

**Course Structure & Syllabus of
MBA (Trimester)
Applicable for Batch: 2021-2023**

Detailed Course Structure & Syllabus

of

MBA PROGRAM

(Academic Session 2021-22)



DIT UNIVERSITY, DEHRADUN

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

About Program

The MBA program being offered by Department of Management Studies, School of Liberal Arts and Management, DIT University offers a cutting edge curriculum with blend of sound theoretical and practical foundations. For effective teaching learning, the program will follow Harvard Case based pedagogy so as to give students an opportunity to learn the right approach for business decision making. The students will get a chance to pursue a combination from Marketing, Finance, HR and Business Analytics as areas of their specializations in Major and Minor Mode.

Program Educational Outcomes

PEO 1: Students will imbibe ability to demonstrate understanding of concepts and articulate real business problems.

PEO2: Students will develop managerial and leadership skills required to succeed in global business.

PEO 3: Students will develop critical thinking to integrate different functional areas of management to evaluate business problems.

PEO 4: Students will develop competencies to drive entrepreneurship initiatives.

PEO 5: Students will inculcate the attitude for research and perennial learning.

Program Outcomes (PO):

On completion of MBA program, Students at Faculty of Management Studies, DIT University shall -

PO 1: - Demonstrate the awareness about business world issues and one's own skills so that they are employed readily in industry.

PO 2: - Communicate effectively at various business situations such as public presentations, seminars, conferences etc. Further, student shall be able to negotiate with different stakeholders for business organizations they represent.

PO 3: - Think critically to solve complex business problems and propose a workable solution to take better business decisions

PO 4: - Exhibit Effective Leadership skills by providing vision, motivation and direction to team

PO 5: - Show entrepreneurial thinking by coming up with innovative product ideas and take up startups to exploit business opportunities.

PO 6: - Exhibit great commitment to ethics and set morally high standards while handling any business situation

PO 7: - Become a life-long learner for providing solutions to newer business challenges.

Program Specific Outcome (PSO):

Specifically, MBA program will help students

PSO 1: Learn foundations of management in the form of how functions of planning, organizing, staffing, leadership and controlling takes place in business organizations.

PSO 2: Understand marketing related challenges and suggest right course of action by designing effective marketing strategies.

PSO 3: In understanding Human resource related issues such as Manpower planning, recruitment & Selection, Induction & Orientation, performance appraisal systems, grievance handling, employee training & development etc. and provide effective solutions.

PSO 4: Know about finance and accounting related issues such as legally correct record keeping, maintaining financial records, raising funds, employing funds and distributing profits.

PSO 5: Understand power of analytics and provide data driven solutions to business problems

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Summary of Credit

Category	Credit
Core Courses	48
Elective Courses	27
Free Electives	6
Skill Enhancement Courses	6
MOOCs	6
Capstone Project/Internship	12
Summer Internship/Field Work	4
Total	109

Category Wise Credit Summary Across Trimester

Category	Trimester (Number of Courses to be offer)						Total No of Courses (Max)	Total Credit
	One	Two	Three	Four	Five	Six		
Core Courses	4	4	4	2	2		16	48
Elective Courses			2	4	3		9	27
Free Electives	Two courses - Preferably one in each year of the program						2	6
Skill Enhancement Courses	1	2					3	6
MOOCs	Two courses - Preferably one in each year of the program						2	6
Industrial Training Project/Dissertation & Viva Voce	Final Trimester						-	12
Summer Internship Report & Seminar	After completion of First Year						-	4
Total Credits								109

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Elective Groups	Number of Courses	
	Major	Major and Minor
Marketing	9	6 + 3 = 9
Finance	9	6 + 3 = 9
Human Resource	9	6 + 3 = 9
Business Analytics	9	6 + 3 = 9
Total credits	27	

Note: Overall a student needs to complete 9 courses from list of Elective courses. A Student has to complete 6 courses to earn a Major specialization and 3 courses to earn a Minor specialization from an area of their choice. However, a student may any other combination from a particular area with mandatorily completing overall 9 courses and at least 6 courses from an area.

List of Core Courses

Core Course			
S. No	Course Code	Course	Trimester
1	MB602	Business Economics	1
2	MB603	Financial Accounting and Analysis	1
3	MB604	Organizational Behavior	1
4	MB605	Marketing Management	1
5	MB606	Statistics for Management	2
6	MB609	Corporate Finance	2
7	MB610	Consumer Behavior	2
8	MB612	Decision Modeling using Spreadsheets	2
9	MB613	People Management	3
10	MB614	Business Environment	3
11	MB617	Business Research Methods	3
12	MB619	Cost and Management Accounting	3
13	MB625	Digital Marketing	4
14	MB701	Business Ethics & Corporate Governance	4
15	MB704	Strategic Management	5
16	MB705	Entrepreneurship Development and Innovation Management	5

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

List of Elective (Marketing)

S.No	Course Code	Elective Course	Trimester
1	MB731M	Integrated Marketing Communication	3
2	MB732M	Marketing Research	3
3	MB733M	Retail Management	4
4	MB734M	Product and Brand Management	4
5	MB735M	Services Marketing	4
6	MB736M	B2B Marketing	4
7	MB737M	Sales and Distribution Management	5
8	MB738M	Social Media Marketing	5
9	MB739M	Customer Relationship Management	5

List of Elective (Finance)

S.No	Course Code	Elective Course	Trimester
1	MB731F	Security Analysis and Portfolio Management	3
2	MB732F	Financial Derivatives	3
3	MB733F	Tax Planning and Management	4
4	MB734F	Business Analysis and Valuation	4
5	MB735F	Financial Institutions and Markets	4
6	MB736F	Financial Planning and Wealth Management	4
7	MB737F	Infrastructural Finance	5
8	MB738F	Working Capital Management	5
9	MB739F	Behavioral Finance	5

List of Elective (HR)

S.No	Course Code	Elective Course	Trimester
1	MB731H	Training & Development	3
2	MB732H	Organizational Development and Change Management	3
3	MB733H	Talent Management and Development	4
4	MB734H	Human Resource Information System	4
5	MB735H	Industrial Relations	4
6	MB736H	Managing People and Performance in Organizations	4
7	MB737H	Compensation Management	5
8	MB738H	Labour Laws	5
9	MB739H	International Human Resource Management	5

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

List of Elective (Business Analytics)

S.No	Course Code	Elective Course	Trimester
1	MB731A	Business Analytics Fundamentals	3
2	MB732A	Marketing Analytics	3
3	MB733A	Business Intelligence & Data Warehousing	4
4	MB735A	Human Resource Analytics	4
5	MB738A	Retail Analytics	4
6	MB739A	Predictive Analytics	4
7	MB740A	Text Mining and Social Media Analytics	5
8	MB741A	Time Series Forecasting	5
9	MB742A	Web Analytics	5

List of Skill Enhancement Courses

Skill Enhancement Courses	Course Code	Course	Trimester
1	MB641	Data Analysis using Excel	1
2	MB642	Data Analysis using SPSS	1
3	MB643	Data Analysis using R	2
4	MB644	Data Analysis using Python	2
5	MB645	Data Visualization using Tableau	2
6	MB706	Business Simulation	2

List Free Elective Courses

Free Elective	Course Code	Course	Trimester
1	FE801	Communication for Enhancing Professional Competence	Two courses - Preferably one in each year of the program
2	FE802	Design Thinking	
3	FE803	Personal Financial Planning	
4	FE804	Management Paradigms from Indian Mythology	
5	FE805	Workshop on Campus to Corporate	
6	FE806	Spirituality and Self Development	

MOOC Courses: Student can choose and register in courses of their choice up to 6 credits during the program any time from SWAYAM/Similar platform.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB602	Subject Title	Business Economics						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	1 st	Trimester	I

Course Objective:

The course is aimed at building a perspective necessary for the application of modern economic concepts, tools and techniques in evaluating business decisions taken by a firm. The course will also look at recent developments in business in the context of economic theory

Course Pre/Co- requisite (if any): None

UNIT 1: Managerial Economics

Introduction, Nature and Scope, Objectives of the Firm, Theories of the Firm-, Demand- Meaning, Types and Determinants, Demand Function, Law of Demand, Law of Supply, Market equilibrium, Elasticity of Demand, Demand Forecasting

UNIT 2: Production Analysis

Production Function- Law of Variable Proportions, Isoquant and Isocost Curves, Least Cost Combination, and Law of Returns to Scale, Cost Concepts

UNIT 3: Market Structure

Market Structures (Perfect Competition, Monopoly, Oligopoly and Monopolistic Competition), Output

UNIT 4: Pricing & Profit Decisions:

Pricing and Profit Decisions under different market structures, Cost Oriented Pricing Methods, Skimming and Penetration Pricing

UNIT 5: Measuring National Income

Concept of National Income, and Methods of measurement of National Income, Inflation and its types, Measures to Control inflation

Learning Outcomes:

At the end of this course, the students will be able to

- Understand demand and supply related issues for various products and services
- Solve production related issues
- Differentiate between different forms of market structures and their resulting implications for taking pricing and profit related decisions.
- Understand the concept of national income and its measurement techniques.

Text book [TB]:

- Peterson, H. Craig, Lewis, W. Chris and Jain, Sudhir K. Managerial Economics

Reference books [RB]:

- Dwivedi, D.N. (2015) “Managerial Economics”, Vikas Publication, 8e
- Piyali Ghosh Geetika, Purba Roy Chowdhury (2017), "Managerial Economics", 3rd Edition, McGrawhill

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB603	Subject Title	Financial Accounting and Analysis						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	1st	Trimester	I

Course Objective:

This course aims to provide basic understanding of fundamental accounting concepts, the elements of financial statements, and basic accounting vocabulary so that students will be able to understand what is accounting and its role in making business decisions. It also explains the role of basic financial analysis of financial statements. Students can also present the data in an accurate and meaningful manner and also prepare and compare basic financial statements and interpret basic financial data.

Course Pre/Co- requisite (if any): None

UNIT 1: Conceptual Basis of Accounting

Meaning and Importance of Accounting; Accounting Principles; Accounting concepts and conventions; The Generally Accepted Accounting Principles (GAAP); Indian Accounting Standards (Ind-AS); IFRS; Users of accounting information; Accounting equation, effect of transactions on accounting equation.

UNIT 2: Mechanics of Accounting:

Classification of accounts, The Journal and its sub-division, Ledger, Trial balance, Classification of capital and revenue expenses; Financial statements: Income Statement and Balance Sheet; Rectification of errors.

UNIT 3: Valuation of Assets and Inventories

Depreciation & Amortization; Methods of Depreciation; Valuation of Goodwill; Methods of Inventory Valuation; Recent trends in corporate reporting.

UNIT 4: Financial Statement Analysis-I

Meaning and Importance of Financial Statement Analysis; Analysis and Interpretation of Financial Statements; Vertical vs. Horizontal Analysis, Internal Vs. External Analysis; Ratio Analysis.

UNIT 5: Financial Statement Analysis-II

Statement in Changes of Working capital; Preparation and Analysis of Fund Flow and Cash Flow Statements; Trend Analysis; The DuPont Identity.

Learning Outcomes:

At the end of this course, the students will be able to

- An ability to recognize, record, and classify new accounting data.
- An ability to analyze a company's financial statements.
- An ability to interpret the financial position of a company with the help of different financial analysis tools.

Text book [TB]:

- Godwin/ Alderma / Sanyal, Financial Accounting- A South Asian Perspective, (Financial ACCT), Cengage Learning, 2E, ISBN-13: 978-81-315-2024-6.

Reference books [RB]:

- R. Narayanswamy, Financial Accounting-A Managerial Perspective, PHI, 5E,ISBN-978-81-203-494900.
- Samuel C. Weaver, J. Fred Weston, Finance and Accounting for Non-financial Managers, Tata McGraw-Hill Publishing Co. Ltd., 2002.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB604	Subject Title	Organizational Behavior						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	1st	Trimester	I

Course Objective:

To acquaint the student with the determinants of intra-individual, interpersonal and inter-group behavior in organizational setting and to equip them with behavioral skills in managing people at work.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction to OB

Organizational Behavior- Introduction, Models of OB; Determinants of Individual Behavior, Perception, Learning, Value and Attitude

UNIT 2: Foundations of Individual Behavior

Transactional Analysis; Johari Window; Personality; Conflict management, Motivation: Concept, process and theories

UNIT 3: Culture and Climate

Organizational Culture & Climate, Organizational Learning & reinforcement, Workforce Diversity

UNIT 4: Organizational Change and Stress Management:

Forces for Change, Resistance to Change, approaches to managing organizational change, Work stress and its management

UNIT 5: Foundations of Group Behavior & Leadership

Defining and Classifying Groups, stages of group development, Group Structure, Group Processes, Group Dynamics, Group v/s Team; Leadership: Style & theories, Recent Development in Leadership Theory; Organization power and politics

Learning Outcomes:

At the end of this course, the students will be able to

- Describe how people behave under different conditions and understand why people behave as they do
- Understand Individual behavior and theories of motivation and their application
- Understand Group Behavior and learning skills concerning leadership with theories
- Understand the nature of human behavior in individuals, groups and the organization
- Apply the concepts of organizational behavior in various fields of management

Text book [TB]:

- Stephen P. Robbins, Timothy A Judge, Seema Sanghi “Organizational Behaviour”, Pearson Education, 13th Ed., 2009

Reference Books [RB]:

- Johns, G., and Saks, Organizational Behavior- Understanding and Managing life at work, 7th Ed., Pearson.
- Gerard H. Seijts, Cases in Organization Behavior, 1st Edition, Sage.
- Jerald Greenberg, Behavior in Organizations, 10th Edition, Prentice Hall.
- Organizational behaviour, 9th edition by Stephen P. Robbins. Prentice Hall International, Inc..
- Luthans, Fred, and Organizational Behavior: An evidence based approach, 12th edition. Tata McGraw Hill
- Uday Pareek, Understanding Organizational Behavior, 3rd Edition, Oxford University Press,

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB605	Subject Title	Marketing Management						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	1 st	Trimester	I

Course Objective:

This course focuses on developing an understanding of marketing concepts, theories, principles and practices amongst students. In this course students will be exposed to different decision-making situations pertaining to segmentation, targeting, positioning and Product, Price, Place, Promotion in Indian as well as global context.

Course Pre/Co- requisite (if any): None

UNIT 1: Marketing Concepts:

Nature and Scope of Marketing, Core Marketing Concepts, and Company Orientation toward the Marketplace

UNIT 2: Marketing Enablers:

Marketing Environment, Consumer Markets, Business Markets, Buying Decision Process, Participants in the Buying Process.

UNIT 3: Strategic Marketing:

Strategic Planning, Marketing Planning, Market Segmentation, Targeting and Positioning.

UNIT 4: Marketing Mix:

Product Decisions, Pricing Methods and Strategies, Promotion Mix, Place, Marketing Plans Implementation, Evaluation and Control

UNIT 5: New Age Marketing Tools

Google Adword, Facebook Marketing, Twitter marketing, LinkedIn Marketing

Learning Outcomes

At the end of this course, the students will be able to

- Understand what marketing is and how firms today are marketing their products and services
- Analyze the environmental factors for developing SWOT for firms
- Understand buying behavior and resulting implications for marketers
- Carry out marketing research for facilitating business decisions making
- Learn and develop Segmentation, Targeting and Positioning strategies
- Apply tools and techniques to take effective decision with regards to product, price, place and promotion with ethical consideration

Text book [TB]:

- Kotler, P, “Marketing Management”, 13th ed., Pearson India, 2016.

Reference books [RB]:

- Grewal, D. and Levy, M. Marketing, Tata McGraw Hill Education Private Limited (2017)
- Ramaswamy, V. S. and Kumari, N., Marketing Management-Planning, Implementation and Control, McMillan India (2016)
- Saxena, R., Marketing Management, Tata McGraw Hill (2003)

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB606	Subject Title	Statistics for Management						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	1 st	Trimester	II

Course Objective:

This course aims to provide basic understanding of the statistical tools & its applications in business. It covers central tendency, linear correlation & regression, probability, hypothesis testing and time series analysis.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction to the Practice of Statistics:

Statistics in Business, Basic Statistical Concept, Measures of Central Tendency, Measures of Dispersion, Skewness and Kurtosis, Data visualization

UNIT 2: Probability Distribution:

Probability Distribution Concept: Normal distribution, Binomial distribution and Poisson distribution

UNIT 3: Concept of Correlation and Regression:

Linear correlation, Regression, Multiple Correlation and Regression,

UNIT 4: Hypothesis Testing:

Estimation Theory and Hypothesis Testing, Formulation of hypothesis, Application of Z, T-test, Chi-Square, F, ANOVA

UNIT 5: Time Series Analysis:

Concept and applications of time series in business, Component of Time series

Learning Outcomes:

At the end of this course, the students will be able to

- Understand the importance of statistics in decision making
- Understand the basic statistical tools used in data analysis
- Understand the hypothesis testing & its application in research
- Select right statistical tools to be used in data analysis
- Understand how to interpret and report the results

Text book [TB]:

- Applied business statistics: Making better business decisions (7th edition) by Ken Black, Publisher: Wiley.

Reference books [RB]:

- Statistics for Managers Using Microsoft Excel and Student CD Package (4th Edition) by David M Levine, David Stephan, Timothy C. Krehbiel, Mark L. Berenson, Hardcover: 880 pages, Publisher: Prentice Hall
- Business Statistics using Excel, Glyn Davis and Branko Pecar, Oxford University Press, USA

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB609	Subject Title	Corporate Finance						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	1 st	Trimester	II

Course Objective:

The course focuses on making students understand basic fundamentals, financial concepts, and principles, elements of financial statements, frameworks and tools necessary for analyzing financial decisions.

Course Pre/Co- requisite (if any): None

Unit 1: Introduction to Corporate Finance

Introduction to corporate finance, Importance of cash flows; Goal of financial management; The Agency problem and control of corporation; changing role of finance managers in globalized environment.

Unit 2: Valuation and Capital Budgeting

Time Value of Money; Discounted cash flow valuation; Interest Rates and Bond Valuation; Capital investment decisions; Investment Rules-NPV, Payback Period Method, Discounted Payback Period Method, IRR, Profitability Index.

Unit 3: Capital Structure and Cost of Capital

The elements and role of financial planning; Long term financing; Cost Vs Earning theories of capitalization, Capital structure decisions and theories, Trading on Equity, Capital Gearing, Leverage, Computation of Cost of capital & WACC

Unit 4: Dividend Decisions and Short-term Financing

Different types of Payouts; Procedural aspects of declaration & payment of dividend, Dividend policy, Factors affecting dividend policy; Dividend Models; The Clientele Effect; Working capital management; Factors affecting working capital requirement; Cash and Inventory management.

Unit 5: Risk Management

Option valuation, CAPM model, Black Scholes model, derivatives and its types, International Finance: International financial management, foreign exchange exposure and risk management.

Learning Outcomes:

At the end of this course the student will be able to -

- Understand and analytical and practical tools essential for corporate financial decisions
- Evaluate a corporation's investment decisions from a financial perspective
- Recommend a course of financial action for a given business situation
- Provide a framework, concepts, and tools for analyzing financial decisions based on fundamental principles of financial theories.

Text book [TB]

- Ross, Westerfield, Jaffe and Kakani, Corporate Finance, McGraw Hill. 2014.

Reference books [RB]

- Financial Management, IM Pandey, Vikas Publication
- Megginson, W. L., Corporate Finance Theory. Addison Wiley, 2001
- Khan and Jain, Financial Management.
- The New Corporate Finance. Where Theory Meets Practice. Ed. by D.H. Chew, Jr. McGraw-Hill. 1999
- Reilly K.F., Brown K.C. Investment Analysis and Portfolio Management. 6th Edition. The Dryden Press.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB610	Subject Title	Consumer Behavior						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	1 st	Trimester	II

Course Objective:

The course focuses on making students gain a thorough grasp of psychological principles which govern the influence of marketing mix on the consumer behavior, identify key psychological reasons for how and why consumers respond in particular situations and utilize the above understanding in order to make an effective marketing mix decision.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction to Marketing & Consumer Behavior

Marketing Orientations, Segmentation, Targeting and Positioning, Models of Comprehensive Buyer Behavior, Consumerism.

UNIT 2: Consumer Buying Process

Types of consumer buying behavior: extensive problem solving, limited problem solving, routine problem solving and dissonance reducing behavior; Stages of consumer decision making process.

UNIT 3: External Influence to buyer behavior

Culture, Social Class Variables, Sub Culture, Reference Group Family Variables Impacting Consumer Behavior.

UNIT 4: Psychological Factors Determining Buyer Behavior

Consumer Motivation, Learning and Memory, Perception, Personality and Self-concept, Attitude.

UNIT 5: Business Buying Behavior

Models of Business Buying Behavior, Patterns of Industrial Buying Behavior in India, Diffusion of Innovation.

Learning Outcomes:

At the end of this course, the students will be able to

- Understand the nature of consumer behavior and various theories underlying the same
- Develop a deep understanding into various facets of consumer behavior
- Correlate the theoretical and practical aspects of consumer behavior
- Think like business and marketing professionals involved in the strategic and operational activities of consumer behavior within an organization

Text book [TB]:

- Solomon, Michael, Gary Bamossy, Søren Askegaard, and Maragreth Hogg (2009), Consumer Behaviour: A European Perspective, 3rd Edition, Pearson

Reference books [RB]:

- Roger D Blackwell ,Paul W Miniard ,James F Engel, —Consumer Behavior, 1st India Edition, 2008, South Western
- Consumer Behaviour and Branding: Concepts, Readings and Cases-The Indian Context, S Ramesh Kumar
- Hoyer, Wayne and Deborah McInnis. *Consumer Behavior*. Boston: Houghton Mifflin
- Kardes, Frank (2008), Consumer Behavior Science and Practice, Sputh- Western

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB612	Subject Title	Decision Modeling Using Spreadsheets						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	1 st	Trimester	II

Course Objective:

The main aim of this course is to introduce students to the techniques of decision modeling & provide students with basic skills and knowledge of decision modeling and its application in the management field.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction to Decision Modeling

Overview on Decision Modeling, Types of Models, Steps involved in Decision Modelling Process, Formulation of Decision Model, Modeling through Spreadsheet- Hands on Examples.

UNIT 2: Linear Programming basics

An Introduction to Linear Programming: Concept, Assumptions and Applications, Formulating a linear Programming Model, Graphical Solution to LPP, Simplex Algorithm.

UNIT 3: Transportation Models

An introduction to Transportation Models, NWCM, LCM, VAM and MODI Methods, Overview of Assignment Model, Hungarian Algorithm.

UNIT 4: Decision Analysis & Queuing Theory

Overview on Decision Analysis, Steps involved in Decision Analysis, Decision Tree Analysis, Queuing Models.

UNIT 5: Network Analysis

Project Scheduling: PERT/CPM, Game Theory, An Overview on Simulation Modeling, Monte Carlo Simulation.

Learning Outcomes:

At the end of this course, the students will be able to

- Identify and develop operational research models from the verbal description of the real system.
- Understand the mathematical tools that are needed to solve optimization problems.
- Use mathematical software to solve the proposed models.
- Develop a report that describes the model and the solving technique

Text book [TB]:

- Managerial Decision Modeling with Spreadsheets by- Nagraj Balakrishnan et al, Pearson Publication.

Reference books [RB]:

- Taha, Hamdy, Operations Research, 7th edition, (USA: Macmillan Publishing Company), 2011.
- Wayne L. Winston, Practical Management Science: spreadsheet modeling and applications

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB613	Subject Title	People Management						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	1 st	Trimester	III

Course Objective:

The objective of the course is to familiarize the students about the different aspects of managing people in the organizations from the stage of acquisition to development and retention.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction to People Management

People Management: Introduction; Manpower Planning: importance, Process, Barriers & Forecasting Methods.

UNIT 2: Manpower Procurement

Job Analysis, Job Design & its techniques, Recruitment: Process & Sources, Scientific Selection Process. On boarding; Induction and orientation,

UNIT 3: Training & Performance Management

Promotions and Transfers, Retrenchment and VRS. Concept of Golden Hand Shake; Training and Development: Training need assessment, Methods of Training; Performance Management: Different elements of Performance Management, process and evaluation techniques, Potential Appraisal: Steps of Potential Appraisal

UNIT 4: Rewarding Employees

Employee Remuneration: Monetary & Non-Monetary benefits, Remuneration Plans, Concepts of Wages. Ethical Issues in Human resource management,

UNIT 5: Employee Welfare and recent trends in HRM

Employee Health, Safety & Welfare, Grievance's procedure, HR Accounting, Recent developments and trends in HRM;

Learning Outcomes:

At the end of this course, the students will be able to

- Understand the importance of human resources and their effective management in organizations.
- Develop the knowledge, skills and concepts needed to resolve actual human resource management problems or issues.
- Analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, and training
- Manage the employment relationship, which is a shared responsibility between employers, management, human resources specialists, and employees.
- Learn the responsibilities of management, HRM specialists, managers, and employees in managing the employment relationship in a unionized or a non-unionized environment

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Text book [TB]:

- Gary Dessler: Human Resource Management, Pearson Education India (2017).

Reference books [RB]:

- Armstrong, M. (2006). A handbook of human resource management practice. Kogan Page Publishers.
- Armstrong, Michael, and Stephen Taylor (2020). Armstrong's handbook of human resource management practice. Kogan Page Publishers.
- Human Resource Management-Text & Cases, by Rao, V.S.P, Publisher: Excel Books, New Delhi.
- Human Resource Management by Aswthappa, Publisher: TMH, New Delhi
- Managing Human Resources by Ramaswamy, E., Publisher: Oxford University Press, New Delhi

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB614	Subject Title	Business Environment						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	1 st	Trimester	III

Course Objective:

The main objective of this course is to give students understanding of the emerging trends in business environment. Students will learn how to analyze business environmental variables to identify possible expansion opportunities and warding off potential threats in today's globalized business environment.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction

Approaches to organizations and management, organization structures, Aspects of functional management, Business organizations and its environment, the general or contextual environment, the immediate and operational environment, Emerging trends in business environment, Analyzing the business environment, Techniques of environment analysis

UNIT 2: Economic Environment-I

Economic Environment- Economic System, economic planning in India, India's Monetary and Fiscal Policy- Measures to regulate money supply, Techniques of Fiscal Policy, Economic Trends - Indian Financial System, Money and Capital Market, Stock Exchange in India, Industrialization and Economic Development

UNIT 3: Economic Environment-II

National Income- National income estimates in India; Poverty and inclusive growth; Unemployment and Underemployment; Inflation-Measures of inflation, Demand-Pull Vs. Cost-Push Inflation, Human Development; Rural Development-strategies for rural development; Regional imbalances
Technological environment- features, impact and technology transfer

UNIT 4: Legal Environment

Legal Environment- Industrial Policy- Evaluation of the New Industrial Policy, Competition Act, 2002, Industrial Licensing policy
Social Environment- Social Responsibility of Business, Consumer Protection Act 1986, the Environment Protection Act 1986 & it's Impact

UNIT 5: Global Environment

Foreign Trade Policy and Balance of Payments, Foreign investment, Multinational Corporations, India's Import and Export Policy, SEZs in India, Trading Blocs and Free Trade Agreements, International Institutions- WTO, IBRD (World Bank), IMF, and IFC

Learning Outcomes:

At the end of this course, the students will be able to

- Analyse the working of an organization under various environmental constraints.
- Evaluate the impact of government policies in general organization's environment.
- Identify various legal frameworks for running a business.
- Know the social responsibilities of the business.
- Familiarize with the global environment and various international institutions.

Text book [TB]:

- Justin Paul, Business Environment: Text & Cases, Tata Mcgraw-Hill Education

Reference books [RB]:

- Hill, Charles W., Arun K. Jain, International Business, Tata McGraw Hill (2008).
- Richard, M.S. and Luciana, N., Managing in the Global Environment, PHI (2006).
- Cherunilam, F., Business Environment, Himalaya Publishing House (2007).

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB617	Subject Title	Business Research Methods						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	1 st	Trimester	III

Course Objective:

This course aims at empowering students with knowledge and ability to generate requisite information for business decision making through carrying out effective research. Students will learn various tools and techniques necessary to create knowledge and information that will aid in managerial decision making.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction to Business Research Methods

Research Methods Fundamentals, Types of Research, Applications of Research Methods in Business, Research Process, Ethical Issues in Research.

UNIT 2: Research Designs

Exploratory, Descriptive and Experimental Research Designs, Choosing an Appropriate Research Design for a Research Problem.

UNIT 3: Sampling Design, Measurement and Data Collection

Sampling Process, and Techniques, Determination of Sample Size, Primary and Secondary Data, Scaling Techniques, Questionnaire Design.

UNIT 4: Statistical Techniques for Data Analysis

Analyzing Data using descriptive Statistics and Inferential Statistics, Testing of Hypothesis, Multivariate Techniques for Data Analysis.

UNIT 5: Report Writing

Types of Reports, Structure of Business Reports, Referencing and Bibliography, Intellectual Property Rights, Plagiarism.

Learning Outcomes:

At the end of this course, the students will be able to

- Understand basics of research i.e., research, research types, approaches, concepts etc.
- Learn and carry out effective research using exploratory, descriptive and experimental designs
- Develop an acumen to suggest an appropriate research design for a given business situation
- Understand and apply various statistical tools and techniques for data analysis
- Prepare and present research finding in a well-structured formal report.

Text Book [TB]:

- Business Research Method, W. Zikmund Thomson Publication

Reference Books [RB]:

- Saunders, M. and Lewis, P., Research Methods for Business Students, Prentice Hall
- Umasekaran, B., Research Methods for Business, John Wiley and Sons (2005).

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB619	Subject Title	Cost & Management Accounting						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	1 st	Trimester	III

Course Objective:

The main purpose of this course is to apprise students about various approaches of costing and budgeting.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction to Cost Accounting

Meaning and Scope of Cost Accounting, its objectives and significance, its relationship with financial accounting and management accounting; Cost Objects, Cost centers and Cost Units; Elements of cost; Classification of costs

UNIT 2: Cost Ascertainment

Material Costs: Procurement, Inventory Management and Control, Inventory Accounting & Valuation; Labor Cost: Labor Turnover, Overtime and idle time, Principles and methods of remuneration and incentive schemes; Direct Expenses; Overheads

UNIT 3: Methods of Costing

Job Costing; Batch Costing; Contract Costing; Process Costing – Normal and abnormal losses, equivalent production, Joint and By Products

UNIT 4: Management Accounting

Management Accounting and managerial decisions, Role and responsibilities, strategies and applications Marginal Costing, Standard Costing & Variance Analysis; Budget and Budgetary Control

UNIT 5: Responsibility Accounting

Concept and various approaches to responsibility accounting, Concept of investment center, Cost center, Profit center and responsibility center and its managerial implications, Transfer pricing: multinational transfer pricing, market-based transfer pricing and cost-based transfer pricing

Learning outcomes

At the end of this course, the students will be able to

- Describe the elements of cost and classification of costs
- Understand the cost ascertainment-material costs, labour costs and overheads
- Understand different methods of costing- job costing, batch costing, contract costing, process costing and joint and by products
- Learn the role and significance of management accounting in managerial decisions
- Understand the various approaches of responsibility accounting

Text Book [TB]:

- Principles of Management Accounting - Manmohan and Goyal

Reference Books [RB]:

- Management Accounting principles and practice - R.K. Sharma and S.K. Gupta
- Management Accounting and Financial control - R.L. Gupta
- Management Accounting - I.M. Pandey
- Management Account - Robert Anthony

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB625	Subject Title	Digital Marketing						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	2 nd	Trimester	IV

Course Objective:

The main objective of this course is to make students aware about what, why, and how of major online marketing approaches, including online listening and monitoring, search engine optimization, PPC, search ads, email marketing, and participating in social media such as Facebook, Twitter, LinkedIn etc.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction to Digital Marketing

Digital Marketing Fundamentals, Historical evolution of Internet, Digital Marketing Industry, scope of Digital marketing (Applications), Digital Marketing Plan, Revenue or Business Models, Digital Marketing Environment.

UNIT 2: Digital Marketing Strategy

Digital Marketing Research, Online Consumer Behavior- Online Buying Process, Online buying Behavior models, Segmentation, Targeting and Positioning (STP) in online environment, Conceptualizing an online product and Developing a Website, Website designing tools

UNIT 3: Digital Marketing Communication Tools-I

Integrated Marketing Communication (IMC), IMC tools – SEO, SEM (hands on session on Google AdWords, Interactive Advertising),

UNIT 4: Digital Marketing Communication Tools-II

E-Mail Marketing, Online Public Relation, Affiliate Marketing

UNIT 5: Marketing Through Social Media

Marketing through Social Media such as Facebook, Twitter, LinkedIn, Google+, Role of Virtual Communities and Blogs, Social Media for Consumer Insight, Social Media Metrics.

Learning Outcomes:

At the end of this course, the students will be able to

- Understand what digital marketing is and how firms today are marketing their products and services online
- Differentiate between SEO and SEM and Implement PPC ads (Specifically google adword ads)
- Design email marketing campaign
- Understand how affiliate marketing is done
- Learn the importance of online public relation and online reviews and how to respond to them
- Understand how to design social media campaigns on facebook, twitter and linkedin

Text Books [TB]:

- e-Marketing: Strass, El-Ansary, Frost, Pearson publication (2017)

Reference Books [RB]:

- Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media by Liana Li Evans, Pearson Publication.
- Social Media Marketing Book; By Dan Zarrel, O'Reilly Media.2009.
- Digital Marketing: Strategy, Implementation and Practice, 5/E, Dave Chaffey, Pearson.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB701	Subject Title	Business Ethics & Corporate Governance						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	2 nd	Trimester	IV

Course Objective:

The main objective of this subject is to deliver awareness about ethical behavior, dilemmas in taking business decisions.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction to Business Ethics

An understanding of Ethics, Importance and Scope of Ethics, Ethics and Business Objective of Business Ethics, Factors influencing Business Ethics, Morality and Ethics, Ethical Performance, Sustainability and CSR

UNIT 2: Managing Ethics

Ethical Activities, Ethical Dilemmas, Whistle Blowing, And Ethical Decision: Making the role of Moral Philosophies in Decision Making, Ethical Issues that arise for Managers, Ethical Organisation, Kohlenberg's Model, Carrol Gilligan's Model

UNIT 3: Ethical Practices in Business Management

Application in Marketing, Advertising, Finance- Tax Evasion, Lack of Transparency, Preparing False Financial Statement, Speculation and Insider Trading. Application in HRM area like Compensation, and Work Place Harassment of Employee

UNIT 4: Corporate Governance

Concept and Need for Corporate Governance, Parties to Corporate Governance, Role of Independent Directors, Board of Directors duties and responsibilities, Executive remuneration, Agency Theory, Stewardship Theory, Popular Model for Governance

UNIT 5: Capstone Project

Student in groups will complete a project based on understanding of the subject

Learning Outcomes:

At the end of this course, the students will be able to

- Gain insight and awareness of ethical behavior in business decision making
- Learn how to deal with ethical dilemmas in business decisions
- Learn about corporate governance practices and its importance for business

Text Books [TB]:

- Andrew Crane & Dirk Matten, **Business Ethics**, 2nd Edition, Oxford university press

Reference Books [RB]:

- A.C. Fernando, **Business Ethics and Corporate Governance**, 2/e, Pearson Education.
- CSV Murthy, Business Ethics (Text and Cases), Pub. By HPH
- John R. Beatright, Ethics and the conduct of business, Pub. By Pearson Education

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB704	Subject Title	Strategic Management						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	2nd	Trimester	V

Course Objective:

The main objective of this course is to learn how to apply the strategic management process to analyze and improve organizational performance.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction

Basic concepts of strategic management. Strategic decision-making. levels. & Process of strategic management strategic intent: Vision, Mission, Goals and Objectives. Organization Appraisal—organizational capabilities in various Functional areas and Strategic Advantage Profile. Methods and techniques used for organizational appraisal.

UNIT 2: Environmental Appraisal

Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS)., External and internal assessments- porter’s five force model, IFE, EFE & CPM matrix used for assessments

UNIT 3: Corporate level strategies

Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy. Business level strategies— Cost leadership, Differentiation and Focus strategies Strategic Analysis and choice The input, matching (TOWS, SPACE, BCG IE, & grand strategy matrix) and Decision stages (QSPM) of strategic analysis choice.

UNIT 4: Strategic Implementation

Nature of strategic implementation, polices, resource allocation, managing conflicts, managing structure with strategy (functional structure, divisional structure, SBU), restructuring, Reengineering & E- engineering, managing resistance to change, strategic budget allocation, Human resource concerns while implementing corporate culture & leadership-Leading the strategic execution process.

UNIT 5: Strategy review evaluation and Control

Nature of strategy evaluation, strategy-evaluation framework, measuring organizational performance, taking corrective actions. Levels of strategic control, contingency planning & auditing. Managing strategic change-process, determining need for change, styles and tactics of change management

Learning Outcomes:

At the end of this course, the students will be able to

- Know, understand, and apply the strategic management process to analyze and improve organizational performance.
- Conduct and draw conclusions from internal and external analyzes of an organization's environment and perform SWOT for a firm.
- Develop and choose strategic alternatives based on SWOT analysis.
- Develop implementation plans to execute those strategies.

Text Books [TB]:

- Fred.R.David(2016) Strategic Management-concepts & cases-Prentice Hall Publication

Reference Books [RB]:

- A Thompson,Mararet A Peteraf, John E Gamble, A J Strckland, A K Jain.Crafting & Executing strategy- concepts and cases

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB705	Subject Title	Entrepreneurship Development and Innovation Management						
LTP	3 0 0	Credit	3	Subject Category	DC	Year	2nd	Trimester	V

Course Objective:

The main objective of this course is to Identify and create entrepreneurial opportunities.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction to Entrepreneurship

Entrepreneurs; entrepreneurial personality and intentions - characteristics, traits and behavioral; entrepreneurial challenges.

UNIT 2: Entrepreneurial Opportunities

Opportunities. Discovery/ creation, Pattern identification and recognition for venture creation: prototype and exemplar model, reverse engineering, Entrepreneurial Process and Decision Making: Entrepreneurial ecosystem, Ideation, development and exploitation of opportunities; Negotiation, decision making process and approaches, Effectuation and Causation.

UNIT 3: Crafting business models and Lean Start-ups

Introduction to business models; Creating value propositions-conventional industry logic, value innovation logic; customer focused innovation; building and analyzing business models; Business model canvas, Introduction to lean start-ups, Business Pitching.

UNIT 4: Organizing Business and Entrepreneurial Finance

Forms of business organizations; organizational structures; Evolution of Organization, sources and selection of venture finance options and its managerial implications. Policy Initiatives and focus; role of institutions in promoting entrepreneurship.

UNIT 5: Capstone Project

Student in groups will complete a project based on understanding of the subject

Learning Outcomes:

At the end of this course, the students will be able to

- Identify entrepreneurial opportunities
- Create entrepreneurial opportunities through the invention, development and exploitation of entirely new ideas, products and services,
- Inculcate entrepreneurial competencies including self-confidence, goal setting, planning, information seeking, problem solving and planned risk taking.
- Provide intensive personal counselling to develop a competent entrepreneur and a successful business executive of tomorrow.

Text book [TB]:

- Ries, Eric (2011), The lean Start-up: How constant innovation creates radically successful businesses, Penguin Books Limited

Reference books [RB]:

- Blank, Steve (2013), The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company, K&S Ranch.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

LIST OF ELECTIVE COURSES

Subject Code	MB731M	Subject Title	Integrated Marketing Communication						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	1st	Trimester	III

Course Objective –

The main objective of this course is to understand integrated marketing communication, various promotional tools etc.

Course Pre/Co- requisite (if any): None

UNIT 1: The IMC Foundation

Integrated Marketing Communications, Corporate Image and Brand Management, Buyer Behaviors, Promotions Opportunity Analysis

UNIT 2: IMC Advertising Tools

Advertising Management, Advertising Design: Theoretical, Frameworks and Types of Appeals, Advertising Design: Message Strategies and Executional Frameworks

UNIT 3: IMC Media Tools

Advertising Media Selection-active Marketing, Alternative Marketing.

UNIT 4: IMC Promotional Tools

Database and Direct Response Marketing, Sales Promotions, Public Relations and Sponsorship Programs

UNIT 5: IMC Integration Tools

Regulations and Ethical Concerns, Evaluating an Integrated Marketing Program

Learning Outcomes:

At the end of the course, students will be able to

- Understand what integrated marketing communication is and how it creates better communication impact.
- Appreciate the relative strength of various promotional tools such as advertising, sales promotion, personal selling and direct marketing etc.
- Formulate a IMC plan for a given communication problem

Text Book [TB]:

- Advertising and Promotion : An Integrated Marketing Communications Perspective (SIE)by George Belch, Michael Belch, Keyoor Purani, Tata Mcgrahill.

Reference Book [RB]:

- Integrated Advertising, Promotion and Marketing Communications, 4/e by Kenneth E. Clow Donald E. Baack Pearson Publication

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB732M	Subject Title	Marketing Research						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	1 st	Trimester	III

Course Objective

The main objective of this course is to conducting marketing research.

Course Pre/Co- requisite (if any): None

UNIT 1: Marketing Research

Introduction to Marketing research, Marketing Research Process, Role of Marketing research in marketing decision making, Marketing Research Industry, Careers in Marketing Research, Ethics in Marketing Research, International Marketing Research.

UNIT 2: Research Design

Introduction to Research design, Exploratory Research, Descriptive research, Causal/ Experimental Research Design, Selection of appropriate research design, validity in experimentation.

UNIT 3: Data Collection Methods

Primary & Secondary Data, Observation & Questionnaire design process, Development of questionnaire, Choosing questionnaire structure, Analysis & Interpretation of Data.

UNIT 4: Sampling Design and procedure

Sample Plan, Probability & Non- Probability Sampling, Determination of Sample Size, Attitude Measurement through different types of scales. Measurement and Scaling, Report writing, APA Style Referencing.

UNIT 5: Introduction to Multivariate Techniques

Factor analysis, Cluster analysis, conjoint analysis, MDS, Logistic Regression Analysis.

Learning Outcomes:

At the end of the course, students will be able to

- Understand basics of conducting marketing research.
- Design a marketing research study for a given marketing situation.
- Conduct appropriate data analysis and prepare a report for facilitating business decisions making

Text book [TB]:

- Marketing Research: An Applied Orientation, Naresh K. Malhotra, Pearson (7th edition).

Reference Books [RB]:

- Research for Marketing Decisions Paul E. Green, Donald S. Tull
- Marketing Research- Text and Cases Harper W. Boyd Jr., Ralph Westfall

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB733M	Subject Title	Retail Management						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2 nd	Trimester	IV

Course Outcomes:

The main objective of this course is to deliver basics of retail management, differentiate between organized and unorganized retailing and their respective implications.

Course Pre/Co- requisite (if any): None

UNIT 1: Nature and Importance of Retailing:

Retailing And Retailers, Place of Retailing in Marketing Mix, Retailing Economical and Social Importance, Size of Retail Market, Operating Expenses And Profits. Retailing in India. Classifying Retail Firms: Firm of Ownership, Operational Structure, Service and Price Orientation, Merchandise Offering.

UNIT 2: Store & Non-Store Retailing

Type of Merchandiser, Single Line Store, General Store, Variety Store, Departmental Store, Supermarket, Superstore, Combination Store, Hypermarket, Discount Store, Warehouse Showroom, Catalogue Storing, In Home Retailing, Retailers -Sponsored Cooperative Chain, Manufacturers - Sponsored Franchising System.

UNIT 3: Retail Strategy and Planning

Retail Perspective, Understanding the Retail Customer, Store Locations

UNIT 4: Merchandise Management and Retail Decisions

Target Market Selection, Merchandise, Merchandise Planning and Management, Merchandise Buying, Retail Pricing and Merchandise Performance. Location, Size, Store Image, Design, Layout and Shop Design.

UNIT 5: Creating & Sustaining Value and Trends in Retailing

Retail Marketing Communication, Servicing the Retail Customer, Supply Chain Management, Growth of shopping malls, Factory Outlet, Discount and Discount Malls.

Learning Outcomes:

At the end of the course, students will be able to

- Understand basics of retail management.
- Understand the difference between organized and unorganized retailing and their respective implications.
- Design marketing strategies for carrying out successful organized retail operations.

Text Book:

- David Gilbert, Retail Marketing Management, Pearson India

Reference book:

- Managing Retailing, 2/e, Piyush Kumar Sinha & Dwarika Prasad Uniyal, Oxford University Press

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB734M	Subject Title	Product and Brand Management						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2nd	Trimester	IV

Course Objective:

The objective of this course to differentiate between a product and a brand and know the challenges and process of building successful brands.

Course Pre/Co- requisite (if any): None

UNIT 1: Understanding Product and Brands

Product and brand strategy, Product strategy over the life-cycle, Customer analysis, Competitor analysis, Design of manufacture, Product life cycle & portfolio analysis, new product development process

UNIT 2: Sales Forecasting

Forecasting target market potential and sales, Methods of estimating market and sales potential, Sales forecasting,

UNIT 3: Managing Brands

Brands and Brand Management, significance of a brand –brand mark and trade mark – different types of brand – family brand, individual brand, private brand – selecting a brand name – functions of a brand – branding decisions – influencing factors.

UNIT 4: Customer Based Brand Equity

Customer-based Brand Equity, Brand Positioning and Brand equity, Choosing Brand Elements to Build Brand Equity, Designing Marketing Programs to Build Brand Equity, Integrating Marketing Communications to Build Brand Equity, Developing Brand Equity Measurement and Management System, Measuring Sources of Brand Equity, measuring Outcomes of Brand Equity

UNIT 5: Brand Loyalty

Branding impact on buyers – competitors, Brand loyalty – loyalty programmes –brand equity – role of brand manager – Interrelations with manufacturing, marketing, finance, purchase and R & D – brand audit, brand development through acquisition , takes over and merger

Learning Outcomes:

At the end of the course, students will be able to

- Understand basics difference between a product and a brand.
- Know the challenges and process of building successful brands
- Suggest strategies for building sustainable and successful brands

Text Book [TB]:

- Kevin Lane Keller, —Strategic brand Managementl, Person Education, New Delhi, 2003.

Reference Books [RB]:

- Jean Noel, Kapferer, —Strategic brand Managementl, The Free Press, New York, 1992.
- Product management - Donal R. Lehmann, Russel S. Winer
- S.Ramesh Kumar, —Managing Indian Brandsl, Vikas publishing House (P) Ltd., New Delhi, 2002.
- Jagdeep Kapoor, Brandex, Biztantra, New Delhi, 2005.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB735M	Subject Title	Services Marketing						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2 nd	Trimester	IV

Course Objective:

The objective of this course to make student understand the basic difference between a physical product and a service product with their resulting marketing implications.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction

Difference between Product and Services Marketing, Characteristics of Services Classification of Services, Paradigms in Services Marketing, Importance of Customer Relationship Management: Specific for Service Industry. Service Marketing System: Service Quality, Understanding Customer Expectations and Zone of Tolerance, Segmentation and Zone of Tolerance, Targeting and Positioning of Services

UNIT 2: Services Marketing Mix

Augmented Marketing Mix, Developing the Service Product/ Intangible Product, Service Product Planning, Service Pricing Strategy, Services Promotions, and Services Distributions. Physical Evidence: Role of Communication in Service Marketing, People and Internal Communication, Process of Operations and Delivery of Services, Role of Technology in Services Marketing.

UNIT 3: Marketing of Financial Services

Deciding the Service Quality, Understanding the Customer Expectations, Segmenting, Targeting and Positioning of Financial Services, Devising Financial Services, Marketing Mix Strategies with Special Reference to Credit Cards, Home Loans, Insurance and Banking, Marketing of Telecom/ Insurance Services.

UNIT 4: Services in Global Perspective

International Marketing of Services Recent Trends, Principal Driving Force in Global Marketing of Services, Key Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing.

UNIT V: Capstone Project

Student in groups will complete a project based on understanding of the subject

Learning Outcomes:

At the end of the course, students will be able to

- Understand basic difference between a physical product and a service product with their resulting marketing implications.
- Suggest strategies for making successful marketing strategies for services.

Text Book [TB]:

- Service Marketing by Valerie Zeithaml, McGraw Hill Publication, 6E

Reference Books [RB]:

- Baron S and Harrisk - Services Marketing: Text and Cases (Palgrave, 2nd Ed.)
- Love lock Christopher - Services Marketing: People, Technology and Strategy (Pearson Education, 5th Ed.)
- Zeithaml - Services Marketing (Tata Mc Graw Hill, 3rd Ed.)
- Woodruff Helen - Service Marketing (Macmillian, 1st Ed.)
- Payne Adrian - The Essence of Service Marketing (Prentice Hall of India)
- Rama Mohana Rao - Services Marketing. (Person Education, 1st Ed.)

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB736M	Subject Title	B2B Marketing						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2 nd	Trimester	IV

Course Outcomes:

The objective of this course is to make students understand basic the implications of marketing products and services in Business-to-Business context.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction to B-2-B Marketing

Meaning, Definition, importance, Business Models - B-2-B marketing, B-2-C, C-2-C marketing, Typical challenges in B-2-B Marketing

UNIT 2: Business Buyer Behavior:

Business buying vs. individual buying, Business buying process, Business buying situations, Business buying roles, marketing research

UNIT 3: Segmentation, Targeting and Positioning in business buying

Segmentation of business markets, Targeting strategies, developing positioning strategies for business markets

UNIT 4: Product and Pricing decision

Product classification in business markets, product decisions, branding decisions, Product life cycles, new product development

UNIT 5: Distribution and marketing communication:

Setting up Distribution channel, Channel types, Designing communication for business buyers.

Learning Outcomes:

At the end of the course, students will be able to

- Understand basic the implications of marketing products and services in Business-to-Business context.
- Suggest strategies for making successful marketing strategies in B2B context.

Text Book [TB]:

- Krishna Havaladar, Business Marketing, TMH publishers

References Book [RB]:

- Industrial Marketing, Milind t. Phadtare , PHI

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB737M	Subject Title	Sales and Distribution Management						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2 nd	Trimester	V

Course Objective:

The objective of this course to deliver basics of sales management and explain the challenges and process of sales management.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction to Sales Management

Concept, Nature, Role of Sales Management in Marketing, Salesmanship, Specific Characteristics of a successful salesman, The Evolving Face of Personal Selling. Application of AIDA Model in Personal Selling.

UNIT 2: Sales Process

Prospecting, Pre-approach, Approach, Presentation and Demonstration, Handling the objections, Closing the Sales, Post - Sale Activities, Qualities of a Successful Sales person with reference to B-2-B, B-2-C Marketing, tools for personal selling, Sales Aids – Use of technology in sales effective selling techniques, Tele Marketing.

UNIT 3: Sales Forecasting

Concept of Forecasting, Sales Forecasting methods, Quantitative and Qualitative methods, Sales Budget, Sales Quotas, Sales Territories, Sales Controlling and Sales Cost Analysis

UNIT 4: Managing Sales Force

Procedures and criteria extensively used as selection tools for recruiting and testing sales ability, Sales Force Job Analysis and Description, Training and Development, Compensation and Innovation, Motivating the Sales Team: Motivation Programs - Sales Meetings, Sales Contests, Sales Compensating (Monetary compensation, incentive programs as motivators, Non-Monetary compensation – fine tuning of compensation package, Performance Appraisal of Sales Personnel.

UNIT 5: Managing distribution through sales force

Distribution concept and definition, steps in distribution, Changing role of Distribution in current context, Distribution function, distribution audit, related functions Physical distribution system, logistics, management, distribution as link between Sourcing and Marketing, Distribution as Service function its needs and levels, standard costs and control of key activities, designing a Distribution system Warehousing, Inventory Management.

Learning Outcomes:

At the end of the course, students will be able to

- Understand basics of sales management.
- Know the challenges and process of sales management
- Understand how to make sales forecasts using various techniques
- Learn how to manage distribution channel and sales force

Text Books [TB]:

- Sales Management; Richard Rstill, Edward W. Cundiff

Reference Books [RB]:

- Tapan K. Panda & Sunil Sahadev, Sales and Distribution Management, 2/e, 2011, Oxford University Press
- Rosann L. Spiro, William J. Stanton, Gregory A. Rich; 11th ed., Management of a Sales Force, Tata McGraw Hill, New Delhi 2008
- Krishna K Havaldar & Vasant M Cavale, Sales and Distribution Management: Text and Cases, McGrawHill Education, Eighth Edition

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB738M	Subject Title	Social Media Marketing						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2 nd	Trimester	V

Course Objective:

The main objective of this course to explain the relevance of social media marketing today in business and how to execute social media marketing on different platforms such as Facebook, twitter, Instagram etc.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction to Social Media Marketing

Introduction to Blogging, Social Media, Pros and Cos of being on social media, Major Players in Social Media, Leveraging the power of social media.

UNIT 2: Marketing on Facebook

Creating a business page, Channel Advertising, managing campaigns, tracking and maximizing

UNIT 3: Marketing on Twitter

Understanding the power of Micro-Blogging, Creating business page on twitter, Managing channel advertising and campaigns, Leveraging twitter for maximizing revenue.

UNIT 4: Marketing on Google+ and LinkedIn

Creating a business page on Google + and LinkedIn, Creating winning strategies

UNIT 5: Marketing on Instagram and Pinterest

Advertising through Instagram and Pinterest, maximizing revenue for business.

Learning Outcomes:

At the end of the course, students will be able to

- Understand the relevance of social media marketing today in business
- Execute social media marketing on different platforms such as Facebook, twitter, Instagram etc

Text Books [TB]:

- Funk, T.. (2013). Advanced social media marketing: How to lead, launch, and manage a successful social media program.

Reference books [RB]:

- Evans, D., & McKee, J. (2010). Social media marketing: The next generation of business engagement. Indianapolis, Ind: Wiley Pub.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB739M	Subject Title	Customer Relationship Management						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2 nd	Trimester	V

Course Objective:

The main objective of this course to provide the basic understanding of Customer Relationship Management and how to adapt the CRM practices in business organizations. The course also aims to enhance the knowledge towards the different technology dimensions of CRM.

Course Pre/Co- requisite (if any): None

UNIT 1: Customer Relationship Management Fundamentals

Theoretical perspectives of relationship, Evolution of relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, Approach towards marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, CRM Comprehension, CRM Implementation.

UNIT 2: Customer Satisfaction

Meaning, Definition, Significance of Customer Satisfaction, Components of Customer Satisfaction, Customer Satisfaction Models, Rationale of Customer Satisfaction, Measuring Customer Satisfaction, Customer satisfaction and marketing program evaluation, Customer Satisfaction Practices, Cases of Customer Satisfaction.

UNIT 3: Service Quality

Concept of Quality, Meaning and Definition of Service Quality, Factors influencing customer expectation and perception, Types of Service Quality, Service Quality Dimensions, Service Quality Gaps, Measuring Service Quality, Service Quality Measurement Scales.

UNIT 4: Customer Relationship Management: Technology Dimensions

E- CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, Functional Components of CRM, Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning.

UNIT 5: Customer Relationship Management: Emerging Perspectives

Employee-Organisation Relationship, Employee- Customer Linkage, Factors effecting employee's customer oriented behavior, Essentials of building employee relationship, Employee customer orientation, Service Failure, Service Recovery Management, Service Recovery Paradox, Customer Life time value, customer profitability, customer recall management, customer experience management, Rural CRM, , customer relationship management practices in retail industry, hospitality industry, banking industry, telecom industry, aviation industry.

Learning Outcomes:

At the end of the course, students will be able to

- Learn the Basic of CRM
- Learn how to Implement CRM
- Tools and Techniques of CRM
- Applications of CRM in various Industries

Text Book [TB]:

- Alok Kumar Rai: Customer Relationship Management: Concepts and Cases (Second Edition)-PHI Learning.

Reference Book [RB]:

- Simon Knox, Adrian Payne, Stan Maklan: Customer Relationship Management- Routledge Inc

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB731F	Subject Title	Security Analysis and Portfolio Management						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	1st	Trimester	III

Course Objective: The objective of this course is to explain what institutional investors are and how they operate and identify the characteristics of the principal asset classes.

Course Pre/Co- requisite (if any): Basic Knowledge of Financial Statement Analysis

UNIT 1: Investment

Attributes, Economic vs. Financial Investment, Investment and speculation, Features of a good investment, Investment Process. Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives.

UNIT 2: Securities Market

Primary Market - Factors to be considered to enter the primary market, Modes of raising funds, Secondary Market- Major Players in the secondary market, Functioning of Stock Exchanges, Trading and Settlement Procedures, Leading Stock Exchanges in India. Stock Market Indicators- Types of stock market Indices, Indices of Indian Stock Exchanges.

UNIT 3: Risk and Return Concepts

Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns. Portfolio Risk and Return: Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with 2 assets, Portfolio with more than 2 assets.

UNIT 4: Valuation of securities

Bond- Bond features, Types of Bonds, Determinants of interest rates, Bond Management Strategies, Bond Valuation, Bond Duration. PREFERENCE Shares- Concept, Features, Yields. Equity shares- Concept, Valuation, Dividend Valuation models.

UNIT 5: Portfolio Management

Diversification- Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification. Mutual Funds: Mutual Fund types, Performance of Mutual Funds-NAV. Performance evaluation of Managed Portfolios- Treynor, Sharpe and Jensen Measures

Learning Outcomes:

At the end of the course, students will be able to

- Understand what institutional investors are and how they operate and identify the characteristics of the principal asset classes
- Identify and distinguish between the principal investment products
- Understand the basic principles of portfolio construction
- Distinguish between active and passive portfolio strategies and styles
- Differentiate between equity and fixed income management styles
- Understand the interaction between institutional investors and brokers/investment banks

Text book [TB]:

- Essentials of Investments, 8th edition, by Bodie, Kane, and Marcus, Irwin McGraw-Hill, 2009.

Reference Books [RB]:

- Hirt, G. & Block, S. (2012). Fundamentals of investment management. (10th ed.). New York, NY: McGraw-Hill Irwin.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB732F	Subject Title	Financial Derivatives						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2 nd	Trimester	III

Course Objective: The main objective of this course is to analyse and price diverse derivatives products to generate an optimal risk management strategy.

Course Pre/Co- requisite (if any): None

UNIT 1: Options Markets: Introduction

Options Trading / American and European Options / Adjustments in Option Contract Terms / The Options Clearing Corporation / Index Options / Futures Options / Foreign Currency Options / Interest Rate Options, Values of Options at Expiration, Option Strategies, The Put-Call Parity Relationship, Callable Bonds / Convertible Securities / Warrants / Collateralized Loans / Levered Equity and Risky Debt.

UNIT 2: Option Valuation

Intrinsic and Time Values / Determinants of Option Values, Restrictions on Option Values, Binomial Option Pricing, Black-Scholes Option Valuation, Hedge Ratios and the Black-Scholes Formula / Portfolio Insurance / Hedging Bets on Mispiced Options.

UNIT 3: Types of Futures and Swaps

Foreign Exchange Futures (The Markets / Interest Rate Parity / Direct versus Indirect Quotes / Using Futures to Manage Exchange Rate Risk), Stock-Index Futures (The Contracts / Creating Synthetic Stock Positions: An Asset Allocation Tool / Index Arbitrage / Using Index Futures to Hedge Market Risk), Interest Rate Futures, Swaps.

UNIT 4: Options as Hedging Tools and other Derivatives

Delta hedging, delta covered positions, gamma and trading volatility, kappa and the costs of miss-estimating volatility, theta and time value, rheocrat Derivatives, Exotic Options, Weather, Energy and Insurance Derivatives, Asian Options / Barrier Options / Look back Options / Currency-Translated Options / Digital Options.

UNIT 5: Capstone Project

Student in groups will complete a project based on understanding of the subject

Learning Outcomes:

At the end of the course, students will be able to

- Analyze and price diverse derivatives products to generate an optimal risk management strategy.
- Demonstrate critical thinking, analytical and problem-solving skills in the context of derivatives pricing and hedging practice.
- Explain the binomial model and its extension in continuous time to the Black-Scholes model.
- Demonstrate an understanding of pricing forwards, futures and options contracts

Text Book [TB]:

- John Hull, Options, Futures and other Derivatives, Pearson Education

Reference Books [RB]:

- S.L.Gupta, Financial Derivatives, Prentice Hall.
- Parameshwaran, Financial Derivatives, Mcgraw Hill.
- Punithavati Pandian, Security Analysis and Portfolio Management, Vikas Publishing House.
- Prasanna Chandra, Security Analysis and Portfolio Management, Tata McGraw Hill.
- NCFM Derivatives (Dealers) Module 9. NCFM Currency Derivatives Modules

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB733F	Subject Title	Tax Planning and Management						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2 nd	Trimester	IV

Course Objective: The main objective of this course is to explain what business income is and when it gets taxed and the difference between tax avoidance and tax planning.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction to Taxation Management

Types of Taxes, concept, objectives and factors to be considered for Tax Planning. Tax Planning, Tax Evasion and Tax Avoidance. Tax Planning of Specific Categories of Income.

UNIT 2: Income Tax

Deductions, Computation, Payment and Accounting- deductions from Gross Total Income, Rebates and Reliefs and Computation of Taxable Income and Tax Payable, Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments.

UNIT 3: Tax Audit and Accounting for Income Tax

Tax Audit, Qualities and Qualifications Required in Tax Auditors, Forms, Reports and Returns and Tax Reporting and Disclosure in Financial Statements.

UNIT 4: Tax Planning with Reference to Nature of Business

Relevance of Tax Provisions in Deciding the Nature of Business, Tax Provisions for Certain Types of Businesses, Businesses given Special Tax Treatment, Tax Provisions for Offshore Banking Units and Special Tax Zones. Tax implications of financing decisions, tax considerations of Dividend Policy

UNIT 5: Capstone Project

Students will carry out a group project based on understanding of the subject

Learning Outcomes:

After completion of this course, students will be able to -

- Understand what business income is and when it gets taxed.
- Know the difference between tax avoidance and tax planning.
- State the use of deductions of expenses to reduce the taxable income.
- Explain different types of incomes and their taxability and expenses and their deductibility

Text Book [TB]:

- Text: Students Guide To Income Tax, 48th edition, Taxman Publication.

Reference Book [RB]:

- Lal & Vashisht, Direct Taxes, 29th Edition, Tata McGraw Hill.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB734F	Subject Title	Business Analysis and Valuation						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2 nd	Trimester	IV

Course Objective: The main objective of this course is to explain the impact on financial and operational performance of specific business processes/models.

Course Pre/Co- requisite (if any): None

UNIT 1: Basis for Valuation

Introduction, Principles and Techniques of Valuation, Role of Valuation

UNIT 2: Valuation Models

Introduction, Discounted Cash Flow Valuation, Relative Valuation 8.10 8.4 Free Cash Flow Valuation, Valuation of Firm – Other Valuation Basis Contingent Claim Valuation

UNIT 3: Valuation of Assets and Liabilities

Forms of Intellectual Property and Methods of Valuation 10.1 10.2 Valuation of Fixed Assets, Valuation of Inventories, Valuation of Investments, Valuation of Share, Human Resource Accounting, Valuation of Goodwill, Patents and Copyrights, Valuation of Brands

UNIT 4: Mergers and Acquisitions:

Valuation Basics of Merger & Acquisition, Theories of Merger & Acquisition, Strengths and Weaknesses of Various Methods of Business Valuation, Concepts of Value in the Context of Mergers and Acquisition, Approaches to Valuation in Case of M&A, Selection of Appropriate Cost of Capital for Valuation, Forms of Consideration and Terms of Acquisition Implication of Regulations for Business Combinations, Takeover Post-Merger Integration Process

UNIT 5: Capstone Project

Students will carry out a group project based on understanding of the subject

Learning Outcomes:

After completion of the course, student will be able

- Appraise the impact on financial and operational performance of specific business processes/models.
- Articulate the impact of proposed changes to all major stakeholders and levels of the organization.
- Evaluate current global business issues and their impact on various enterprises.
- Integrate appropriate information and other technologies, both existing and emerging, in developing business processes and business models.

Text book [TB]:

- Business Analysis and Valuation-by Krishna G. Palepu (Author), Erik Peek (Author), Victor L. Bernard (Author), Paul Healy (Author)

Reference Book [RB]:

- The Intelligent Investor-by Benjamin Graham

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB735F	Subject Title	Financial Institutions and Markets						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2 nd	Trimester	IV

Course Objective: The objective of this course to explain the functions of financial markets, interest rate changes and effects of asymmetric information on financial market.

Course Pre/Co- requisite (if any): None

UNIT 1: Financial Market: An Introduction

Meaning, Nature and Role of Financial System; Financial Markets as a component of Financial System; Financial system and Economic Growth; Financial System Designs: Bank - based and Market-based.

UNIT 2: Non-Banking Financial Institutions and Statutory Financial Organization

Small Savings, provident funds and pension funds, Insurance companies, Unit trust of Indian and mutual funds, miscellaneous non-banking financial intermediaries, public Deposits with non-banking companies, an overview of non-banking statutory financial Organizations i.e., IFCI, NIDC, ICICI, IDBI, EXIM bank, TFCI etc

UNIT 3: Money Market

Meaning, Characteristics and Functions of Money Market; Role of the Reserve Bank in the Money Market; Intermediaries in the Money Market; Development of Money Market in India

UNIT 4: Money Market Instruments

Treasury Bills, Commercial Paper; Certificate of Deposit; Commercial Bills; Collateralized Borrowing and Lending Obligation; Call Money Market and Term Money Market

UNIT 5: Capstone Project

Students will carry out a group project based on understanding of the subject

Learning Outcomes:

After completion of the course, students will be able to

- Understand the functions of financial markets, interest rate changes and effects of asymmetric information on financial market.
- Explains functions of Central Banks.
- Compute economic value of bonds.

Text Book [TB]:

- M.Y.Khan, —Indian Financial System, McGraw Hill, 6th Edition.

Reference Books [RB]:

- Anthony Saunders, Financial Institutions Management- A Risk Management Approach, 7th Edition, McGraw Hill Education, 2011.
- Siddhartha Shankar Saha, Indian Financial System and Markets, 1st Edition, McGraw Hill Education, New Delhi, 2012.
- Benton E. Gup, Banking and Financial Institution: A guide for Directors, Investors and Borrowers, Wiley Finance, 2011.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB736F	Subject Title	Financial Planning and Wealth Management						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2 nd	Trimester	IV

Course Objective: The main objective of this course is to explain financial Planning process with prescribed code of ethics, practice standards and professional conduct.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction

Personal financial planning process-concepts and regulatory environment. Tax planning fundamentals and financial planning integration Applicable steps and strategies within the personal financial/tax planning process, including communications skills (behavioral elements).

UNIT 2: Fundamentals of Financial and Tax Planning

Personal financial statements, Cash management strategies, Debt management strategies – financing asset acquisitions, Tax liability management strategies, The economic environment, Consumer protection issues Tax law fundamentals.

UNIT 3: Investment Basics

Investment Basics, Regulatory environment, Data gathering, Analysis, Investment policy statement, Types of Investment Vehicles

UNIT 4: Types of Investment Vehicles

Cash and cash equivalents, Bonds, Stocks, Mutual funds, ETF, Taxation of the investment vehicles,

UNIT 5: Capstone Project

Students will carry out a group project based on understanding of the subject

Learning Outcomes:

At the end of the course, student will be able to

- Understand Financial Planning process with prescribed code of ethics, practice standards and professional conduct.
- Understand the economic, social, political, and technological environment and be able to determine how financial plans should accommodate those environments.
- Understand the potential goals a client may have, help them enunciate their goals and evaluate strategies to help clients achieve their goals.
- Understand various regulations which need to be adhered to while making and implementing financial plans for the clients.

Text Book [TB]:

- Wealth Engine: Indian Financial Planning and Wealth Management Handbook-By Sankaran S.

Reference Books [RB]:

- Capital Without Borders: Wealth Managers and the One Percent – By Brooke Harrington
- The New Wealth Management: By - By Harold Evensky, Stephen M. Horan, Thomas R. Robinson

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB737F	Subject Title	Infrastructure Finance						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2 nd	Trimester	V

Course Objective: The main objective of this course is to explain the concepts of the complexity and nature of infrastructure financing.

Course Pre/Co- requisite (if any): None

UNIT 1: Infrastructure Development

Introduction to infrastructure financing; Role of governments, Economic multiplier effects of infrastructure

UNIT 2: Public Private Partnership (PPP model)

Means of financing-public finance and private finance, Procurement of infrastructure projects through Public Private Partnership, route-Types of PPP models, Contractual structure of PPP projects, value for money evaluation, Lifecycle of PPP projects, PPP procurement process;

UNIT 3: Concessions in Project Finance

Design and award, Allocation of responsibilities, Price setting, Penalties and bonuses, Dispute resolution; Financing infrastructure projects with private capital

UNIT 4: Risk Management

Analyzing project viability, Designing security arrangements, Structuring the project, Preparing project financing plan; Risk management of infrastructure projects-Risk associated with various infrastructure projects, Risk identification techniques, Risk allocation frameworks, Risk mitigation strategies;

UNIT 5: Credit Rating of Infrastructure Finance

Ratings of infrastructure projects-Role of credit ratings in financial infrastructure projects, Rating Frameworks used by national and international credit agencies

Learning Outcomes:

After completion of the course, student will be able to

1. Understand the complexity and nature of infrastructure financing.
2. Understand about various options available to finance infrastructure.

Textbook [TB]:

- Merna, T., & Njiru, C. (2002). Financing infrastructure projects (First ed.). London: Thomas Telford.

Reference Books [RB]:

1. Akintoye, A., Beck, M., & Hardcastle, C. (Eds.). (2003). Public-Private Partnerships -Managing risks and opportunities. Oxford: Blackwell Science Limited.
2. Finnerty, J. D. (1996). Project financing - Asset-based financial engineering. New York: John Wiley & Sons, Inc.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB738F	Subject Title	Working Capital Management						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2nd	Trimester	V

Course Objective: The main objective of this course is to explain the meaning and importance of managing working capital management.

Course Pre/Co- requisite (if any): Basic understanding of accounting

UNIT 1: Introduction to Working Capital Management (WCM)

Working capital- meaning, definition, determinants, and importance of managing working capital, Objectives of WCM. Overcapitalization, undercapitalization, zero working capital, Short-term vs long term financing

UNIT 2: Determinants of working capital

Factors determining working capital requirements, Forecasting working capital requirements, Operating cycle and its relevance

UNIT 3: Managing Accounts Receivables

Credit Policy, Nature and Goals, credit evaluation of individual accounts and its monitoring receivables, factoring: types and benefits.

UNIT 4: Inventory Management

Nature and types of Inventories, Need to hold inventories, objectives of inventory management, inventory Management techniques, inventory management process.

UNIT 5: Cash Management and Working Capital finance

Facets of Cash Management, Motive for holding cash, managing cash collection and disbursements, investing surplus, cash in marketable securities, cash budgeting. Working Capital Finance: Trade Credit, Bank Finance and Commercial Papers

Learning Outcomes:

After completion of the course, student will be able to

- Understand the meaning and importance of managing working capital management
- Understand various tools and techniques that can be used to manage working capital

Text Book [TB]:

- Working Capital Management by Hrishikes Bhattacharya, PHI publication

Reference Books [RB]:

- Working Capital Management by R.P. Rustagi, Taxman Publication.
- Financial Management by Prasanna Chandra, McGraw Publications.
- Financial Management by I.M. Pandey, Vikas Publishing House.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB739F	Subject Title	Behavioral Finance						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2 nd	Trimester	V

Course Objective: The main objective of this course is to explain the concepts of the complexity and nature of Behavioral Finance.

Course Pre/Co- requisite (if any): Basic Understanding of Investment Analysis

UNIT 1: Introduction to Behavioral Finance

Introduction to behavioral Finance; Importance of behavioral finance; Applications of behavioral finance; Investment decision cycle

UNIT 2: Efficient Market Hypothesis and Random Walk Theory

Efficient Market Hypothesis- meaning and assumptions; Random Walk Theory- meaning and assumptions, Efficient Market Hypothesis Vs. Random Walk Theory; Failing EMH. Evidence of motivating phenomena

UNIT 3: Behavioral Economics and Finance-I

Introduction to micro economic principles: motivations and incentives, heuristics and bias, prospects and regrets, learning, sociality and identity, time and plans, personality, moods and emotions

UNIT 4: Behavioral Economics and Finance-II

Behavioral public policies, Neuro-economics principles and evidence, behavioral anomalies in finance, corporate investment and finance, emotional trading

UNIT 5: Capstone Project

Students will carry out a group project based on the understanding of the subject

Learning Outcomes:

After completion of the course, student will be able to

- Understand the concept of behavioral finance and its applications.
- Impart the understanding of efficient market hypothesis and random walk theory.
- Identify the micro and macro-economic principles for financial decision making.
- Apply what they learn in this course in the form of capstone project.

Text book [TB]:

- Chandra, P. (2016). Behavioral Finance. McGraw Hill Ltd. May 2016

Reference Book [RB]:

- Baddeley, M. (2018). Behavioral Economics and Finance. Routledge; 2 edition (30 October 2018).
- Forbes, W. (2009). Behavioral Finance. John Wiley & Sons (26 August 2009).

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB731H	Subject Title	Training and Development						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	1 st	Trimester	III

Course Objective: The main objective of this course is to explain the concepts, principles and process of training and development.

Course Pre/Co- requisite (if any): None

UNIT 1: -Introduction:

Training and Development: Meaning & Concepts. Importance & Objectives of Training & Development, Process and Significant of T&D, theories underpinned T&D

UNIT 2: Training Needs Assessment (TNA)

Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, output of TNA, methods used in TNA.

UNIT 3: Training & Development Methods

Types of Training & Development Methods, Training and Development System, Role of External Agency in Training and Development, Training for change, Resistance in Training.

UNIT 4: Designing & Implementing Training Programs

Developing Effective Trainers, Designing & Implementing Training Programs. Approaches to Management Development, Designing & Implementing Development Programmers, Team Building Exercises, Management Games, Simulations.

UNIT 5: Models of T&D

Evaluation of Training and Development Programs, Criteria, Problem and Steps Involved in Evaluation. Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis of Training. Emerging issues in Training and Development in India.

Learning Outcomes:

After completion of this course, student will be able to

- Understand the concepts, principles and process of training and development.
- Know how to assess training needs and design training programs in an organizational setting.
- Understand levels, tools and techniques involved in evaluation of training effectiveness.

Text Book [TB]:

- Craig ,Robert ‘Training and Development’ McGraw Hill, New York

Reference Books [RB]:

- Dayal ,I ‘Manpower Training in organizations’ Prentice Hall of India, New Delhi
- Lynton,R.P and U.Pareek ‘Training and Development’ Irwine Doresy, Hopwood
- Reddy ‘Effective Human Resource Training and Development Strategy’ Himalaya Publications
- Goldstein ‘Training in Organisations’ Cengage Learnings
- Radha Sharma - 360 Degree Feedback, Competency Mapping and Assessment Centres
- Biswajeet Pattanayak : Human Resources Management
- Armstrong M.A. : Handbook of Human Resource Management Practice Cogan Page,London

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB732H	Subject Title	Organizational Development and Change Management						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	1st	Trimester	III

Course Objective: The objective of this course is to describe the elements that facilitate and constrain change in organization development.

Course Pre/Co- requisite (if any): None

UNIT 1: Organizational Development

Definition, growth and relevance, history and evolution. Theories of planned change, general model of planned change, different types of planned change and critique of planned change. OD practitioner role, competencies and professional ethics.

UNIT 2: OD interventions

HRM interventions: - performance management, goal setting, performance coaching, appraising and rewarding. Career planning, workforce diversity interventions, wellness and work-life balance. Strategic interventions: Competitive strategies, collaborative strategies, organizational transformation, culture change, self-designing organizations, learning and knowledge management.

UNIT 3: Organizational change

Introduction to organizational change: Nature of change, forces of change, Classification of Change; Models of Organizational Change- Kurt Lewin Three Stage Model and Force Field Analysis, Systems theory, Stream Analysis.

UNIT 4: Change Agent

Change Agent-Types and Effectiveness; Leadership and HR Role; Organization's Readiness for Change; Recipients of Change- From eager Acceptance to Resistance; Minimizing the Resistance.

UNIT 5: Coping with change

Coping with Change; Measuring Change: Designing Effective Control Systems; DICE Model, Types of Organizational change, Incremental Change Vs Disruptive Change,

Learning Outcomes:

After completion of this course, student will be able to

- Understand and describe the elements that facilitate and constrain change in organization development
- Understand managerial/leadership roles in facilitating positive change
- Incorporate information about ethical dilemmas when studying change interventions.
- Propose change strategies for enhancing institutionalization of change

Text Books [TB]:

- Managing Organizational Change, Palmer Dunford Avin, TMH

Reference Books [RB]:

- Stehen P. Robbins and Mary Mathew, Organization Theory-Structure Design and Applications, 3rd Edition, Mathew, Pearson.
- V. Nilakant and S. Ramnaraya, Change Management: Altering Mindsets in A Global Context, Sage, 2006.
- Palmer Dunford Avin, Managing Organizational Change, 1st Edition, Tata McGraw Hill.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB733H	Subject Title	Talent Management and Development						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2 nd	Trimester	IV

Course Objective:

The objective of this course is to explain the concept of talent acquisition and hiring of resources.

Course Pre/Co- requisite (if any): None

UNIT 1: Talent Acquisition

Concept, Differentiate sourcing from selection, Acquisition work Flow, Job analysis, Person Job Fit and Person Organization Fit, Selection Methods, Legal Compliance, Halo Effect and Regency Effect, Interview, Interview Question design Candidate Evaluation, On-boarding, On-boarding Ideas

UNIT 2: Basics of Talent Management

Talent- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations, talent management process.

UNIT 3: Talent Management System

Components and benefits of Talent Management System; creating TMS, challenges of TMS; building blocks of talents management: competencies - performance management, evaluating employee potential

UNIT 4: Talent Planning

Concept, succession management process; cross functional capabilities and fusion of talents; talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management

UNIT 5: Developing and Retaining Talent

Potential identification and development, employee retention- motivation and engagement, engaging talent through coaching and mentoring, Return on talent; developing talent management information system.

Learning Outcomes:

After the completion of the course, the students will be able to

- Understand the process of talent management and applications
- Understand the method and importance of hiring the best man for the job with minimum number of resources available.
- Learn the building blocks of talent management
- Know the compensation management within the context of talent management
- Understand the motivation and engagement related to employee retention and developing talent management information system

Text Book [TB]:

- The Talent management hand Book, Lance A Berger & Dorothy R Berger, TMH

Reference Books [RB]:

- Chowdhary, Subir, The Talent Era, Pearson Education, New Delhi
- Chowdhary, Subir, Management 21C, Financial Times/Prentice Hall International
- Capelli Peter (2008). Talent on Demand: Managing Talent in Age of Uncertainty. Harvard Business Press.
- Allan Schweyer (2004). Talent Management Systems: Best practices in Technology Solutions for Recruitment, Retention.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB734H	Subject Title	Human Resource Information Systems						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2nd	Trimester	IV

Course Objective: The main objective of this course is to develop an understanding of basic systems and the criteria for success in using HR software in organizations.

Course Pre/Co- requisite (if any): None

UNIT 1: HRIS Introduction

HRIS – Meaning, application Software for the Strategic, Operational and Administrative Roles of the HR Function, benefits of HRIS.

UNIT 2: Components of HRIS

Database management, Time & labor management, Payroll function, Benefits, Employee interface.

UNIT 3: E-recruitment & Selection e-recruitment

Meaning and definition, process, methods, talent pool, challenges and benefits, drawbacks.

UNIT 4: HRIS Self-Service

Concept of Self-Service in HRIS and HR Portals, HRIS E-Learning & Training, HRIS Performance Management

UNIT 5: HRIS Systems

HRIS systems, Challenges and opportunities, Acceptance & Future Trends

Learning Outcomes:

At the end of this course, students will be able to

- Understand the use of HR software in organizations
- Understand Human Resources Information Systems trends
- Detailed various approaches to Human Resources Information systems design

Text Book [TB]:

- Torres, T. (2004). E-Human Resources Management. Hershey, PA: ICI Global Gueutal, H. (2005).

Reference Book [RB]:

- The Brave New World of EHR. Hoboken, NJ: Wiley

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB735H	Subject Title	Industrial Relations						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2nd	Trimester	IV

Course Objective: The objective of this course is to explain the interaction pattern among labour, management and the State. Develop awareness of certain important and critical issues in Industrial Relations.

Course Pre/Co- requisite (if any): None

UNIT 1: Industrial Relations

Definition - Scope - Functions - Industrial relations in post-independence period - Indian Code of Industrial Relations - Three actors and their roles in IR: Approaches to IR-HR Relations approach-Gandhian approach-Marxian approach and Dunlop's Systems approach. Standing Orders.

UNIT 2: Industrial Relation Machinery to Solve Industrial Dispute

Negotiation, Mediator. Arbitration- Work Committees, Conciliation, Board of Conciliation, Court of enquiry, Labour Court, Industrial Tribunal, National Tribunal, Role of Judiciary & its impact on industrial relation.

UNIT 3: Collective Bargaining

Definition Structure, Scope, - Role of Government in collective bargaining, Worker participation in management, Definition, Nature, Objectives – Functions, Works Committee, Joint management, Councils Shop councils, Joint councils, Indian conditions in collective bargaining.

UNIT 4: Industrial Unrest

Co-operation and conflict, implications of industrial unrest - Employee's dissatisfaction - Workers complaints and grievances - Disciplinary action - Domestic enquiry - Strikes - Lock - outs - Prevention of strikes and lockouts - Settlement of dispute. Role of Human Resource Development in Developing Industrial Relation-Industrial Relation Democracy, Industrial peace.

UNIT 5: Capstone Project

Students will carry out a group project based on the understanding of the subject

Learning Outcomes:

At the end of this course, students will be able to

- Understand the interaction pattern among labour, management and the State
- Develop awareness of certain important and critical issues in Industrial Relations
- Exhibit knowledge of the Indian Industrial Relations System and its distinctive features in comparison to other countries

Text book [TB]:

- Arun Monappa, Ranjeet Nambudiri & Patturaja Selevraj, Industrial Relations & labour Laws, Tata McGraw-Hill, Second Edition, 2012, New Delhi.

Reference Book [RB]:

- Industrial Relations in India and Workers involvement in Management- Michael, V.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB736H	Subject Title	Managing People and Performance in Organizations						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2nd	Trimester	IV

Course Objective – The objective of this course is to define the concept of performance management, preparation of performance appraisal.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction to Performance Management

Evolution of Performance Management - Performance appraisal meaning and definition, performance management, Planning Manage Performance and Development - Monitoring Manage Performance & Mentoring Manage Development- Annual Stock Taking

UNIT 2: Managing organizational and individual performance

Organizational and individual performance plans, Components of Managee performance and development plan, setting mutual expectations and performance criteria, Planning for Manager's performance and Development

UNIT 3: Monitoring, Mentoring and Stocktaking

Supervision and Monitoring – process, periodic feedback, problem solving, Judgment vs analysis, efficient feedback, Tools for stocktaking

UNIT 4: Performance Appraisal

Purpose, methods, 360 Degree performance appraisal, designing and implementing performance appraisal systems, Managing rewards on appraisals

UNIT 5: Developing High Performers

Leadership and their role, Change Agents, Team oriented organizations, developing high performing teams

Learning Outcomes:

At the end of this course, students will be able to

- Understand Performance appraisal meaning and definition
- Understand Components of Managee performance and development plan.
- Understand the process of periodic feedback.
- Understand importance of 360 Degree performance appraisal

Text Book [TB]:

- Michael Armstrong & Angela Baron, Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2002.

Reference Books [RB]:

- Prem Chadha: Performance Management, Macmillan India, New Delhi, 2003.
- T.V.Rao, Appraising and Developing Managerial Performance, TV Rao Learning Systems Pvt Limited, Excel Books, 2003.
- David Wade and Ronad Recardo, Corporate Performance Management, Butter Heinemann, New Delhi, 2002.
- Henderson: Compensation Management in a Knowledge Based World 9/e Pearson Education.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB737H	Subject Title	Compensation Management						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2 nd	Trimester	V

Course Objective: The objective of this course is to explain issues relating to compensation for human resources.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction to Compensation

Compensation, dimensions, Conceptual Framework and components of Compensation programme, Wage vs. Salary; Fringe benefits, Salary Structure, Components, Time rate system, Piece rate System, Wage and salary administration, Payroll Administration.

UNIT 2: Wages Theories and Wage Determination

Theories of wages: Economic theories, Marginal Productivity theory, Bargaining theory, Equity theory, Tournament Theory, Agency Theory; Wage Survey, Wage Policy in India, Process of wage determination in India, Criteria for wage fixation, wage differentials.

UNIT 3: Job Evaluation

Concept, Scope, Methods and techniques- the ranking method, factor comparison method, point rating methods, Hay guide chart – profile method.

UNIT 4: Legal Framework of Compensation Administration

Definition of wages under various Legislations, The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Payment of Bonus Act 1965, The Equal Remuneration Act 1976, Machinery for Wage settlement - Wage Boards, Legislations, The Pay Commission, and Collective bargaining.

UNIT 5: Executive Compensation

Components, Contingent pay: Pay for performance; Knowledge based pay system & market-based pay system, Incentive based pay systems and types of incentive plans, Profit Sharing and Stock Options, Compensation management and impact on job satisfaction, motivation and productivity. Human Resource Accounting, ROI.

Learning Outcomes:

At the end of this course, students will be able to

- Understand the issues relating to compensation for human resources.
- Impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.

Text Book [TB]:

- Bergess, Lenard R. – Wage & Salary Administration, London, Charles Evami

Reference Books [RB]:

- Barry Gerhart, Sara L Rynes, Compensation, Sage
- Henderson, Compensation Management in a Knowledge Based world- Pearson
- Sinha P.R.N., Wage Determination in India
- Martocchio – Strategy Compensation, Pearson.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB738H	Subject Title	Labour Laws						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2 nd	Trimester	V

Course Objective – The objective of this course is to explain labour related laws that are applicable to business organization at workplace.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction

Concept Functions Delimitation of the object of labour law Voluntariness, working for someone else, subordination and wage payment Exclusions, Inclusions: special labour relations.

UNIT 2: Industrial Disputes Act ,1947

Definition, Authorities for the settlement of disputes, methods of settlement, collective bargaining, conciliation, arbitration and adjudication, strikes and lockouts, lay off and retrenchment, change of service conditions. Industrial Employment standing orders) Act, 1946: Certificate, applicability, interpretation, appeal, disciplinary actions and grievance procedure, Industrial Relations Act, 1960

UNIT 3: Law Relating to Industrial Relations

Trade Union Act, 1926, Factory Act 1948, the employer's liability Act 1938, The sales Promotion employees (Conditions of Service) Act, 1976.

UNIT 4: Law Relating to Social Security & Safely Measures

Workmen's Compensation Act, 1923, Employees provident fund and miscellaneous provisions Act, 1952. Maternity Benefit Act, 1961. Fatal Accident Act 1857, The Minimum Wages Act, 1948, The Payment of Gratuity Act, 1972.

UNIT 5: Capstone Project

Students will carry out a group project based on the understanding of the subject

Learning Outcomes:

At the end of this course, students will be able to

- Understand labour related laws that are applicable to business organization at workplace
- Appreciate rationale behind the laws and possible enforcement problems
- Advise organizations related to relevant laws applicable to a given organization

Text book [TB]:

- P.K Padhi, Labour & Industrial Laws, Second Edition, PHI, 2012, New Delhi.

Reference Books [RB]:

- Arun Monappa, Ranjeet Nambudiri & Patturaja Selevraj, Industrial Relations & labour Laws, Tata McGraw-Hill, Second Edition, 2012, New Delhi.
- H.L Kumar, Labour Laws-Everybody should know,Sixth Edition, Universal Law Publishing,2011, New Delhi.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB739H	Subject Title	International Human Resource Management						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2 nd	Trimester	V

Course Objective:

To cope with complex concerns and numerous risks, the course takes a broader, comparative, and international approach to HRM.

Course Pre/Co- requisite (if any): Basic knowledge of Human Resource Management

UNIT 1: Introduction to IHRM

Defining international HRM, Difference between International and domestic HRM, The different setting of International Human Resource Management. Development of IHRM. Why Study International HRM, Organizational Structure in MNC

UNIT 2: IHRM Strategies

Models of IHRM model, Harvard Model, Contextual Model, and 5P Model European Model. SHRM: Evolution of MNE's, Business strategies, IHRM Strategies, SIHRM. Barriers in effective global HRM.

UNIT 3: Culture in International HRM

Socio-cultural environment, Culture's Role in International HRM, Country and Regional Cultures, and Country vs. MNE Culture Issues relating to culture and personnel management, as well as the impact of country culture on IHRM.

UNIT 4: International Workforce planning

International labour market International Recruitment function, different approaches to multinational staffing decisions, Selection: criteria, techniques, selection tests, interviews for international selection, issue in international staffing,

UNIT 5: Performance Management and labour relation

Performance management cycle, issues and challenges in international performance management, country specific performance management practices.

International Institutions are developing labour norms. MNEs in the worldwide legal and regulatory arena, the international ethical and labour standards framework, International Industrial Relations: Key Issues,

Learning Outcomes:

At the end of this course, students will be able to

- Get the knowledge about important terminologies, theories/concepts, and practices in the field of IHRM
- Understand the strategy of IHRM
- Describe the role of the culture in an International HRM context
- Understand the concept of International workforce planning
- Understand the Performance management and employment law in international context.

Text book [TB]:

- Jackson, T. (2002). International HRM: A cross-cultural approach. Sage.

Reference Books [RB]:

- Pucik, V., Evans, P., & Björkman, I. (2017). The global challenge: International human resource management.
- Armstrong, M. (2011). Armstrong's handbook of strategic human resource management. Kogan Page Publishers.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB731A	Subject Title	Business Analytics Fundamentals						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	1st	Trimester	III

Course Objective: The main objective of this course is to explain the fundamentals of data analytics and various data analytics tools and algorithms.

Course Pre/Co- requisite (if any): None

UNIT 1: Overview of Analytics

What is analytics? Types of problems in analytics, Case studies of application of analytics in business, When analytics does not work, Analytics vs. data warehousing, OLAP, Statistics, Widely used analytic software, Companies using analytics, Day in the life of a business analyst, Career path in analytics, Qualities of a business analyst

UNIT 2: Statistics and Probability Distributions

Introduction to statistics, Summary statistics (Mean, Median, Mode, Variance), Probability, Probability distribution (Binomial, Poisson, Normal),

UNIT 3: Hypothesis Testing Fundamentals:

Sampling basics, Central Limit Theorem, Hypothesis testing using with one and two samples, ANOVA, Non parametric testing- Chi-square test

UNIT 4: Other Data Analysis Techniques:

Correlations, Regression (Basics of Regression, Linear Regression, Logistic Regression, Interpretation of modelling results, Violation of regression assumptions, Decision Trees- Data preparation for trees, creating a tree, Measure of effectiveness, Decision Tree using R-Rattle , .

UNIT 5: Data Analysis Techniques using R:

Introduction to R, Descriptive Analysis using R, Hypothesis testing on R...

Learning Outcomes:

At the end of this course, students will be able to

- Understand the data analytics fundamentals
- Understand and apply various data analytics tools and algorithm such as Regression, cluster analysis, decision tree.

Text Books [TB]:

- R N Prasad and Seema Acharya, Fundamentals of Business Analytics, Wiley India.

Reference Books [RB]:

- Minelli (2013), Big Data, Big Analytics: Emerging Business Intelligence and Analytic trends for today's business, 2nd Edition, Wiley India.
- Levin and Rubin, (2013), Statistics for Management, 7th edition, Pearson Publication
- Hair and Anderson (2013), Multivariate Data Analysis, 6th edition, Pearson Publication

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB732A	Subject Title	Marketing Analytics						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	1 st	Trimester	III

Course Objectives: In this course we will combine various concepts of marketing and business analytics in storytelling and problem solving. Real life marketing problems are often solved through a sequence of quantitative approaches. Identifying that sequence in the context of various marketing problems is important. This course will help the students in building the same.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction

Marketing Analytics- meaning, need and importance, data driven decision-making process. Marketing process and metrics.

UNIT 2: Analytics for Marketing Strategies

Developing marketing strategies, profiling customers based on Discriminant and Logit analysis.

UNIT 3: Product analysis

Segmentation and Targeting using Analytics Developing marketing strategies, Segmentation & Targeting (Cluster and Conjoint analysis)

UNIT 4: Marketing mix analytics

Multiple regression in marketing mix model, design of price and elasticity models.

UNIT 5: Customer Analytics

Customer Lifetime value; present value of the future cash flows attributed to the customer relationship. Retention and customer lifetime value.

Learning Outcomes:

At the end of this course, students will be able to

- Understand the marketing process and metrics.
- Apply various data analytics tools and algorithm such as Regression, Discriminant Analytics and Logistic Regression for solving the classification problem.
- Apply cluster and conjoint analysis to solve marketing related problems such as product analysis and new product development.
- Understand the metrics related to customer analytics

Text Books [TB]:

- Cutting-Edge Marketing Analytics, Rajkumar Venkatesan, Paul Farris, and Ronald T. Wilcox
Published by Pearson Education, Inc 2015.

Reference Books [RB]:

- Marketing Analytics: Strategic Models and Metrics, by Stephan Sorger, CreateSpace Independent Publishing Platform; 1st edition (2013)
- Marketing Analytics: Data Driven Techniques with Microsoft Excel, by Wayne L. Winston Wiley; 1st edition (2014)

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB733A	Subject Title	Business Intelligence and Data Warehousing						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2 nd	Trimester	IV

Course Objective: The main objective of this course is to explain the meaning and importance BI and DW in business.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction to BI and Data Warehousing

Definition of Business Intelligence (BI), Data Warehousing (DW) and Corporate Performance Management (CPM), Evolution of BI, Role of DSS, EIS, MIS and dashboards, Data Warehouse and BI, Drivers for BI and DW, BI component Framework and Architectures.

UNIT 2: Digital Data

Structured data, Unstructured Data, Managing and storing unstructured data, Storage Challenges of Unstructured Data, Extraction of information from unstructured data, UIM Architecture for unstructured data. Semi-Structured Data, Sources of Semi Structured Data. Managing, Storing and extracting information from semi-structured data, XML as a solution for Semi-structured data.

UNIT 3: OLAP and OLTP

OLTP, Advantages, challenges, Shortcomings of OLTP, OLAP, Dimensions of Data -One Dimensional, Two Dimensional and Three-Dimensional Data, Beyond Third Dimension, MOLAP, ROLAP, HOLAP, OLAP versus OLTP, Data Models for OLAP and OLTP, OLAP Operations on multi-dimensional data: Slicing, Dicing, Roll Up, Drill Down, Drill Across, Drill Through

UNIT 4: Data Integration

Need for Warehouse, Data Mart, ODS, Kimball's approach versus Inmon's approach to Data warehousing, Goals of Data Warehouse, Data Sources for Data Warehouse, ETL, Data mapping, data staging, Approaches to Data integration, needs and advantages, Data Integration Technologies, Data Quality, maintaining data quality, Data Profiling.

UNIT 5: Multi-Dimensional Data Modeling

Data Modeling Basics: Entity, Attribute, Cardinality, Types of Data Models: Conceptual data model, Logical data model, Physical model, Normalization modelling, Dimensional modeling, Fact Table, Dimension Table, Hierarchies and Types, Star and Snowflake Schema, Designing a dimensional model. MS Excel 2010 Based Activity, Performance Management & Enterprise Reporting –Measures, Metrics, KPIs

Learning Outcomes:

At the end of this course, students will be able to-

- Understand the meaning and importance BI and DW in business
- Understand how BI and DW tools can be applied

Text Books [TB]:

- David Loshin, Business Intelligence, Morgan Kaufmann Publishers.

Reference Books [RB]:

- Cindi Howson, Successful Business Intelligence: Secrets to making Killer BI Applications, TMH
- Stephen Few, Information dashboard design: The Effective Visual Communication of Data, O'Reilly Media.
- Mike Biere, Business intelligence for the enterprise, IBM Press
- Hoffer Jeffrey, Prescott Mary, Modern Database Management, Pearson.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB735A	Subject Title	Human Resource Analytics						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2 nd	Trimester	IV

Course Objective: The main objective of this course is to explain the relevance of Human Resource Analytics today.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction to Human resource Analytics

The Era/evolution of HR Analytics, Current State of HR Analytics, why analytics is important- Understanding of Evidence based management, Meaning, Definition, Types, Scope,

UNIT 2: HR Metrics

Key Metrics to measure performance of Human Resource at workplace regarding their behavior, work and contribution

UNIT 3: Human Capital Management

Purpose of HCM, Concept and methodologies, Issues and challenges, HCM data used for measurement, Approaches to measurement, Human intellectual capital and ROI.

UNIT 4: Reporting and data visualization

Data exploration, visualization, correlation and reporting. Predictive analysis-Trend analysis, Ratio analysis.

UNIT 5: Advanced Tools for HR Management

Markov Analysis, Work Load Analysis, Work Study Analysis, , Contemporary Practices in HR analytics.

Learning Outcome:

At the end of this course, the student will be able to -

- Understand the relevance of Human Resource Analytics today.
- Understand various human resource behavior and performance related metrics
- Calculate ROI on Human Capital
- Develop descriptive, predictive and prescriptive model for HR related issues in the organizations.

Text Books [TB]:

- Human Capital Analytics, Gene Pease, Wiley

Reference Books [RB]:

- R N Prasad and Seema Acharya, Fundamentals of Business Analytics, Wiley India.
- Levin and Rubin, (2013), Statistics for Management, 7th edition, Pearson Publication
- Hair and Anderson (2013), Multivariate Data Analysis, 6th edition, Pearson Publication

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB738A	Subject Title	Retail Analytics						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2nd	Trimester	IV

Course Objective: The main objective of this course is to define the basic operations and functions in a retail business

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction to Retailing

Retailing overview, Meaning, types, retailing marketplace, changing retailing landscapes in India, Introduction to R and R studio, STP in pricing

UNIT 2: Product, Pricing and Promotion in Retailing

Marketing Basket Analysis, Merchandising, Price theory: elasticity, profit and revenue maximization, pricing strategies, value pricing, pricing new products, Measuring price responses, adapting price, Promotion in retailing, promotion response,

UNIT 3: Location Decision

Factors influencing retailers' location decisions, machine learning in retailing,

UNIT 4: Managing Store operations

Store Management, Store Loyalty, Store Experiments

UNIT 5: Capstone Project using R

Students will submit a retail analytics project in groups to show the understanding of the course

Learning Outcomes:

At the end of this course, the student will be able to

- Understand the basic operations and functions in a retail business
- Understand and apply analytics tools for retail marketing decisions

Text Book [TB]:

- Retail Analytics: The Secret Weapon (Wiley and SAS Business Series Book 45) by Emmett Cox

Reference Book [RB]:

- Retail Analytics: Integrated Forecasting and Inventory Management for Perishable Products in Retailing by Anna-Lena Sachs

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB739A	Subject Title	Predictive Analytics						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2 nd	Trimester	IV

Course Objective: The main objective of this course is to impart students' knowledge of predictive analytics and its applications.

Course Pre/Co- requisite (if any): None

UNIT 1: Overview of Predictive Analytics

Analytics-Meaning, Concept of predictive Analytics, Supervised and Unsupervised Learning, Predictive Analytics Vs Business Intelligence, Challenges in using Predictive Analytics, Application of predictive Analytics

UNIT 2: Data Understanding

What the data looks like, Single variable summary, Mean, Standard Deviation, Normal distribution, applying simple statistics in data understanding, data visualization, Multiple variable summary.

UNIT 3: Data Preparation

Variable Cleaning, Simple variable transformation, fixing and missing data, variable selection prior to modeling.

UNIT 4: Predictive Modeling

Decision Tree, Logistic Regression, K Nearest Neighbour, Naïve Bayes

UNIT 5: Model Deployment

General deployment considerations, Deployment Steps, Case studies.

Learning Outcomes:

At the end of this course, the student will be able to

- Learn the fundamental of predictive analytics
- Develop predictive model for a given problem
- Apply predictive analytics techniques

Text Book [TB]:

- Applied Predictive Modeling, Max Kuhn and Kjell Johnson, Springer Science & Business Media (2013)

Reference Book [RB]:

- Predictive Analytics: Microsoft Excel. [Conrad George Carlberg]

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB740A	Subject Title	Text Mining and Social Media Analytics						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2 nd	Trimester	V

Course Objective: The main objective of this course is to impart students' knowledge of Text mining and social media analytics.

Course Pre/Co- requisite (if any): None

UNIT 1: Text Mining

Motivation for text mining, A predictive modeling approach to text mining, structured vs unstructured Data, Data preparation steps, Data sources for text mining, text mining applications

UNIT 2: Text Mining features

Text mining features, Term frequency, Multi word features, Reducing Keywords features, Grouping terms, Modeling with text mining features.

UNIT 3: Social Media Marketing and Analytics

Trends in social and digital marketing Paid/Earned/Owned media and Inbound/Outbound, Data-driven decision making, Collecting social media data.

UNIT 4: Objectives & Expectations

Big data and business Analytics, Web Metrics, Link Analysis and Web Search, How Search Works? Web search engine Page ranking, Search engine marketing

UNIT 5: Big Data Analytics and Sentiment Analysis

Text Mining of user-generated content (UGC) using R packages and Python, Social communities and Facebook Analytics

Learning Outcomes:

At the end of this course, the student will be able to

- Learn the fundamental of text mining
- Learn how to collect data from social media
- Analyse social media data
- Apply R and python for text mining and data analysis
-

Text book [TB]:

- Learning Social Media Analytics with R, Raghav Bali, Dipanjan Sarkar, Tushar Sharma, Packt Publishing (2017)

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB741A	Subject Title	Time Series Forecasting						
LTP	3 0 0	Credit	3	Subject Category	DE	Year	2nd	Trimester	V

Course Objectives: The aim of this course is to provide the basic understanding of time series data and different approaches to analyse the time series data. It will equip the students with adequate statistical tools and techniques to make precise decisions, based on forecasts obtained from the statistical analysis of time series data.

Course Pre/Co- requisite (if any): Understanding of Statistical tools and techniques

UNIT 1: Introduction

Time Series Analysis, Objectives of Time Series Analysis, Time Series Data, Time Series Patterns, Time Series and Forecasting, Simple Time Series Models, Models with Trends and Seasonality, Stationery Models and Autocorrelation Functions

UNIT 2: Stationery Processes

Stationery Processes-Basic Properties, Linear Processes, ARMA Processes, Forecasting Stationary Time Series: The Durbin–Levinson Algorithm, The Innovations Algorithm, ARMA Models, Forecasting ARMA Processes, Spectral Analysis

UNIT 3: Nonstationary and Seasonal Time Series Models

ARIMA Models for Nonstationary Time Series, Unit Roots in Time Series Models: Unit Roots in Autoregressions and Unit Roots in Moving Averages, Forecasting ARIMA Models- The Forecast Function, Regression with ARMA Errors

UNIT 4: Multivariate Time Series

Second-Order Properties of Multivariate Time Series, Estimation of the Mean and Covariance Function, Multivariate ARMA Processes, Best Linear Predictors of Second-Order Random Vectors, Modeling and Forecasting with Multivariate AR Processes, Cointegration

UNIT 5: Forecasting Techniques

The ARAR Algorithm, The Holt–Winters Algorithm, The Holt–Winters Seasonal Algorithm, Choosing a Forecasting Algorithm

Learning Outcomes:

At the end of this course, students will be able to

- Understand the time series data and time series models.
- Learn the linear processes, ARMA processes and models
- Apply ARIMA model for Nonstationary time series and Unit Roots in Time Series models
- Understand the multivariate time series and Multivariate ARMA processes.
- Learn various forecasting techniques like ARAR algorithm, Holt-Winters Algorithm and Holt-Winters Seasonal Algorithm

Text Books [TB]:

- Brockwell, P. J., & Davis, R. A. (2002). Introduction to time series and forecasting. New York: Springer.

Reference Books [RB]:

- Petris, Petrone, Campagnoli (2009) Dynamic Linear Models with R, Springer
- Ruppert & Matteson (2016) Statistics and Data Analysis for Financial Engineering with R examples, 2nd Edition, Springer

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB742A	Subject Title	Web Analytics						
LTP	300	Credit	3	Subject Category	DC	Year	II	Trimester	V

Course Objective:

The course provides students an understanding of digital analytics that is critical to all business decision makings today. With ever increasing online customer interactions and engagements, their digital footprints are almost everywhere and students, through this course will learn how to tap this data for taking more informed business decisions.

Course Pre/Co- requisite (if any): Basic course on Digital Marketing

UNIT 1: Introduction to Web Analytics

Meaning of Web Analytics, platforms, evolution and importance of web analytics, Advantages and disadvantages of web analytics. Key terms & Concepts: Site references, Keywords, phrases, Conversion metrics, Visit characterization terms, Content characterization terms, Offsite web and On site web; Web logs & Beacons, tags in JavaScript, Packet Sniffing; E-commerce & E-Business, Competitive Data measurement, Panel-Based measurement, ISP-based measurement and Search Engine data.

UNIT 2: Web Analytics Fundamentals

Capturing data through Web logs (JavaScript's tags), Data Type and size, choosing appropriate web analytic tool, click stream data quality, identifying unique page, Using cookies, Link coding issues.

UNIT 3: Web Analytics Metrics

Key metrics: Hits, Number of Page views, Visits, Number of Unique visitors, Bounce rate, Average time spent on site, Generating reports on Audience demographics, Sources of traffics, campaign performance, Content report, Introduction to KPI and its characteristics, importance and uses of KPIs.

UNIT 4: Web Analytics Technologies

Internet & TCP/IP, Client / Server Computing, HTTP (Hypertext Transfer Protocol), Server Log Files & Cookies, Web Bugs.

UNIT 5: Introduction to Google Analytics

Introduction to Adwords, creating and optimizing adword campaigns, Benchmarking, Generating Organic traffic and Paid traffic; Google website optimizer, Performance review, Privacy and data security issues.

Learning Outcomes

At the end of this course, the students will be able to

- Understand the basic concept, process and tools required for enabling web analytics.
- Learn how to use web analytics for better decision making.
- Learn how to work on google analytics
- Understand basic web-based metrics and relevant technologies

Text book [TB]:

- Kaushik A., Web Analytics 2.0, The Art of Online Accountability and Science of Customer Centricity, Wiley Publishing, Inc. 1st ed.

Reference books [RB]:

- Clifton B., Advanced Web Metrics with Google Analytics, Wiley Publishing, Inc.2nd ed.
- Sterne J., Web Metrics: Proven methods for measuring web site success, John Wiley and Sons

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB641	Subject Title	Data Analysis using Excel						
LTP	0 0 4	Credit	2	Subject Category	SEC	Year	1st	Trimester	I

Course Objective:

This course provides all the tools necessary to create and use basic spreadsheets. Students will learn an overview of the interface and learn the various methods for entering, manipulating and editing data. Additionally, students will learn the various ways to write simple and complex formulas for business data analysis.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction

Entering, Editing and Formatting Data, Formatting Numbers and Managing Worksheets

UNIT 2: Modifying Rows and Columns

Understanding Formulas, Changing Views, AutoFill and Custom Lists and Conditional Formatting

UNIT 3: Tables

PivotTables Data Tools, Referencing Formulas, Ranges and Dates,

UNIT 4: Advanced Features

Lookups, Conditional Logic, Text Formulas, Charts

UNIT 5: Protection and Security

Protecting Data, Collaboration, Macros

Learning Outcomes:

At the end of this course, the students will be able to

- Understand the working with excel workbook and worksheet
- Apply formulas to manipulate numeric data and conditional formatting for data analysis
- Apply the concept of table and pivot table for data summarisation and classification.
- Apply the concept Lookups and condition for data analysis.
- Create macro for data analysis

Text Book [TB]:

- Data Analysis and Business Modelling Using Microsoft Excel by by Manohar Hansa Lysander – PHI (2016)

Reference Book [RB]:

- Microsoft Excel 2019: Data Analysis and Business model by L.Winston Wayne – PHI Learning (2019)

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB642	Subject Title	Data Analysis using SPSS						
LTP	0 0 4	Credit	2	Subject Category	SEC	Year	1 st	Trimester	I

Course Objective: The main aim of this course is to provide students basic understanding of SPSS and its application in business research.

Course Pre/Co- requisite (if any): None

UNIT 1: Entering and modifying Data

Variable types, Variable names and labels, creating a new variable and entering data, importing from excel, select case, grouping data, Sort cases, split a file, Missing Values, Recode and Transforming variables.

UNIT 2: Charts & Table

Bar Charts, Histograms, Pie Charts, Boxplots, Cluster Bar, Charts, Scatter Diagrams, Tables, Exporting to word and PDF.

UNIT 3: Descriptive Statistics

Compute descriptive statistics- frequencies, Percentage, Average, Measure of spread, Compare means for different groups, display frequency distributions and histograms, Cross Tabulation, Display boxplots.

UNIT 4: Inferential Statistical Analysis:

Independent sample T Test, Simple Linear regression, Multiple Linear Regression.

UNIT 5: Capstone Project

Students will submit a project in groups to show the understanding of the course

Learning Outcomes:

At the end of this course, the students will be able to

- Understand the application of SPSS in business research
- Apply different statistical techniques in business decision making using SPSS software

Text Books [TB]:

- Clifford E. Lunneborg (2000). Data analysis by resampling: concepts and applications. Dusbury Thomson learning. Australia.
- Everitt, B.S and Dunn, G (2001). Applied multivariate data analysis. Arnold London.

Reference Books [RB]:

- Jeremy J. Foster (2001). Data analysis using SPSS for windows. New edition. Versions 8-10. Sage publications. London.
- Michael S. Louis – Beck (1995). Data analysis an introduction, Series: quantitative applications in the social sciences. Sage. Publications. London.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB643	Subject Title	Data Analysis using R						
LTP	0 0 4	Credit	2	Subject Category	SEC	Year	1st	Trimester	II

Course Objective:

This course aims to provide basic understanding of the statistical tools & its applications in business. It covers central tendency, linear correlation & regression, probability, hypothesis testing and time series analysis.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction to R

Getting Hang of R, Running R program, Command Package, Running and Manipulating Package

UNIT 2: Starting out: Becoming familiar with R

Mathematical operations, Reading and Getting Data into R, Types of data items, the structure of Data Items, Saving work in R

UNIT 3: Descriptive Statistics and Tabulation using R

Descriptive Statistics: Mean, Standard Deviation, Variance, Range, Kurtosis, Skewness

UNIT 4: Hypothesis Testing

One Sample T test, Independent sample t Test, Chi Square Test

UNIT 5: Introduction to Graphical Analysis

Box -whisker Plot, Scatter Plot, Pie Chart, Bar Chart, Histogram, Line Chart

Learning Outcome:

At the end of this course, the students will be able to

- Understand the basics of R language.
- Understand application of statistical techniques using R.
- Understand the hypothesis testing & its application in business using R
- Learn data visualization using R

Text book [TB]:

Hands-on programming with R, Garrett Golemund, O'Reilley, 1st Edition, 2014

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB644	Subject Title	Data Analysis using Python						
LTP	004	Credit	2	Subject Category	SEC	Year	1 st	Trimester	II

Course Objective: The main aim of this course is to gain Understanding of the programming features of python and get hands on experience in working with python and build data applications

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction

Features of Python, setting up path, Variables and Data types, Operators in Python, input – Output Statements, Control Structures: Conditional Statements, Looping Statements, Control Statements

UNIT 2: Data Structures of Python

Strings, Lists, Tuples, Dictionaries, Functions: Defining and calling a function, Types of Function; Modules: Importing Module, Packages, Composition, Exception Handling

UNIT 3: OOP Concepts and Regular Expressions

OOP concepts in Python, Regular Expressions: Match Function, Search Function, Matching Vs Searching, Modifiers, Patterns, Working with Database

UNIT 4: Python for Data Analysis-I

NumPy Basics: Arrays and Vectorized Computation, Pandas Basics: Working with Series and Data Frame

UNIT 5: Python for Data Analysis-II

Data Loading Methods, Data Transformation Methods, Plotting and Visualization, Data Aggregation and Group Operations.

Learning Outcomes:

At the end of this course, the students will be able to

- Understand the basic concepts of python
- Write simple to complex programs in python
- Use python for data visualization
- Analyse data using Python

Text book [TB]:

- Wes McKinney (2013), Python for Data Analysis, Mumbai: O'Reilly - Shroff Publishers & Distributors Pvt. Ltd.

Reference books [RB]:

- Davy Cielen, Arno D.B. Meysman, Mohamed Ali, Introducing Data Science: Big Data, Machine Learning and More, Using Python Tools, New Delhi: Wiley India
- Guttag, John V (2016), Introduction to Computation and Programming with Application to Understanding Data, New Delhi: Prentice Hall of India
- Will Richert, Luis Pedro Coelho, Building Machine Learning Systems with Python, Mumbai: PACKT / Shroff Publishers
- Kenneth A Lambert (2015), Fundamentals of Python, New Delhi: Cengage Learning

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB645	Subject Title	Data Visualization using Tableau						
LTP	0 0 4	Credit	2	Subject Category	SEC	Year	1 st	Trimester	II

Course Objective: The main aim of this course is to provide students basic understanding of Tableau and its application in data visualization.

Course Pre/Co- requisite (if any): None

UNIT 1: Understanding Data

Data-Meaning and Definitions, Where to find data, Foundations for building Data Visualizations.

UNIT 2: Creating visualization

Getting started with Tableau Software Using Data file formats Connecting your Data to Tableau Creating basic charts (line, bar charts, Tree maps) Using the Show me panel.

UNIT 3: Tableau Calculations

Overview of SUM, AVR, and Aggregate Features Creating custom calculations and fields Applying new data calculations to your visualization.

UNIT 4: Formatting Visualizations

Formatting Tools and Menus Formatting specific parts of the view Editing and Formatting Axes. Manipulating Data in Tableau-Cleaning-up the data with the Data Interpreter Structuring your data Sorting and filtering Tableau Data, Pivoting Tableau data

UNIT 5: Distributing & Publishing Your Visualization

Tableau file types Publishing to Tableau Online Sharing your visualization Printing and exporting.

Learning Outcomes-

At the end of this course, the students will be able to

- Designing data visualization using Tableau
- Learn data exploration through Tableau
- Learn Tableau's advanced features
- Connect tables and making transformations like field pivoting, column splitting, etc

Text Book [TB]:

- Getting Started with Tableau 2019.2 (Second Edition), Tristan Guillevin.

Reference Book [RB]:

- Mastering Tableau 2019.1 (Second edition), Marleen Meier, David Baldwin

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB706	Subject Title	Business Simulation						
LTP	0 0 4	Credit	3	Subject Category	SEC	Year	1st	Trimester	II

Course Objective:

The main purpose of this course is to make students understand the importance of cross-functional decision making.

About MikesBikes-Intro (MB-I)

It is an Online Business Simulation that will give you the opportunity to run your own company that deals in Bicycle Manufacturing. Students shall be managing all the key functional areas of a Firm involving critical price, marketing, operations, product development, and financial decisions.

Week wise Course Delivery Plan

Week -1	Introduction to MikeBikes and Learning Plans through team-based decisions
Week -2	First Interface with simulation on Single player Version (Practice)
Week -3	Practice Rollover 1 on Single-player Version
Week -4	Practice Rollover 2 on Single-player Version
Week -5	Start of Competition – Rollover1 (Year1 decisions to be taken)
Week -6	Competition – Rollover2 (Year 2 decisions to be taken)
Week -7	Competition – Rollover3 (Year 3 decisions to be taken)
Week -8	Competition – Rollover4 (Year 4 decisions to be taken)

Pedagogy

This course shall be delivered through a competition-based format where in class is divided into 20 teams having 3-4 members in each team. Simultaneously, 5 teams will be in direct competition i.e., shall be competition with each other and hence shall form WORLD1. In total there will be 4 Worlds having 5 teams in each. Each team shall analyze various reports and take certain decisions so that overall shareholders' value for their respective firm is increased. After every Rollover i.e., submitting their decisions for a given year, the performance of each team shall be analyzed and evaluated.

Learning Outcomes-

At the end of this course, the students will be able to

- Understand how business decisions are actually taken
- Take cross functional area decision to see there resulting implications on the business
- Have a managerial feel to run a company

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB702	Subject Title	Summer Internship Report & Seminar						
LTP	0 0 8	Credit	4	Subject Category	DC	Year	2nd	Trimester	IV

Course Objective:

The main objective of this summer internship is to provide students, an opportunity to see and learn live from Industry by undertaking a 6-8 weeks training during summer break after first year. During this internship period student will be working as an intern in company of their choice in preferably a specialized domain so that they are ready to learn more about specialized training in a given area

Learning Outcomes:

At the end of this course, the students will be able to

- Understand the working of real business world
- Submit the project report on the training received during internship.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	MB707	Subject Title	Industrial Training Project/Dissertation & Viva Voce						
LTP	0 0 24	Credit	12	Subject Category	DC	Year	2nd	Trimester	VI

About the course

For all the trimester system students of 2018-20 batch onwards, there will be an opportunity to either pursue a full trimester training in Trimester VI at a company of their choice or stay back in the campus to complete dissertation work. Those who will go for training in companies shall be required to submit an Industrial training project followed by Viva Voce. Those who will be in campus need to work on dissertation and submit the same followed by Viva-Voce.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	FE801	Subject Title	Communication for Enhancing Professional Competence						
LTP	300	Credit	3	Subject Category	FE	Year	I/II	Trimester	

Course Objective:

This course is to enhance the professional communication skills among students of management. This course is to enhance the soft skills of the students by introducing them to various nuances of business and managerial communication. It will help the students to develop professional skills and how to be effective communicator at workplace especially in a corporate setup.

Course Pre/Co- requisite (if any): None

UNIT 1: Basics of Communication

Communication: Meaning, Types of Communication: General, Technical, Business, Managerial, Communication, Importance & Need of Communication, Flow of Communication: Channels & Networks, Business Presentation, Business Etiquette, Telephonic Etiquette, Interview Skills, Impression Management, Knowledge, and adoption of Non-Verbal cues of communication.

UNIT 2: Written / Managerial Analysis & Communication

Intra office Correspondence: Notice, Agenda, Minutes and Memorandum Technical Proposal & Report, Business Letter Writing, Job Application Letter & Resume, Interview Skills, Impression Management, Business Presentations, Leadership styles and Managerial grid, persuasive communication.

UNIT 3: Personal Skills for Corporate Communication

SWOT Analysis: Self-Assessment, Identifying Strength & Weakness, Self-Awareness, Self-Disclosure & Self-Management (Stress, Anger), Goal Setting: Personal & Professional Goals, SMART-ER Goals, Human Perception: Understanding People, Perceptions, Attitudes, Personality

UNIT 4: Professional Skills for Corporate Communication

Creating Impact through Powerful Presentations and Interpersonal Communication Skills, Communication as Competitive Tool, Decision Making, Leadership Skills, Time Management: Planning Organizing, Time Wasters, Conflict Resolution Skills, Negotiation Skills

UNIT 5: Communication Management in the Digital Age

Communicating Corporate Reputation, Corporate Communication Insights from Bhagavad Gita, Political communication, Media and Society: The Economics, Politics, Ethics, and Technologies of Mass Communication, Strategic Communication in the Digital Era.

Learning Outcomes:

At the end of this course, the students will be able to

- Communicate smoothly
- Greater self-confidence and knowledge of life skills helps them to develop healthier interpersonal relationships.
- Present themselves effectively
- Prepares the students to face future challenges and excel in their personal and professional lives.

Text Books [TB]:

- Ford A, Ruther. Basic Communication Skills, Pearson Education, New Delhi.2013.
- Gupta, Ruby. Basic Technical Communication, Cambridge University Press, New Delhi.2012.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Reference books [RB]:

- Tyagi, Kavita & Padma Misra. Basic Technical Communication, PHI, New Delhi. 2011.
- Steven R. Covey. The Seven Habits of Highly Effective People, Simon and Schuster, London, 2007.
- Robbins, Stephen. Management, Pearson Prentice Hall. 2009
- Carnegie, Dale. How to win Friends and influence People, Simon and Schuster, London, 2009.
- Dr. Alex. Soft Skills: Know Yourself & Know the World, S. Chand Publications, 2001.
- Gopalswamy, Ramesh. The ACE of Soft Skills: Attitude, Communication and Etiquette for Success, Pearson, New Delhi, 2008.
- Ghosh, B. N. Managing Soft skills for Personality development, Laxmi Publications Ltd., New Delhi, 2013.
- Koontz, H., and Weihrich, H., Essentials of Management: An International Perspective, 8th ed., McGraw Hill, 2009.
- Mahadevan, B., Operations Management, Theory and Practice, Pearson Education Asia, 2009

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	FE802	Subject Title	Design Thinking						
LTP	300	Credit	3	Subject Category	FE	Year	I/II	Trimester	

Course Objective:

The course aims at providing students an opportunity to learn design thinking approach. In this course, students will work in groups to think and design a solution for an existing business or community problem.

Course Pre/Co- requisite (if any): None

UNIT 1: Understanding Design Thinking

Meaning and Definition of Design Thinking, Process of Design thinking, Planning a design thinking project

UNIT 2: Exploring and Defining the Problem

Identifying and understanding the problem, Problem Analysis, Reformulation of Problem, Observation, empathetic design, methods for empathetic designs, defining the problem.

UNIT 3: Ideating Opportunities

Generation of ideas using creativity, Creativity – Meaning & definition, creative process, techniques of creativity, Evaluation of ideas

UNIT 4: Prototyping and Testing

Prototype- meaning and definition, Start-up method for prototype development, prototype visualization and presentation techniques. Testing Business ideas, KANO Model, Desirability testing,

UNIT 5: Capstone Project on Design Thinking

Students will carry out a group project to implement their learning of design thinking.

Learning Outcomes:

At the end of this course, the students will be able to

- Understand the basic concept, process and tools of design thinking
- Identify and define a problem wherein design thinking could be applied.
- Learn how to generate ideas for providing design thinking solutions
- Design a prototype solution to an identified problem..

Text Book [TB]:

- Roterberg, M. Christian,(2018) “ Handbook of Design Thinking”

Reference Books [RB]:

- Dwivedi, D.N. (2015) “Design thinking – The guidebook”
- Roterberg, M. Christian,(2018), "Design thinking for dummies"

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	FE804	Subject Title	Personal Financial Planning						
LTP	3 0 0	Credit	3	Subject Category	FE	Year	I/II	Trimester	

Course Objective:

At the completion of the course, students will be able to: Recognize opportunities inherent with good personal financial planning.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction to Financial Planning

The process financial planning, Client interactions, Time value of money applications, Personal financial statements, Cash flow and debt management, planning to finance education.

UNIT 2: Risk Analysis & Insurance Planning

Risk management and insurance decision in personal financial planning, Various Insurance Policies and Strategies for General Insurance, Life Insurance, Motor Insurance, Medical Insurance.

UNIT 3: Retirement Planning & Employees Benefits

Retirement needs analysis techniques, Development of retirement plan, Various retirement schemes such as Employees Provident Fund (EPF), Public Provident Fund (PPF), Superannuation Fund, Gratuity, Other Pension Plan and Post- retirement counseling.

UNIT 4: Investment Planning Risk Return Analysis

Mutual Fund, Derivatives, Asset Allocation, Investment strategies and Portfolio construction and management.

UNIT 5: Tax Planning Income-tax computation for Individuals

Companies, Trusts and other bodies. Statutory provisions pertaining to Capital Gains and indexation, House Property, Deduction and Allowances, Non-Resident Indian tax laws, and Tax Management Techniques.

Learning Outcome:

At the end of this course, the students will be able to

- Examine the risks associated with poor personal financial planning
- Demonstrate the use of economic information to make informed personal financial decisions
- Demonstrate a simple personal federal income tax form
- Compute interest charges based on various types of borrowing situations.
- Identify how personal risk is managed with the purchase of various types of insurance

Text Book [TB]:

- Singhanar V.K: Students' Guide to Income Tax; Taxmann, Delhi.
- Prasaci, Bhagwati: Income Tax Law & Practice: Wiley Publication, New Delhi

Reference Books [RB]:

- Girish Ahuja and Ravi Gupta: Systematic approach to income tax: Sahitya Bhawan Publications, New Delhi.
- Ranganathan and Madhumathi: Investment Analysis and Portfolio Management: Pearson, New Delhi
- George Rejda: Principles of Risk Management and Insurance: Pearson, New Delhi

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	FE804	Subject Title	Management Paradigms from Indian Mythology						
LTP	3 0 0	Credit	3	Subject Category	FE	Year	I/II	Trimester	

Course Objective: This course presents a framework of knowledge, values, abilities, and experiences to promote culturally competent, ethical, and spiritually sensitive individuals, taking into account a variety of spiritual expressions and the necessity of self-development. It aids in the understanding of personality traits, formation, and important contributions in the corporate sector.

Course Pre/Co- requisite (if any): None

UNIT 1: Spirituality in Business and Workplace

Current Challenges in Business Management & Society. Relevance of Ancient Indian Wisdom for contemporary society. Spirituality in Business the notion of Spirituality. An introduction to Bhagavad Gita & its relevance

UNIT 2: Perspectives on Leadership and Work

Failed Leadership: Causes & Concerns Leadership Perspectives in the Gita. Axioms of Work & Performance. The Notion of Meaningful Work

UNIT 3: Perspectives on Self- Management

Mind as a key player in an individual. Meditation as a tool for self- management. Role of Yoga in addressing stress & burnout of manager's. mind as a key player in an individual. Self- Management by understanding the world within. Values & their role in Self- management 16 Shaping the personality through Trigunas.

UNIT 4: Perspectives on Life and Society

Perspectives on Sustainability. Death as a creative destruction process. Law of Conservation of Divinity, Conclusion

UNIT 5: Capstone Project

Community lessons by students in groups at villages and SSI.

Learning Outcomes:

At the end of this course, the students will be able to

- Identify some of the commonly felt problems that individuals, organizations and the society faces
- Illustrate the usefulness of Gita in addressing some of these problems
- Demonstrate how alternative world views and paradigms of management could be developed with knowledge of Ancient Indian wisdom such as Gita
- Provide a good introduction to Ancient Indian wisdom using Gita as a vehicle.

Text Book [TB]:

- Understanding Psychology: By Robert S Feldman. (Tata McGraw Hill Publishing)

Reference Books [RB]:

- Personality Development and Career management: By R.M.Onkar (S Chand Publications)
- Mcgrath Eh Basics Management Skills For All Printish Hall Of India Pvt Ltd New Delhi
- Wehtle David A and Kin S Kemerron – Developing Managerial Skills – Pearson Education New Delhi.

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	FE805	Subject Title	Workshop on Campus to Corporate						
LTP	1 0 4	Credit	3	Subject Category	FE	Year	I/II	Trimester	

Course Objective:

The main objective of this course is to describe students how to write a perfect resume, art of public speaking, models of professional excellence etc.

Course Pre/Co- requisite (if any): None

UNIT 1: The Industry-Academia Interface and Achieving Excellence

Introduction and Need for transition, Business School Scenario, Corporate Expectation Scenario, Writing a perfect resume, Essentials of group discussion, the art of public speaking, the interview do's and don'ts.

UNIT 2: Personal and Organizational Effectiveness

The 50 new rules of work, Professional Etiquettes, Effective Negotiation skills, Managing Conflict, Communication skills, creative Problem Solving, 7cs Model for Professional Excellence, Personality & Personality Development, Building Positive Mindset and work Attitude, Innovation and creativity, Work Life Balance, Time & Stress Management.

UNIT 3: Understanding Business Etiquette and Employment Interviews

Dressing up, Networking, Exchanging business cards, Shaking hands, Dining etiquettes, Understanding the process, Preparing for the interview: On the day of interview, on the interview table and dress code at interview, Interview mistakes, How to present well in interview, typical questions asked.

Learning Outcomes:

At the end of this course, the students will be able to

- Write good resume
- Take care of do's and don'ts while giving interviews.
- Understand 50 rules of work.

Textbook [TB]:

- Campus to Corporate-Your Roadmap to employability, Gangadhar Joshi , SAGE

Course Structure & Syllabus of MBA (Trimester) Applicable for Batch: 2021-2023

Subject Code	FE806	Subject Title	Spirituality and Self Development						
LTP	3 0 0	Credit	3	Subject Category	FE	Year	I/II	Trimester	

Course Objective: This course presents a framework of knowledge, values, abilities, and experiences to promote culturally competent, ethical, and spiritually sensitive individuals, taking into account a variety of spiritual expressions and the necessity of self-development. It aids in the understanding of personality traits, formation, and important contributions in the corporate sector.

Course Pre/Co- requisite (if any): None

UNIT 1: Introduction to Spirituality

Historical Background of spirituality, Spirituality meaning, why spirituality is a requirement? Components of Spirituality, Workplace spirituality: concept, objective and tools and theories, Happiness: concept, tools to measure

UNIT 2: Spirituality and Diversity

Spirituality and diversity, Difference between Spirituality and Religiosity, Requirement of workplace spirituality in the present scenario, Incorporating workplace spirituality at work, Transforming organization, Work life balance,- Benefits at the Organizational level and individual level,

UNIT 3: Self-Development

Define Personality, Determinants of Personality Development, Perception – Definition, Perceptual Process, Factors of Association – Relationship, Personality Traits, Developing Effective Habits, Emotional Intelligence

UNIT 4: Motivation

Motivation, Introspection, Self-Assessment, Self-Appraisal & Self-development, Sigmund Freud Id, Ego & Superego, Self Esteem and Maslow, Self Esteem & Erik Erikson, Mind Mapping, Competency Mapping & 360 Degree Assessment,

UNIT 5: Interpersonal relationship

Interpersonal Relationship, Spiritual journey beyond management of change, Good manners & Etiquettes, Effective Speech, Understanding Body language, projective positive body language, Stress Management: Introduction, Causes, techniques, Time management: Importance, Techniques, Styles.

Learning Outcomes:

At the end of this course, the students will be able to

- Understand the spirituality in the content of person and organization
- Understand and respect a variety of expressions of spirituality
- Learn the concept of self-development in the form of personality
- Understand the concept of motivation and competency mapping
- Understand the concept of Spiritual journey beyond management of change

Text Book [TB]:

- Understanding Psychology: By Robert S Feldman. (Tata McGraw Hill Publishing)

Reference Books [RB]:

- Personality Development and Career management: By R.M.Onkar (S Chand Publications)
- Mcgrath Eh Basics Management Skills For All Printish Hall Of India Pvt Ltd New Delhi
- Wehtlel David A and Kin S Kemerron – Developing Managerial Skills – Pearson Education New Delhi.