

REFERENCES:

1.	Kapoor N.D, "Elements of Industrial Law", 1st Edition, S.Chand Publishing, New Delhi, 2018.
2.	Mamoria C.B, SatishMamoria and Gankar S.V, "Dynamics of Industrial Relations", 16th Edition, Himalaya Publication, Mumbai, 2018.
3.	Sinha P R N, Sinha InduBala, "Industrial Relations, Trade Unions and Labour Legislation", 3rd Edition, Pearson Education, Noida, 2017.
4.	Sharma R C, "Industrial Relations and Labour Legislations", 1st Edition, PHI Learning, New Delhi, 2016.
5.	P. L. Malik, "Industrial Law" 25th Edition, Eastern Book Company, Lucknow, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand the legal provisions available for labour in industries	Understanding (K2)
CO2	apply the implementation process of wage legislations	Applying (K3)
CO3	workout compensations and bonus for workers in industries	Analyzing (K4)
CO4	analyze EPF and ESI benefits to employees working in organizations.	Analyzing (K4)
CO5	apply the provisions of gratuity and child labour acts in industries	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3				
CO2	2	3				
CO3	2	3				
CO4	3	2				
CO5	2					3

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	35			100
ETE		30	40	30			100
* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)							

22MBE23 - SUPPLY CHAIN AND LOGISTICS MANAGEMENT							
Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	Nil	3/4/5/6	FE	3	0	0	3

Preamble	The aim of the course is to expose the role of supply chain management in enterprise productivity in terms of efficiency, responsiveness and improved profits. The course also helps the students to look at the business from supply chain perspective, that too in a dynamic business environment.

Unit – I	Introduction	6

Introduction: Evolution – Decisions – Importance – Enablers - Drivers – Logistics fundamentals – Mode of Transportation – Green logistics – Reverse logistics

Unit – II	Managing Material Flow in Supply Chains	6

Managing Material Flow in Supply Chains: Inventory Management - Types and Cost of Inventory – Managing cycle Inventory, Safety inventory & Seasonal Inventory - Network Design and Operation model.

Unit – III	Managing Information Flow in Supply Chains	6

Managing Information Flow in Supply Chains: Demand forecasting Methods – Qualitative and Quantitative method - IT in Supply Chain Management - Enabling SCM and Strategic Management Framework for IT Adoption.

Unit – IV	Supply Chain Innovation & Supply Chain Restructuring	6

Supply Chain Innovation: Supply Chain Integration - Building Partnership and Trust in a Supply Chain.
Supply Chain Restructuring: Supply Chain Mapping - Postpone the Point of Differentiation, Changing the Shape of the Value-Addition Curve, Advance the Customer Ordering Point - Case Study.

Unit – V	Supply Chain Analytics	6

Supply Chain Analytics: Integrated Models for Facility Location Selection and Warehouse Location Selection - Application of Tools for Aggregate Production Planning and Control – Inventory Model for Supply Chain - Case Study.

	Total:30

REFERENCES:	
1.	Janat Shah, "Supply Chain Management: Text and Cases", 2nd Edition, Pearson Education, Noida, 2016.
2.	Sunil Chopra, "Supply Chain Management – Strategy, Planning and Operation", 7th Edition, Pearson Education, Noida, 2018.
3.	John J. Coyle, "Supply Chain Management: A Logistics Perspective", 10th Edition, Cengage Learning, New Delhi, 2019.
4.	Donald W Dobler, "Supply Chain Logistics Management", 4th Edition, McGraw Hill Education, New Delhi, 2018.
5.	Rajat K Baisya, "Integrated Supply Chain and Logistics Management", 1st Edition, Sage Publications, New Delhi, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	interpret the concept of supply chain and logistics management from a strategic perspective.	Understanding (K2)
CO2	predict the flow of material along the supply chain in order to deliver superior value to the end customer in an effective and efficient manner.	Applying (K3)
CO3	illustrate the issues and decisions on managing information flow in supply chain.	Analyzing (K4)
CO4	appraise the supply chain innovation that help firms in improving the service level and minimizing costs simultaneously.	Evaluating (K5)
CO5	analyze the model in improving Responsiveness and Efficiency through Supply Chain Analytics.	Analyzing (K4)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2				
CO2	3	2				
CO3	3	2				
CO4		3				
CO5		3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		35	35	15	15		100
ETE		12	40	40	8		100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE24 - QUALITY TOOLKIT FOR MANAGERS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The course deals with concepts of quality management and the theories associated with it. The course also deals with the tools and ISO standard used in quality management.	
Unit – I	**Introduction**	**6**
Introduction: Definition of quality - Dimensions of manufacturing and service quality – Basic concepts of TQM –TQM Framework – Deming Philosophy – Obstacles to TQM Implementation.		
Unit – II	**TQM Principles**	**6**
TQM Principles: Leadership – Strategic quality planning - Quality statement - Customer satisfaction - Employee involvement - Continuous process improvement – Juran Trilogy, PDSA cycle, Problem solving Method, 5s, Kaizen - Supplier Partnership.		
Unit – III	**TQM Tools**	**6**
TQM Tools: The seven tools of quality – Control Charts for variables and attributes - Process capability - Concept of six sigma - Benchmarking – Reasons to Benchmark, Benchmarking Process.		
Unit – IV	**TQM Tools and Techniques II**	**6**
TQM Tools and Techniques II: New seven Management tools - Quality Function Deployment (QFD) – House of Quality, QFD Process - Taguchi Quality Loss Function - Total Productive Maintenance (TPM) – FMEA, Stages of FMEA.		
Unit – V	**Quality Management Systems**	**6**
Quality Management Systems: ISO 9000 Series of Standards - ISO 9000:2015 – Elements, Implementation, Documentation, Quality Auditing, ISO 14000 & ISO 22000 – Concept, Requirements and Benefits – Introduction to IATF 16949:2016, ISO 18000, OHSAS18000.		
		Total:30

REFERENCES:	
1.	Besterfield Dale H., Besterfield Carol, Besterfield Glen H., Besterfield Mary , Urdhwareshe Hemant , Urdhwareshe Rashmi "Total Quality Management", 5th Edition, Pearson Education, Noida, 2019.
2.	Subburaj Ramasamy, "Total Quality Management", 2nd Edition, McGraw Hill Education, New Delhi, 2017.
3.	Poornima Charantimath, "Total Quality Management", 3rd Edition, Pearson Education, Noida, 2017.
4.	James R. Evans, William M. Lindsay, "Managing for Quality and Performance Excellence", 11th Edition, Cengage Learning, New Delhi, 2019.
5.	B. Vijaya Ramnath, R. Kesavan, C. Elanchezhian, "Total Quality Management", 1st Edition, Dream Tech Press, New Delhi, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	compare the contributions of quality guru's on basic concepts of TQM	Understanding (K2)
CO2	understand the principles of quality management and explain how these principles can be applied within quality management systems	Applying (K3)
CO3	apply the different basic tools and techniques of quality management for quality problems.	Applying (K3)
CO4	construct the new tools and techniques of TQM to ensure quality.	Analyzing (K4)
CO5	understand the various ISO standards available for different sectors of industries.	Understanding (K2)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	3		2			
CO3	3	2				
CO4	2	3				
CO5	3				2	

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		50	50				100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE25 - LEAN MANUFACTURING							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	This course is designed to help students understand how factory operates with the minimum possible resources and yet maximizing the productivity that is accomplished with these resources. Lean production works by eliminating the wasteful activities so that only the value adding and auxiliary activities are performed.	
Unit – I	**Systems Approach**	**6**
**Systems Approach:** Lean Manufacturing through waste elimination – 7 Wastes – Takt Time – Takt time calculation -Continuous Flow –Liker's Toyota Way –The TPS House- The Goals of TPS.	
Unit – II	**Primary Tools used in Lean Systems**	**6**
	Primary Tools used in Lean Systems: Meaning and Purpose of 5S Work place organization - Meaning and purpose of TPM - Pillars of TPM – OEE -Process Mapping and Value Stream Mapping (VSM) – Need for process maps- advantages- types and its construction - steps in preparing VSM.	
Unit – III	**Secondary Tools used in Lean Systems**	**6**
	Secondary Tools used in Lean Systems: Cause and effect diagram- Pareto chart- Radar chart- Poke Yoke –Kanban- SMED- DFMA- JIT problems on Pareto analysis and Computation of Number of Kanban - Case Studies.	
Unit – IV	**LMS Rules**	**6**
	LMS Rules: Stability – Management- Standardized Work -Pull system - Continuous Improvement- Implementing LMS for Higher Productivity –Operator - Process Machinery and Equipment - Workplace Organization- Inventory- LMS Design Process.	
Unit – V	**Toyota Production System (TPS)**	**6**
	Toyota Production System (TPS): Lean Manufacturing Company Application- Building a Lean Learning Enterprise- Importance of Leadership- Changing the Culture- Tips for Transition to Lean Enterprise.	
		Total:30

REFERENCES:	
1.	Jeffrey Liker, "The Toyota Way", 2nd Edition, McGraw Hill Education, New Delhi, 2021.
2.	Goplakrishnan N., "Simplified Lean Manufacture", 1st Edition, PHI Learning, New Delhi, 2010.
3.	Pascal Dennis, "Lean Production Simplified", 3rd Edition, Productivity Press/ CRC Press, London, 2016.
4.	Dennis P. Hobbs, "Lean Manufacturing Implementation: A Complete Execution Manual for Any Size Manufacturer", 1st Edition, eBook, Boca Raton: J. Ross Publishing, Incorporated, 2014.
5.	Devadasan S.R., "Lean and Agile Manufacturing", Paperback Edition, PHI Learning, New Delhi, 2012.

	COURSE OUTCOMES: On completion of the course, the students will be able to	BT Mapped (Highest Level)
CO1	illustrate the key requirements and concepts of lean manufacturing for improving productivity in business operations.	Applying (K3)
CO2	analyze the primary tools and techniques for controlling quality and improving manufacturing process.	Analysing (K4)
CO3	examine the appropriate secondary tools and techniques for improving productivity and customer satisfaction.	Analysing (K4)
CO4	interpret the potential enterprise issues associated while implementing lean principles for industries across boundries.	Applying (K3)
CO5	implement and execute lean practices and culture to manufacturing and service industry across boundries.	Applying (K3)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	2	3				
CO3	2	3				
CO4	2	3	2		2	
CO5	2	3			2	

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE26 - MANAGEMENT OF SERVICE OPERATIONS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The aim of the course is to emphasis the importance of effective operations management in service industry. The course also helps the students to develop and specialize on the various approaches to efficient working of service industry

Unit – I	**Understanding Services:**	6

Understanding Services: Role of Services in the Economy- Economic Evolution- Nature of services – Characteristics of Service Operations - New service Development - Service Blue Print.

Unit – II	**Designing the Delivery System**	6

Designing the Delivery System: Service Quality- Dimensions and Measuring Service Quality- Supporting Facility – Facility Design and Layout - Service Facility Location – Location Techniques – Cases.

Unit – III	**Managing Service Operations**	6

Managing Service Operations: Managing Capacity and Demand – Strategies - Capacity Planning and Queuing Models – Analytical Models - Forecasting Demand for Services – Forecasting Models.

Unit – IV	**Managing Supplier**	6

Managing Supplier: Service Supply Relationships – Managerial Implications of Bidirectional Relationships- Outsourcing Service – Benefits and Risks of Outsourcing- Vehicle Routing – Growth and Globalization of Services – Global Service Strategies.

Unit – V	**Technology in Services**	6

Technology in Services: Managing Service Project – PERT and CPM– Role of Technology in Service Encounter- Internet Models - E-Commerce – E- Business Model – Case Analysis.

	Total:30

REFERENCES:	
1.	James A. Fitzsimmons, "Service Management: Operations, Strategy and Information Technology", 8th Edition, McGraw Hill Education, New Delhi, 2018.
2.	Robert Johnston, "Service Operations Management: Improving Service Delivery", 4th Edition, Pearson Education, Noida, 2017.
3.	Metters, Richard D, "Successful Service Operations Management", 2nd Edition, Cengage Learning, New Delhi, 2012.
4.	Vinnie Jauhari, "Services: Marketing, Operations and Management", 1st Edition, Oxford University Press, New Delhi, 2014.
5.	David W. Parker, "Service Operations Management", 2nd Edition, Edward Elgar Publishing, UK, 2018.

	COURSE OUTCOMES: On completion of the course, the students will be able to	BT Mapped (Highest Level)
CO1	understand the central role that services play in the economics of nations and develop a new managerial skills for service operations.	Understanding (K2)
CO2	appraise the business viability of a retail location to maximize profit.	Applying (K3)
CO3	suggest strategies to service delivery challenges in business manage capacity and demand.	Analysing (K4)
CO4	appreciate the challenges of service supply relationships in domestic and international market.	Applying (K3)
CO5	assess the various e- business models and their roles in service encounter for professional and financial models of business operations.	Analysing (K4)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	3	2				
CO3	2	3				
CO4	3	2			2	
CO5	2	3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE27 - PLANT LAYOUT AND LOCATION PLANNING							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	This course aims at making the student capable of locating suitable site for a business enterprise and to suggest an efficient layout for the production or service unit.	
Unit – I	**Plant Location**	**6**
Plant Location: Plant location analysis – factors, costs, location decisions – single facility location models, multi facility location models- set covering problems – warehouse location problems.		
Unit – II	**Facilities Layout**	**6**
Facilities Layout: Facilities requirement, need for layout study – types of layout, Designing product layout-Legal aspects in layout design.		
Unit – III	**Layout Design**	**6**
Layout Design: Design cycle – SLP procedure, computerized layout planning procedure – ALDEP, CORELAP, CRAFT.		
Unit – IV	**Group Technology and Line Balancing**	**6**
Group Technology and Line Balancing: Group technology – Production Flow analysis (PFA), ROC (Rank Order Clustering) – Line balancing.		
Unit – V	**Materials Handling**	**6**
Materials Handling: Principles, unit load concept, material handling system design, handling equipment types, selection and specification, containers and packaging.		
		Total:30

REFERENCES:	
1.	Brian Atkin, "Total facility design", 4th edition, Wiley, New Delhi,2015.
2.	Panneerselvam R, "Production and Operations Management", 3rd Edition, PHI Learning, New Delhi, 2012.
3.	Jack Greene, "Plant Design, Facility, Layout, Floor Planning", Kindle Edition, Create Space Independent Publishing, 2011.
4.	Tompking, White, White, Bozer, Tanchoco, "Facilities Planning", 4th Edition, Wiley, New Delhi, 2013.
5.	Dileep R. Sule, "Manufacturing Facilities: Location, Planning and Design", 3rd Edition, CRC Press, USA, 2008.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	compare plant location choices	Understanding (K2)
CO2	design a layout diagram and carry out performance index analysis	Applying (K3)
CO3	apply various layout design algorithms for different situations	Applying (K3)
CO4	perform line balancing and exhibit knowledge in Group Technology	Applying (K3)
CO5	exhibit the knowledge of material handling principles and suggest suitable material handling equipment for different situations	Understanding (K2)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3				
CO2	2	3				
CO3		3				
CO4		3				
CO5	3	1				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		50	50				100
CAT2		50	50				100
ETE		15	82				100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE28 - SIX SIGMA							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	This course deals with strategies that seeks to improve the quality of process outputs by identifying and removing the causes of defects (errors) and minimizing the variability in manufacturing and business processes.

Unit – I	**Introduction To Six Sigma**	**6**

Introduction To Six Sigma: History of Six Sigma – Six Sigma Fundamentals – Implementing Six Sigma – Linking Six Sigma Projects to Strategies. Six Sigma – Benefits – Team – Master Black Belts – Green Belts – Yellow Belts.

Unit – II	**Six Sigma Metrics and Measurement**	**6**

Six Sigma Metrics and Measurement: DMAIC and DMADV methodology – Process measurement – Process metrics – Process capability – Tools for process analysis – Process improvement – Process control –Process development, optimization and verification.

Unit – III	**Define Phase and Measure Phase**	**6**

Define Phase and Measure Phase: Voice of Customer (VOC) – Understanding Your Customer, Affinity Diagram, Kano Model – Determine CTQ, Develop The Project Charter, Six Sigma Team, Elements of Project Charter, Map The Processes.

Unit – IV	**Analyze Phase**	**6**

Analyze Phase: Identify Possible Causes, Segmentation and Stratification, Cause and Effect Diagram, Pareto Diagram, Control Impact Matrix, Process Analysis With Lean – Overview of Lean.

Unit – V	**Improve Phase and Control Phase**	**6**

Improve Phase and Control Phase: Generate Solutions, Brainstorming Techniques, Prioritizing Solutions, Select Solutions, Refine Solutions, Poka Yoke/ Mistake Proofing, Failure Mode and Effect Analysis (FMEA), Test Solutions, Justify Solutions. Control Phase: Introduction to SPC, Types of Control Charts, Response Plan and Documentation: Case Study Covering All Aspects Of The Training.

		Total:30

REFERENCES:

1.	Pyzdeck, "Six Sigma", 4thEdition, McGraw Hill Education, New Delhi, 2017.
2.	Kubiak, Benbow, "The Six Sigma Black Belt Handbook", 3rdEdition, Pearson, New Delhi, 2018.
3.	Michael L. George, David Rowlands, Mark Price, John Maxey, "The Lean Six Sigma Pocket Tool Book", 1st Edition, McGraw Hill Education, New Delhi, 2016.
4.	Roderick A. Munro, Govindarajan Ramu, "The Certified Six Sigma Green Belt Handbook", 2nd Edition, ASQ Quality Press, USA, 2015.
5.	Siddiqui, "Introduction to Six Sigma", 1st Edition, New Age International Publisher, New Delhi, 2016.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand and examine the basic concepts of Six Sigma	Understanding (K2)
CO2	use the concept of a sigma level to assess the capability of a process or organization	Understanding (K2)
CO3	examine the existing work situation in a manufacturing or service organization to identify Six Sigma projects that will significantly improve customer satisfaction, quality and productivity	Applying (K3)
CO4	select appropriate Six Sigma measurement and data analysis techniques and apply them to improve the value of products and services delivered	Analyzing (K4)
CO5	apply appropriate Six Sigma improvement and control techniques to support the implementation of a company-wide improvement programme	Applying (K3)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2		3				
CO3		3				
CO4		3				
CO5		3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		50	50				100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE29 - INDUSTRY 4.0								
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**	
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**	

Preamble	In the current scenario, the manufacturing, services and logistics are intelligently linked together, allowing for big data mining that will optimize everything. This course on Industry 4.0 will expose the students on how developments such as machine-to-machine communication and the internet of things (IoT) are integrated for increased automation, improved communication and self-monitoring, and production of smart machines that can analyze and diagnose issues without the need for human intervention.

Unit – I		**6**

Introduction to Industry 4.0: The Various Industrial Revolutions-Digitalization and the Networked Economy-Drivers, Enablers, Compelling Forces and Challenges for Industry 4.0-The Journey so far: Developments in USA, Europe, India and other countries-Comparison of Industry 4.0 Factory and Today's Factory-Trends of Industrial Big Data and Predictive Analytics for Smart Business Transformation.

Unit – II		**6**

Road to Industry 4.0: Internet of Things (IoT) & Industrial Internet of Things (IIoT) & Internet of Services-Smart Manufacturing-Smart Devices and Products-Smart Logistics-Smart Cities-Predictive Analytics

Unit – III		**6**

Related Disciplines, System, Technologies for enabling Industry 4.0: Cyber physical Systems-Robotic Automation and Collaborative Robots-Support System for Industry 4.0-3D printing- Mobile Computing-Related Disciplines-Virtual/Augmented Reality-.Cyber Security

Unit – IV		**6**

Role of data, information, knowledge and collaboration in future organizations: Resource-based view of a firm-Data as a new resource for organizations-Harnessing and sharing knowledge in organizations-Cloud Computing Basics-Cloud Computing and Industry 4.0- Bit coin and Block chain.

Unit – V		**6**

Business issues in Industry 4.0 and Case Studies: Case studies on IIoT and Industry 4.0 - Opportunities and Challenges - Future of Works and Skills for Workers in the Industry 4.0 Era - Strategies for competing in an Industry 4.0 world.

	Total:30

REFERENCES:

1.	Alasdair Gilchrist, "Industry 4.0: The Industrial Internet of Things", 1st Edition, Apress Media, New York, 2017.
2.	Klaus Schwab, "The Fourth Industrial Revolution", 1stEdition, Penguin Publishers, Gurgaon, 2017.
3.	Guilherme Francisco Frederico, "Operations and Supply Chain Strategy in the Industry 4.0 Era", 1st Edition, Zaccheus Entertainment, 2018.
4.	Giacomo Veneri, Antonio Capasso, "Hands-On Industrial Internet of Things", Kindle Edition, Packt Publishing, UK, 2018.
5.	Mario Fernández, "Industry 4.0: Technologies and Management in the Digital Transformation of the Industry", 1st Edition, Independent Publication, Chicago, 2020.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand the drivers and enablers of Industry 4.0	Understanding (K2)
CO2	appreciate the smartness in Smart Factories, Smart cities, smart products and smart services	Understanding (K2)
CO3	outline the various systems used in a manufacturing plant and their role in an Industry 4.0 world	Applying (K3)
CO4	appreciate the power of Cloud Computing in a networked economy	Analyzing (K4)
CO5	foresee the opportunities, challenges brought about by Industry 4.0 and how organisations and individuals should prepare to reap the benefits	Analyzing (K4)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2			2	
CO2	3	2				
CO3	3	2				
CO4	3	2				
CO5	3	2			2	

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		50	50				100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE30 - MANAGEMENT OF INVENTORY SYSTEMS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	This course aims at enabling the students to understand the system and processes to manage the stock of organization with the involvement of Technology system. This course helps the students manage, control, track and plan inventory.

Unit – I	**Introduction to Inventory Management**	6

Introduction to Inventory and Materials Management: Concepts and Issues, Types of inventory, Inventory costs and their measurement, Structure of inventory models, Importance and areas of materials management.
Classification of inventory problems, Importance-based classification of inventory, selective inventory management techniques and their use.

Unit – II	**Dynamic Inventory Problems under Certainty and Risk**	6

Dynamic Inventory Problems under Certainty: General characteristics, Fixed Order Size System (EOQ and its variants), Economic Production Quantity (EPQ), Fixed order interval system, Inventory problem formulation and solution under constraints, Numerical problems.
Dynamic Inventory Problems under Risk: General characteristics, Types of inventory control systems with known stock-out costs and service levels, Approximate and exact methods for safety stock determination, Numerical problems.

Unit – III	**Inventory Control and Purchasing**	6

MRP, MRP-II and ERP: Concepts and Issues of MRP, Design of MRP system and its variants (MRP-II and ERP), Cases.
Basics of Purchasing Management: Fundamentals and importance of industrial purchasing, Types of purchasing, Measurement and evaluation of performance of suppliers and purchasing systems.

Unit – IV	**Theory of Constraints and Materials Management**	6

Theory of Constraints and Materials Management: Concept and Issues, Bottleneck and non-bottleneck resources, Process and transfer batches, Capacity constraint resources, D-B-R scheduling and VAT plants, Effect on materials management.
JIT-based Approaches for Materials Management: Concepts and Issues, Relationship with Lean Engineering practices, Cases.

Unit – V	**Value Engineering/Analysis and Stores Management**	6

Value Engineering/Analysis and Stores Management: Objectives and issues of Value Engineering/Analysis(VE/VA), Steps in VE/VA, , Basics of and approaches for stores management, Cases.

	Total:30

REFERENCES:

1.	Starr, M K and Miller, D W, "Inventory Control: Theory and Practice", 3rd Edition, Prentice Hall, New Delhi, 2020
2.	Tersine, R J, "Principles of Inventory and Materials Management ', 5th Edition, Prentice Hall, New Delhi, 2020.
3.	Prem Vrat, "Materials Management: An Integrated Systems Approach (Springer Texts in Business and Economics)", 1st Edition, Springer, 2016
4.	Stevenson W.J, "Operations Management", 13th Edition, McGraw Hill Education, New Delhi, 2021.
5.	Chary S.N., "Production and Operations Management", 6th Edition, McGraw Hill Education, New Delhi, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand and analyze the different inventory models in practice.	Analyzing (K4)
CO2	appraise the appropriate dynamic inventory models for business suitations.	Evaluating (K5)
CO3	evaluate an MRP system and performance of suppliers.	Evaluating (K5)
CO4	examine and identify the different bottlenecks	Evaluating (K5)
CO5	investigate and analyse the issues involved in value engineering analysis.	Analyzing (K4)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2				
CO2	1	3				
CO3	2	3				
CO4	3	2				
CO5		3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		35	35	15	15		100
CAT2		35	35	15	15		100
ETE		12	40	40	8		100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE31 - DATA MINING FOR BUSINESS DECISIONS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The course brings out the fundamentals of data mining, data stream processing, and machine learning algorithms for analyzing very large amounts of data.	
Unit – I	**Introduction**	**6**
Introduction: Introduction to Data mining and value from data analytics- Types of Systems –Data Mart – OLAP – OLTP – Data Movement (ETL-Extract, Transform and Load) –Data Querying and Reporting.		
Unit – II	**Conditional Processing**	**6**
Conditional Processing: Conditional processing – Dropping and keeping variables – Reading Excel spreadsheets in R that contains Date Fields – Data Cleaning.		
Unit – III	**Manipulation**	**6**
Manipulation: Manipulating Character Values – Manipulating Numeric Values – Manipulating Numeric Values Based on Dates Converting Variable Type – Concatenating R Data Sets – Merging R Data Sets –Producing Summary Reports in R.		
Unit – IV	**Array**	**6**
Array: DO Loop Processing – Array Processing – Using arrays in R – Match-Merging Two or More R Data Sets – Simple joins using SQL – Data Integrity.		
Unit – V	**Data Enrichment**	**6**
Data Enrichment: Data Quality – Data Quality Assurance – Data access – Data Privacy and Ethics –Data security – Overview of BI and Data Mining Technology.		
		Total:30

REFERENCES:	
1.	Galit Shmueli, Peter C Bruce, Inbal Yahav, Nitin R Patel, Kanneth C Lichtendahl Jr., "Data Mining for Business Analytics: Concepts, Techniques, and Applications in R", 1st Edition, Wiley India, New Delhi, 2021.
2.	James R.Evans, "Business Analytics – methods, models and decisions" – 3rd Edition, Pearson, Noida, 2022.
3.	Garrett Grolemund, "Hands-On Programming with R: Write Your Own Functions and Simulation", 1st Edition, Shroff/O'Reilly, 2014.
4.	Daniel T. Larose and Chantal D. Larose, "Data Mining and Predictive Analytics", 2nd Edition, Wiley, 2019.
5.	Bharti Motwani, "Data analytics with ® Studio, 1st Edition, Wiley India, New Delhi, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply the ideas and technologies in the area of data mining	Applying (K3)
CO2	know the concepts and methods in application of data mining for deriving business intelligence to achieve organizational goals.	Applying (K3)
CO3	analyze R (statistical computing software) to build, assess, and compare models based on real datasets and cases	Analyzing (K4)
CO4	design and deploy appropriate classification techniques	Evaluating (K5)
CO5	evaluate various mining techniques on complex data objects	Analyzing (K4)

Mapping of COs with POs						
COs/POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2				
CO2	3	2				
CO3	3	1				
CO4	3	1				
CO5	3	1				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		50	50				100
CAT2		35	35	15	15		100
ETE		12	40	40	8		100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE32 - E-COMMERCE AND DIGITAL MARKETS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The course aims to provide an understanding of the increasing significance of e-commerce and digital markets and its applications in real time business scenario.The course gives a clear understanding of the strategic impacts on use of electronic tools and their effects on the way business and business activities are conducted today.	
Unit – I	**E-Business Foundation and Framework**	**6**

E-Business Foundation and Framework: Introduction to E-Business, Traditional Commerce Vs E-Commerce, E –Commerce Environmental Factors, Business dimension and technological dimension of E-Commerce, E-Commerce frame work, Factors responsible for the growth of E-Commerce, Issues in Implementing E-Commerce, Trends in E-Commerce in Various Sectors.

Unit – II	**Launching an E-Business**	**6**

Launching an E-Business: Different phases of Launching an E-Business. Important Concepts in E-Business. Bricks and Clicks business models in E-Business.

Unit – III	**E-Business Applications**	**6**

E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading.

Unit – IV	**Website Design and Development**	**6**

Website Design and Development: Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website.

Unit – V	**Technology for Online Business**	**6**

Technology for Online Business: Mechanism of Making Payment Through Internet, Online Payment Mechanism, Electronic Payment Systems, Payment Gateways, Visitors to Website, Tools for Promoting Website, Plastic Money, Debit Card, Credit Card etc.

	Total:30

REFERENCES:

1.	Efraim Turban, Jon Outland, David King, Jae Kyu Lee , Ting-Peng Liang, Deborrah C. Turban, "Electronic Commerce 2018: A Managerial and Social Networks Perspective", 9th Edition, Springer, 2017.
2.	Dave Chaffey, Tanya Hemphill, "Digital Business and E-Commerce Management", 7th Edition, Pearson education, New Delhi, 2019.
3.	Turban. E, Whiteside. J, King. D, Outland. J, "Introduction to Electronic Commerce and Social Commerce", 4th Edition, Springer International Publishing, 2017.
4.	Jeremy Kagan and Siddharth Shekhar Singh, "Digital Marketing – Strategy & Tactics", 2nd Edition, Wiley India, New Delhi,2020
5.	Sushil Bhardwaj and Puneet Kumar, "e-commerce and digital marketing", 1st Edition, Kalyani, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	point out the awareness and understanding of the importance e-commerce as a tool for creating social and business processes	Analyzing (K4)
CO2	build basic business models on the web with examples and their implementation with basic marketing techniques and strategies on the internet	Applying (K3)
CO3	compare the different applications of E-commerce to make informed decisions in marketing and business management	Evaluating (K5)
CO4	evolve basic personalization mechanisms for websites by means of designing and developing web platform for business processes	Analyzing (K4)
CO5	assess the mechanism and issues in E-commerce technologies, and its related risks and security.	Analyzing (K4)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2				
CO2		3				
CO3		3				
CO4		3		2		
CO5		3				2

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		35	35	15	15		100
CAT2		35	35	15	15		100
ETE		12	40	40	8		100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE33 - SOFTWARE PROJECT MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	This course provides practical approaches for managing, planning, organizing and implementing Information Systems projects using modern management techniques. Complete hands-on projects requiring management of project resources, scope, time-line, cost, scheduling, human and other resource.	
Unit – I	**Introduction to SPM**	**6**
Introduction to SPM: 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 Development**	**6**
Software Development: Monitoring and measuring of SW development –cost, size and time metrics-methods and tools for metrics –issues of metrics in multiple projects.		
Unit – III	**Quality measurement**	**6**
Quality measurement :Quality in SW development –quality assurance-quality standards and certifications-the process and issues in obtaining certification-the benefits and implications for the organization and its customers-change management		
Unit – IV	**Risks in SPM**	**6**
Risks in SPM: The risk issues in SW development and implementation-identification of risks-resolving and avoiding risks-tools and methods for identifying risk management.		
Unit – V	**Project implementation**	**6**
Project implementation: Multiple projects-off-shore development issues-managing human resources-pricing and payments across countries –remote development and implementation.		
		Total:30

REFERENCES:	
1.	Bob Hughes and Mike Cotterell, Ragib mall,"Software Project Management", 6th Edition, McGraw Hill Education, New Delhi, 2021.
2.	Henry, Joe, "software Project Management: Real world Hindi to success" 1st Edition, Pearson, New Delhi, 2018.
3.	Alan Gillies, "Software Quality – Theory and Management", 1st Edition, Thomson Learning, New Delhi, 2017.
4.	Jalote Pankaj,"SPM in Practice", 2nd Edition, Pearson India, Noida, 2019.
5.	S.A.Kelkar, "Software Project Management A Concise Study", 1st Edition, PHI, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	recognize, trace and resolve IT related crises using project management software	Applying (K3)
CO2	use project management software to control the design, implementation, closure, and evaluation of IT projects	Applying (K3)
CO3	manage the phases and infrastructure of IT projects	Applying (K3)
CO4	develop and analyze strategies and risk factors involved in IT projects	Analyzing (K4)
CO5	use project management software to control the design, implementation, closure, and evaluation of IT projects	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1				
CO2	2	3				
CO3	2	3				
CO4	3	3				
CO5	3	2				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		50	50				100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE34 - SOFTWARE QUALITY MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**FE**	**3**	**0**	**0**	**3**

Preamble	The course provides an introduction to software quality assurance. It discusses the issues, processes and techniques in software quality assurance. The course will train students to apply quality assurance in different activities of software development and maintenance.	
Unit – I	**Software Quality**	**6**

Software Quality: Definition of Software Quality, Quality Planning, Quality system –Quality Control Vs Quality Assurance –Product life cycle –Project life cycle models.

Unit – II	**Software Engineering Activities**	**6**

Software Engineering Activities: Estimation, Software requirements gathering, Analysis, Architecture, Design, development, Testing and Maintenance.

Unit – III	**Supporting Activities**	**6**

Supporting Activities: Metrics, Reviews –SCM –Software quality assurance and risk management.

Unit – IV	**Software Quality Management Tools**	**6**

Software Quality Management Tools: Seven basic Quality tools –Checklist –Pareto diagram –Cause and effect diagram –Run chart –Histogram –Control chart –Scatter diagram –Poka Yoke –Statistical process control –Failure Mode and Effect Analysis – Quality Function deployment –Continuous improvement tools –Case study.

Unit – V	**Quality Assurance Models**	**6**

Quality Assurance Models: Software Quality Standards, ISO 9000 series –CMM, CMMI –P-CMM –Case study.

	Total:30

REFERENCES:	
1.	Godbole, Nina S, "Software Quality Assurance: Principles and practices for the new paradigm", 2nd Edition, Narosa Publication House, New Delhi, 2021.
2.	Claude Y. Laporte and Alain April , "Software Quality Assurance" , 2nd Edition, Wiley-IEEE Computer Society Press, 2020.
3.	Daniel Galin, "Software Quality Assurance", 2nd Edition, Pearson Publication, New Delhi, 2020.
4.	Nina S. Godbole, "Software Quality Assurance: Principles and Practices", 2nd Revised Edition, Alpha Science International Ltd, United Kingdom, 2019.
5.	Hollie Hargreaves, "Lean enterprise +Kaizen: validated ideas to Improve Working of Large programs though lean maximizing your kaizen results", 1st Edition, Hollie c Hargreaves, 2022.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	develop an ability to understand the quality management in software	Applying (K3)
CO2	analyze the different types of models for quality assurance	Applying (K3)
CO3	know how to prevent the defects	Applying (K3)
CO4	understand the software quality management tools, bug reporting tools and their usage	Understanding (K2)
CO5	Analyse the software quality standards	Analyzing (K4)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1				
CO2	3	2				
CO3		3				
CO4		3				
CO5	3					

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		50	50				100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE35 - IT CONSULTING

Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	Nil	3/4/5/6	FE	3	0	0	3

Preamble	Consultancy is one of the most sought after and remunerative career under Information Technology. This course is designed to know about Principles, Assignment, Various Services, relationships and managing assignments. An IT consultant is responsible for providing relevant and up-to-date solutions on various aspects of business, IT development and market information for companies.

Unit – I	Overview and Principles of IT Consultancy	6

Overview and Principles of IT Consultancy: Structure of IT Industry, Role of the Consultant, Competencies of Consultant; Consultancy Models – Export, Diagnosis, Collaborative / Process, External and Internal Consultant.

Unit – II	Consultancy Assignment	6

Consultancy Assignment: Life Cycle of Consultancy Assignment, Contracting: Identification of Problem – Diagnosis, Solution, Implementation, Closure and Review.

Unit – III	Consulting Services	6

Consulting Services: Portfolio Services, Business Problem Solving, Investigation Techniques and Data Collection, Withdraw from the IT Assignment, Evaluation and Follow up of IT Business Developments.

Unit – IV	Managing Relationship	6

Managing Relationship: Building Rapport, Handling Client Meeting, Client Behaviour, Assessment for Change, Proposals and Bids, IPR, Negotiation Working in Teams, Team Management and Delegation, Conflict Management, Selling of Consultancy Services

Unit – V	Managing Consultancy Assignments	6

Managing Consultancy Assignments: Scoping of Assignments and Projects, Project Planning and Management Principles, Progress Monitoring, Communications and Reviews, IT Quality Management Systems, IT Risk Management, IT Legislation, Ethics and Professional Standards.

	Total:30

REFERENCES:

1.	Peter Checkland and Sue Hblwell, "Information Systems and Information Systems – Making Sense of the Field, 3rd Edition, Wiley, 2020.
2.	Bennet Lientz and Kathryn Rea, "Break Trough Technology Project Management", Rutledge publishers, 2nd Edition 2018.
3.	Calvert Markham, "Practical Management Consultancy", Chartered Institute of Accountants, 7th edition 2020.
4.	Eetu Niemi, "Technology consultant fast track", 1st Edition, Eetu Niemi, USA, 2021
5.	Plava MC Lachlan, " pocket c10 – The guide to successful IT Asset management", 1st Edition, Packt, USA,2020.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	analyse the issues and problems that the business firm faces	Analyzing (K4)
CO2	gain exposure to a variety of processes and interventions involved in the IT consulting arena	Applying (K3)
CO3	demonstrate the problem solving skills using Information technology	Applying (K3)
CO4	apply crucial "soft skills" for facilitation and applying IT analysis skills to meet the client's business needs	Applying (K3)
CO5	critical the ethics involved while suggesting a solution	Analyzing (K4)

Mapping of COs with POs					
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	3					
CO3						3
CO4		3				
CO5		3				3

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBF01 - MARKETING ANALYTICS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**NFE**	**2**	**0**	**2**	**3**

Preamble	Marketing analytics enables marketers to measure, manage and analyze marketing performance to maximize its effectiveness and optimize return on investment (ROI). This course exposes the students with the tools to measure customer value and apply analytic tools to various marketing decisions. The course also aims at providing knowledge on estimating marketing budget and systematically allocating resources.	
Unit – I	**Marketing Segmentation & Customer Value Analysis**	**4**
Marketing Segmentation: Segmentation - Targeting - Positioning. **Customer Value Analysis:** Life Time Customer Value Calculation - Simulation Technique - Model for Customer Retention and Acquisition Spending.		
Unit – II	**Product Analytics**	**4**
Product Analytics: Identifying New Product Features using Conjoint Analysis - Forecasting New Product Sales using S Curves - Copernican Principle to Predict Duration of Future Sales - Attribute Preference Testing.		
Unit – III	**Pricing Analytics**	**4**
Pricing Analytics: Pricing Techniques - Estimating Demand Curve and Optimizing Price - Prince Bundling - Nonlinear Pricing.		
Unit – IV	**Distribution Strategy**	**4**
Distribution Strategy: Distribution Channel Characteristics - Retail Location Selection - Channel Evaluation and Selection - Multi Channel Distribution - Distribution Channel Metrics.		
Unit – V	**Promotion Analytics**	**4**
Promotion Analytics: Estimating Promotion Budgets - Promotion Budget Allocation - Metrics for Traditional Media - Metrics for Social Media.		
LIST OF EXPERIMENTS / EXERCISES:		
Students will have practice sessions to use spreadsheet, Mega stat and any one statistical software for the following topics.		
1.	Generate a model for customer retention and acquisition spending using given data.	
2.	Estimates demand curves.	
3.	Price bundling.	
4.	Market result analysis.	
5.	RFM analysis.	
	Lecture:20, Practical:20, Total:40	
REFERENCES/ MANUAL / SOFTWARE:		
1.	Wayne L. Winston, "Marketing Analytics: Data-Driven Techniques with Microsoft Excel", 1st Edition, Wiley, New Delhi, 2018.	
2.	Stephen Sorger, "Marketing Analytics: Strategic Models and Metrics", 1st Edition, Admiral Press, UK, 2016.	
3.	Tommy Blanchard, "Data Science for Marketing Analytics", 1st Edition, Packt Publishing, UK, 2019.	
4.	Mike Grigsby, "Marketing Analytics", 2nd Edition, Kogan Page, UK, 2018.	
5.	David A. Aaker, V. Kumar, Robert P. Leone, George S. Day., "Marketing Research", 1st Edition, Wiley, New Delhi, 2019.	

	COURSE OUTCOMES: On completion of the course, the students will be able to	BT Mapped (Highest Level)
CO1	summarize suitable analytic tools to target and retain profitable customers and avoid high-risk customers	Understanding (K2) Manipulation (S2)
CO2	determine new product features and forecast new product sales using analytic tools	Applying (K3) Manipulation (S2)
CO3	analyze analytic tools for various understanding demand and pricing decisions	Analysing (K4) Manipulation (S2)
CO4	justify the use of analytic tools like market basket analysis in real life scenarios	Evaluating (K5) Manipulation (S2)
CO5	apply metrics for measuring effectiveness of traditional and social media promotion measures	Applying (K3) Manipulation (S2)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3				
CO2	2	3				
CO3	2	3				
CO4	2	3				
CO5	2	3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		35	35	15	15		100
ETE		12	40	40	8		100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBF02 - HUMAN RESOURCE ANALYTICS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**NFE**	**2**	**0**	**2**	**3**

Preamble	The aim of this course is to make the students to understand and measure different components of Human Resource function in a quantifiable manner and analyse them with analytical tools.

Unit – I	**Understanding HR Analytics & Analysis Strategies**	**4**

Understanding HR Analytics: Predictors, Prediction and Predictive Modelling - Seven Pillars of People Analytics. **Analysis Strategies:** LAMP Framework - Descriptive Reports to Predictive Analytics – Big Data Analytics

Unit – II	**Talent Acquisition& Workforce Planning Analytics**	**4**

Talent Acquisition: Pre-interview Assessment Criteria – On boarding and Cultural fit - Stages, OPEN Analytical Framework for Effective on boarding.

Unit – III	**Performance Analytics**	**4**

Performance Analytics: Performance Measures – Benefits - Predictive Analytics and Graph Theory to Optimize Career Pathways and Employee Promotion.

Unit – IV	**Talent Retention Analytics**	**4**

Talent Retention Analytics: Retention Analytics - Protecting Most Valuable Asset - Implementing Proactive Talent Retention Models - Data for Talent Attrition Predictive Modeling.

Unit – V	**Employee Absenteeism & Leveraging People Analytics**	**4**

Employee Absenteeism: Analytics and measures - Employee health and wellness measures. **Leveraging People Analytics:** Future of People Analytics - People Analytics as a Specialized Department - Employee Data Privacy Backlash.

LIST OF EXPERIMENTS / EXERCISES:

1.	Recruitment Analysis
2.	Talent Acquisition Analysis
3.	Employee performance analysis
4.	Employee Engagement Analysis
5.	Predictive HR Analytics for Measuring turnover at individual or team level

Lecture:20, Practical:20, Total:40

REFERENCES/ MANUAL / SOFTWARE:

1.	Jean Paul Isson, Jesse S. Harriott , "People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent", 1st Edition, Wiley, New Delhi, 2016.
2.	Martin R. Edwards, Kirsten Edwards, "Predictive HR Analytics: Mastering the HR Metric", 2nd Edition, Kogan Page, UK, 2018.
3.	John Boudreau, Wayne Cascio, "Investing in People: Financial Impact of Human Resource Initiatives", 3rd Edition, Pearson Education, Noida, 2019.
4.	Dipak Kumar Bhattacharyya, "HR Analytics-Understanding Theories and Applications" 2nd Edition, Sage Publications, New Delhi, 2017.
5.	Bernard Marr, "Data-Driven HR: How to Use Analytics and Metrics to Drive Performance", 1st Edition, Kogan Page, UK, 2018.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	apply HR analytics in business.	Applying (K3)
CO2	analyze the pre interview criteria for the business.	Analyzing (K4) Manipulation (S2)
CO3	measure the performance of the employee and to promote.	Analyzing (K4) Manipulation (S2)
CO4	suggest methods to retain the employees by assessing the factors and engage them.	Applying (K3) Manipulation (S2)
CO5	measure the factors of employee absenteeism.	Applying (K3) Manipulation (S2)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2				
CO2	3	3				
CO3	3	2				
CO4	3	2				
CO5	3	2				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	35			100
ETE		30	40	30			100
* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)							

22MBF03 - SUPPLY CHAIN ANALYTICS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**NFE**	**2**	**0**	**2**	**3**

Preamble	The course aims at introducing the tools, techniques and optimizing models for supply Chain decisions.	
Unit – I	**Fundamentals of Optimization models**	**4**

Fundamentals of Optimization models: Linear programming – Mixed Integer Programming – Modeling Vignettes – Distribution center location models – Network optimization models.

Unit – II	**Descriptive Models**	**4**

Descriptive Models: Demand forecasting – Simulation models – Systems Dynamic models – Activity Based Costing - Data envelopment analysis – Balanced Scorecard.

Unit – III	**Supply Chain Decision Databases**	**4**

Supply Chain Decision Databases: Data aggregations – Facility data – Transportation network data – Inventory data – Supplier data – cost data – customer and market data – Graphical display.

Unit – IV	**Operational Supply Chain Planning**	**4**

Operational Supply Chain Planning: Taxonomies – Vehicle routing model – production planning model – Reverse logistic model.

Unit – V	**Inventory Planning in Supply Chain**	**4**

Inventory Planning in Supply Chain: Classical models – Inventory model for strategic supply chain design – Inventory model for retailing distribution network - Aggregate inventory models

LIST OF EXPERIMENTS / EXERCISES:

Students will have practice sessions to use spreadsheet, Mega stat and any one statistical software for the following topics

1.	Distribution center location model
2.	Simulation models in supply chain
3.	Vehicle routing model
4.	Inventory model for distribution network
5.	Aggregate inventory model

Lecture:20, Practical:20, Total:40

REFERENCES/ MANUAL / SOFTWARE:

1.	Jeremy F.Shapiro, "Modeling the Supply Chain", 2nd Edition, Cengage Learning, New Delhi, 2007.
2.	Amit Sinha,Herbert Kotzab, " Supply Chain Management", Mc Graw Hill, New Delhi, 2012.
3.	Donald J Bowersox, David J Closs, M Bixby Cooper, " Supply Chain Logistics Management",4th Edition, Mc Graw Hill, New Delhi, 2018.
4.	T.A.S.Vijayaraghavan, "Supply chain Analytics", Wiley publishers, New Delhi, 2021.
5.	M.Mathirajan, C.Rajendran, S.Sadagopan, A.Ravindran,P.Balasubramanian, " Analytics in operations / Supply Chain Management" , I.K.International Publishing House, New Delhi 2016.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	Understand the logic of optimization models	Understanding (K2)
CO2	Apply various spreadsheet models in descriptive analytics in supply chain areas	Applying(K3) Manipulation (S2)
CO3	Understand Various components of supply chain databases	Understanding (K2)
CO4	Apply decision models for operational supply chain problems	Applying(K3) Manipulation (S2)
CO5	Adopt spread sheet or other templates for inventory planning decisions in supply chain	Applying(K3) Manipulation (S2)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3		2		
CO2	2	3				
CO3	2	3				
CO4	2	3		2		
CO5	2	3		2		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		50	50				100
CAT2		50	50				100
ETE		15	85				100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBF04 - FINANCIAL ANALYTICS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**NFE**	**2**	**0**	**2**	**3**

Preamble	This course aims at equipping the students to work with historical information of companies and analyze the company performance on relevant financial parameters. This course also helps to analyze the given data to estimate of the valuation of companies/projects for decision making.

Unit – I	**Introduction to Financial Modelling and Spreadsheet Essentials**	4

Introduction to Financial Modelling and Spreadsheet Essentials: Basic Excel for Financial Modeling -Formatting of Excel Sheets - Use of Excel Formula Function – Advanced Modeling Techniques – Lookups: Vlookup Match & offset, pivot tables.

Unit – II	**Measuring Risk**	4

Measuring Risk: Estimating betas with regression analysis using daily, weekly, and monthly data - Testing market efficiency with regression analysis.

Unit – III	**Portfolio Optimization:**	4

Portfolio Optimization: Mean-variance portfolio selection - Computing mean-variance portfolios - Back-testing portfolio performance - Research on portfolio selection - Bond portfolio selection - Term structure estimation - Using macros to generate the efficient frontier.

Unit – IV	**Advanced risk analysis**	4

Advanced risk analysis: Monte-Carlo simulation - Risk analysis of discounted cash flow models - Spreadsheet features: Using @Risk for Monte-Carlo simulation and Combining macros with @Risk.

Unit – V	**Black-Scholes Formula and Exotic Option Valuation**	4

Black-Scholes Formula and Exotic Option Valuation: Black-Scholes formula - Pricing options, Estimating implied stock return volatilities - Simulating stock price evolution with Monte-Carlo simulation.

LIST OF EXPERIMENTS / EXERCISES:	

Students will have practice sessions to use spreadsheet, Mega stat and any one statistical software for the following topics.

1.	Beta Estimation using daily, weekly and monthly market data.
2.	Market efficiency with regression.
3.	Computing Mean variance portfolio .
4.	Generating efficient frontier.
5.	Stock price evolution with Monte-Carlo simulation

Lecture:20, Practical:20, Total:40

REFERENCES/ MANUAL / SOFTWARE:	
1.	Michael Rees, "Principles of Financial Modelling: Model Design and Best Practices Using Excel and VBA", 2nd Edition, Wiley, New Delhi, 2018.
2.	Joachim Hacker, Dietmar Ernst, "Financial Modeling: An Introductory Guide to Excel and VBA Applications in Finance",1st Edition, Palgrave Macmillan, London, 2017.
3.	Danielle Stein Fairhurst, "Using Excel for Business and Financial Modelling: A Practical Guide", 3rd Edition, Wiley, New Delhi, 2019.
4.	Shmuel Oluwa, "Hands-On Financial Modeling with Microsoft Excel 2019", 1st Edition, Packt Publishing, UK, 2019.
5.	John Moschella, CFA CPA, "Financial Modeling For Equity Research: A Step-by-Step Guide to Earnings Modeling and Stock Valuation for Investment Analysis", 3rd Edition, Gutenberg Publishing, EU, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	applying financial modeling in business	Applying (K3) Manipulation (S2)
CO2	work on excel and use formatting best practices, efficient formula construction, and appropriate driver selections	Applying (K3) Manipulation (S2)
CO3	use advanced excel functions to present various sensitivities to projected financial metrics	Applying (K3) Manipulation (S2)
CO4	perform transaction multiples analysis – EV/EBITDA, EV/EBIT, EV/SALES	Applying (K3) Manipulation (S2)
CO5	performing advanced risk analysis and constructing best portfolio and evaluating option decisions	Evaluating (K5) Manipulation (S2)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2			3		
CO2	2	3				
CO3	2	3				
CO4	2			3		
CO5	2	2		3		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		50	50				100
CAT2		35	35	15	15		100
ETE		12	40	40	8		100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE36 - INDIAN MODELS IN ENTREPRENEURSHIP							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**NFE**	**3**	**0**	**0**	**3**

Preamble	The course helps the students to develop an understanding of the concept, process and development of entrepreneurship and promote them towards developing Entrepreneurship in Indian context.	
Unit – I	**Introduction to Indian Business Models**	**6**

Introduction to Indian Business Models: Significance of Indian Business Models – Scope of Micro and Small Enterprises – Role of Micro Enterprise in Economic Development - Forms of Business- Family Business - First Generation Entrepreneurs – Clusters Development.

Unit – II	**India's start up revolution**	**6**

India's start up revolution: Trends –Imperatives – benefits- players involved in the ecosystem – Case Studies of successful start-ups.

Unit – III	**Business Incubators**	**6**

Business Incubators: Meaning – Definition- Services offered-Stages of Business Incubation- Types-importance.

Unit – IV	**Rural Entrepreneurship & Social Entrepreneurship**	**6**

Rural Entrepreneurship : Policies factors and barriers of the development – Rural entrepreneurship and socio-economic environment of Indian market- concept of congenial environment and its role in promoting rural entrepreneurship.
Social Entrepreneurship: Factors impacting transformation into social entrepreneur, characteristics of social entrepreneurs, Case Study.

Unit – V	**Women Entrepreneurs**	**6**

Women Entrepreneurs: Functions - Evolution in India- Entrepreneurial skills – Competency requirements-Opportunities – Challenges - Role of Women entrepreneurship in economic development. - Case Studies of Women Entrepreneurs.

	Total:30

REFERENCES:

1.	Poornima M Charantimath, "Entrepreneurship Development Small Business Enterprises", 3rd Edition, Pearson Education, Noida, 2019.
2.	Brunos Sevgi, Cole Scanlon., "Entrepreneurship and Development in the 21st Century", 1st Edition, Emerald Publishing, 2022.
3.	Sangeetha Sharma., "Entrepreneurship Development", 2nd Edition, PHI Learning, 2022.
4.	Barbara Kurshm, Kalty Harely., "Innovate Hers: Why Purpose Decision Entrepreneurial W Rise to the Tap", Inmatehers Press, 2022.
5.	Rajiv G Agarwal., "Family Business Management", 1st Edition, Sage Publications Ltd, 2022.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	highlight the salient features of Indian entrepreneurial models	Understanding (K2)
CO2	analyse the factors leading to success of Indian start-ups	Analyzing (K4)
CO3	comprehend the importance and impact of business incubation to the start-ups	Analyzing (K4)
CO4	appreciate the value of how living rurally influences business and social enterprise objectives	Analyzing (K4)
CO5	appreciate the role and contribution of women as an entrepreneur.	Analyzing (K4)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					2
CO2		3				
CO3		3				
CO4		3	1			3
CO5		3		2		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	35			100
ETE		30	40	30			100
* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)							

22MBE37 - ENTREPRENEURIAL MARKETING							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**NFE**	**3**	**0**	**0**	**3**

Preamble	The course provides an in-depth understanding of marketing theory, concepts and tools used to market a new product offering and/or applicable in an entrepreneurial setting and place an emphasis on the special requirements for creating and executing marketing plans and programs in a setting of rapid technological change.	
Unit – I	**Marketing and Entrepreneurship**	**6**
Marketing and Entrepreneurship: Introduction- Identifying and Understanding Buyers -Sustaining Competitive Advantages of New Ventures-Build a Mission Statement-Integrate selling and marketing in a new business. Case study.		
Unit – II	**Identifying Market Opportunities**	**6**
Identifying Market Opportunities: Market Research -Developing Business Plans - Pitching Opportunities -Demand Forecasting - Linking marketing to financial outcomes- Tools and techniques for new market creation.		
Unit – III	**Market Development**	**6**
Market Development: Digital and online marketing - forward-looking product design- product features - added value- service-dominant logic- build a strong brand from scratch- competing on loyalty-Segmentation - Targeting**.**		
Unit – IV	**Pricing & Channel Management**	**6**
Pricing: Tools- Market Expansion and Pricing- case study. **Channel Management:** Power of Trust in Manufacturer-Retailer Relationships-Developing effective Distribution Strategies		
Unit – V	**Building Customer Relationships & Entrepreneurial Communication Strategy**	**6**
Building Customer Relationships: Managing Customers – Relationship Marketing - Traditional-Digital Marketing for Entrepreneurs- Media Marketing-customer value proposition. **Entrepreneurial Communication Strategy:** Inbound, outbound and social media strategy.		
		Total:30

	REFERENCES:	
1.	Robert D. Hisrich ,Veland Ramadani, "Entrepreneurial Marketing : A Practical Managerial Approach", 1st Edition, Edward Elgar Publishing, UK, 2018.	
2.	Sheth J, Sisodia R., "4A's of Marketing: Creating Value for Customers, Companies and Society", 1st Edition,Routledge, USA, 2012.	
3.	Bruce R. Barringer, Duane Ireland R "Entrepreneurship: Successfully Launching New Ventures", 6th Edition, Pearson Education, Noida, 2018.	
4.	Crane, G. Frederick., "Marketing for Entrepreneurs: Concepts and Applications for New Ventures" 2nd Edition, Sage Publications, New Delhi, 2012.	
5.	Mohr, J., Sengupta, S., Slater, S., "Marketing of High-Technology Products and Innovations", 3rd Edition, Pearson Education, Noida, 2010.	

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	develop mission statement with the essence of marketing concepts as they apply to small and new ventures;	Understanding (K2)
CO2	prepare a basic marketing plan for an existing or proposed entrepreneurial venture.	Analyzing (K4)
CO3	develop skills in analyzing to progress in marketing by applying various strategies and methods in business by an entrepreneur.	Analyzing (K4)
CO4	solve the problem of "newness" as they develop the pricing and distributing plan according to the dynamics of market.	Analyzing (K4)
CO5	establish a strong customer relationship in business with the use of appropriate technology.	Analyzing (K4)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					2
CO2		3				
CO3		3				
CO4		3	1			3
CO5		3		2		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	35			100
ETE		30	40	30			100
* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)							

22MBE38 - SOCIAL ENTREPRENEURSHIP							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**NFE**	**3**	**0**	**0**	**3**

Preamble	The course helps enable entrepreneurs to create wealth in all its forms: economic value, Social innovation and sustainability, while making a difference in the communities.	
Unit – I	**Introduction**	**6**
Introduction: Definition- Challenges- Strategies - future. Drivers of Social Innovation- Human-Centered Design Thinking- Social Entrepreneurship vs. Entrepreneurship. Case study.		
Unit – II	**Social Entrepreneur**	**6**
Social Entrepreneur: Qualities - Issues in opting for Social Entrepreneurship- Social Entrepreneurial skills and practices-Leading Social Entrepreneurs in India. Interaction with practitioners		
Unit – III	**Social Ventures**	**6**
Social Ventures: Addressing persistent social problems. Financing Social ventures: angel funds-Venture capital- internal funding sources –Venture Valuation, In-house Corporate funding mechanism-Micro-finance		
Unit – IV	**Social Innovations**	**6**
Social Innovations: Types -Nature - challenges of "Markets of the Poor", Innovative designs and strategies to address the needs of these markets and communities. Business Models for Low Income Communities		
Unit – V	**Leading for Change & Successful Social Entrepreneurship Initiatives**	**6**
Leading for Change: Social problems as Business opportunities - Future of Social Enterprises in India/Global, Challenges of Growth and Scale. **Successful Social Entrepreneurship Initiatives :** Grameen Bank – Aravind Eye Care Systems – TERI – Pasumai Payanam, Siruthuli – SEWA – Amul – Evidence from OASiS, Case Study on SELCO, case study on Annapurna – Goonj		
		Total: 30

	REFERENCES:
1.	Robert D. Hisrich ,Veland Ramadani, "Entrepreneurial Marketing : A Practical Managerial Approach", First Edition, Edward Elgar Publishing, UK, 2018.
2.	Sheth J, Sisodia R., "4A's of Marketing: Creating Value for Customers, Companies and Society", 1st Edition,Routledge, USA, 2012.
3.	Bruce R. Barringer, Duane Ireland R "Entrepreneurship: Successfully Launching New Ventures", 6th Edition, Pearson Education, Noida, 2018.
4.	Crane, G. Frederick., "Marketing for Entrepreneurs: Concepts and Applications for New Ventures" 2nd Edition, Sage Publications, New Delhi, 2012.
5.	Mohr, J., Sengupta, S., Slater, S., "Marketing of High-Technology Products and Innovations", 3rd Edition, Pearson Education, Noida, 2010.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	develop mission statement with the essence of marketing concepts as they apply to small and new ventures;	Creating (K6)
CO2	prepare a basic marketing plan for an existing or proposed entrepreneurial venture.	Applying (K4)
CO3	develop skills in analyzing to progress in marketing by applying various strategies and methods in business by an entrepreneur.	Applying (K3)
CO4	solve the problem of "newness" as they develop the pricing and distributing plan according to the dynamics of market.	Evaluating (K5)
CO5	establish a strong customer relationship in business with the use of appropriate technology.	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2				
CO2	3	2				
CO3	3	2				
CO4	3	2	2			
CO5	3	2		2		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	15	15	15	25	100
CAT2		35	35	15	15		100
ETE		10	30	20	20	20	100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE39 - ENTREPRENEURSHIP AND IP STRATEGY							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**NFE**	**3**	**0**	**0**	**3**

Preamble	The course intends to enhance he knowledge of the students in understanding various intellectual property.	
Unit – I	**Innovation and Entrepreneurship**	**6**
Innovation and Entrepreneurship: Invention and Creativity - Types of Innovation - Innovation, Market and IP - Open Innovation and IP - IP Strategy.		
Unit – II	**IPR**	**6**
IPR: Trade Mark and Entrepreneurship: Trade Mark - Types - Trade Market Registration - Trade Mark Infringement - Case Study on Trade Mark.		
Unit – III	**Copy right, Industrial Design and Entrepreneurship**	**6**
Copy Right, Industrial Design and Entrepreneurship: Copyright - Copyright and Related Rights - Copyright Registration and Entrepreneurship - Copyright Infringement - Industrial Design - Industrial Design in Business - Case Study on Copyright and Industrial Design.		
Unit – IV	**Patent and Entrepreneurship**	**6**
Patent and Entrepreneurship: Patent - Introduction - Patent Infringement - Patent Strategies - Case Study on Patent.		
Unit – V	**IP Strategy and Entrepreneurship**	**6**
IP Strategy and Entrepreneurship: IP Valuation - Bank Loan, Insurance - Incubators - Research Parks - Various Government Policies - Entrepreneurship and IP Strategy.		
		Total:30

REFERENCES:	
1.	Stavroula Karapapa., "Intellectual Property", 1st Edition, OUP Oxford, 2019.
2.	Claive Howell, Benjamin Farrand., "Law Experts: Intellectual Property", 6th Edition, Pearson Education, New Delhi, 2018.
3.	Avtar Sing., "Intellectual Property Law", 1st Edition, Easter Book Company, New Delhi, 2013.
4.	Adarsh Ramnusan, "Patent Law Cases and Material: A Synthesis for India", 1st Edition, Wolters Kiuwer India Pvt. Ltd, New Dehli, 2020.
5.	Sheetal Chopra, "A Book on Indian Patenting System and Patent Agent Examination", 1st Edition, Nation Press, Chennai, 2021.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand the implication of intellectual property on entrepreneurship.	Understanding (K2)
CO2	appreciate the implications of trade mark in entrepreneurship.	Analyzing (K4)
CO3	examine the application of copyright and industrial design in entrepreneurship.	Applying (K3)
CO4	assess the application of patent in entrepreneurship.	Analyzing (K4)
CO5	analyze the implications of IP strategy in entrepreneurship.	Analyzing (K4)

Mapping of COs with POs						
COs/POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2				
CO2	3	2		2		
CO3	3	2		2		
CO4	3	2				
CO5	3	2				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	**Remembering (K1) %**	**Understanding (K2) %**	**Applying (K3) %**	**Analyzing (K4) %**	**Evaluating (K5) %**	**Creating (K6) %**	**Total %**
CAT1		30	35	35			100
CAT2		30	35	35			100
ETE		30	40	30			100
* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)							

22MBE40 - MANAGING INNOVATION							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**NFE**	**3**	**0**	**0**	**3**

Preamble	This course provides a Broader view on all relevant aspect of innovation and start up policy.

Unit – I	Innovation and creativity	6

Innovation and creativity-An introduction-Innovation in Current Environment-Types of Innovation-schools of Innovation.

Unit – II	**Challenges of Innovation**	6

Challenges of Innovation: Steps of Innovation Management Idea management System- Divergent Vs Convergent Thinking and Entrepreneurship

Unit – III	**Experimentation in Innovation management**	6

Experimentation in Innovation management: Idea championship-participation for innovation-co-creation for Innovation-prototyping to Incubation

Unit – IV	Marketing of Innovation	6

Marketing of Innovation: Technology Innovation Process-Technological Innovation Management planning- Creation of IPR-Types of IPR and Patents and Copyrights.

Unit – V	Handholding of Entrepreneurship	6

Handholding of Entrepreneurship: Start up landscape and innovation India hubs-start up policy.

	Total:30

REFERENCES:	
1.	C.B. Rao, "India as Global Start up Hub: Mission with passion", 1s Edition, Notion press, 2018.
2.	Aravind Kumar Bhatt, "Innovation and entrepreneurship", Kindle Edition, Laxmi Publication Pvt ltd , 2018.
3.	Perihan Hazel Er," Entrepreneurship essentials" 1st Edition, Lap Lamber Academic publishers,2012.
4.	Bill Aulet, " Disciplined entrepreneurship" 1st Edition, Wiley, Noida, 2013.
5.	Robert D.Hisrich , Michael Perters, Dean Shepherd, Sabya Sachi Sinha, "Entrepreneurship", 11th Edition, McGraw Hill Education, New Delhi, 2020,

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand the implication of innovation in business.	Understanding(K2)
CO2	assess the challenges of innovation and steps of innovation Management.	Analyzing (K4)
CO3	apply the Experimentation of Innovation in Entrepreneurship .	Applying (K3)
CO4	examine the implication of IPR in Business Development.	Analyzing (K4)
CO5	understand the Start up policy and its implication to the business	Analyzing (K4)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2		3				
CO3		3				
CO4		3				
CO5		3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE41 - MANAGEMENT OF BANKS AND FINANCIAL INSTITUTIONS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**NFE**	**3**	**0**	**0**	**3**

Preamble	This course aims at enabling the students to understand the broader spectrum of Indian Financial system with special focus on banking. This course helps the students to understand the primary and ancillary functions of banks operating in India. The students can also identify the risks involved in banking business and how they are managed effectively.

Unit – I	**Indian Financial System**	6

Indian Financial System: Overview of Indian Financial System - Segments of Financial Market- Liberalization of Financial System - Financial Intermediation. Central Bank's Role and Functions - Types of Banks - Commercial Banks and their Function - Banking Industry in India - Products Dealt by Banks - Assets, Liabilities and Fee Products.

Unit – II	**Types of Banking**	6

Types of Banking: Retail Banking – Definition and Significance - Retail banking products - Debit/Credit cards - Fund transfer - Marketing and Selling of Retail products - Cross selling opportunities. Trends in Retail Banking - Corporate Banking – Meaning and Importance - Corporate banking products - Current scenarios in Corporate Banking. International Banking – Foreign exchange rates - Case Studies in Retail Banking.

Unit – III	**Functions of Banks – I**	6

Functions of Banks – I: Banker- Customer Relationship. Types of Collaterals and their Characteristics. Garnishee Order - Rights of a Banker. Banker's Lien - Pledge - Mortgage – Hypothecation. Know Your Customer (KYC) Guidelines - Mandate and Power of Attorney. Principles of Lending - Credit Appraisal Techniques.

Unit – IV	**Functions of Banks – II**	6

Functions of Banks – II: Opening of Accounts for Various Types of Customers - Fund based and Non - Fund based credit facility. Fee Products Distribution and its Regulation - NPA Management – Provisioning - Ancillary Services. Priority Sector Lending - Agriculture Financing - Treasury Management - Government sponsored schemes. Financial inclusion – Important Committees in Banking - CIBIL - Fair Practices Code for Debt Collection - BCSBI.

Unit – V	**Risk Management in Banks**	6

Risk Management in Banks: Concept of Risk - Types of Risk in Banks - Risk Management Process - Asset -Liability Management. Securitization – CIBIL - RBI Guidelines on Capital Adequacy Norms. Implementation of Basel norms - Basel II - Basel III. Banking Codes and Standard Boards - Fund and Liquidity Management - CRR, SLR, Capital Adequacy, ALM.

	Total:30

REFERENCES:

1.	Indian Institute of Banking and Finance, "Principles and Practices of Banking", 5th Edition, Macmillan Publishers, New Delhi, 2021.
2.	Gordon E, Natarajan K., "Banking Theory, Law and Practice", 29th Revised Edition, Himalaya Publishing, Mumbai, 2019.
3.	Padmalatha Suresh, Justin Paul, "Management of Banking and Financial Services", 4th Edition, Pearson Education, Noida, 2017.
4.	Kanhaiya Singh, Vinay Dutta, "Commercial Bank Management", 1st Edition, McGraw Hill Education, New Delhi, 2017.
5.	Sundharam K.P.M., Varshney P.N, "Banking Theory Law and Practice", 1st Edition, S.Chand Publishing, New Delhi, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	able to classify the Indian financial system and explain the functions of each category.	Understanding (K2)
CO2	differentiate the products offered by retail banking, corporate banking and international banking.	Applying (K3)
CO3	able to identify the functions of banks and suitable collateral securities.	Applying (K3)
CO4	able to demonstrate the classification of NPA.	Applying (K3)
CO5	analyzing the risks involved in banks and, implement the regulatory norms and effective practices for successful management of risks	Analyzing (K4)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2				
CO2	2	3				
CO3	3	2				
CO4	3	2				
CO5	2	3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		35	65				100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE42 - BANKING TECHNOLOGY MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**NFE**	**3**	**0**	**0**	**3**

Preamble	This course familiarize the students about banking in a digitalized environment with prime focus on the need for digitalization of banking industry and banking management in a technological environment. This course aims to provide the students with a comprehensive knowledge and application of new technologies that are used to innovate and streamline financial systems.	
Unit – I	**Branch Operations and Core Banking**	**6**
Branch Operations and Core Banking: Introduction and Evolution of Bank Management – Technological Impact in Banking Operations – Analysis of Rangarajan Committee Reports - Total Branch Computerization – Electronic Banking – Electronic Products - Core Banking.		
Unit – II	**Delivery Channels**	**6**
Delivery Channels: Overview – Automated Teller Machines – Anywhere Anytime Banking – Internet Banking – Mobile Banking – Phone Banking – Call centers - Payment Gateways – Card Technologies – MICR Electronic Clearing.		
Unit – III	**Inter Bank Payment and Settlement System**	**6**
Inter Bank Payment and Settlement System: Structured Financial Messaging System – National Electronic Fund Transfer System (NEFT) – Electronic Clearing System (ECS) – SWIFT – Real Time Gross Settlement (RTGS) – Negotiated Dealing Systems (NDS) and Securities Settlement System – Information System Security and Disaster Management –RuPay: India's Card Payment Network.		
Unit – IV	**Back Office Operations**	**6**
Back Office Operations: Bank Back Office Management – Inter Branch Reconciliation – Treasury Management – Risk Management – Data Centre Management – Network Management – Customer Relationship Management (CRM)		
Unit – V	**Contemporary Issues in Banking Techniques**	**6**
Contemporary Issues in Banking Techniques: Analysis of Digital Lending (including lending through online platforms and mobile apps) Reports – Banking Softwares – Licensing Small banks and Payment Banks – case studies on banking technology.		
		Total:30
REFERENCES:		
1.	Indian Institute of Banking and Finance, "Information Technology, Data Communications and Electronic Banking", 3rd Edition, Macmillan Publishers, New Delhi, 2017.	
2.	Banking Law and Practice, Web Modules, The Institute of Companies Secretaries of India, New Delhi, 2020.	
3.	O. P. Srivastava., "Banking on Technology: The changing face of Indian banking", 1stEdition, Reelismfilms, 2020.	
4.	Brett King, "Bank 4.0: Banking Everywhere, Never at a Bank", 1st Edition, Wiley, New Delhi, 2018.	
5.	Suresh Samudrala, "Retail Banking Technology", 1st Edition, Jaico Publishing House, Mumbai, 2015.	

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	familiarize the functioning of Core banking and Centralized banking systems.	Understanding (K2)
CO2	examine the various distribution channel for new era banks.	Analyzing (K4)
CO3	assess the different payment and settlement system.	Applying (K3)
CO4	scrutinize the risk management techniques and data protection systems.	Analyzing (K4)
CO5	analyze the Contemporary Issues in Banking Techniques	Analyzing (K4)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2				
CO2	2	3				
CO3	3	2				
CO4	3	2				
CO5		3				

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE43 - LEGAL AND REGULATORY ASPECTS OF BANKING							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**NFE**	**3**	**0**	**0**	**3**

Preamble	This course aims at providing required level of basic knowledge in banking and financial services, customer relations and legal aspects necessary for carrying out day to day banking operations.	
Unit – I	**Regulatory frameworks of Indian Banks**	**6**

Regulatory frameworks of Indian Banks: Banking Regulation Act 1949–RBI Act - Government and RBI's powers - Opening of New Banks and Branch Licensing –New Bank Licensing Policy 2013 - Constitution of Board Of Directors and Their Rights - Banks Share Holders And Their Rights - CRR / SLR Concepts - Cash / Currency Management - Winding Up - Amalgamation and Mergers of Banks - Case Studies on Amalgamation and Merger of Banks.

Unit – II	**Legal Aspects of Banking Operations**	**6**

Legal Aspects of Banking Operations: Powers to Control Advances - Selective Credit Control - Monetary and Credit Policy - Audit And Inspection - Supervision and Control - Board for Financial Supervision - Its Scope And Role - Disclosure of Accounts And Balance Sheets - Submission of Returns to RBI Etc - Corporate Governance.

Unit – III	**Legal Aspects of Banking Operations**	**6**

Legal Aspects of Banking Operations: Cheque – Definition – Types – Crossing and Endorsement. Paying Banker – Obligations – Liability – Protection. Collecting Banker – Statutory Protection – Duties and Responsibilities. Indemnities – Guarantees - Laws Relating to Bill Finance, LC and Deferred Payments - Laws Relating to Securities and its Valuation – Modes of Charging Securities - Case Studies on Banking Operations.

Unit – IV	**Banking Related Laws**	**6**

Banking Related Laws: Law of limitation - Provisions of Bankers Book Evidence Act - Special features of Recovery of Debts Due to Banks and Financial Institutions Act, 1993 - TDS - Banking Cash Transaction Tax - Service Tax - Asset Reconstruction Companies - Case Studies on Banking Related Laws.

Unit – V	**Banker - Customer Relations**	**6**

Banker - Customer Relations: The Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002 - The Consumer Protection Act,1986 - Banking Ombudsman - LokAdalats - Lender's Liability Act - Case Studies on Banker - Customer Relation.

	Total:30

REFERENCES:	
1.	IIBF, "Legal and Regulatory Aspects of Banking", 4th Edition, Macmillan Publishers, New Delhi, 2021.
2.	N K Gupta, "Legal And Regulatory Aspects of Banking", 1st Edition, IBC Academy Publications, Bengaluru, 2020.
3.	Banking Law and Practice, Study Material, The Institute of Companies Secretaries of India, New Delhi, 2019
4.	Tannan, "Tannans Banking Law and Practice in India", 6th Edition, Lexis Nexis, Jaipur, 2017.
5.	K P Kandasami Natarajan S, Parameswaran R, "Banking Law and Practice", S.Chand Publishing, New Delhi, 2016.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand Legal & Regulatory framework of the banking system	Understanding (K2)
CO2	understand various laws affecting day to day banking operations.	Understanding (K2)
CO3	appraise Responsibilities and powers of Bankers	Applying (K3)
CO4	discover the Banking Laws related to Banking	Analyzing (K4)
CO5	Assess the banker customer relations	Applying (K3)

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2		2		
CO2	2	3		2		
CO3	3	2		2		
CO4	3	2		1		
CO5		3		1		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY							
Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		35	65				100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE44 - INTERNATIONAL FINANCIAL MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**NFE**	**3**	**0**	**0**	**3**

Preamble	This course helps the students to understand global economic and financial environment, and enable them to determine the exchange rate movements in spot and derivative market. Further, the students learn about the different types of foreign exchange exposures and the ways to manage them. The course also aims to provide knowledge about the techniques of investments and financial market instruments.

Unit – I	**Overview of International Financial Management**	6

Overview of International Financial Management: Meaning - Importance - Nature and Scope - International Financial Management versus Domestic Financial Management.
Balance of Payments: Equilibrium - Disequilibrium and Adjustment - Developments in International Monetary System.

Unit – II	**Intricacies of Foreign Exchange Markets**	6

Intricacies of Foreign Exchange Markets: Quotations - Exchange Rate Determination in Spot Market and Forward Market - Factors Influencing Exchange Rate - Theories of Exchange Rate Behaviour -Eurocurrency and Domestic Interest Rates - Quotations and Market Rules.

Unit – III	**Theoretical aspects of Currency Futures and Options**	6

Theoretical aspects of Currency Futures and Options: Concepts -Determining profits and Losses in Currency Futures Trading and option traders - Costs in Futures contract - Losses of Option traders - Hedging and Speculation in Currency Futures market and Option market.

Unit – IV	**Foreign Exchange Risk Management**	6

Foreign Exchange Risk Management: Concept - Relevance of Exposure - Transaction Exposure - Real Operating Exposure - Translation Exposure. Need for Hedging Foreign Exchange exposure - Hedging of Transaction Exposure - Contractual hedges and Natural hedges.

Unit – V	**International Sources of Finance, International Capital Budgeting & Working Capital Management**	6

International Sources of Finance for the Firm: Foreign Direct Investment: Theories - Costs and Benefits – Strategy - Merger and Acquisition**. International Capital Budgeting:** Evaluation Criteria - Cost of Capital - Approaches– Non-Financial Factors in Capital Budgeting. International Financial Market Instruments: Equity – Bonds – Short-term and Medium-term Instruments. **International Working Capital Management:** Working Capital Policy – Managing - Case Studies in International Financing.

	Total:30

REFERENCES:

1.	P.G.Apte, Sajeevan Kapshe, "International Financial Management", 8th Edition, McGraw Hill Education, New Delhi, 2020.
2.	O.P. Agarwal., "International Financial Management", 4th Edition, Himalaya Publishing, Mumbai, 2018.
3.	RAmutham., "International Financial Management", 1st Edition, Himalaya Publishing, Mumbai, 2019.
4.	Geert Bekaert, Robert Hodrick., "International Financial Management", 3rd Edition, Cambridge University Press, New York, 2017.
5.	Cheol Eun, Bruce G. Resnick., "International Financial Management", 7th Edition, McGraw Hill Education, New Delhi, 2017.

	COURSE OUTCOMES: On completion of the course, the students will be able to	BT Mapped (Highest Level)
CO1	demonstrate and employ the knowledge on International Monetary System, Balance of Payments and Foreign Exchange Rates while making economic and financial decisions.	Applying (K3)
CO2	determine the exchange rates in spot and forward markets on the basis of relevant theories and factors.	Applying (K3)
CO3	develop critical and analytical skills on currency derivatives.	Analyzing (K4)
CO4	assess various forms of foreign exchange exposure.	Analyzing (K4)
CO5	evaluate the various forms of international investments and financing instruments available in different markets across the globe.	Evaluating (K5)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3		1	2	
CO2	2	3		1	2	
CO3	2	3		1	2	
CO4	2	3		1	2	
CO5	3	2		1	2	

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	15	20		100
ETE		12	40	40	8		100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE45 - INTERNATIONAL MARKETING							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**NFE**	**3**	**0**	**0**	**3**

Preamble	The purpose of this course is to import knowledge about International Marketing. This course also exposes the students about export procedures.

Unit – I	**International Marketing**	6

International Marketing: Scope of International Marketing – International Marketing vs. Domestic Marketing. – Benefits of International Marketing – Quality consideration in International Marketing. Participants in International Marketing – International Marketing Research.

Unit – II	**International Marketing Environment**	6

International Marketing Environment: Introduction – Political Environment, Legal Environment – Socio cultural environment - Economic Environment. International Trade Environment: - Implication of WTO on International Marketing.

Unit – III	**Marketing Strategies & International Product Decisions**	6

Marketing Strategies: International Market Entry Strategies – Joint Ventures – Strategic Alliances - Direct Investment – Manufacturing and Franchising.
International Product Decisions Product planning for International Markets – Product Standardisation – International Packaging – New product Launch in International Marketing.

Unit – IV	**International Pricing, Promotion and Distribution**	6

International Pricing, Promotion and Distribution: International pricing strategies – Dumping and Distortion – International Distribution and Logistic planning – Direct and Indirect channels – Factors involved in distribution system – International promotional strategies.

Unit – V	**Technology Development in International Marketing**	6

Technology Development in International Marketing: Technology and Competitiveness – e- Marketing Components of Global Electronic Supply Chain – Targeting Individual Customers Beyond Segmentation.

	Total:30

REFERENCES:

1.	Franchis Cherunilam, "International Marketing (Text and cases)", 16th Revised Edition, Himalaya Publishing House, Mumbai, 2019.
2.	Franchis Cherunilam, "International Trade and Export Management", 21th Revised Edition, Himalaya Publishing House, Mumbai, 2019.
3.	Varshney B, Bhattacharyya, "International Marketing Management", 25th Revised Edition, S.Chand Publishing, New Delhi, 2015.
4.	Philip R Cateora, Bruce Money, Mary C.Gilly, John Graham, "International Marketing", 18thEdition, McGraw Hill Education, New Delhi, 2019.
5.	Srinivasan R, "International Marketing", 4th Edition, PHI Learning, New Delhi, 2016.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	explore the frame work of international marketing	Understanding (K2)
CO2	appraise the impact of international marketing environment	Analyzing (K4)
CO3	assess the market entry strategies and international product decisions	Evaluating (K5)
CO4	explore the different methods of international pricing, promotion and distribution system	Analyzing (K4)
CO5	appraise the impact of technology development on international marketing	Evaluating (K5)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2			3	
CO2	3	2			3	
CO3	3	2			3	
CO4	3	2			3	
CO5	3	2			3	

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		20	25	35	20		100
CAT2		20	25	35	20		100
ETE		12	40	40	8		100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE46 - INTERNATIONAL HUMAN RESOURCE MANAGEMENT							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**NFE**	**3**	**0**	**0**	**3**

Preamble	This course helps the students to understand international human resource management practices like recruitment and selection, performance appraisal. Further the students can learn about knowledge transfer in MNC and issues in foreign assignment.	
Unit – I	**International Human Resource Management**	**6**
International Human Resource Management: Domestic HRM vs International HRM – Adapting Human Resource Activities to Inter Country Differences – Staffing the Global Organization. People Management in MNCS – International Human Resource Management Models.		
Unit – II	**Recruitment and Selection for Overseas Assignment**	**6**
Recruitment and Selection for Overseas Assignment: Issues Involved in International Recruitment and Selection – International HR Orientation – Training and Development in International Context – International Assignments and Repatriation Strategies.		
Unit – III	**Performance Appraisal**	**6**
Performance Appraisal: Performance Appraisal for International Managers – Methods of Performance Appraisal in International Context – International Compensation – Key Issues in International Compensation – Managing Cultural Diversity.		
Unit – IV	**Knowledge Transfer**	**6**
Knowledge Transfer: Organizational Knowledge and its Significance – Sources of Organizational Knowledge – Transfer of Knowledge within MNCs – HRM Across National Borders.		
Unit – V	**Foreign Assignment**	**6**
Foreign Assignment: Rationale and need for Foreign Assignment – Ethnocentric versus Polycentric Views of Expatriation – Foreign Assignment from Parent Company Perspective. Preparation for Foreign Assignment.		
		Total:30

REFERENCES:	
1.	Garry Dessler, Biju Varkkey, "Human Resource Management", 5th Edition, Pearson Education, New Delhi, 2018.
2.	Sahni, Meenakshi Negi, "International Human Resource Management – Text and Cases", 1st Edition, Kalyani Publishers, New Delhi, 2015.
3.	Subba Rao.P, "International Human Resource Management", 2ND Revised Edition, Himalaya Publishing, Mumbai, 2015.
4.	Raymond Noe, John Hollenbeck, Barry Gerhart, Patrick Wright "Human Resource Management", 12th Edition, McGraw Hill Education, New Delhi, 2020
5.	V S P Rao, "Human Resource Management" 2nd Edition, Taxmann, New Delhi, 2020.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	assess the difference between domestic and international HRM	Applying (K3)
CO2	interpret and assess the best recruitment, selection, training process to suit the international human resource management	Applying (K3)
CO3	analyze the important issues relating to performance appraisal and compensating international employees	Analyzing (K4
CO4	interpret the complex issues involved in dissemination of knowledge among MNCs	Applying (K3)
CO5	discover the intricacies of foreign assignment by corporate	Analyzing (K4

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	3			1	
CO2	1	3			2	
CO3		3			3	
CO4		1			3	
CO5		1			3	

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE47 - INTERNATIONAL BUSINESS							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**NFE**	**3**	**0**	**0**	**3**

Preamble	The purpose of this course is to impart knowledge about the international business, international trading environment.	
Unit – I	**Introduction to International Business**	**6**
Introduction to International Business: International Business vs Domestic Business, International Orientations – Drivers and Restrainers of Globalization – Internationalization – Stages and Orientation – International Market Entry Strategies.		
Unit – II	**Comparative Environmental Frameworks**	**6**
Comparative Environmental Frameworks: Economic Environment – Social Cultural Environment – Political Environment – Natural Environment – Technological Environment.		
Unit – III	**Cross National Cooperation and Agreements**	**6**
Cross National Cooperation and Agreements: Forms of Economic Integration – The World Trade Organization – Regional Economic Integration – Major Regional Trading Groups – Commodity Agreements – Major Instruments of Trade Control.		
Unit – IV	**Globalization**	**6**
Globalization: Globalization Forces - The Criticism of Globalization - Globalization of Business - Essential Conditions for Globalization - Advantage of Globalization - Implication and Impact of Globalization on Indian Business.		
Unit – V	**Direct Investment and Collaborative Strategies**	**6**
Direct Investment and Collaborative Strategies: Types of Foreign Private Investment - Factors Affecting International Investment - Limitations and Danger of Foreign Capital - International Motives for Collborative Arrangement - Forms of and Choice of Collaborative Arrangement.		
		Total:30

REFERENCES:

1.	John Daniels, Lee Radebaugh, Daniel Sullivan, Prashant Salwan, "International Business", 16th Edition, Pearson, New Delhi, 2018.
2.	Johan J Wild, "International Business", 8th Edition, Pearson, New Delhi, 2017.
3.	Michael Geringer, Jeanne McNett, Donald Ball, "International Business", 1st Edition, McGraw Hill Education, New Delhi, 2020.
4.	Charles W C Hill, G. Tomas, M. Hult, "International Business", 11th Edition, McGraw Hill Education, New Delhi, 2018.
5.	Parul Gupta, "Export – Import Management", 1st Edition, McGraw Hill Education, New Delhi, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	identify the different modes firms use to enter foreign market.	Understanding (K2)
CO2	identify the implication of international business environment of business decision.	Understanding (K2)
CO3	assess the implication of WTO on international business.	Applying (K3)
CO4	examine the implication of globalization of business decision.	Analyzing (K4)
CO5	examine the implication of foreign direct investment on business decision.	Analyzing (K4)

<table>
<tr><td colspan="7" align="center">Mapping of COs with POs</td></tr>
<tr><td>COs/POs</td><td>PO1</td><td>PO2</td><td>PO3</td><td>PO4</td><td>PO5</td><td>PO6</td></tr>
<tr><td>CO1</td><td>1</td><td>2</td><td></td><td>2</td><td>3</td><td></td></tr>
<tr><td>CO2</td><td>1</td><td>2</td><td></td><td>2</td><td>3</td><td></td></tr>
<tr><td>CO3</td><td>2</td><td>2</td><td></td><td>2</td><td>3</td><td></td></tr>
<tr><td>CO4</td><td>2</td><td>2</td><td></td><td>2</td><td>3</td><td></td></tr>
<tr><td>CO5</td><td>1</td><td>2</td><td></td><td>2</td><td>3</td><td></td></tr>
</table>

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		30	35	35			100
CAT2		30	35	35			100
ETE		30	40	30			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE48 - FINTECH							
Programme& Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	3/4/5/6	FE	3	0	0	3

Preamble	This course is designed to impart a practical understanding of Fintech industry, elucidating the influence of technology on contemporary accounting and financial practice.	
Unit – I	**Introduction to Fin Tech**	**6**
Introduction to FinTech : Concept, meaning, Significance, Goals of Fintech, key areas in FinTech, Role of FinTech in economic development, Opportunities and Challenges of Fintech, Fintech Evolution in different sectors of the industry-. Banks, Startups and Emerging Markets, Recent developments in FinTech. Future prospects and potential issues with Fintech, FinTech as an aid to customer satisfaction		
Unit – II	**Technology, Payments, Crypto urrencies and Blockchain**	**6**
Understand the concept of Crypto currency, block chain, Artificial Intelligence, machine learning. Fintech users, Individual Payments, RTGS Systems, Immediate Payment Service (IMPS), Unified Payments Interface (UPI). Legal and Regulatory Implications of Crypto currencies, Payment systems and their regulations		
Unit – III	**Digital Finance and Alternative Finance**	**6**
A Brief History of Financial Innovation, Digitization of Financial Services, Crowd funding, Charity and Equity, P2P and Marketplace Lending, New Models and New Products in market place lending. Introduction to the concept of Initial Coin Offering. Industry Showcase: How AI is transforming the Future of FinTech.		
Unit – IV	**FinTech Regulation and RegTech**	**6**
FinTech Regulations: Global Regulations and Domestic Regulations, Evolution of RegTech, RegTech Ecosystem: Financial Institutions, RegTech Ecosystem: Startups RegTech, Startups: Challenges, RegTech Ecosystem: Regulators, Use of AI in regulation and Fraud detection		
Unit – V	**Data &TechFin**	**6**
History of Data Regulation, Data in Financial Services, Fintech in Banks and Insurance companies, Digital Identity, Change in mindset: Regulation KYC to KYD, AI & Governance, New Challenges of AI and Machine Learning, Machine Learning and Applications-The Future of Data-Driven Finance - Case Studies		
		Total:30

REFERENCES:

1.	Jacob William ,"FinTech: The Beginner's Guide To Financial Technology" Create Space Independent Publishing Platform, 2016.
2.	Gordon Summers, "The Blockchain Disruption: How Blockchain, Smart Contracts, and Bitcoin Will Change Society and Your Daily Life", Create Space Independent Publishing Platform, 2016.
3	Matthew Connor, "Blockchain Technology and Crypto currency: Ultimate Beginner's Guide to Smart Contracts, Distributed Ledger, Fintech, Investing, Trading and Mining in the World of Cryptocurrencies", Create Space Independent Publishing Platform, 2018.
4	Lynn, T., Mooney, J.G., Rosati, P., Cummins, M., "Disrupting Finance : FinTech and Strategy in the 21st Century" First Edition, Cham Springer Nature, 2019.
5	Sanjay Phadke., "Fintech Future : The Digital DNA Of Finance", First Edition, SAGE Publications, 2020.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	Remember various concepts such as Crowd funding, Crypto currency, block chain and machine learning.	REMEMBERING (K1)
CO2	Understand the concept of Crypto currency and block chain and its application in finance sector	UNDERSTANDING (K3)
CO3	Describe alternative finances Crypto currencies, block chain and the technologies supporting these	Applying (K3)
CO4	Apply technology to various components & processes of financial services	Analyzing (K3)
CO5	Evaluate the impact of Fintech solutions on business sectors and customers.	Evaluate(K5)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	3					
CO3						3
CO4		3				
CO5		3				3

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		20	40	40			100
CAT2		20	40	40			100
ETE		20	35	35	10		100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE50 - KNOWLEDGE MANAGEMENT							
Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	Nil	3/4/5/6	FE	3	0	0	3

Preamble	This course designed to equip the students with the essential skills and insights needed to harness the power of knowledge, drive innovation, and enhance decision-making.

Unit – I	Introduction to Knowledge Management	6

Introduction to Knowledge Management: Knowledge Society - Types of Knowledge - Concept and Characteristics of Knowledge-Based Organizations (KBOs) - Dimensions of HRM in KBOs - New Role and Challenges for HRM in the KBOs.

Unit – II	Managing Knowledge for organizational effectiveness	6

Managing Knowledge for organizational effectiveness: Process and Methods- Concept of Intellectual Capital and Learning Orientation in the Organizations - Knowledge and Role related issues - Performance Appraisal in a KBO.

Unit – III	Social Nature of Knowledge	6

Social Nature of Knowledge, Social Network Analysis, Obstacles to knowledge sharing, Organizational learning & Social Capital. Knowledge Application – Individual level, Group level & Organization Level

Unit – IV	ICT in KBOs	6

ICT in KBOs - HRIS for KBOs - Concept, Mechanisms, and Software Orientation - Performance Management — Mechanisms- Knowledge Process Outsourcing.

Unit – V	Recent Trends in Knowledge Management	6

Technologies to Manage Knowledge — Artificial Intelligence — Digital Libraries — Repositories — Knowledge Discovery — Creating Systems that Utilize Knowledge - Innovation Clusters.

	Total:30

REFERENCES:

1.	Dalkir, K. "Knowledge Management in Theory and Practice", Second Edition). Cambridge, Massachusetts: The MIT Press.2011.
2.	Jashapara, "A. Knowledge Management: An Integrated Approach", Second Edition, Harlow: Pearson Education Limited. 2011
3.	Mruthyunjaya," Knowledge Management", First Edition, PHI Learning, New Delhi, 2011.
4.	Ganesh Natarajan and Sandhya Shekhar, "Knowledge Management - Enabling Business Growth", First Edition, Tata McGrawHill, New Delhi,2011
5.	Hislop, D., Bosua, R., and Helms, R. "Knowledge Management in Organizations: A Critical Introduction", Fourth Edition, Oxford: Oxford University Press. 2018

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	demonstrate an understanding of the key concepts and characteristics of knowledge, and analyze the challenges and new roles that Human Resource Management (HRM) faces in the context of Knowledge-Based Organizations (KBOs).	Understanding (K2)
CO2	design and implement effective processes and methods for managing knowledge within organizations.	Analyzing (K4)
CO3	assess the social dynamics of knowledge sharing and application within organizations, understand the obstacles to knowledge sharing,	Analyzing (K4)
CO4	demonstrate a comprehensive understanding of Information and Communication Technology (ICT) applications in Knowledge-Based Organizations (KBOs),.	Analyzing (K4)
CO5	critically evaluate and apply recent trends and technologies in Knowledge Management to create systems that harness knowledge for organizational innovation and growth	Applying (K3)

Mapping of COs with POs and PSOs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			2		
CO2	3	2		2		
CO3	3	2		2		
CO4	3	2		2		
CO5	3			2		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		50	16	34			100
CAT2		34	33	33			100
ETE		30	35	35			100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBE49 - CUSTOMER RELATIONSHIP MANAGEMENT							
Programme & Branch	**Master of Business Administration**	Trim.	Category	L	T	P	Credit
Prerequisites	**NIL**	**3/4/5/6**	**FE**	3	0	0	3

Preamble	The course has been developed to familiarize students with CRM theories, ideas, contexts, and practical marketing applications in the industrial ecosystem, as well as to grasp the role and changing face of CRM as an IT enabled function and to allow managing Customer Relationships.	
Unit – I	CRM Definition & concepts	**6**

CRM Definition - Customer Acquiring - Customer loyalty Programme and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs.

Unit – II	CRM in Marketing	**6**

Relationship Marketing - Cross Selling & Up Selling - Customer Retention - Behaviour Prediction - Customer Profitability & Value Modeling - Channel Optimization - Event-based marketing. - Customer Analysis - Customer Service – Satisfaction Analysis – Customer Engagement

Unit – III	**CRM Automation**	**6**

Sales Force Automation - Sales Process, Activity, Contact- Lead and Knowledge Management - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).

Unit – IV	**CRM Analytics**	**6**

Managing customer data – Manipulation of Customer information databases - Ethics and legalities of data use Data Mining concepts - Data analysis - Market Basket Analysis (MBA) - Click stream Analysis - Personalization and Collaborative Filtering.

Unit – V	**CRM Implementation**	**6**

Designing a business plan requirements - Choosing Right CRM tools - Homegrown versus Out-sourced approaches - Managing customer relationships - conflict, complacency, CRM Resetting strategy. CRM development Team - Scoping and prioritizing - Development and delivery - Measurement.

	Total:30

REFERENCES:

1.	Alok Kumar Rai, "Customer Relationship Management Concept & Cases", First Edition, Prentice Hall of India Private Limted, New Delhi. 2012.
2.	Mallika Srivastava , "Customer Relationship Management", First Edition, Vikas Publishing House 2016
3.	Ed Peelen, "Customer Relationship Management", First Edition, Pearson Publication, 2022
4.	Jagdish N Sheth , Parvatiyar Atul ,G Shainesh , "Customer Relationship Management: Emerging Concepts, Tools and Applications", First Edition, McGraw Hill Education (India), New Delhi, 2017
5.	K C Bhanu, G Mokesh Rayalu, K Vasu , "Customer Relationship Management", First Edition, Scholar Press, 2020

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	comprehend the various concepts in CRM and the global Environment of a firms	Understanding(K2)
CO2	Showcasing types consumer modeling and its analyses	Analyzing (K4)
CO3	Various concepts to understand the CRM automation	Understanding (K2)
CO4	Comparing analytical strategy based on different analyses to arrive marketing decisions	Understanding (K2)
CO5	Creating CRM strategy to retain the customers and deliver the brand promise	Evaluating (K5)

Mapping of COs with POs and PSOs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			1		1
CO2		3		1	2	1
CO3	3			1		1
CO4	3			1		1
CO5	1	3		1		2

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

ASSESSMENT PATTERN - THEORY

Test / Bloom's Category*	Remembering (K1) %	Understanding (K2) %	Applying (K3) %	Analyzing (K4) %	Evaluating (K5) %	Creating (K6) %	Total %
CAT1		40	40	20			100
CAT2		40	40	20			100
ETE		25	40	20	15		100

* ±3% may be varied (CAT 1 & 2 – 50 marks & ETE – 100 marks)

22MBG01 - TEXT ANALYTICS

Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	Nil	3/4/5/6	SEE	0	0	2	1

Preamble	The objective of this course is to provide an insight into the foundations of Text mining for qualitative data analysis.

LIST OF EXPERIMENTS / EXERCISES:

1.	Natural Language Processing 　　a. Vectorization, 　　b. Corpus Analysis, 　　c. Naïve Bayes, 　　d. Support Vector Machines, 　　e. Model Evaluation & Human Annotation
2.	Text Categorization 　　a. Document clustering, 　　b. Topic Modelling, 　　c. Project Development
3.	Social Media and Network Analysis 　　a. Content Analysis 　　b. Simple Predictive Modelling
4.	Sentiment Analysis 　　a. Emotion Detection
5.	Text Visualisation 　　a. Scholarly Communication

Total:20

REFERENCES/ MANUAL /SOFTWARE:

1.	Julia Silge, David Robinson, "Text Mining with R: A Tidy Approach", 1stEdition, O'Reilly, USA, 2017.
2.	Ted Kwartler, "Text Mining in Practice with R", First Edition, Wiley, New Delhi, 2017.
3.	Nathan Danneman, Richard Heimann "Social Media Mining with R", 1stEdition, Packt Publishing, UK, 2014.
4.	Gabe Ignatow, Rada F. Mihalcea, "An Introduction to Text Mining: Research Design, Data Collection, and Analysis". 1st Edition, Sage Publications, New Delhi, 2017.
5.	Gabe Ignatow, Rada F. Mihalcea, "Text Mining: A Guidebook for the Social Sciences", 1st Edition, Sage Publications, New Delhi, 2016.

COURSE OUTCOMES: On completion of the course, the students will be able to	BT Mapped (Highest Level)
CO1	Understand Natural language processing (NLP)	Applying (K3), Manipulation (S2)
CO2	Perform Informational retrieval	Applying (K3), Manipulation (S2)
CO3	Apply Document clustering and classification	Applying (K3), Manipulation (S2)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3	1	1		
CO2	2	3	1	1		
CO3	2	3	1	1		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

22MBG02 - DATA VISUALIZATION							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	SEE	0	0	2	1

Preamble	The objective of this course is to provide an insight into the foundations of Data Visualisation for making better business decisions.

LIST OF EXPERIMENTS / EXERCISES:

1.	Basic Visualization Tools: a. Bar Charts, b. Histograms, c. Pie Charts, d. Scatter Plots, e. Line Plots and Regression
2.	Encoding Data using Size, a. Stacked & Grouped Bar Chart, b. Stacked Area Chart & Streamgraph, c. Line Chart with Multiple Lines, d. Encoding Data using Color,
3.	Specialized Visualization Tools a. Word Clouds, b. Radar Charts, c. Waffle Charts, e. Box Plots
4.	How to create Maps: a. Creating Maps in R b. Visualising Trees and Network

	Total:20

REFERENCES/ MANUAL /SOFTWARE:

1.	Kieran Healy, "Data Visualization: A Practical Introduction", 1st Edition, Princeton University Press, USA, 2018.
2.	Cole Nussbaumer Knaflic, "Storytelling with Data: A Data Visualization Guide for Business Professionals", First Edition, Wiley, New Delhi, 2015.
3.	Alexander Loth "Visual Analytics with Tableau", 1stEdition, Wiley, New Delhi, 2019.
4.	Ana Sosulski, K. "Data Visualization Made Simple: Insights into Becoming Visual". 1st Edition: Routledge, USA, 2018.
5.	Claus O. Wilke "Fundamentals of Data Visualization: A Primer on Making Informative and Compelling Figures", 1st Edition, O'Reilly, USA, 2019.

COURSE OUTCOMES: **On completion of the course, the students will be able to**	**BT Mapped (Highest Level)**
CO1	prepare data for visualization	Applying (K3), Manipulation (S2)
CO2	use visual techniques to present data and make meaningful interpretations	Applying (K3), Manipulation (S2)
CO3	apply appropriate design principles in the creation of presentations and visualizations	Applying (K3), Manipulation (S2)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1		3		2		
CO2		3		2		
CO3		3		2		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

22MBG03 - MANAGEMENT AND COST ACCOUNTING USING SPREAD SHEET							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	SEE	0	0	2	1

Preamble	This course aims at introducing data analysis tools to perform budgeting and cost analysis. Students will learn how to create, organize, interpret, and communicate information that improves internal processes, and allows organizations to identify and leverage opportunities.

LIST OF EXPERIMENTS / EXERCISES:

1.	**Cost components**: Preparation of cost sheet and analyses the prime cost, factory cost, cost of production and cost of goods sold. Interpret the results.
2.	**Cost – volume and profit Analysis**: In a given cost accounting situation, calculate the variables included in the cost-volume-profit (CVP) model and discuss how they affect the profitability of the organization.
3.	**Decision making Using Marginal costing**: Utilize differential analysis in assisting with managerial decision making with regards to make vs. buy decisions, elimination of a product or division, etc.
4.	**Budgeting – Flexible budget**: Given cost accounting data, discuss capacity utilization and issues related to capacity with the help of flexible budget.
5.	**Functional Budgets and Cash Budget**: Develop functional budget / cash budget and discuss how the budgets are used in managing the organization. Interpret the results.
	Total:20

REFERENCES/ MANUAL /SOFTWARE:

1.	Maheswari S.N., CA Sharad K. Maheswari, Suneel K. Maheswari, "A Textbook of Accounting for Management", 4th Edition, Vikas Publishing, New Delhi, 2018.
2.	Ambrish Gupta, "Financial Accounting for Management", 6th Edition, Pearson Education, Noida, 2018.
3.	Khan M.Y., Jain P.K., "Management Accounting, Text, Problems and Cases", 7thEdition, McGraw Hill Education, New Delhi, 2017.
4.	Mohamed Hanif, Amitabha Mukherjee, "Financial Accounting", 2nd Edition, McGraw Hill Education, New Delhi, 2015.
5.	Shashi K. Gupta , Sharma R.K., "Management Accounting Principles Practice", 13thEdition, Kalyani Publishers, New Delhi, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to		**BT Mapped (Highest Level)**
CO1	apply the financial perspective of accounting for costs and estimate the selling price using cost sheet	Applying (K3), Manipulation (S2)
CO2	assess "what-if" questions using cost-volume-profit (CVP) analysis and demonstrate CVP analysis in a variety of scenarios	Analyzing(K4), Manipulation (S2)
CO3	prepare budgets for planning and controlling the organizational activities	Applying (K3), Manipulation (S2)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			2		
CO2	3	3		2		
CO3	3	3		2		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

	22MBG04 - MULTIVARIATE DATA ANALYTICS						
Programme & Branch	Master of Business Administration	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	SEE	0	0	2	1

Preamble	The objective of this course is to provide an insight into the foundations of Multivariate Statistical Analysis in Business for better decision making.

LIST OF EXPERIMENTS / EXERCISES:

1.	**Multiple Regression:** Estimating R^2 changes, Block analysis, model estimation, Logistic Regression.
2.	**Factor Analysis** – Data reduction: Data validation, Communalities, Factor Rotation.
3.	**Cluster Analysis: Segmentation -** Hierarchical cluster, K-means cluster.
4.	**Discriminant Analysis**: Eigen value, Wilks lambda, Discriminant function equation.
5.	**Conjoint Analysis:** Design conjoint analysis experiment, Segmentation, profitability analysis.
	Total:20

REFERENCES/ MANUAL /SOFTWARE:

1.	Joseph F Hair, Barry J. Babin, Rolph E. Anderson, William C. Black "Multivariate Data Analysis", 8th Edition, Cengage Learning, New Delhi,2021.
2.	Dinesh Kumar U, "Business Analytics: The science of Data-Driven Decision making", First Edition, Wiley, New Delhi, 2017.
3.	Barbara G. Tabachnick, Linda S. Fidell, "Using Multivariate Statistics", 6thEdition, Pearson Education, Noida, 2017.
4.	Johnson,Wichern "Applied Multivariate Statistical Analysis", 6th Edition, Pearson Education, Noida, 2018.
5.	Daniel J.Denis, "Univariate, Bivariate, and Multivariate Statistics Using R: Quantitative Tools for Data Analysis and Data Science", 1st Edition, Wiley, New Delhi, 2020.

COURSE OUTCOMES: On completion of the course, the students will be able to		**BT Mapped (Highest Level)**
CO1	apply regression technique to predict outcome variable for decision making	Applying (K3), Manipulation (S2)
CO2	use data reduction techniques to reduce data and segment respondent	Applying (K3), Precision (S3)
CO3	formulate new product development using conjoint analysis and discriminate the difference.	Applying (K3), Manipulation (S2)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1		3		2		
CO2		3		2		
CO3		3		2		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

22MBG05 - STRUCTURAL EQUATION MODELLING								
Programme & Branch	**Master of Business Administration**		**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**		**3/4/5/6**	SEE	0	0	2	1

Preamble	The objective of this course is to provide hands on experience in model building using Structural Equation modelling for business situation.

LIST OF EXPERIMENTS / EXERCISES:

1.	**Model Building:** Proposition, Construct, Variable.
2.	**Measurement model:** Confirmatory Factor Analysis– Validity Assessment: Unidimensionality, Convergent validity, Discriminant Validity
3.	**Multi-group CFA**: Second order factor, Third order factor, Common Method Bias (CMB)
4.	**Structural Models** – Path Analysis, Simple regression model, Recursive and Non-recursive model
5.	**Mediation & Moderation:** Mediation, Moderation, Mediated moderation, Moderated mediation**–**Baron-Kenny approach, Sobel's Test, Model comparison
	Total:20

REFERENCES/ MANUAL /SOFTWARE:

1.	Richard Boateng, "Structural Equation Modelling Made Easy for Business and Social Science Research Using SPSS and Amos", 1st Edition, Zaccheus Entertainment, 2018.
2.	Niels Blunch, "Introduction to Structural Equation Modeling Using IBM SPSS Statistics and Amos", 1st Edition, Sage Publication, New Delhi, 2012.
3.	Rex B Kline, "Principles and Practice of Structural Equation Modeling", 4th Edition, Guilford Press, New York, 2015.
4.	Robert F. DeVellis, "Scale Development: Theory and Applications", 1st Edition, Sage Publication, New Delhi, 2016..
5.	Jitesh J. Thakkar "Structural Equation Modelling: Application for Research and Practice (with AMOS and R)" 1st Edition, Springer, 2020.

COURSE OUTCOMES: **On completion of the course, the students will be able to**		**BT Mapped (Highest Level)**
CO1	Propose model and Perform measurement model analysis	Applying (K3), Manipulation (S2)
CO2	Perform path analysis to test proposed theory	Applying (K3), Precision (S3)
CO3	Introduce and test intervene variables and compare the different theoretical model	Applying (K3), Manipulation (S2)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3	1	2		
CO2	2	3		1		
CO3	2	3		2	1	

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

22MBG06 - UNIVARIATE TIME SERIES ANALYSIS

Programme & Branch	Master of Business Administration		Trim.	Category	L	T	P	Credit
Prerequisites	Nil		3/4/5/6	SEE	0	0	2	1

Preamble	The main aim of this course is to provide an insight on the time series analysis.

LIST OF EXPERIMENTS / EXERCISES:

1.	Introduction to Time Series Analysis: Concepts & Terminologies
2.	Logarithmic Returns, Lag Operators, Time Plot and Descriptive Statistics
3.	Unit Root (Non stationary) tests
4.	Converting to Stationary process
5.	Correlogram and Model Identification
6.	Regression Estimation
7.	Model Evaluation and Diagnostic checking: Heteroskedasticity and Autocorrelation
8.	ARMA Model (Box-Jenkins methodology) selection and forecasting
	Total:20

REFERENCES/ MANUAL /SOFTWARE:

1.	Damodar N Gujarati., Dawn C Porter., Sangeetha Gunasekar., "Basic Econometrics", 5th Edition McGraw Hill Education, New Delhi, 2017.
2.	Chris Brooks, "Introductory Econometrics for Finance", 3rd Edition, Cambridge University Press, New York, 2014.
3.	Walters Enders, "Applied Econometric Time Series", 4th Edition, Wiley, New Delhi, 2014.
4.	Barry Keating, J. Holton Wilson, John Solutions, "Forecasting and Predictive Analytics with Forecast X (TM)", 7th Edition, McGraw Hill Education, New Delhi, 2019.
5.	NPTEL Course URL: https://onlinecourses.nptel.ac.in/noc17_ch03/

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand basic concepts of Time Series analysis.	Understanding (K2), Manipulation (S2)
CO2	perform basic analysis of Time Series Data	Analysing (K4), Precision (S3)
CO3	become skillful in analyzing and modeling of stochastic processes of ARMA (P,d.q) models	Analysing (K4), Precision (S3)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3		2		
CO2	1	3		2		
CO3		3		2		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

22MBG07 - MULTIVARIATE TIME SERIES ANALYSIS

Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	**Nil**	**3/4/5/6**	SEE	0	0	2	1

Preamble	The main purpose of this course is to provide an insight on multivariate time series analysis.

LIST OF EXPERIMENTS / EXERCISES:

1.	Vector Autoregression: Selecting Optimal Lag Length
2.	Cointegration Test for Long-run relationship – Engle Granger (EG) Model
3.	Cointegration Tests for Long-run relationship– Johansen and Juselius (JJ) Model
4.	Granger Causality Test for Short-run relationship
5.	VECM and Unrestricted VAR
6.	Impulse Response Function and Variance Decomposition
7.	Non-Linear Models: ARCH/GARCH family models

Total:20

REFERENCES/ MANUAL /SOFTWARE:

1.	Damodar N Gujarati, Dawn C Porter, Sangeetha Gunasekar, "Basic Econometrics", 5th Edition, McGraw Hill Education, New Delhi, 2017.
2.	Chris Brooks, "Introductory Econometrics for Finance", 3rd Edition, Cambridge University Press, New York, 2014.
3.	Walters Enders, "Applied Econometric Time Series", 4th Edition, Wiley, New Delhi, 2014.
4.	Barry Keating, J. Holton Wilson, John Solutions, "Forecasting and Predictive Analytics with Forecast X (TM)", 7th Edition, McGraw Hill Education, New Delhi, 2019.
5.	NPTEL Course URL: https://onlinecourses.nptel.ac.in/noc17_ch03/

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	verify the long-run and short-run relationship in Time Series data	Analyzing (K4), Precision (S3)
CO2	apply error correction process in equilibrium relationship	Applying (K3), Manipulation (S2)
CO3	model non-linear data using ARCH / GARCH techniques	Evaluating (K5), Precision (S3)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3		2		
CO2	1	3		2		
CO3		3		2		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

22MBG08 - TRANSACTIONAL ANALYSIS								
Programme & Branch	**Master of Business Administration**		**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**		**3/4/5/6**	SEE	0	0	2	1
Preamble	To provide a realistic and useful method for analyzing and understanding the behavior of others and their role in describing fundamental patterns of thinking, feeling and behavior.							

LIST OF EXPERIMENTS / EXERCISES:

1.	Play the game of dispute with the partner to understand TA and Self-Awareness
2.	An exploration of the past is useful to the degree that it continues to influence our emotional and behavioural difficulties. Experience sharing and lessons learned.
3.	Conduct activities to make the students to realize the mental state of Winners and Losers
4.	Exercise to build a therapeutic relationship through Structural Analysis
5.	Life Positions and Transactions support in understanding our working relationship
	Total:20

REFERENCES/ MANUAL /SOFTWARE:

1.	Eric Berne,Games, "People Play: The Psychology of Human Relationships", 1st Edition, Penguin, UK, 2016.
2.	Vann Joines,Ian Stewart, "TA Today: A New Introduction to Transactional Analysis", 2nd Revised Edition, Lifespace Publishing, US, 2012.
3.	Richard G Erskine, "Transactional Analysis in Contemporary Psychotherapy" 1st Edition, Routledge, USA, 2019.
4.	Richard L. Daft, Nishant Uppal, "Understanding the Theory and Design of Organizations", 10th Edition, Cengage Learning, New Delhi, 2020.
5.	Robbins, Coulter, "Management", 17th Edition, PHI Learning, New Delhi, 2018.

COURSE OUTCOMES: On completion of the course, the students will be able to		**BT Mapped (Highest Level)**
CO1	demonstrate the theoretical framework for understanding human behaviour.	Applying (K3), Manipulation (S2)
CO2	explore one's own feelings and behaviour using the TA model	Applying (K3), Precision (S3
CO3	appraise the application of TA in several areas of people management organisations.	Evaluating (K5), Precision (S3

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	3		2		
CO2		2	3	2		
CO3		3	2	1		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

22MBG09 - FRUGAL INNOVATION

Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit
Prerequisites	Nil	3/4/5/6	SEE	0	0	2	1

Preamble	The course aims at providing students with insights into most critical emerging business models of value creations that use less resource and do more. This course makes the students to prepared blueprint about how to approach businesses in hyper competitive and resource constrained environment.

LIST OF EXPERIMENTS / EXERCISES:

After an Introductory session on frugal innovation (Doing Better with less resource), students need to approach cases on the principles and provide valuable solutions.

1.	Engage and iterate: Costly and rigid R&D verses Market focused Agile R&D - case studies of frugal pioneers such as Arla Foods, Fujitsu, GE, GSK, Intuit and SNCF.
2.	Flex the Assets – Creating frugal supply chain -Case studies of (BMW and Volkswagen), pharmaceuticals (GSK and Novartis), cement (Cemex), soft drinks (Coca-Cola) and energy (GDF-Suez and GE).
3.	Create Sustainable solutions –From circular economy to Spiral economy -case studies of Kingfisher, Levi Strauss, method, Tarkett and Unilever.
4.	Shaping customer behavior- how companies can influence consumers into behaving differently
5.	Co-create value with prosumers. Empowering and engaging prosumers , Case studies of Auchan -do-it-yourself (DIY) and crowd sourcing pioneers, such as Tech Shop and Quirky.
6.	Making innovative Friends: Hyper collaboration –Case study GE and Ford.
	Total:20

REFERENCES/ MANUAL /SOFTWARE:

1.	Navi Radjou , Jaideep Prabhu, Paul Polman, "Frugal Innovation: How to do more with less", The Economist, US, 2015.
2.	Navi Radjou , Jaideep Prabhu , Simone Ahuja, "Jugaad Innovation: A Frugal and Flexible Approach to Innovation for the 21st Century", RHI, 2012.
3.	Yasser Bhatti , Radha Ramaswami Basu, David Barron, "Frugal Innovation: Models, Means, Methods", Cambridge University Press, New York, 2018.
4.	Vanessa Ratten, " Frugal Innovation", 1st Edition, Routledge, USA, 2019
5.	Adela J. McMurray, Gerrit A. de Waal, "Frugal Innovation-A Global Research Companion", 1st Edition, Routledge, USA, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		**BT Mapped (Highest Level)**
CO1	demonstrate the underlying theories and associated features of frugal innovation	Applying (K3), Manipulation (S2)
CO2	identify novel ways to resolve difficult real-world problems	Applying (K3), Manipulation (S2)
CO3	apply innovative, frugal solutions to problems	Applying (K3), Manipulation (S2)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2	2		
CO2	1	3	2	2		
CO3	2	3	2	1		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

22MBG10 - LEADERSHIP AND TEAM BUILDING

Programme & Branch	Master of Business Administration		Trim.	Category	L	T	P	Credit
Prerequisites	**Nil**		**3/4/5/6**	SEE	0	0	2	1

Preamble	The course is focused on individual, group and organization factors associated with leadership and Team building. Students will be acquainted with the development of the conception of leadership up to the present.

LIST OF EXPERIMENTS / EXERCISES:

1.	Self Assessment Test on Leadership Ability.
2.	Competitive Game to Improve Team Work - Viswakarma.
3.	Individual and Collaborative Group Decision Making - Dessert Survival.
4.	Task Accomplishment Activity to Improve Synergy - Hollow Square.
5.	Team Performance Enhancement - Paper Planes.
6.	Handling Criticism: A Part of Being a Leader - Hot Manager.

Total:20

REFERENCES/ MANUAL /SOFTWARE:

1.	P L Rao., "HRD Trainer's Handbook of Management Games", 1st Edition, Excel Books, 2010.
2.	Kouzes, J. M., Posner, B. Z. Learning Leadership. The Five Fundamentals of Becoming an Exemplary Leader. Wiley. 2016
3.	Northouse, P. G. Leadership. Theory & Practice. Seventh Edition. Sage Publications. 2016
4.	Timothy M. Franz, "Group Dynamics and Team Interventions: Understanding and Improving Team Performance", 1st Edition, John Wiley, New Delhi, 2018.
5.	Robert Konopaske, John Ivancevich, Michael Matteson, "Organizational Behavior and Management", 11th Edition, McGraw Hill Publication, New Delhi, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to	BT Mapped (Highest Level)
CO1	demonstrate the theoretical framework for understanding the skill and components of leadership	Applying (K3), Manipulation (S2)
CO2	appraise the knowledge on the understanding to develop leadership qualities to better management	Applying (K3), Manipulation (S2)
CO3	Appraise the use of communication skills and taking positive criticism for effective team management	Evaluating (K5), Precision (S3)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	3		2		
CO2		2	3	2		
CO3		1	3	1		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

22MBG11 - SOCIAL PSYCHOLOGY								
Programme & Branch	**Master of Business Administration**		**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**		**3/4/5/6**	SEE	0	0	2	1

Preamble	The objective of this course is to how people view themselves and others, how people interact,influence and act when they are a part of a group.

LIST OF EXPERIMENTS / EXERCISES:

1.	A Team presentation on the concepts of social psychology.
2.	Role Play on Perceiving and Understanding Others - Impression formation and impression management.
3.	Design a social media poster to promote social justice
4.	Prepare a case study on Interpersonal Relations like Social identity , Prejudice, Discrimination, Aggression
5.	Presentation on Social Influence – Prosocial behavior , Groups, Social issues

	Total:20

REFERENCES/ MANUAL /SOFTWARE:

1.	Branscombe, Baron Robert, KapurPreeti, "Social Psychology", 14th Edition, Pearson, Noida, 2017.
2.	Elliot Aronson,Timothy,Samuel R. Sommers and Veena Tucker, "Social Psychology", 10th Edition, Pearson, Noida, 2020.
3.	Sharma Rajendra Kumar,Sharma, Rachana, "Social Psychology", 1st Edition, Atlantic Publishers & Distributors Pvt Ltd, Chennai, 2013.
4.	Arun KumarSingh, "Social Psychology", 2nd Edition, PHI Learning, New Delhi, 2019.
5.	Paul, Van Lange,Tory Higgins, "Social Psychology: Handbook of Basic Principles", 3rd edition,Guilford Press,New York, 2020.

COURSE OUTCOMES: On completion of the course, the students will be able to		**BT Mapped (Highest Level)**
CO1	understand the behaviour of society and application of social psychology	Understanding (K2) imitation (S1)
CO2	examine the Cognition In the Social World	Evaluating (K5) Manipulation (S2)
CO3	Apply knowledge of inter personal and group relations to resolve issues in the society	Applying (K3)) Manipulation (S2)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	3	2	2		
CO2	1	3	2	2		
CO3	1	3	2	2		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

22MBG12 - RESEARCH PAPER WRITING

Programme & Branch	Master of Business Administration		Trim.	Category	L	T	P	Credit
Prerequisites	**Nil**		**3/4/5/6**	SEE	0	0	2	1

Preamble	. The objective of this course is to develop the competencies required for the writing research paper

LIST OF EXPERIMENTS / EXERCISES:

1.	Identification of Research problem
2.	Review of literature by using software
3.	Identification of research gap and research questions
4.	outlining Research methods ,hypothesis development and data analysis
5.	Writing about results, and discussion, conclusions, managerial implications, limitations and scope of future study

Total:20

REFERENCES/ MANUAL /SOFTWARE:

1.	Carol Ellison , "McGraw-Hill's Concise Guide to Writing Research Papers", 1st Edition, McGraw Hill Publishing, New Delhi, 2020.
2.	James D. Lester, "Writing Research Papers: A Complete Guide,"16th edition,Pearson Education, Noida, 2017.
3.	Adrian Wallwork," English for Writing Research Papers", 2nd Edition Springer, New york, 2017
4.	Kate L,Turabian, "Manual for Writers of Research Papers, Theses, and Dissertations: Chicago Style for Students and Researcher", 9th Edition, University of Chicago Press,Chicago s, 2018.
5.	Naresh K Malhotra, Sathya Bhusan Dash, "Marketing Research: An Applied Orientation", 7th Edition, Pearson Education, Noida, 2019.

COURSE OUTCOMES: On completion of the course, the students will be able to		**BT Mapped (Highest Level)**
CO1	Identify the structure of the research paper	Understanding (K2), Imitation (S1)
CO2	develop the competencies for writing reviews of literature and research methods	Applying (K3), Manipulation (S2)
CO3	develop competencies for writing the results and discussion and identification of right journal	Applying (K3), Manipulation (S2)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3		2		1
CO2	2	3		2		1
CO3	2	3		2		1

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

22MBG13 - BASIC FINANCIAL STATEMENT ANALYSIS AND MODELLING							
Programme & Branch	Master of Business Administration	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	SEE	0	0	2	1

Preamble	The objective of this course is to provide strong and dynamic financial models facilitating accurate and efficient analysis of historical data and appropriate projection of financial performance.

LIST OF EXPERIMENTS / EXERCISES:

1.	Preparation of Financial Statement analysis with interpretation for any five companies using Industry data.
2.	Analyzing the companies on the basis of Long term solvency, short term solvency ratios.
3.	Preparation of Fund Flow statement for selected companies.
4.	analyze the trends of selected companies based on their Financial Data.
5.	Analyzing the selected companies based on their fundamentals. (Capital structure, dividend analysis, leverage analysis, EBIT-EPS analysis-any two)
	Total:20

REFERENCES/ MANUAL /SOFTWARE:

1.	Danielle Stein Fairhurst, "Using Excel for Business and Financial Modelling: A Practical Guide", 3rd Edition, Wiley, New Delhi, 2019.
2.	Shmuel Oluwa, "Hands-On Financial Modeling with Microsoft Excel 2019", 1st Edition, Packt Publishing, UK, 2019.
3.	John Moschella, CFA CPA, "Financial Modeling For Equity Research: A Step-by-Step Guide to Earnings Modeling and Stock Valuation for Investment Analysis", 3rd Edition, Gutenberg Publishing, EU, 2019.
4.	Penman, S.H, "Financial Statement Analysis", 13th Edition, Tata McGraw Hill Education , New Delhi, 2018.
5.	Erich Helfert, "Techniques of Financial Analysis: A Guide to Value Creation", 17th Edition ,Tata McGraw Hill Education , New Delhi, 2018.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	Identify the healthiness of the organization using financial statement analysis. .	Understanding (K2), imitation (S1)
CO2	Assess the implications of the ratios on business decisions.	Applying (K3), Manipulation (S2)
CO3	perform the fundamental analysis of the organization by using capital structure, EBIT - EPS analysis, leverage analysis.	Applying (K3), Manipulation (S2)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1		3		2		
CO2		3		2		
CO3		3		2		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

22MBG14 - SOFTWARE APPLICATION FOR BASIC STATISTICAL ANALYSIS								
Programme & Branch	**Master of Business Administration**		**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**		**3/4/5/6**	SEE	0	0	2	1

Preamble	The objective of this course is to provide hands on experience in data preparation and basic statistical analysis using software such as SPSS.

LIST OF EXPERIMENTS / EXERCISES:

1.	Data preparation: Data entry - Dealing with Different Types of Data – Multiple Response Sets – Selecting - Sorting– Merging.
2.	Data Transformation : Case Summaries - Replacing - Missing Values – Identifying Duplicate Cases– Recoding – Ranking Cases – Compute New Variables.
3.	Descriptive - Frequency - Normal Distribution - Mean, Median, Mode, Variance and Standard Deviation - Skewness and Kurtosis - Cross Table - Chi - Square Analysis.
4.	Comparing Group means using parametric tests: t test, One Way ANOVA
5.	Comparing Group means using Non parametric tests: Mann Whitney Test - Wilcoxon Signed Ranks Test - Kruskal - Wall's Test.
	Total:20

REFERENCES/ MANUAL /SOFTWARE:

1.	Andy Field, "Discovering Statistics Using IBM SPSS Statistics ", 4th Edition, Sage Publication, New Delhi, 2019.
2.	Andrei Besedin, "How to Learn Statistics Using IBM SPSS Statistics", 1st Edition, MeriPushtak, New Delhi, 2018.
3.	George Morgan, "IBM SPSS For Introductory Statistics Use And Interpretation ", 6th Edition, Taylor & Francis, New Delhi, 2019.
4.	Bowerman, "Business Statistics in Practice: Using Data, Modeling, and Analytics", 8th Edition, McGraw Hill, New Delhi, 2019.
5.	Dinesh Kumar, "Business Analytics", 1st Edition, Wiley India, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to		**BT Mapped (Highest Level)**
CO1	Use statistical software for data preparation and summarise the data(make better analysis and presentation of the data)	Understanding (K2), Precision (S3)
CO2	Perform data cleaning activities and make better analysis and presentation of the data.	Applying (K3), Manipulation (S2)
CO3	Find group differences using parametric and non - parametric test for a given data set. .	Applying (K3), Manipulation (S2)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3		2		
CO2	2	3		2		1
CO3	2	3		2		
1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy						

22MBG15 - DEVELOPING MARKETING CAMPAIGN

Programme & Branch	Master of Business Administration		Trim.	Category	L	T	P	Credit
Prerequisites	Nil		3/4/5/6	SEE	0	0	2	1

Preamble	This course aims to develop marketing campaign for products (or) services.

LIST OF EXPERIMENTS / EXERCISES:

1.	**Poster Making using free online Resources:** Design a professional poster using designing app / software to market a person, product and event.
2.	**Video making using free Resources :** Design a formal video using designing app / software to market a person, product and event.
3.	**Infographics Design:** Develop an infographic design to build brand awareness and boost engagement of organization / product.
4.	**Point of Sale:** Develop a point-of-sale businessplan (purchase and sell items) to make maximum profit.
5.	**Marketing POs:** Design a creative PowerPoint to display onthe big screen in a public place to reach the maximum audience.
	Total:20

REFERENCES/ MANUAL /SOFTWARE:

1.	Seema Gupta, "Digital Marketing", 2nd edition, McGraw Hill Education, Noida, 2021.
2.	Dale Carnegie, "The Art of Public Speaking", 1st Edition, Rupa Publications, New Delhi, 2020.
3.	Mark E. Hill, "Marketing Strategy The Thinking Involved", 1st Edition, SAGE Publications, New Delhi, 2012.
4.	Swapna Pradhan "Retailing Management", 6th Edition, McGraw Hill Education, Noida, 2020.
5.	John Hall, "Top of Mind: Use Content to Unleash Your Influence and Engage Those Who Matter to You", 1st edition, McGraw Hill Education, Noida, 2017.

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	Design a professional poster making, video making by using online free resources.	Applying (K3), Precision (S3)
CO2	Design a infographic design for the organisation.	Applying (K3), Manipulation (S2)
CO3	Develop point of sale and creative power point display for the data.	Applying (K3), Manipulation (S2)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	3		2		
CO2	1	3		2		
CO3	2	3		2		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

22MBG16 - OUTBOUND EXPERIENTIAL LEARNING							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	ACC	0	0	4	2

Preamble	The aim of this course is to enhance student's performance through experiential learning. Outbound Training is designed to improve leadership, communication skills, planning, change management, delegation, teamwork, and motivation among students.

LIST OF EXPERIMENTS / EXERCISES:

The outbound training consists of structured experiential learning cycle which includes various stages such as

1.	Experiencing/doing
2.	Reviewing and reflecting on the experience
3.	Drawing learning from the reflection
4.	Applying and testing the learning through active experimentation
5.	Reviewing and reflecting on the active experimentation

	Total:40

REFERENCES/ MANUAL /SOFTWARE:

1.	Outbound Experiential Learning Guidelines

COURSE OUTCOMES: **On completion of the course, the students will be able to**		**BT Mapped (Highest Level)**
CO1	identifying the gaps between the perceptions and experience.	Understanding (K2), Imitation (S1)
CO2	come up with new ideas to implement the learning's and experiences in the forecasted scenarios and also implement the ideas in the real-world scenario through active experimentation.	Analysing (K4), Articulation (S4)
CO3	to invite behavioral change and connect it back to the real-life scenarios.	Evaluating (K5), Precision (S3)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	3	2	2		
CO2			3	2		
CO3			2	2	3	

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

22MBG17 - BUSINESS PLAN PREPARATION FOR A VENTURE								
Programme & Branch	Master of Business Administration	Trim.	Category	L	T	P	Credit	
Prerequisites	Nil	3/4/5/6	ACC	0	0	4	2	

Preamble	The aim of the course is to introduce students to the basic steps required to plan, start and run a business by having them actually do all of these things that are part of a startup. This course provides students with a practical approach in preparing and presenting a comprehensive business plan.

LIST OF EXPERIMENTS / EXERCISES:

1.	Preparing corporate identity and mission statements
2.	Describing the company and its product
3.	Developing a marketing plan
4.	Developing a Basic financial metrics and statements
5.	Organizational structure and design
6.	Preparing an executive summary

Total:40

REFERENCES/ MANUAL /SOFTWARE:

1.	Business Plan Manual

COURSE OUTCOMES: On completion of the course, the students will be able to		BT Mapped (Highest Level)
CO1	understand the basic components of a business plan	Understanding (K2), Imitation (S1)
CO2	develop the marketing plan and basic financial metrics.	Applying (K3), Manipulation (S2)
CO3	develop the Business plan for institutions requirement.	Applying (K3), Manipulation (S2)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3			2		1
CO2		3		2		1
CO3				3		1

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

22MBG18 - NATIONAL OR GLOBAL VIRTUAL TEAM PROJECT								
Programme & Branch	**Master of Business Administration**		**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**		**3/4/5/6**	ACC	0	0	4	2

Preamble	This course aims to build persuasion and communication skills that influence virtual team members to do the project designated. The course will also help the students to increase the level of trust, accountability and knowledge sharing among team members.

LIST OF EXPERIMENTS / EXERCISES:

1.	Identifying Virtual Teams
2.	Building Trust among team members
3.	Communication among team members
4.	Formulating research problem
5.	Data collection
6.	Analysis and Finding
7.	Report writing and Presentation
	Total:40

REFERENCES/ MANUAL /SOFTWARE:

1.	Virtual Team Project Guidelines

COURSE OUTCOMES: On completion of the course, the students will be able to		**BT Mapped (Highest Level)**
CO1	identify the difference in awareness between team members in a virtual team	Understanding (K2), Imitation (S1)
CO2	appraise and implement the approaches and techniques needed for a virtual team to be successful.	Evaluating (K5), Precision (S3)
CO3	effectively communicate and build trust with people from different culture and location	Applying (K3), Precision (S3)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1		3	2	2	3	
CO2			2	3	2	
CO3			2	3	2	

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

22MBG19 - SOCIAL SENSITIZATION PROJECT								
Programme & Branch	**Master of Business Administration**		**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**		**3/4/5/6**	ACC	0	0	4	2

Preamble	This Course makes student recognizes the increasingly diverse and interdependent world and this course will help students to be purposeful, collaborative and pursue safe, equitable, and thriving society through one's self-knowledge, leadership, and advocacy.

LIST OF EXPERIMENTS / EXERCISES:

1.	Identifies the needs of the society
2.	Identifies team with similar interest
3.	Develops an awareness of the social issue identified.
4.	Develop exercises or activity to meet the team goals
5.	Actively engages in community activities
6.	Demonstrates effectively with the resources available
7.	Report preparation and presentation about the activity carried out

Total:40

REFERENCES/ MANUAL /SOFTWARE:

1.	Social Project Guidelines

COURSE OUTCOMES: **On completion of the course, the students will be able to**		**BT Mapped (Highest Level)**
CO1	demonstrate an understanding of and commitment to social justice and apply that knowledge to create safe, healthy, equitable, and thriving communities.	Understanding (K2), Imitation (S1)
CO2	develop critical understanding of the concept of social sensitization	Applying (K3), Precision (S3)
CO3	develop competences for identifying, categorizing and analyzing cases of social sensitization innovation in our community	Applying (K3), Precision (S3)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3	2	1	3
CO2			2	3	1	3
CO3			1	2	3	3

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

	22MBG20 - RURAL INNOVATION PROJECT						
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	ACC	0	0	4	2

Preamble	This course, aims at innovation that focus on the challenges facing rural areas. This course also introduces the students to a range of approaches for rural innovation initiatives as they explore the rural communities.

LIST OF EXPERIMENTS / EXERCISES:

1.	Identifies the needs of the Rural Community
2.	Identifies team with similar interest
3.	Develops an awareness innovation in agriculture, forestry and rural development in marginalized rural areas.
4.	Develop new patterns of cooperation, co-construction and collaborative learning through novel approaches and shared knowledge, in order to bridge the research-policy-practice gap.
5.	Report preparation and presentation about the activity carried out

	Total:40

REFERENCES/ MANUAL /SOFTWARE:

1.	Rural Innovation Project Guidelines

COURSE OUTCOMES: **On completion of the course, the students will be able to**		**BT Mapped (Highest Level)**
CO1	gain an understanding of integrating business management principles in rural innovation activities	Understanding (K2), Imitation (S1)
CO2	develop competences for identifying, categorizing and analyzing cases of rural innovation in our community	Applying (K3), Precision (S3)
CO3	develop critical understanding of the concept of rural innovation and its influence on social, economic and environmental outcomes in rural areas	Applying (K3), Precision (S3)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3	2		2
CO2			1	3		2
CO3			1	2	3	2

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

22MBG21 - INTERNATIONAL VISIT AND ENVIRONMENT STUDY							
Programme & Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	ACC	0	0	4	2

Preamble	This course enables students to have authentic travel experiences that build their intercultural development. This course will help them to get a hands-on experience of what life is like for corporate in these countries. They also understand the macroeconomic indicators of the foreign nation and assess the suitability of having a career abroad. Students also get a glimpse of what cultural barriers stand in their way and get an insight as to how to overcome them when they prepare to work and live overseas after graduation.

LIST OF EXPERIMENTS / EXERCISES:

1.	Experiencing/doing by visiting any foreign nation
2.	Macro Environment study of the country visited
3.	Reviewing and reflecting on the cultural experience.
4.	Drawing learning from the reflection.
	Total:40

REFERENCES/ MANUAL /SOFTWARE:

1.	International Visit Guidelines

COURSE OUTCOMES: On completion of the course, the students will be able to		**BT Mapped (Highest Level)**
CO1	Step outside their comfort zone and try new things, big or small ,that challenges their own beliefs of who they are and what they're capable of doing	Applying (K3), Manipulation (S2)
CO2	Exploring a new country which will help them look at perceived challenges in a more creative way.	Applying (K3), Manipulation (S2)
CO3	Propel them into a study and career path they hadn't previously thought of.	Creating (K6), Manipulation (S2)

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1			2	1	3	
CO2			1	2	3	1
CO3			2	2	3	

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy

22MBG22 - INTERACTIVE DASHBOARD FOR BUSINESS DECISION SUPPORT							
Programme& Branch	**Master of Business Administration**	**Trim.**	**Category**	**L**	**T**	**P**	**Credit**
Prerequisites	**Nil**	**3/4/5/6**	**SEE**	0	0	2	1

Preamble	This laboratory course focuses on developing practical skills in creating interactive and insightful dashboards using Microsoft Power BI. Students will learn how to connect to various data sources, transform data, design informative visuals, and deploy interactive dashboards for data-driven decision-making.

LIST OF EXPERIMENTS / EXERCISES:

1.	Installation and setup- Connecting to data sources -Data Transformation, Cleaning and Shaping
2.	Creating visuals (charts, maps, scatter plots, etc.), custom visuals and interactivity
3.	Creating relationships between tables.
4.	Incorporating slicers and filters.
5.	Building a complete interactive dashboard for business functions
6.	Updating, Publishing, Sharing dashboards and embedding in websites and applications.
	Total: 20

REFERENCES/ MANUAL /SOFTWARE:

1.	Howard J. Wall, " Microsoft Power Bi 2022 user Guide: The definitive guide to collect, combine and transform Data using Power Query in Excel and Power Bi", Kindle Edition, 2022.
2.	Elijah Falode, " Microsoft Power BI Demystified: step by step guide on how to create interactive dashboard and reports using Power BI (Business Intelligence Cookbooks Book 2)", Kindle Edition
3.	"Mastering Microsoft Power BI" by Brett Powell

COURSE OUTCOMES: **On completion of the course, the students will be able to**		**BT Mapped (Highest Level)**
CO1	Create connections to data sources and clean and shape data	Understanding (K2), Manipulation (S2)
CO2	Design effective visualizations and incorporate slicers and filters	Applying (K3), Manipulation (S2)
CO3	Design, Publish and share dashboards with stakeholders.	Applying (K3), Manipulation (S2)

Mapping of COs with POs						
COs/POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	3				
CO2	3	3				
CO3	3	2		3		

1 – Slight, 2 – Moderate, 3 – Substantial, BT- Bloom's Taxonomy